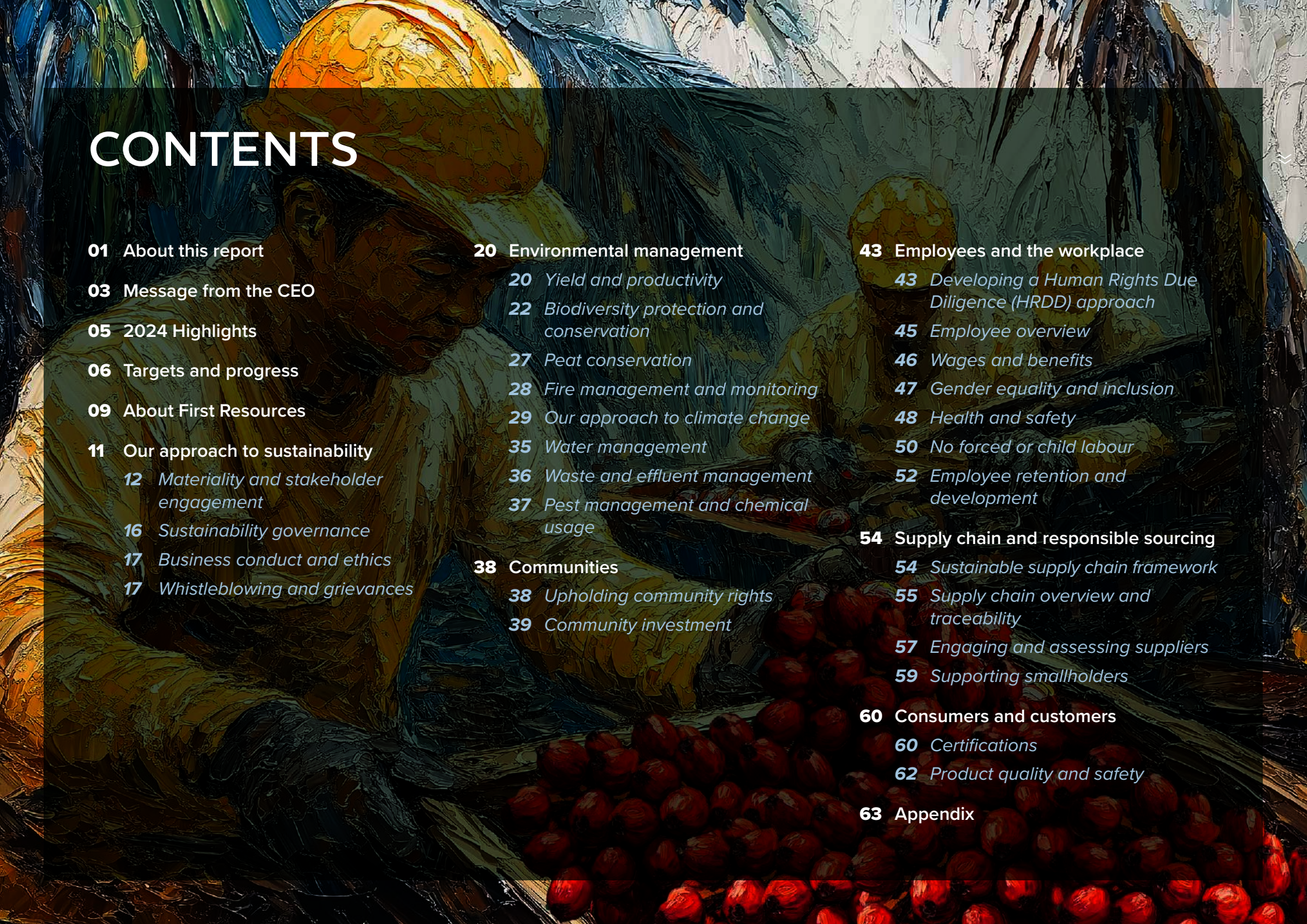

FIRST
RESOURCES
SUSTAINABILITY
REPORT
2024



CONTENTS

ABOUT THIS REPORT [GRI 2-2, 2-3]

WE ARE PLEASED TO PRESENT FIRST RESOURCES' ELEVENTH SUSTAINABILITY REPORT. THIS REPORT OUTLINES OUR PROGRESS AND CHALLENGES IN INTEGRATING SUSTAINABLE PRACTICES THROUGHOUT OUR OPERATIONS AND SUPPLY CHAIN IN 2024.

REPORT SCOPE AND BOUNDARIES

First Resources publishes a sustainability report on an annual basis. This report outlines our sustainability performance from 1 January 2024 to 31 December 2024, encompassing our upstream and downstream palm oil entities, our satellite offices, and our Singapore headquarters. Where available, relevant historical data are provided for comparison. Given the timing of its publication, this report also includes significant achievements in 2025.

REPORTING FRAMEWORKS AND ALIGNMENT

This report has been prepared in accordance with the latest Global Reporting Initiative (GRI) Standards, selected for being the most widely adopted multi-stakeholder reporting framework. It has also been prepared with reference to relevant sector-specific standards, namely the GRI 13 Standards on Agriculture, Aquaculture and Fishing Sectors, and the Sustainability Accounting Standards Board (SASB) Standards for the Agricultural Products Industry. For climate-related matters, the relevant disclosures also align with the Task Force on Climate-related Financial Disclosure (TCFD) recommendations. Additionally, the report incorporates the requirements of the Singapore Exchange (SGX) Listing Rules 711A, 711B, and Practice Note 7.6 Sustainability Reporting Guide, including the Common Set of Core ESG metrics, updated in April 2023.

GRI and SASB disclosures are included throughout the report and referenced under headings or subheadings as GRI XXX-XX, GRI 13.X.X, and FB-AG-XXx.x.

For complete information, this report should be read in conjunction with our Annual Report and the information available on our website.

DATA AND ASSURANCE

First Resources' Internal Audit department has conducted a limited review of the Group's sustainability report on the material topics of Supply Chain Traceability and Business Conduct and Ethics. The internal review was carried out in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors (IIA).

For the period from 1 January 2024 to 31 December 2024, Internal Audit has conducted a limited review and examined the evidence pertaining to the following topics:

1. **Supply Chain Traceability: The Onboarding Process of New Suppliers**
   Internal audit has audited the onboarding process for new suppliers of fresh fruit bunches (FFB), crude palm oil (CPO), and palm kernel (PK).

   First Resources' new suppliers are required to fill in the Supplier Onboarding Form to provide traceability information, such as the name of the supplier, contact information, mills or estate location details (latitude and longitude coordinates), and the sustainability certification held by the supplier. The Supplier Onboarding Form is verified by the Sustainability department for the accuracy of the coordinate information, and cross-checked against the supplier suspension list.

2. **Business Conduct and Ethics: The Anti-Corruption Policies and Practices**
   Internal Audit has verified the policies regarding anti-corruption practices, including the Whistle-Blowing Policy, Zero Fraud Tolerance Policy, Prohibition on Accepting Bribes, Rewards, Gifts and Other Gratuities Policy, and Employees' Code of Conduct. Subsequently, in 2025, the new Anti-Bribery, Corruption, and Money Laundering Policy was issued.

Publication Date: **4 April 2025**

ABOUT THIS REPORT

Based on Internal Audit's review, the activities undertaken to enforce anti-corruption practices are as follows:

a. The Code of Conduct has been communicated annually to all employees through email.
b. A whistleblower hotline brochure has been placed in strategic locations in all estates, regional offices, and the corporate office, and posted on the Company's website. The whistleblower hotline brochure and Code of Conduct were also distributed to all suppliers, vendors, and contractors in 2024.
c. Supplier visits are conducted regularly during internal audit engagements on the Purchasing/ Procurement cycle.

Based on our limited review on the FFB, PK, and CPO supplier onboarding process and anti-corruption practices and policies, we conclude that the information regarding these topics is relevant and accurate.

While we did not engage a third-party in the assurance of this year's sustainability report, senior management has duly reviewed the information presented therein. As we continue to build on enhancing our sustainability reporting process, the Group will consider engaging an independent third-party in subsequent years to conduct external limited assurance of the information outlined in our reporting.

RESPONSIVENESS AND ENGAGEMENT

We have provided appropriate context for our performance throughout this report, primarily considering the unique social and environmental landscapes of our operations. Our reporting is also guided by international and sector-wide platforms. This includes platforms we are members of, such as the Roundtable on Sustainable Palm Oil (RSPO) and leading benchmarks such as the Zoological Society of London's Sustainable Palm Oil Transparency Toolkit (ZSL SPOTT). For the first time, we have also submitted CDP questionnaires on Climate Change and Forests.

CONTACT [GRI 2-3]

We welcome feedback from all our stakeholders. If you have any questions or comments regarding this report or our sustainability performance in general, please contact us:

FIRST RESOURCES LIMITED
7 Temasek Boulevard
#24-01 Suntec Tower One
Singapore 038987
T : +65 6602 0200
F : +65 6333 6711
E : sustainability@first-resources.com

Publication Date: **4 April 2025**

MESSAGE FROM THE CEO [GRI 2-22]

I AM PLEASED TO PRESENT FIRST RESOURCES' 2024 SUSTAINABILITY REPORT. WE HAVE ALWAYS MAINTAINED THAT OUR SUSTAINABILITY FOCUS SHOULD NOT BE A STATIC EXERCISE BUT ONE THAT IS DYNAMIC, CONSTANTLY REFRESHED, AND FORWARD-LOOKING. THIS IS ESPECIALLY IMPORTANT AS THE MARKETPLACE INCREASINGLY ALIGNS WITH ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) OBJECTIVES.

OUR PERFORMANCE IN 2024

We continue to build on our stringent 2015 No Deforestation, No Peat and No Exploitation (NDPE) commitments and have successfully achieved Roundtable on Sustainable Palm Oil (RSPO) certifications for ten of our subsidiaries, covering seven mills and more than 79,000 hectares of plantations. We also maintain 100% traceability at both the mill and plantation levels, ensuring oversight of all sourced products to their points of origin. To track progress and better understand how our supply chain is delivering sector-wide NDPE commitments, we have completed NDPE Implementation Reporting Framework (IRF) profiles for supplying mills to our refineries and crushers. Verification of our NDPE IRF was carried out by a credible third-party to confirm that the sourced volumes are free from deforestation and peat development activities. Beyond certification and verification, it has been important to communicate our progress by improving our visibility on ESG benchmarks such as ZSL SPOTT's palm oil assessment and MSCI. First Resources also submitted to the CDP platform for the first time, satisfactorily achieving B ratings for the Climate Change and Forests questionnaires.

STRENGTHENING OUR MARKET POSITIONING

As a company that operates throughout the world, we see good, sustainable business practices as an opportunity that allows for greater access to international markets and positions us to meet further expectations and regulations such as the upcoming EU Deforestation Regulation (EUDR). Transparency and accountability are vital for meeting some of the newest demands from both our financial and commercial marketplaces.

The uncertainty of EUDR regulation seeking to document No Deforestation in supply chains is critical and can have a profound impact on our preparation strategy as we work towards compliance. In response, we are pleased to convey that our NDPE commitments, made as early as 2015, allow us to comfortably meet the 2020 cut-off dates in EUDR, placing us in a strong position to comply – at least for our own plantations and plasma operations, which constituted 84% of our fresh fruit bunches (FFB) inputs in 2024.

Despite implementation delays, we have made further efforts to equip ourselves for EUDR readiness in relation to external volumes sourced. In response, we have rolled out an updated supplier due diligence procedure to assess supplier readiness against the same standards. Some challenges remain with regard to FFB supply from independent smallholders, where information and documentation can be onerous. As such, we

MESSAGE FROM THE CEO [GRI 2-22]

have completed a mapping exercise of independent smallholders in our supply base – a complex task given that all these volumes are purchased through dealers and traders. As of December 2024, more than 800 independent smallholder plots have been assessed, covering around 600 farmers.

Given our position, we are confident that we will be able to meet the EUDR requirements once they take effect.

OUR COMMITMENT ON CLIMATE

Another global issue in which First Resources has made tremendous headway is in reducing our direct greenhouse gas (GHG) emissions. We used the RSPO PalmGHG Calculator for many years to calculate our emissions and have now transitioned to the widely adopted GHG Protocol. Building on this, we have begun to track Scope 3 emissions across our supply chain and have developed our emission reduction targets with reference to the Science Based Targets initiative (SBTi).

While upstream palm oil companies face limitations in reducing emissions from land use change, we have invested heavily in areas where we have more timely influence. This includes breeding superior seeds to enhance FFB yield and productivity on existing plantations while also improving resilience to extreme weather conditions. Over 24,000 hectares of our managed land have also been set aside for conservation, and we have reforested more than 166 hectares of previously degraded land to date. Significant investments have also been made to capture methane from palm oil mill effluent (POME) emissions at ten of our mills, with plans for an additional four mills to be covered by the end of 2025. As of December 2024, our existing methane capture facilities enabled the avoidance of 368,982 tonnes of carbon dioxide equivalent (tCO_2e) being emitted into the atmosphere.

PEOPLE FIRST

Historically, discussions of palm oil sustainability have focused on environmental issues, including deforestation, peat, and climate change. Human rights issues, however, is a topic that have evolved over time – from tackling clear risks to becoming broader and more complex problems across supply chains.

Human rights and labour rights protection are high on our corporate agenda. Since 2023, we have been proactively introducing a Human Rights Due Diligence (HRDD) process to identify, assess and remedy any allegations of exploitation of workers, Indigenous people, or communities. This is certainly an area where we are evolving. Unlike many environmental concerns, human rights issues are often found in many grey areas and require a new understanding from everyone involved. Sometimes, ingrained cultural practices and traditional operational habits need to be re-examined in the light of consultation and engagement with affected parties. However, I believe we are making good progress and ensuring that our operations are respectful and empowering to the people involved and affected by our business.

CONCLUDING REMARKS

It is my belief that nothing we do to operate more sustainably can be merely window dressing or public relations. We take a very personal interest in every initiative, and sustainability remains an important part of our management and board discussions. To strengthen accountability, we have also introduced corporate KPIs and targets that cascade down through the Group's management, ensuring shared responsibility for great performance. This bolsters our targeted and ongoing initiatives such as achieving 100% RSPO certification status, maintaining full traceability across our value chain, and improving health and safety measures.

I am thankful that we embarked on this journey more than a decade ago and for the people within and surrounding First Resources who have worked hard to support us in facing new challenges and opportunities.

CILIANDRA FANGIONO
Executive Director and
Chief Executive Officer

2024 HIGHLIGHTS

OPERATIONS AND CERTIFICATIONS

- **7 RSPO-certified** mills & **15 ISPO-certified** mills
- **>79,000 hectares** of plantations are RSPO-certified (45% of nucleus plantations)
- **>143,000 hectares** of plantations are ISPO-certified (80% of nucleus plantations)

ENVIRONMENTAL MANAGEMENT

- **>24,000 hectares** set aside for conservation (>10% of our managed land)
- **Established a conservation and environmental education forest programme** in the Lembonah Forest, East Kalimantan
- **Planted >49,000 trees** since 2016, totalling more than 166 hectares of reforestation
- **>700 employees** and **>1,000 community members** trained in HCV–HCS
- **Continued orangutan habitat conservation programme**
- **Contributed to the development of Indonesia's national GHG policy**
- **Operating 10 methane capture facilities,** contributing to **368,982 tCO_2e avoided**
- **Began reporting of Scope 3 emissions**

COMMUNITIES

- **Over 3,700 students supported** across 43 schools
- **Strengthened collaboration** with University of Jambi at the First Resources Academy Learning Centre
- **Established additional health clinics**, totalling 24
- **Launched new sustainable agriculture and fisheries programme** for alternative livelihoods and food security

EMPLOYEE RELATIONS AND WORKPLACE

- **Advanced on Human Rights Due Diligence (HRDD) assessment**
- **Conducted HRDD training** for key employees
- Converted status of temporary workers to permanent employees: **from 11% temporary workers** in 2022 **to <1%** in 2024
- **Continued training under the *Ibu Pamong* programme** for employees of childcare centres
- **Renewed 5 health and safety SOPs**
- **New *Downstream Satu Downstream Care* workplace initiative**

SUPPLY CHAIN AND OTHERS

- **100% traceable to mill** since 2017
- **100% traceable to plantation** since 2023
- **Completed independent smallholder pilot mapping programme**
- **Suppliers 'delivering' on NDPE IRF (No Deforestation [ND] and No Peat [NP]) commitments:**
  - At crusher level – 100% ND & NP
  - At refinery level – 98.1% ND & 100% NP
- **Updated supplier SOP & due diligence assessments**

SUSTAINABILITY RECOGNITION

- **SPOTT score rose from 73.68%** in 2023 **to 76.20%** in 2024
- First-time **CDP submission on forests and climate change – achieved B ratings** for both
- Obtained an **MSCI A rating**

TARGETS AND PROGRESS

This section outlines our progress against sustainability targets for our material topics, as well as other relevant topics. These targets have been developed taking into consideration our short-, medium-, and long-term business and sustainability strategies.

Material/relevant topic	Target	Target year	Status as of Dec 2024, unless otherwise stated
Environmental management			
Conservation and management of high conservation value (HCV) areas; and **Protection of high carbon stock (HCS) forests**	No development in HCV areas and HCS forests	Ongoing	Achieved: No new development in no-go areas
	Conduct internal training on HCV–HCS for nine of our plantations	Year-on-year	Achieved and exceeded: Completed HCV–HCS training across 22 plantations, attended by 262 employees
	Conduct HCV–HCS training for six villages	Year-on-year	Achieved and exceeded: 13 villages engaged, attended by 310 community members
	Rehabilitate 20 hectares of conservation areas	Year-on-year	Achieved: 25.7 hectares rehabilitated (7,676 trees)
Peatland management	No development on peat	Ongoing	Achieved
Fire prevention and management	Reduce the number of fire incidents	Year-on-year	Achieved: Ten fewer fires occurred in 2024 compared to 2023
	Increase the frequency of our firefighters' training	Ongoing	Achieved: 53 additional firefighters trained in 2024 compared to 2023
Climate change	Construct methane capture plants at 14 mills	2025	On track: Two additional methane capture facilities were completed, bringing the total up to ten, with four more planned to be commissioned in 2025
	Establish a baseline for monitoring emissions reduction, in line with the GHG Protocol	2024	Achieved: Completed calculations following baseline
	Initiate Scope 3 GHG emission calculations	2024	Achieved: For the first time, this report includes Scope 3 emissions
Yield and extraction improvements	Increase nucleus FFB yield	Ongoing	Achieved: Nucleus FFB yield increased from 19.2 tonnes per hectare in FY2023 to 20.6 tonnes per hectare in FY2024
	Increase CPO extraction rate	Ongoing	Not achieved: CPO extraction rate decreased due to higher rainfall from wet weather impacting FFB harvest quality
Water management	Maintain water usage intensity to 1.0 m^3/MT FFB and below for all mills	Year-on-year	Achieved: Average water use intensity was 0.93 m^3/MT FFB

TARGETS AND PROGRESS

Material/relevant topic	Target	Target year	Status as of Dec 2024, unless otherwise stated
Employee relations and workplace			
Labour conditions and human rights	Continue to improve labour conditions and protect human rights	Ongoing	Achieved: Implemented child protection SOPs and guidelines across all estates and conducted training programmes for 355 child caregivers
	Refresh human rights policy	2025	On track: Completed a human rights impact assessment to review existing policy
Occupational health and safety	Zero fatalities	Year-on-year	Not achieved: We regret to report five fatalities
	Zero permanent work-related injuries	Year-on-year	Not achieved: We regret to report three permanent work-related injuries
Employee attraction, retention, and development	Assess needs and provide appropriate training/mentorship for employees	Ongoing	Achieved: Continued to roll out employee training programmes and initiatives
Supply chain and others			
Supply chain traceability	Maintain 100% traceability to mill	Ongoing	Achieved since 2017
	Maintain 100% traceability to plantation for FFB processed at our mills	Ongoing	Achieved since 2020
	Maintain 100% traceability to plantation for our third-party CPO and PK suppliers	Ongoing	Achieved since 2023
	Complete independent smallholder pilot mapping programme	2024	Achieved
Business conduct and ethics; and Governance	Develop anti-bribery, corruption, and money laundering policy	2025	Achieved in 2025: Policy developed; approved by the Board in February 2025

TARGETS AND PROGRESS

Material/relevant topic	Target	Target year	Status as of Dec 2024, unless otherwise stated
Sustainability certifications	Obtain RSPO certification for all mills integrated with plantations	2026	On track: One mill achieved certification, bringing the total to seven
	Obtain ISCC certification of waste and residues from palm oil mill effluent (POME) oil for six mills	2024	Achieved: Six mills achieved certification, bringing the total to 12
	Obtain ISPO certificate for three mills integrated with plantations	2024	In progress: Of the four mills integrated with plantations audited in 2024, one received certification. Certificates for the remaining three are pending. Target year revised to 2025
Community engagement and development			
Rights of Indigenous and local communities; and Community investment	Continue contributing to CSR and community investment programmes	Year-on-year	Achieved: Contributed IDR 13.6 billion on CSR and community development programmes

ABOUT FIRST RESOURCES

OPERATIONAL PROFILE [GRI 2-1, 2-6] [SASB FB-AG-000.A, FB-AG-000.B, FB-AG-000.C]

First Resources Limited was founded in 1992 and listed on the Singapore Exchange (SGX) in 2007. Today, First Resources is one of Southeast Asia's leading palm oil producers, with a fully integrated supply chain encompassing mills, kernel crushing plants (KCPs), refineries, and biofuel production in Indonesia. As of 10 March 2025, Eight Capital Inc. holds 67% of our company shares (excluding treasury shares), with an additional 11% held by two other substantial shareholders. The remainder is publicly traded.

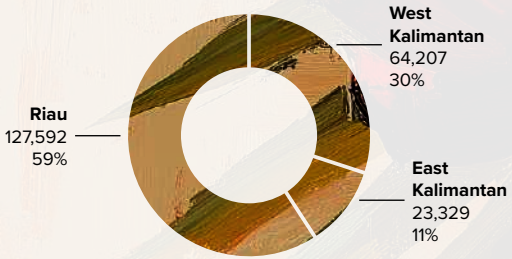
Apart from our Singapore head office, our operations are based in Indonesia, where we employ over 26,000 people. We manage a total of 215,128 hectares of nucleus and plasma planted area across the Indonesian provinces of Riau, West Kalimantan, and East Kalimantan. Of this, 178,854 hectares are nucleus oil palm plantations, while 36,274 hectares belong to plasma smallholders.

Over half of our plantations are prime age, with approximately 10% in their immature phase. Our largest planted area in Riau accounts for 64% of our fresh fruit bunches (FFB) production, while plantations in West and East Kalimantan contribute the remaining 36%.

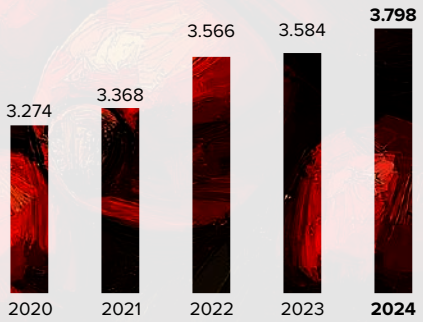
In 2024, First Resources produced approximately 3.8 million tonnes of FFB from our nucleus and plasma estates. Our nucleus FFB yield reached 20.6 tonnes per hectare (MT/ha), and smallholder FFB yield rose to 15.0 MT/ha. Additionally, First Resources also operated 20 palm oil mills, which produced 1,003,922 tonnes of crude palm oil (CPO) in 2024. Our efforts to enhance yield performance yielded positive results, with both FFB and CPO production increasing by 6% compared to the previous year.

Our refinery and processing plants in Riau produce a range of palm oil and palm kernel (PK) fractions, derivatives, and biofuels for both domestic and export markets.

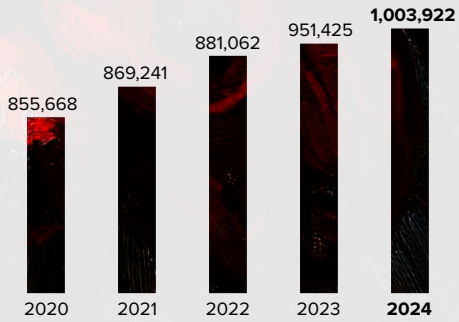
TOTAL PLANTED AREA BY REGION 2024
(hectares, %)



FFB PRODUCTION 2020–2024
(million tonnes)



CPO PRODUCTION 2020–2024
(tonnes)



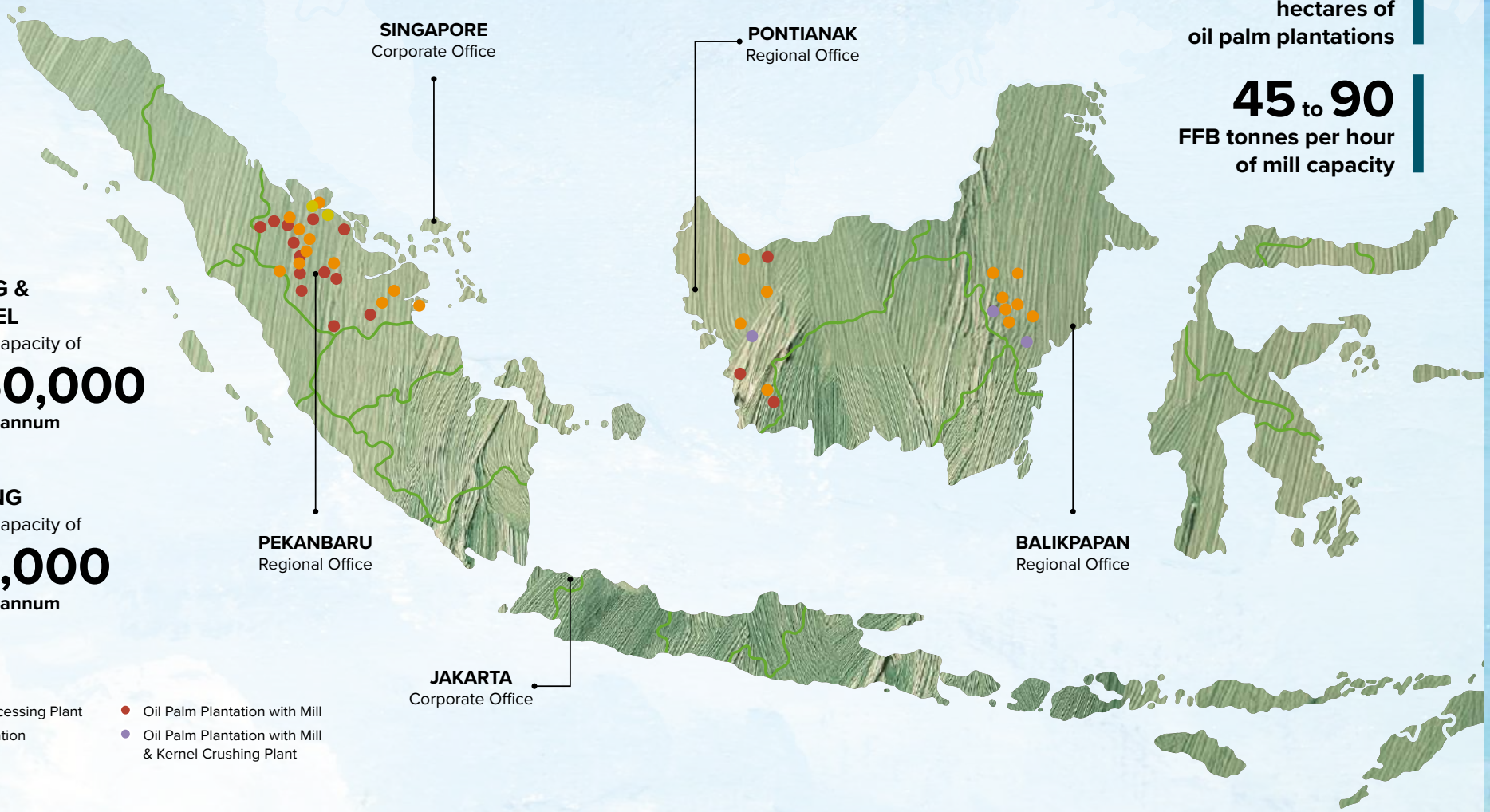
OUR PRESENCE

215,128
hectares of oil palm plantations

45 to 90
FFB tonnes per hour of mill capacity

REFINING & BIODIESEL
combined capacity of
1,350,000
tonnes per annum

KERNEL CRUSHING
combined capacity of
405,000
tonnes per annum



OUR APPROACH TO SUSTAINABILITY [GRI 2-23, 2-24]

BOARD STATEMENT

“The Board regularly reviews the material environmental, social, and governance (ESG) topics facing First Resources and considers them when formulating the Group’s strategy. The Board also provides oversight to ensure these topics are appropriately managed and monitored.”

First Resources Board of Directors

Sustainability is the foundation of our business, aligning with our core values of loyalty, integrity, diligence, persistence, and care. This commitment is guided by our 2015 Policy on Sustainable Palm Oil, which outlines our pledges to No Deforestation, No Peat, and No Exploitation (NDPE) and is in accordance with industry standards. The scope of this policy extends beyond our operations, encompassing subsidiaries, associated companies, and third-party suppliers.

Over the years, we have fostered an ethos of continuous improvement by implementing and refining programmes in accordance with our NDPE pledge. In 2024, we initiated an internal review of our existing policies and procedures. This resulted in several key developments: updated health and safety standard operating procedures (SOPs), enhanced supply chain assessment processes, and piloting the first project for Human Rights Due Diligence (HRDD) assessment.

To mark the tenth anniversary of our Policy on Sustainable Palm Oil, we will embark on a revision of its criteria in 2025. The updated framework will be aligned with industry best practices and the latest local and international sustainability standards relevant to our business.

THE NDPE POLICY ENCOMPASSES COMMITMENTS AROUND FOUR KEY AREAS:

01 ENVIRONMENTAL MANAGEMENT
Ensuring zero burning and no development on high carbon stock (HCS) forests, high conservation value (HCV) areas and peat areas, as well as increasing yield, reducing our greenhouse gas emissions (GHG) progressively and adopting agronomic best practices to minimise our environmental impact

02 COMMUNITY ENGAGEMENT AND DEVELOPMENT
Respecting the rights of Indigenous and local communities, resolving conflicts, and driving positive socio-economic impact where we operate

03 EMPLOYEE RELATIONS AND WORKPLACE
Respecting labour standards and human rights of all our employees, including contract and temporary workers

04 SUPPLY CHAIN
Working towards a traceable and transparent supply chain, with an aim to build a network of suppliers that upholds our sustainability goals and practices, as set out in our policy

OUR APPROACH TO SUSTAINABILITY

MATERIALITY AND STAKEHOLDER ENGAGEMENT

Materiality assessment [GRI 2-14, 3-1, 3-2]

Our last comprehensive materiality review was conducted in 2019 and has been reviewed annually in line with the development of our sustainability reports, including this 2024 document. This process ensures that First Resources' key focus areas remain relevant and responsive to stakeholder expectations. The identified material topics and resulting matrix guide our internal sustainability strategies and reporting content. Our senior management team regularly monitors these material topics, and any significant developments and emerging issues related to our material focus areas are presented to the Board for consideration.

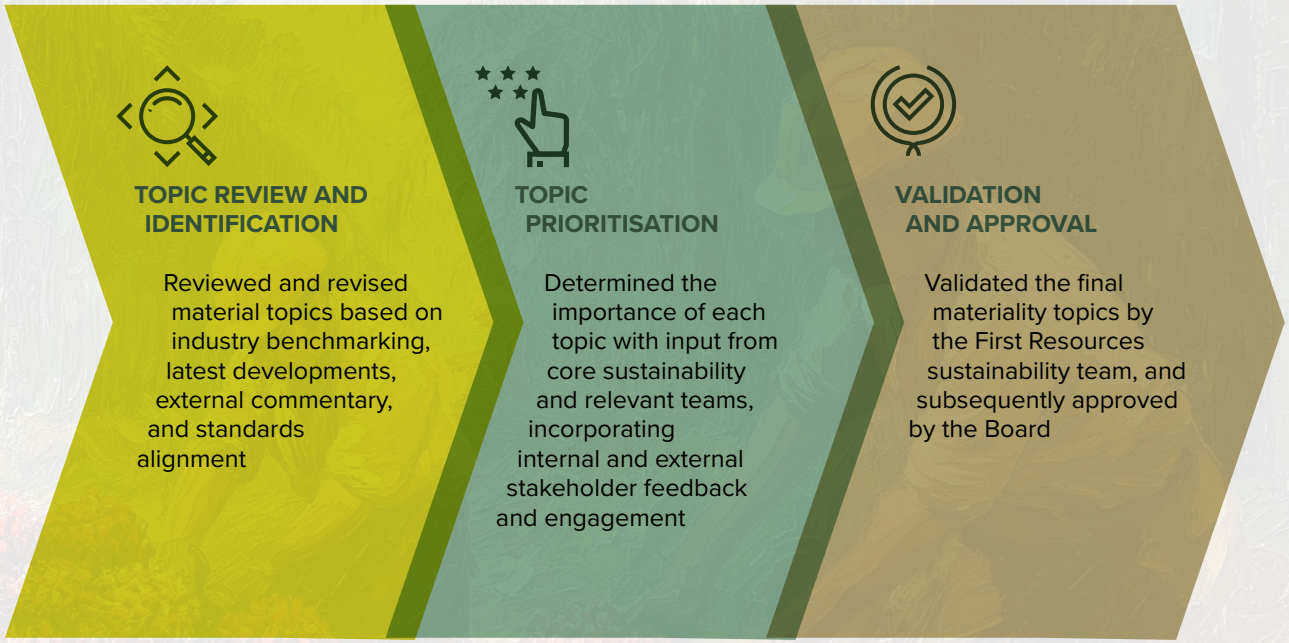
As part of our review process in 2024, we identified two new material topics:

1. **Governance** | Although an existing focus area for First Resources, this is now highlighted as a distinct topic to reflect the growing need for reporting on sustainability governance, climate governance, and the code of conduct.

2. **Product quality and safety** | While we do not manufacture consumer-brand products, our buyers view this topic as material to ensure that certified products comply with standards such as Good Manufacturing Practice (GMP+), Hazard Analysis, and Critical Control Point (HACCP).

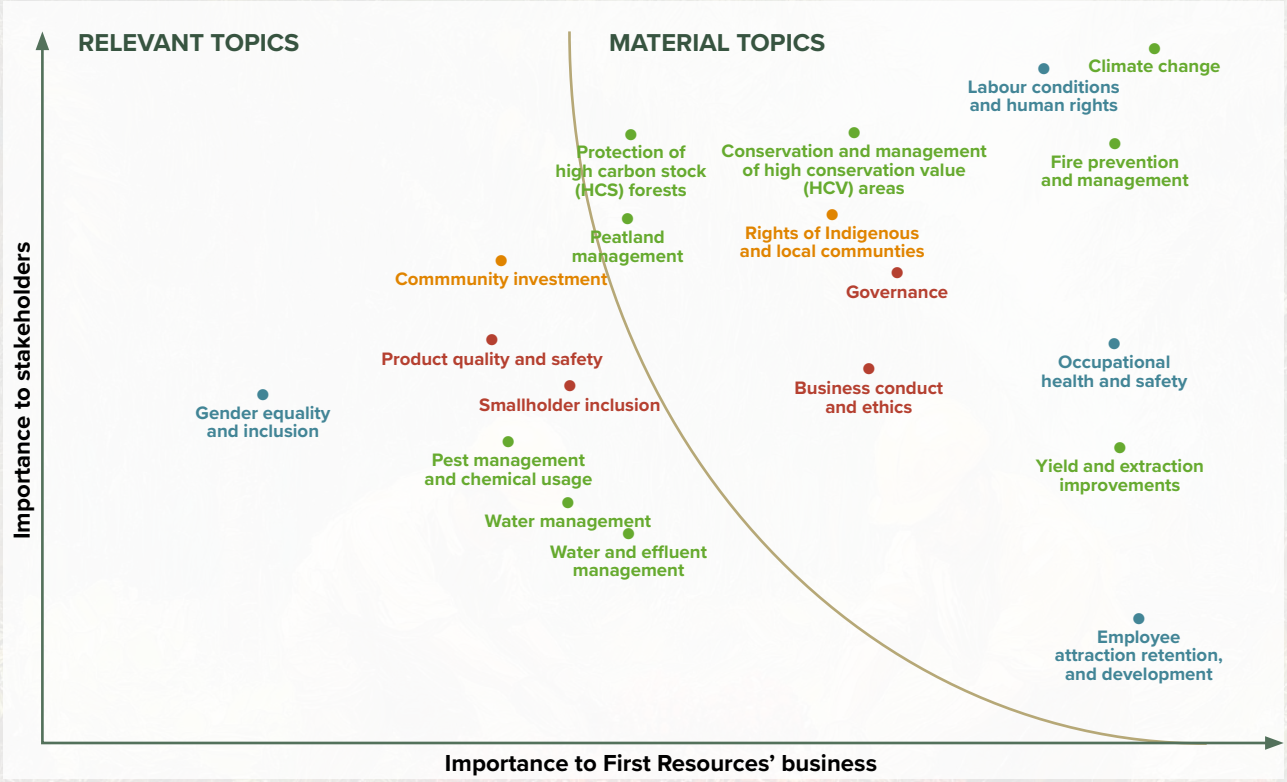
We aim to conduct our next comprehensive materiality review in 2025, using the double materiality approach to identify topics from both an impact and financial perspective. Through this exercise, we will determine risks and opportunities that extend beyond our ESG impact while also gaining insight into how these issues might affect our financial performance.

2024 MATERIALITY UPDATE



OUR APPROACH TO SUSTAINABILITY

FIRST RESOURCES MATERIALITY MATRIX



Material Topics

Topics that are most important to internal and external stakeholders and that guide the focus of First Resources' sustainability strategy and reporting. We allocate appropriate resources to manage these topics and ensure sufficient public disclosure.

Relevant Topics

Topics that are less critical to internal and external stakeholders. However, they are still important and are incorporated into First Resources' responsible business practices. These issues will be managed as part of the Group's overall sustainability strategy and reported as relevant based on sustainability context and stakeholder interest.

OUR APPROACH TO SUSTAINABILITY

Our material topics and their boundaries

Topic	Description	Cultivation and planting	Milling and processing
Business conduct and ethics	Ensuring the highest standards of corporate governance, conducting business activities with integrity and free from corruption	●	●
Climate change	Reducing greenhouse gas (GHG) emissions and building resilience against the impacts of climate change	●	●
Conservation and management of high conservation value (HCV) areas	Identifying, conserving, and managing areas of land with high biological, ecological, social, or cultural value	●	
Employee attraction, retention, and development	Attracting, developing, and retaining skilled individuals to meet First Resources' current and future talent needs	●	●
Fire prevention and management	Preventing the occurrence of forest fires and responding swiftly in our own and our suppliers' estates	●	
Governance	Ensuring we abide by the highest standards of corporate governance and the management of sustainability focus areas	●	●
Labour conditions and human rights	Promoting fair and favourable working conditions, respecting employee human rights, and preventing child labour	●	●
Occupational health and safety	Preventing work-related fatalities, injuries, and illnesses by promoting a safe and healthy work environment	●	●
Peatland management	Conserving, managing, and rehabilitating peatland	●	
Product quality and safety	Ensuring our products are certified and comply with relevant standards		●
Protection of high carbon stock (HCS) forests	Identifying and protecting forests that contain large amounts of carbon	●	
Rights of Indigenous and local communities	Upholding legal and customary rights, protecting cultural practices, and respecting places of significance for Indigenous and local communities; undertaking free, prior, and informed consent (FPIC); and participatory mapping with community members	●	
Supply chain traceability	Achieving full traceability of the source of crude palm oil (CPO) and palm kernel (PK) to mill, and fresh fruit bunches (FFB) to plantation	●	●
Sustainability certification	Obtaining relevant sustainability certifications linked to the sector	●	●
Yield and extraction improvements	Enhancing productivity through research and development that targets increased yield and extraction rates	●	●

OUR APPROACH TO SUSTAINABILITY

Stakeholder engagement and transparency
[GRI 2-28, 2-29]

We recognise the value of constructive feedback in shaping and implementing our sustainability strategies. This is why we strive to maintain an open dialogue with our key stakeholders and continue to build lasting relationships. As part of this effort, we participate in multi-stakeholder platforms and associations such as the Roundtable on Sustainable Palm Oil (RSPO). Through these conversations, First Resources addresses industry concerns and interests, shapes our initiatives, and provides a platform to collaboratively share challenges and best practices with our peers.

Notable stakeholder engagement outcomes

- R&D collaboration with the Indonesian Oil Palm Genome Consortium (see page 20)
- Lembonah Forest conservation initiatives with the Natural Resources Conservation Centre of East Kalimantan (see page 24)
- Partnership with NGOs on orangutan habitat conservation (see page 26)
- Training programme at First Resources Academy Learning Centre in association with the University of Jambi (see page 40)
- Community alternative livelihood programmes (see page 42)
- *Downstream Satu Downstream Care* work culture training with Total Quality Indonesia (see page 53)

SPOTT SCORE:
▲ 76.20%
in 2024
(73.68% in 2023)

PROPER SCORE:
23
subsidiaries received **Blue PROPER ratings**[1]

CDP:
B
ratings for Climate Change and Forests

MSCI:
A
rating

We prioritise transparency and keep stakeholders informed on Group-wide developments through regular reporting and website updates. Additionally, we engage in various voluntary and mandatory benchmarking and public assessment programmes to evaluate our sustainability commitments and progress for interested buyers and investors, including the Zoological Society of London's Sustainable Palm Oil Transparency Toolkit (ZSL SPOTT); the Programme for Pollution Control, Evaluation, and Rating (PROPER); MSCI; and, for the first time in 2024, the CDP questionnaire on Climate Change and Forests.

In line with our commitment to transparency, we also strive to remain updated on the latest reporting requirements – both mandatory, such as the Singapore Exchange (SGX) Sustainability Reporting guidelines, and voluntary, such as the Global Reporting Initiative (GRI) and the SASB Standards. We also disclose our climate reporting in line with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) and are preparing to adopt the International Financial Reporting Standards (IFRS) to meet the requirements of SGX-listed companies.

See Stakeholder engagement overview for a comprehensive overview of our stakeholder list, types of engagement, and key topics.

[1] A Blue PROPER rating is awarded to businesses that have displayed environmental management effort and achieved the minimum regulatory compliance standards.

OUR APPROACH TO SUSTAINABILITY

SUSTAINABILITY GOVERNANCE [GRI 2-12, 2-13, 2-14, 2-16, 2-17, 2-18, 3-3]

We believe in maintaining the highest standards of corporate governance, which is a crucial driver for effectively implementing policies and enhancing sustainability performance across the Group. Our Board of Directors, led by the Chairman, is the highest governance body overseeing sustainability. The Board oversees sustainability matters, receives regular updates on material ESG issues affecting First Resources, and considers them when formulating the Group's longer-term strategy. All directors have undergone the sustainability training mandated by the Singapore Exchange.

Our Head of Sustainability oversees the implementation of our sustainability policy and strategies and reports directly to the Chief Executive Officer (CEO). The Head of Sustainability is supported by a team of experienced employees who implement day-to-day programmes and initiatives across our operations and supply chains. Representatives from key operational areas, together with the CEO, participate in quarterly management meetings to review sustainability topics, performance against targets, emerging issues, and grievances. The CEO then tables significant developments and issues to the Board.

We regularly conduct employee sustainability and ESG training sessions and workshops.

SUSTAINABILITY GOVERNANCE STRUCTURE

Key performance indicators

Sustainability has been integrated across our management systems and includes key performance indicators (KPIs) for relevant executives and operational-level employees. These KPIs incorporate commitments in line with our NDPE policy, such as indicators around no deforestation, no peat development, and no fire incidences. Additionally, we measure occupational health and safety performance to safeguard our employee well-being. For the purposes of assessing performance, KPIs are annually reviewed and set at the beginning of each year. Incentives are tied to sustainability metrics and varies depending on job function, seniority, and other relevant factors.

OUR APPROACH TO SUSTAINABILITY

BUSINESS CONDUCT AND ETHICS [GRI 2-27, 3-3, 205-1, 205-2, 205-3]

Code of Conduct and anti-corruption

We strive to cultivate a culture of respect and uphold high standards of ethical conduct across the Group. Our Code of Conduct guides our corporate values and ethical standards and applies to all employees, suppliers and business partners. It covers key principles such as professionalism, work ethics, conflicts of interest, political impartiality, anti-corruption, and zero tolerance for fraud.

We regularly communicate our Code of Conduct to employees, both during onboarding for new hires and through regular engagement with existing employees. The Code of Conduct is also disseminated to suppliers and business partners to ensure alignment with our ethical standards.

There were no cases related to corruption reported in 2024.

In February 2025, we formalised the development of a standalone policy on anti-bribery, corruption, and money laundering. Although the Code of Conduct covered these commitments, we recognise the need for a dedicated policy to provide more explicit guidance for management, employees and stakeholders – thereby reinforcing our zero-tolerance stance on bribery, corruption, and money laundering. More specifically, it will also align with relevant legislation in the jurisdictions where we operate. We will conduct employee training on the new policy in 2025, beginning with senior management.

Legal and regulatory compliance

We comply with all applicable business laws and regulations, including obtaining necessary land-use permits and ensuring compliance with environmental regulations. In 2024, there were no instances of non-compliance or sanctions related to environmental regulations.

WHISTLEBLOWING AND GRIEVANCES [GRI 3-3, 411-1, 13.13.3, 13.14.2, 13.14.3]

First Resources greatly values collaboration and constructive engagement with all our stakeholders. We actively encourage them to directly engage with us to ensure the timely investigation and resolution of any concerns.

To support this, we have established a robust system for monitoring practices and performance related to our policies, incorporating two distinct mechanisms for reporting concerns or complaints: a whistleblowing process and a grievance procedure. These mechanisms are available to both external and internal stakeholders. We require all suppliers to engage with and adhere to our grievance and whistleblowing policies and procedures.

Whistleblowing procedure [GRI 2-16, 2-26]

Our whistleblowing procedure is guided by our Whistleblowing Policy and governed by our Group's Code of Conduct. It provides employees and business partners with a secure and confidential means of reporting concerns, non-compliances, or grievances. This system is easily accessible through various methods, including anonymous complaint boxes in estates, a short message service, telephone, and email. Typically, complaints received through these channels are addressed locally, with the option for escalation to the Audit Committee if necessary.

First Resources prohibits and condemns any retaliatory actions against whistleblowers who report compliance or integrity issues. Disciplinary measures may be taken against individuals found to have retaliated against whistleblowers. Details for filing a whistleblowing report can be found on our website. External stakeholders wishing to report or raise concerns about the Company may also do so by email.

When a whistleblowing report is received, an initial review is conducted by the Internal Audit (IA) function, which carries out a comprehensive assessment of the validity and seriousness of the reported concern. Following the review, the IA function recommends appropriate next steps. These may include remedial measures, disciplinary procedures, or other corrective actions, depending on the severity and nature of the reported issue. A summary of the investigations carried out by the IA function is reported to the Audit Committee every month. If a substantiated whistleblowing matter is deemed significant, it is immediately reported to the Audit Committee. This emphasises the urgency of promptly addressing significant issues.

OUR APPROACH TO SUSTAINABILITY

Grievance procedure [GRI 2-25]

Our grievance procedure allows stakeholders to report sustainability-related matters, particularly those associated with our Policy on Sustainable Palm Oil. These concerns may include environmental issues such as deforestation or social matters, land disputes, human rights violations, and labour issues. We also welcome engagement from other stakeholders to provide feedback that could help identify operational gaps.

All grievances received are immediately brought to the attention of senior management and feature as a key agenda item in our quarterly management meetings. In cases of high-risk or severity, ad-hoc meetings with the Board may be convened to address the issues.

GRIEVANCE PROCEDURE

Complaint and evidence received from stakeholders through media reports, whistleblowing or grievance mechanism

VERIFICATION
- Preliminary validation
- Is grievance valid?
  - Invalid → Clarify with complainant and close case with explanation → Documentation kept for records
  - Valid

INVESTIGATION
- Fact finding
- Internal / external grievances

ACTION PLAN
- Internal
  - Development of action plan
  - Implementation and monitoring of progress
- External
  - Continuous engagement with external parties (constructive feedback provided)

IMPLEMENTATION AND MONITORING
- Resolution / settlement
- Monitoring of progress
- Case closed

Grievances may be submitted by email to our Grievance Officer or sent by post to our office address:

7 Temasek Boulevard
#24–01 Suntec Tower One
Singapore 038987

Tel: +65 6602 0200
Facsimile: +65 6333 6711

Attention: Grievance Officer
(Sustainability department)

Email: sustainability@first-resources.com

Our grievance list is updated regularly and available on our website.

OUR APPROACH TO SUSTAINABILITY

Addressing and responding to grievances [GRI 2-16, 2-25, 2-26]

Grievances against First Resources

As an oil palm grower with plasma under management, we anticipate regular engagement and may occasionally receive feedback or complaints. Our goal is to resolve such grievances and complaints amicably, either bilaterally, with local government assistance when legal issues arise, or, in some cases, through the RSPO Complaints Panel when the complaint is linked to alleged breaches of the RSPO Principles & Criteria or other requirements.

In 2024, two new grievances were raised through the RSPO complaints system, and two cases were closed (one successfully through a bilateral engagement). At the time of this report's publication, two cases remain open and are still under RSPO consideration. The Group is cooperatively fulfilling its obligations to RSPO in resolving these matters.

Supplier grievances

During the reporting year, two supplier grievances related to deforestation allegations were recorded in our internal grievance register. After engaging with relevant parties and conducting a thorough verification, both suppliers confirmed that there was no deforestation, and that they have fully adhered to our NDPE policy. Further details on our review process can be found in the Engaging and Assessing Supplier section.

Supplier grievances raised and closed

Cases	Raised	Closed	Active as of Dec 2024
2024 cases	2	2	0
Cumulative cases since 2021	13	13	0

ENVIRONMENTAL MANAGEMENT

FIRST RESOURCES TAKES THE CLIMATE CRISIS EXCEPTIONALLY SERIOUSLY AND IS COMMITTED TO TAKING PROACTIVE ACTION. WE ARE FIRMLY COMMITTED TO IMPLEMENTING STRATEGIES THAT REDUCE EMISSIONS WHILE EXPLORING PRACTICAL WAYS TO ADDRESS THE IMPACTS OF CLIMATE CHANGE. WE ARE ALSO DEDICATED TO CONSERVING NATURAL RESOURCES, PROTECTING BIODIVERSITY, AND ENHANCING THE NATURAL ENVIRONMENT. OUR POLICY COMMITMENTS SOLIDIFY OUR ROLE IN SAFEGUARDING OUR SURROUNDING ECOSYSTEMS AND REDUCING OUR RELIANCE ON NATURAL RESOURCES.

YIELD AND PRODUCTIVITY [GRI 3-3]

In contrast to other vegetable oil crops, palm oil is highly regarded for its exceptional productivity and land-use efficiency. To meet the increasing market demand for palm oil while upholding our commitments to preventing deforestation and promoting environmental preservation, we are making significant investments to boost productivity and yield on existing plantations.

Investment in research & development

First Resources operates three specialised research and development (R&D) facilities: the First Resources Research Centre in Riau and two research stations in West and East Kalimantan. These centres focus on advancing oil palm breeding, enhancing crop yields, optimising extraction techniques to maximise the efficiency of palm oil, improving product quality, and strengthening resilience against climate change. Some of our initiatives include *Trichoderma* fungi trials, cultivating beneficial plants for natural pest management, using barn owls to control rat populations, and harnessing drone technology to manage bagworm infestations.

Developing superior seeds

A significant portion of our R&D efforts focuses on enhancing the productivity and yield of fresh fruit bunches (FFB), which includes investing in superior seed breeding.

Since 2020, we have conducted planting trials to clone oil palms with desirable traits using superior seeds, DxP FR-1 and DxP FR-2. These varietals have already demonstrated an estimated 20% higher yield compared to conventional oil palms. By applying best management practices, we expect DxP FR-1 and DxP FR-2 to achieve their full production potential.

We continue to advance the breeding of DxP FR-1, DxP FR-2, and other materials by exploring enhancements in high-density planting through crossbreeding programmes and varying planting distance treatments. DxP FR-3, our third type of superior seed, is currently undergoing trials. We began testing it in 2024, using biomolecular technology to identify the most desirable genes.

New genetic markers for Ganoderma selection validated

We actively seek out opportunities to collaborate with partners and experts. Since 2022, we have partnered with the Indonesian Oil Palm Genome Consortium to develop *Ganoderma* fungus-tolerant planting material. We have made excellent progress in identifying genetic markers for selecting *Ganoderma*-resistant plants. In 2024, the Consortium officially validated these markers. First Resources will further validate these markers through field testing, nursery assessments, and the screening of our existing plantations.

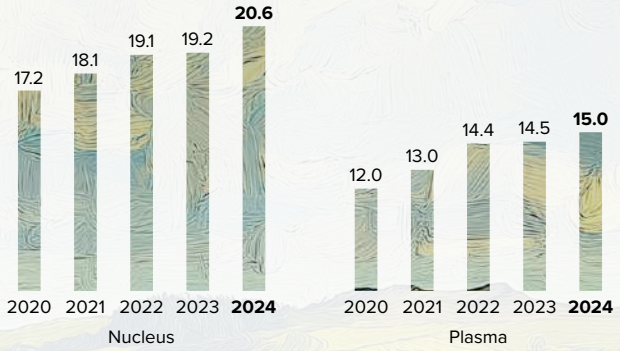
ENVIRONMENTAL MANAGEMENT

Improving yield and extraction rates [GRI 13.5.1]

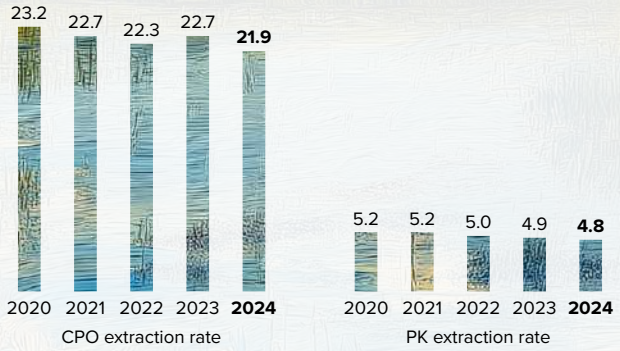
Aside from our seed programme, we continue to improve our oil palm yield and extraction rates by monitoring contributing factors such as plantation age, weather patterns, pest and disease management, soil type, fertilisation practices, and harvesting efficiency. Our field initiatives are designed to maintain the highest planting and harvesting standards while investing in programmes to address any gaps. Examples include customising fertilisation based on soil profiles to optimise nutrient uptake, recycling belt-press cake from palm oil mill effluent (POME) as a substitute for chemical fertiliser, and investing in mechanisation to perform labour-intensive tasks such as spreading fertilisers and empty fruit bunches (EFB).

Due to our adoption of best management practices, FFB yield has steadily increased since 2020. Both nucleus and plasma plantation FFB yield has risen by almost 20% and 25%, respectively. However, crude palm oil (CPO) extraction rates declined from 22.7% in 2023 to 21.9% in 2024. This is partly due to the aging maturity profile of our trees as well as higher rainfall from the wet weather, impacting FFB harvest quality.

FFB YIELD 2020–2024
(tonnes/hectare)



EXTRACTION RATES 2020–2024
(%)



ENVIRONMENTAL MANAGEMENT

BIODIVERSITY PROTECTION AND CONSERVATION

[GRI 2-23, 2-24, 3-3, 304-2, 13.4.1, 13.4.2, 13.5.1, 13.14.1]

Our plantations form part of some extraordinary Indonesian landscapes in East and West Kalimantan in Borneo and Riau in East Sumatra. These forest ecosystems are home to thousands of species, including many endemic, vulnerable, and threatened flora and fauna. In 2008, as part of our ongoing commitment to ensuring that our operations do not negatively impact these ecosystems, we became a member of the Roundtable on Sustainable Palm Oil (RSPO). We reiterated and enhanced our approach in our 2015 Policy on Sustainable Palm Oil. Our commitments to no deforestation and no new plantings on peat align with emerging regulatory frameworks such as the European Union Deforestation Regulation (EUDR), which supports deforestation-free supply chains.

First Resources uses a variety of strategies to monitor deforestation. Firstly, we have established internal systems to monitor real-time changes in land cover across plantation areas. Additionally, we rely on RSPO's hotspot detection platform and notifications from buyers and NGOs concerning deforestation detected in their systems that overlap with our concessions and supplier estates. In 2024, we began exploring third-party platforms to identify potential collaboration opportunities to enhancing our deforestation monitoring efforts.

Identifying conservation areas [GRI 304-1, 304-3, 13.14.1]

Our 2015 Policy on Sustainable Palm Oil commitments prohibits deforestation and the conversion of national ecosystems in plantations within our operations, particularly in HCV areas, peatlands, and HCS forests. This policy and its commitments also extend to our suppliers. In addition, we collaborate with our suppliers to ensure that emission reduction measures are effectively applied throughout our value chain. We rely on two primary frameworks to evaluate suitable planting areas or identify conservation areas: the High Conservation Value (HCV) method and the High Carbon Stock Approach (HCSA). Both are currently governed and developed by two separate multi-stakeholder groups but are assessed and approved through a joint quality assurance process.

HCV areas or sites are of outstanding or critical biological, ecological, social, or cultural value, whereas the HCS approach adopts a broader landscape perspective that ensures the ecosystems and carbon stores sustain their integrity and cohesion.

In accordance with the RSPO New Planting Procedures (NPP), we engage licensed third-party assessors to conduct integrated HCV-HCSA assessments before new plantings for both our nucleus and plasma areas. HCV-HCSA assessment reports are submitted to the quality control panel of the HCV Network by an independent evaluator. Detailed evaluations of these reports are available on the HCV Network website.

In December 2023, we acquired a new plantation in Riau that encompasses planted and unplanted areas of approximately 17,600 hectares. To ensure alignment with our approach, we may decide to commission an HCV-HCS reassessment in the future, in accordance with our existing procedures.

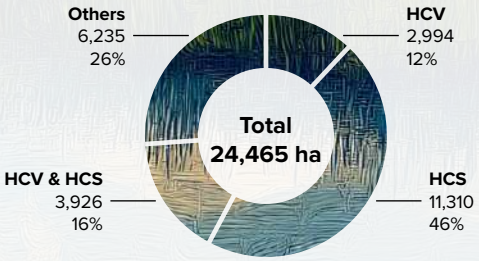
In addition to guiding new plantings, the assessments serve as vital tools for identifying areas for conservation. Over 24,000 hectares – more than 10% of our managed land – have been designated for conservation in Riau, West Kalimantan, and East Kalimantan.

TOTAL CONSERVATION AREA BY REGION 2024

(hectares, %)

TOTAL CONSERVATION AREA BY TYPE 2024

(hectares, %)



Note: *'Others' includes riparian buffers, natural landscapes, and peat.*

ENVIRONMENTAL MANAGEMENT

Protecting conservation areas and wildlife

First Resources recognises the complexity of supporting landscape conservation, encompassing economic, social, and cultural activities. We have therefore developed a multifaceted approach that involves engaging with our internal teams and local communities and forming partnerships with local governments.

Our sustainability team conducts thorough pre- and post-development inspections to prevent encroachment into conservation areas. We have also established buffer zones to avoid unintentional non-compliance. To ensure continued protection, we take special precautions in our plantations near riparian reserves, including using clear signage, displaying warnings on surrounding trees, and prohibiting pesticide spraying in these areas.

To further support our conservation efforts and emphasise the importance of protecting HCV areas and HCS forests, we conduct annual internal conservation area management training sessions for our employees. In 2024, these sessions involved 262 participants. As of December 2024, a total of 700 personnel have been trained across the Group. We aim to cultivate an even stronger sense of multi-level personal responsibility and accountability among plantation managers and senior management by connecting compliance to remuneration and incorporating no-deforestation key performance indicators (KPIs).

APPROACHES TO PROTECTING CONSERVATION AREAS

ASSESSMENTS
Conducts HCV-HCS assessments to identify conservation areas prior to development.

CONSERVATION AREA MONITORING
Involves periodic GIS analysis and monitoring patrols to monitor operational activities and community actions in no-go areas.

CLEAR SIGNPOSTING OF RULES
Strategically marking out areas, installing stakes, and placing signboards in conservation areas to clearly delineate edges and put in place buffer zone to avoid accidental clearance. Caution warnings on surrounding trees and a prohibition on pesticide spraying in these zones further ensure protection.

INCLUSION AND SOCIALISATION
Engages staff, communities, and the public in conservation and forest management activities through training sessions and socialisation facilitated by the Group and its stakeholders.

COLLABORATION WITH RELEVANT PARTIES
Builds collaborative partnerships with stakeholders to preserve natural ecosystems. This includes conducting regular biodiversity studies, monitoring orangutans, and involving communities in the conservation efforts of HCV areas and HCS forests.

INTEGRATION OF DEFORESTATION KPIs
Aligns KPIs for no-deforestation into the comprehensive KPI framework for plantation managers and senior management.

ENVIRONMENTAL MANAGEMENT

Inclusive and collaborative conservation

Natural forests and ecosystems benefit not only the animal and plant life in our operational areas but often also offer tremendous value for Indigenous communities and the broader population. Many of these principles are embedded and respected through the HCV approach, which ensures that sites of cultural and religious significance are respected. However, there are occasions where the traditions and needs of the communities, such as hunting or using fire for land clearing, may conflict with conservation efforts. Communities may also seek to enhance their incomes and livelihoods by pursuing agricultural development in designated conservation areas.

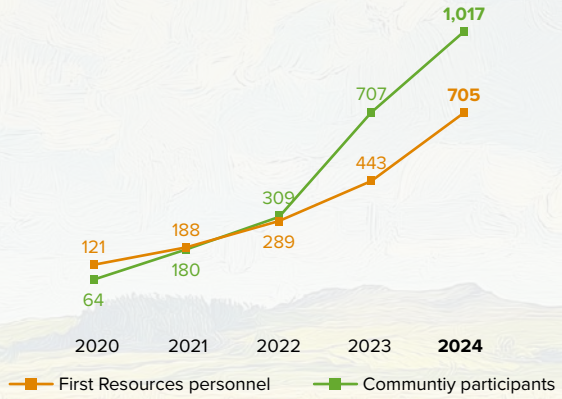
Recognising the importance of HCV and HCS community awareness in reshaping attitudes towards conservation practices, we have implemented an annual training and engagement programme in surrounding villages, with a target to reach six villages annually. In 2024, 310 community members from 13 villages were trained. Since 2020, outreach has included more than 1,000 people.

A conservation and environmental education forest

[GRI 13.4.1]

We aim to develop innovative and inclusive approaches to engage and involve communities. One of our subsidiaries, PT Borneosurya Jaya Mining in East Kalimantan, is home to the Lembonah Forest. This miniature tropical woodland plays a crucial role in maintaining the balance of the water system in the surrounding environment. In 2023, we partnered with the Natural Resources Conservation Centre of East Kalimantan (BKSDA), under the Directorate General of Conservation of Natural Resources and Ecosystems, Ministry of Environment and Forestry (MoEF), to engage the local community to make Lembonah a conservation and environmental education forest (*hutan pendidikan konservasi dan lingkungan or HPKL).*

PEOPLE TRAINED ON HCV AND HCS 2020–2024
(Cumulative number)



The initiative aims to establish Lembonah as an educational platform for the broader community and stimulate enthusiasm for forest conservation, particularly among youngsters. The initiative educates young people on the woodland's biodiversity and trains them to become Lembonah Forest interpreters and guides.

Through this scheme, local community members learn about forest preservation and actively participate in preserving identified HCV areas. Participants in the Youth Interpreter Ambassadors initiative engage in a leadership programme that includes lectures and fieldwork. In the classroom, students study several topics, including the fundamentals of interpretation, an in-depth understanding of the Lembonah Forest, plant and animal morphology, and classification. They also have an opportunity to apply the knowledge they have acquired by directly using it in the field. Through this initiative, we have not only successfully trained 15 participants to become Lembonah Forest Youth Interpreter Ambassadors, but have also equipped them with the skills to become tour guides for external visitors.

In 2025, we will continue the scheme in collaboration with BKSDA and launch an enrichment planting programme on the periphery of the Lembonah HPKL.

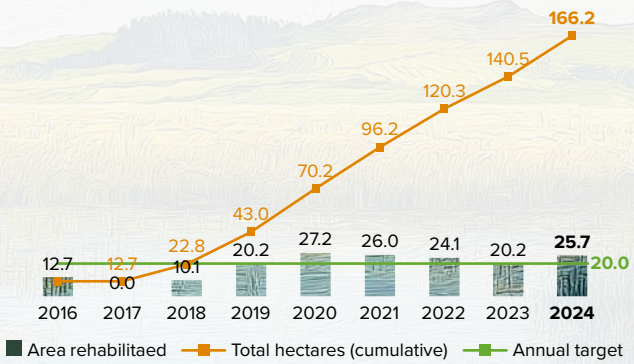
ENVIRONMENTAL MANAGEMENT

Rehabilitating conservation areas [GRI 304-3]

In addition to protective measures, we invest considerably in rehabilitating degraded HCV and HCS areas in line with our obligations, and actively encourage suppliers to do the same for areas degraded after 2015. Our ongoing initiatives focus on conversion activities across our sites and restoring natural landscapes impacted by fires and non-compliant deforestation.

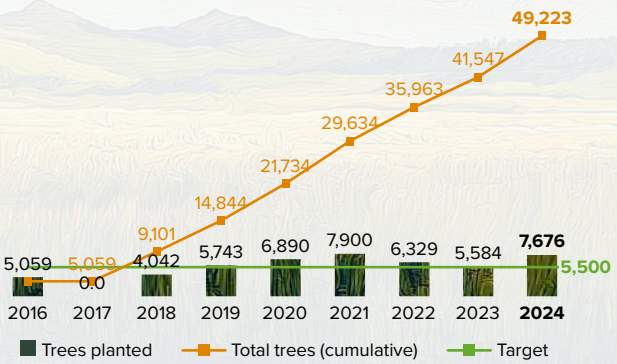
In 2016, following the fires of the previous year, we began our rehabilitation programme in response to the identification of damaged HCV areas outside our West Kalimantan concession area. We aim to rehabilitate 20 hectares of conservation area and plant more than 5,500 trees, annually. In 2024, we met our target by planting 7,676 trees across 25.7 hectares. Between 2016 and 2024, we met our objective and planted nearly 50,000 trees across three of our concession areas, covering more than 165 hectares.

HCV AND HCS AREAS REHABILITATED 2016–2024
(hectares)



Note: *No trees were planted under this programme in 2017.*

TREES PLANTED IN REHABILITATED AREAS 2016–2024
(number)



Note: *No trees were planted under this programme in 2017.*

Recognising riparian reserves as critical habitats for diverse flora and fauna and as natural defence mechanisms against biodiversity loss, we have been actively restoring riparian reserves previously occupied by mature oil palms. Restoration efforts have continued in 2024, and in accordance with Indonesian law, they include planting local tree species in the spaces between mature oil palms and preserving buffer zones along both banks of the river.

We will continue to monitor the progress of our ongoing restoration efforts to ensure a lasting positive impact on the ecosystems we strive to protect.

ENVIRONMENTAL MANAGEMENT

Defending threatened and endangered species [GRI 304-4]

Our HCV-HCS assessments identify threatened and endangered species in and around our plantations. Our website provides a complete list – in accordance with Indonesia's National Law of Protected Species (Indonesian Government Regulation No. 106 of 2018) and the International Union for Conservation of Nature's Red List (IUCN Red List) – of threatened species identified within our concessions and surrounding areas.

First Resources maintains a zero-tolerance policy regarding the hunting, injuring, possessing, or killing of rare and endangered wildlife within our plantations. These guidelines are clearly communicated to all employees – violations are subject to disciplinary action, which may result in termination of employment. Regular monitoring patrols and strategically placed signs are deployed to deter poaching. This policy applies to all First Resources suppliers, who are encouraged to adopt the same approach. If endangered species are found within our concessions, we mobilise a conservation task force in collaboration with local NGOs. This team uses specialised conservation software and camera traps and conducts joint patrols to monitor the presence and health of endangered species. The results of these efforts are shared with NGOs to analyse areas for future improvement.

Conserving orangutan habitats

The Bornean orangutan is one of the most well-known animals found in the environments surrounding our operations. This iconic species, classified by the IUCN as critically endangered, is estimated to have decreased by over 50% in the last 60 years, with some subspecies potentially close to extinction. The decline can be attributed to a significant reduction in suitable habitat and forest corridors for migration, coupled with extensive forest fires.

We have identified orangutan habitats and nests in two of our plantations and HCV areas. We have collaborated with local NGOs and established dedicated task forces to monitor the health of these primates and to prevent logging, encroachment, fires, or hunting in these areas. Moreover, our habitat and ecosystem maintenance efforts, including planting food-source plants, continue to support the protection of orangutan environments. To date, this approach has proven successful, as both orangutan populations appear to be thriving in their respective habitats.

ENVIRONMENTAL MANAGEMENT

PEAT CONSERVATION [GRI 2-23, 2-24, 3-3, 13.4.1]

Indonesia has the world's largest expanse of tropical peatland, spanning around 13 million hectares[2]. Properly managed peatlands offer vital ecosystem services, including the provision of clean water, flood prevention, and a supply of fish and other resources to local communities. In contrast, the main consequences of peatland degradation include greenhouse gas (GHG) emissions, land subsidence, flooding, water shortages, loss of biodiversity, diminished income or welfare for local communities, fires, and resulting smoke haze.

To mitigate these negative impacts, agriculture on peatland is increasingly recognised as a challenge and is, in many instances, inadvisable. At First Resources, and per our 2015 Policy on Sustainable Palm Oil, we are committed to no further planting on peat. We also require our operations to implement best management practices for existing plantings and have initiated restoration programmes or environmentally beneficial alternative uses for areas deemed unsuitable for replanting. Our peat management programme is guided by the RSPO Best Management Practices on Peat and guidelines set out by the Indonesian MoEF. As part of our involvement in the Ministry of Environment initiative PROPER, we are also rated on our peat management through PROPER Gambut (PROPER Peat).

Monitoring and management [GRI 13.4.2]

The First Resources' R&D department leads a specialised peat task force, supported by our agronomy and sustainability departments, which conducts detailed peat surveys and assessments across our estates. These assessments have been undertaken in all our estates since 2019 and provide crucial information for land-use planning and optimising water management strategies. Optimal groundwater levels are critical for preventing peatland subsidence and degradation. All our estates located on peatlands have been equipped with piezometers and data loggers, which automatically record water table fluctuations and data at 12-hour intervals. Regular servicing ensures the accuracy and reliability of our monitoring equipment. To comply with local regulations, hydrological data is routinely transmitted to the MoEF through an online reporting system.

To manage peatlands effectively, we have implemented several strategies, including blocking canals and constructing water gates, in accordance with guidelines from the MoEF and the Indonesian Peatland Restoration Agency. These measures aim to regulate water levels.

We conduct drainability assessments following the guidelines outlined in the RSPO Principles and Criteria (P&C). These evaluations help us establish a timeframe and make timely decisions regarding replanting or potential restoration of peatlands. Since 2023, our team has received training in the latest RSPO Drainability Assessment methodology and has begun implementing the Drainability Assessment Procedure Version 2 across our plantations.

The MoEF acknowledges our peatland operations and, as part of this recognition, actively encourages and oversees field surveys aimed at compiling a comprehensive inventory of the characteristics of peatland ecosystems. These investigations are conducted along verified transects and sampling points and cover 13 parameters related to peat characteristics, including physical, chemical, biological, hydro-topographical, and sediment-type aspects. In addition to protecting and managing peat ecosystems, this data will aid in developing a detailed peat ecosystem function map and enhance our peatland management strategies. We remain committed to collaborative efforts with the MoEF and ensuring that our operations comply with peatland management policies.

[2] Anda, M., Ritung, S., Suryani, E., Sukarman, Hikmat, M., Yatno, E., Mulyani, A., Subandiono, R. E., Suratman, & Husnain. (2021). Revisiting tropical peatlands in Indonesia: Semi-detailed mapping, extent and depth distribution assessment. Geoderma, 402, 115235. https://doi.org/10.1016/j.geoderma.2021.115235

ENVIRONMENTAL MANAGEMENT

FIRE MANAGEMENT AND MONITORING [GRI 2-23, 2-24, 3-3]

Fires pose a significant threat in and around our areas of operation, making fire risk management vital for concession areas, biodiversity conservation, and the safety of employees and neighbouring communities. We uphold a Zero Burning Policy in all our planting activities, which is regularly communicated to our employees and contractors. To manage fire risks, we have established an Integrated Fire Management (IFM) programme focusing on fire prevention, preparedness, response, and recovery.

Key components of the IFM programme include:

KEEPING ANNUALLY UPDATED FIRE-PRONE MAPS FOR EACH ESTATE

RUNNING A FIRE DANGER INDEX (FDI) FOR RISK REPORTING AND ROUTINE PATROLS

HOTSPOT DETECTION USING SATELLITE IMAGERY AND CONCESSION MAPS

ON-THE-GROUND VERIFICATION OF HOTSPOTS ONCE DETECTED

MOBILISING FIREFIGHTING TEAMS AND SUBMITTING POLICE REPORTS WHEN FIRES ARE IDENTIFIED

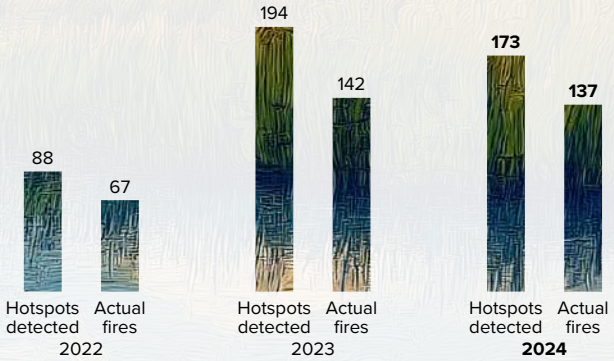
Additional strategies include constructing firebreaks, preparing water reservoirs, and blocking canals in peat areas to prevent them from drying out. During the dry season, additional precautions such as raising water levels are taken to help contain fires. In 2024, our team participated in deforestation monitoring training with GAPKI and the World Resources Institute (WRI) to enhance our efforts in preventing fires and reducing deforestation.

Community fire management engagement

Despite our best prevention efforts, small-scale burning for traditional land-clearing by local communities may still occur, especially in West Kalimantan, where it is legally recognised as a customary practice for purposes like subsistence farming.[3] This continues to present a risk for mitigating fires in our concessions. In 2024, 173 hotspots were detected within our concessions in Kalimantan, 137 of which were confirmed to be fires affecting unplanted areas. This was five fewer than in 2023, achieving our target to reduce fires each year. An additional ten fires were detected in surrounding landscapes.

In 2024, we assigned 1,926 firefighter personnel across our operations, and provided refresher training to 417 firefighters across 36 subsidiaries – 53 more than in 2023. As such, we achieved our target to increase the number of trained firefighters for the year.

HOTSPOTS VS. ACTUAL FIRES 2022–2024
(number)



Note: *Based on RSPO hotspot detection data of our concessions.*

[3] In West Kalimantan, a local government regulation (1 Governor Regulation [PERGUB] of West Kalimantan province Number 103 of 2020 concerning the Opening of Agricultural Land Based on Local Wisdom) was introduced in 2020 to govern land clearance by fire on the grounds of customary practices. The rules set out guidelines to protect forests and prevent fires spreading from communities engaged in permissible land clearing using fire. These rules include land clearance solely for subsistence farming, constructing adequate firebreaks to contain fires, coordinating with owners of neighbouring lands, ensuring that fire extinguishing equipment is on standby, and prohibiting burning on peat.

ENVIRONMENTAL MANAGEMENT

OUR APPROACH TO CLIMATE CHANGE [GRI 3-3]

We continue to observe the profound effects of climate change on the planet, with 2024 confirmed as the hottest year on record – the first time annual global temperatures have exceeded 1.5°C above pre-industrial levels.[4] As an agribusiness, we must not only identify ways to minimise our climate impacts but also prepare for physical risks, such as extreme weather events, that could impact our yield, productivity, and operational capabilities. Our business strategies must also remain responsive to the ever-increasing regulations and market requirements concerning climate-related management and reporting.

First Resources has taken significant steps in addressing climate change by implementing various initiatives to reduce GHG emissions. While we previously adopted the RSPO PalmGHG calculator to benchmark our emissions, we now adopt the GHG Protocol Standard – a globally recognised methodology for emission calculations that serves as a benchmark for industries worldwide. We have conducted emissions calculations across our entire value chain, covering our upstream and downstream operations, as well as our offices in Jakarta, Singapore, and other regions. These include emissions from the industrial/energy sectors as well as land-use and removal sectors[5], specifically:

- Non-FLAG (Forest, Land and Agriculture Guidance) Scope 1 and FLAG Scope 1
- Non-FLAG Scope 2
- Non-FLAG Scope 3 and FLAG Scope 3

We are also currently exploring opportunities to meet our emission reduction targets in alignment with efforts to limit global temperature rise to below 1.5°C or well below 2°C. As part of this initiative, we reference the Science Based Targets initiative (SBTi) to guide our efforts in reducing our Scope 1, 2, and 3 GHG emissions.

Our climate-related reporting aligns with recognised frameworks, including the Global Reporting Initiative (GRI) Standards, Singapore Exchange (SGX) Sustainability Reporting Guide, and the Task Force on Climate-Related Financial Disclosures (TCFD). We will continue to adopt new and revised standards as they come into effect, such as the IFRS Sustainability Disclosure Standards for our FY2025 climate reporting, in accordance with SGX's enhanced reporting regime.

TCFD reporting and index [GRI 201-2]

We began work on TCFD reporting in 2022, and have published our disclosures against the TCFD recommendations. In this report, we have updated some of our targets and metrics based on additional baselining work completed in 2024. Details of our TCFD report including Climate Governance, Strategy, and Risk, can be found in the Appendix.

Climate governance	See Governance (Appendix)
Strategy	See GHG reduction strategies (page 33)
Risk management: • Qualitative and quantitative assessment, including scenario analysis • Risk management approach	See Risk management (Appendix)
Metrics and targets	See Metrics and targets (page 30)

[4] Copernicus. (2025, Jan). Global Climate Highlights 2024. Retrieved Jan 14, 2025, from https://climate.copernicus.eu/global-climate-highlights-2024
[5] Based on the draft Land Sector and Removals Guidance slated for publication in 2025, which provides guidance on biogenic emission and removals

ENVIRONMENTAL MANAGEMENT

Metrics and targets

We have used 2022 as our baseline year to develop our GHG emission reduction targets, as it provides the most complete, relevant, and comparable dataset for subsequent years. This enables us to truly track progress towards our targets. We have finalised the following targets for reporting:

First Resources' targets:[6]

Sector	2030 target
FLAG GHG emissions	30.3% reduction in absolute Scope 1 emissions.
Energy and industrial GHG emissions	42% reduction in absolute Scope 1 and Scope 2 emissions, in line with the 1.5°C target.

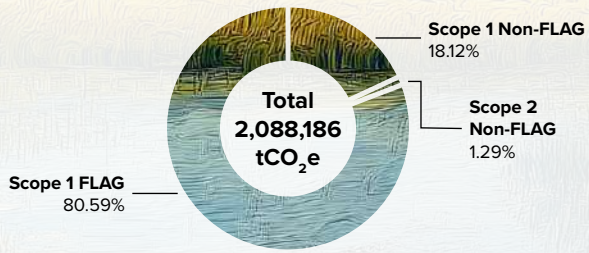
Our GHG emission footprint [GRI 3-3, 305-1, 305-2, 305-3, 305-4, 305-5] [SASB FB-AG-110a.1]

Scope 1 and Scope 2 emissions

Our total Scope 1 and Scope 2 gross emissions amounted to 2,088,186 tonnes of carbon dioxide equivalent (tCO_2e) in 2024. Of this, 98.7% was derived from Scope 1 emissions, while the remaining 1.3% originated from Scope 2 emissions (i.e. purchased electricity). Scope 1 includes 25 years of Land Use, Land-Use Change, and Forestry (LULUCF) emissions (1999 to 2024), which are classified under Scope 1 FLAG emissions.

As a result of our mitigation efforts, including conservation initiatives and the additional methane captures coming online in 2024, our total net emissions reduced 16% compared to our 2022 baseline for total Scope 1 and Scope 2 emissions. For the same reason, our Scope 1 emission intensity also reduced – from 2.81 tCO_2e per tonne of crude palm oil (CPO) produced (tCO_2e/MT CPO) in 2022 to 2.05 tCO_2e/MT CPO in 2024.

SCOPE 1 AND SCOPE 2 EMISSIONS 2024
(%)



Note:

1. *Scope 1 Non-FLAG emissions include biogenic carbon emissions from biofuel combustion.*
2. *Scope 2 emissions are location-based and market-based emissions.*
3. *We use the operational control approach to measure emission boundaries.*
4. *Source of global warming potential (GWP) rates: Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6).*

[6] Reflecting business-as-usual operations without distortion from extraordinary events such as the COVID-19 pandemic in 2022 and 2021. The selection of 2022 as the baseline year is in line with the SBTi Corporate Net-Zero Standard Criteria v1.2.

ENVIRONMENTAL MANAGEMENT

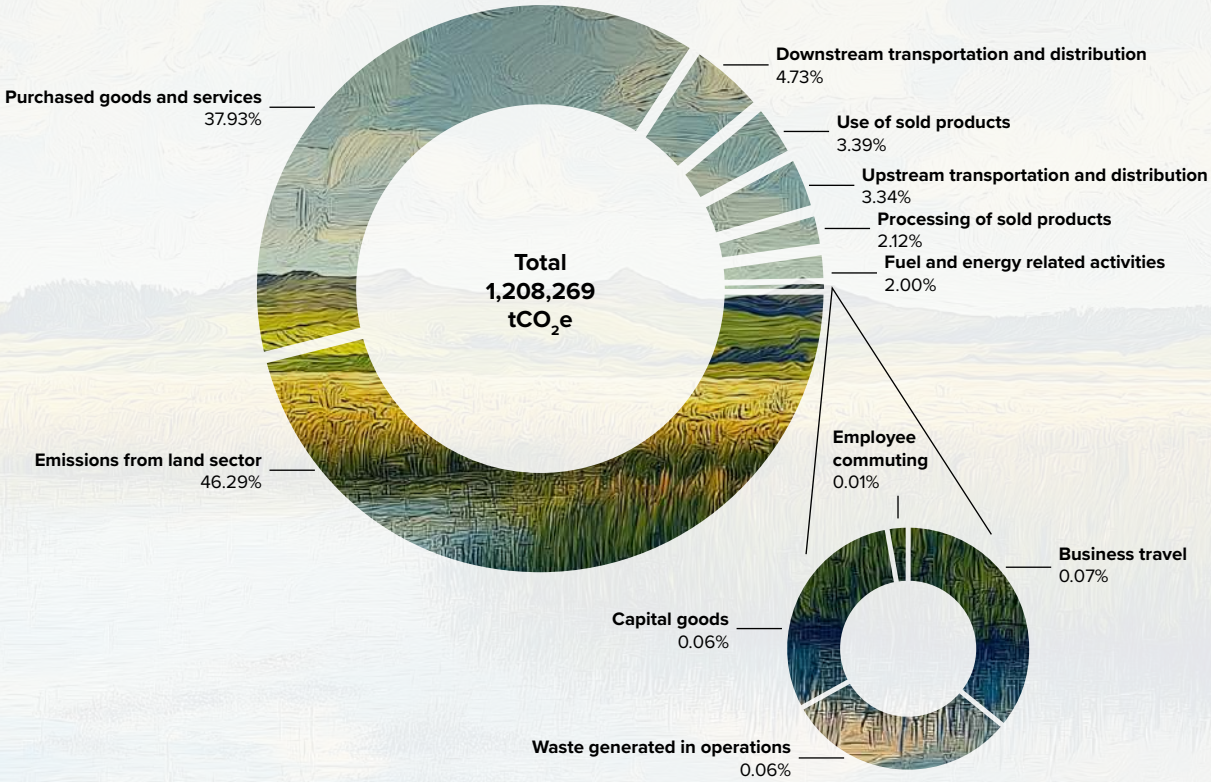
Scope 3 emissions

For the first time, we have been able to gather and report on Scope 3 emissions – or those emissions originating from our value chain, namely our suppliers. To determine Scope 3 emissions, First Resources undertook a comprehensive assessment of the 15 GHG Protocol categories. We went a step further with a more comprehensive assessment to determine a clear distinction between FLAG and non-FLAG emissions.

In 2024, Scope 3 emissions totalled 1,208,269 tCO_2e. Compared to 2022 (baseline), we have observed a 31% decrease in Scope 3 emission intensity – from 1.74 to 1.20 tCO_2e/MT CPO. This is due to a decrease in purchased products from suppliers this year.

SCOPE 3 EMISSIONS BY CATEGORY 2024

(%)



Note:

1. *We use the operational control approach to measure emission boundaries.*
2. *Source of global warming potential (GWP) rates: Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6).*
3. *The inclusion of Scope 3 categories is based on their relevance to the Group's business processes.*
4. *Emissions from land sector covers land use change (LUC) and land management emissions from suppliers.*

ENVIRONMENTAL MANAGEMENT

Challenges to Scope 3 reporting

Collecting accurate data across the 15 categories of Scope 3 emissions is a complex task that requires a robust recording system and adequate manpower. Many suppliers are in the early stages of data collection processes for GHG reporting, where emissions data is scarce. These suppliers may also be reluctant to provide data due to confidentiality concerns. Due to unavailability of data, estimates are often made using a spend-based approach, which relies on industry average emission factors and may not accurately reflect the actual emissions of a specific region or company.

As of 2024, we have improved our supplier assessment questionnaires, enabling us to gather data related to Scope 3 emissions from our suppliers. This initiative should result in more accurate and precise emissions data, providing a clearer understanding of our overall impact.

GHG inventory and intensity 2022–2024

	2022	2023	2024
EMISSIONS (tCO_2e)			
Total Scope 1 emissions	2,474,693	2,391,740	2,061,385
Total Scope 2 emissions	25,286	19,347	26,801
Total Scope 3 emissions	1,528,659	1,388,095	1,208,269
Total gross emissions	4,028,638	3,799,182	3,296,455
Removals	(944,165)	(1,052,488)	(1,124,180)
Total net emissions	**3,084,473**	**2,746,694**	**2,172,275**
EMISSION INTENSITY (tCO_2e/MT CPO)			
Net emission intensity	**1.77**	**1.43**	**0.96**

Note:

1. *Data shown in the table is fully calculated using the GHG Protocol, resulting in an adjustment from previous emissions disclosures for Scope 1 and the removals category.*
2. *Scope 1 Non-FLAG emissions include biogenic carbon emissions from biofuel combustion.*
3. *Scope 2 emissions include location-based and market-based emissions.*
4. *We use the operational control approach to measure emission boundaries.*
5. *Source of global warming potential (GWP) rates: Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6).*
5. *Removals include sequestration from oil palm trees and conservation areas.*
6. *Net emission intensity from Scope 1 & 2 compared to CPO production.*

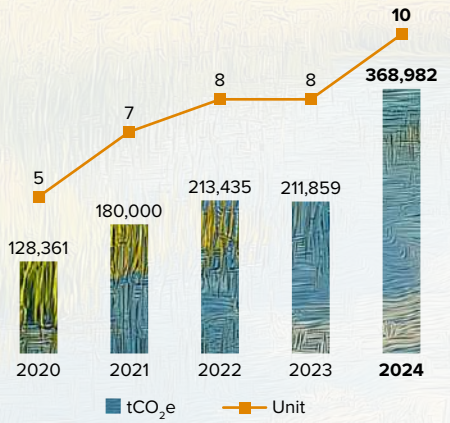
ENVIRONMENTAL MANAGEMENT

GHG reduction strategies [SASB FB-AG-110a.2]

Scope 1 FLAG reduction measures

One of the most significant measures in reducing Scope 1 FLAG emissions is our firm commitment to no deforestation and no planting on peat, ensuring that carbon is not released into the atmosphere. In addition, First Resources has mapped the carbon sequestration potential of approximately 24,000 hectares of HCV and HCS areas currently under conservation. For more details, see Biodiversity protection and conservation.

METHANE CAPTURES AND EMISSIONS AVOIDED (EST.) 2020–2024



Scope 1 non-FLAG reduction measures

We recognise there is substantial opportunity for Scope 1 non-FLAG emission reductions by preventing methane release. To achieve this, we are heavily investing in methane capture facilities to trap its release from the POME treatment process. A significant milestone achieved in 2024 was the successful commissioning of two new methane capture facilities, bringing our total to ten. Through the operation of these methane capture systems, we have successfully avoided emissions of approximately 368,982 tCO_2e. By the end of 2025, we plan to add four additional methane capture facilities to further enhance our emission reduction efforts.

Other factors that contributed to the reduction of our Scope 1 non-FLAG emissions include the increased use of renewable energy at our operations, particularly through the utilisation of biogas fuel, biomass (namely palm oil fibre and palm kernel shell), and the increasing use of the biofuel blend of Methyl Ester (ME) in B35 biodiesel.

We have also installed filter belt presses at our mills that do not have methane capture facilities. This minimises methane generation during POME treatment by efficiently disposing of solid organic matter that can also be reused as sustainable organic fertiliser. See Energy management for more information on our energy-related initiatives.

Other efforts

Aside from mitigation efforts, we are heavily investing in programmes to adapt to climate-related impacts. This includes enhancing our agronomic practices to increase the resilience of our oil palms through research and development. A key component is our oil palm breeding programme which aims to develop more durable planting materials that can better withstand the effects of climate change, such as dry weather conditions and more extreme weather events. See Yield and productivity.

Our efforts also extend to our supply chain, where our commitments to no deforestation and no conversion of natural ecosystems for plantations similarly apply to our suppliers. We collaborate with them to ensure that emission reduction measures are effectively applied.

An essential component of our strategic approach to implementing reduction strategies is linking the remuneration of relevant employees to sustainability-related KPIs that align with our NDPE targets and commitments, including climate-related objectives.

ENVIRONMENTAL MANAGEMENT

Energy management [GRI 302-1, 302-2, 302-3] [FB-AG-130a.1]

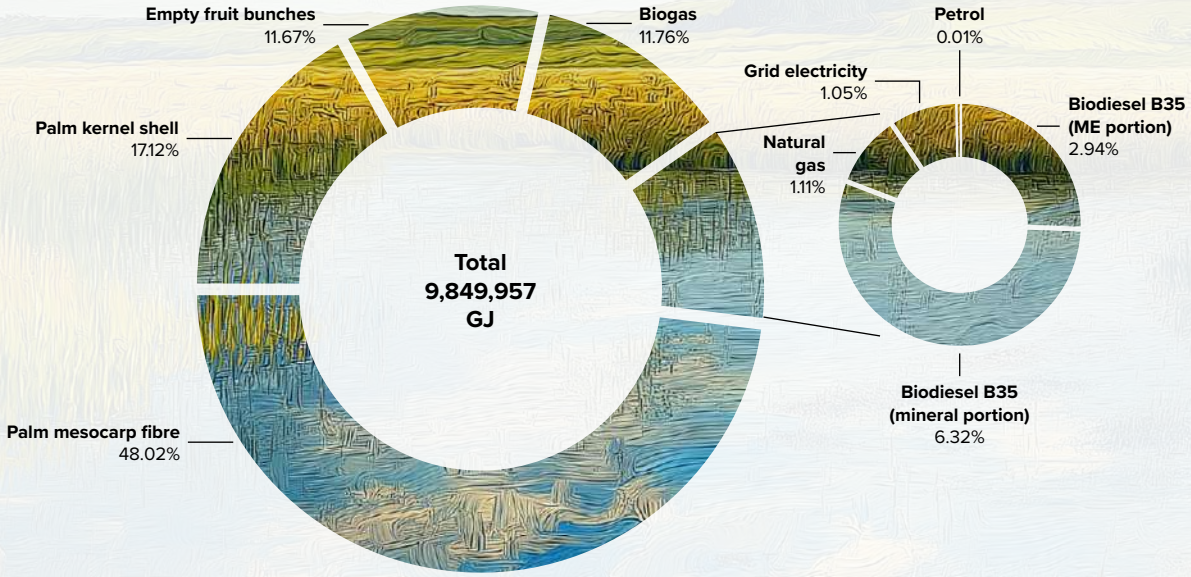
In 2024, we used a total of 9,849,957 gigajoules (GJ) of energy to power our operations. Our total energy intensity was 9.81 GJ per tonne of CPO production (GJ/MT CPO).

Of our total energy consumed, 92% was derived from renewable sources. This includes the use of biomass (palm kernel shells and fibres), biogas, and biodiesel in our operations. The remaining 8% originated from non-renewable sources, such as natural gas and petrol. In 2024, we increased the use of biogas in our operations, and invested in upgrading mill boilers to support greater biogas use in future.

For this report, we have re-established our energy reporting due to adjustments in activity data conversion rates. Therefore, data from previous years is not directly comparable and we will use the revised approach for future reporting.

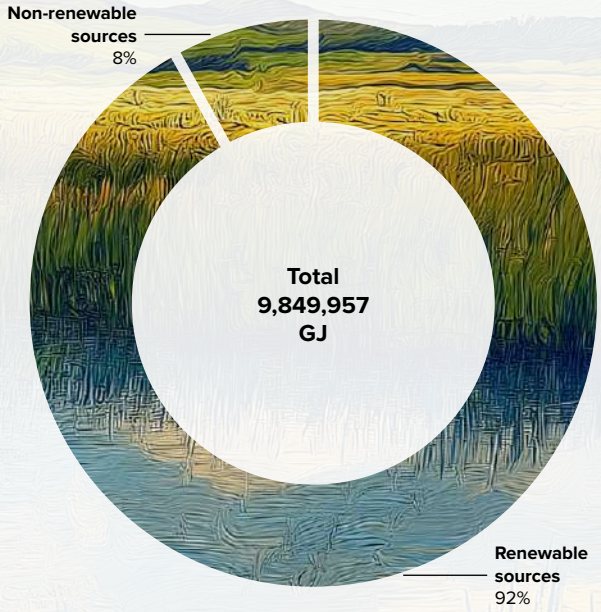
ENERGY CONSUMPTION BY SOURCE 2024

(%)



RENEWABLE VS. NON-RENEWABLE ENERGY SOURCES 2024

(%)



Note: *Energy content of biodiesel is apportioned based on a blended rate, with 35% derived from renewable sources and 65% from non-renewable sources.*

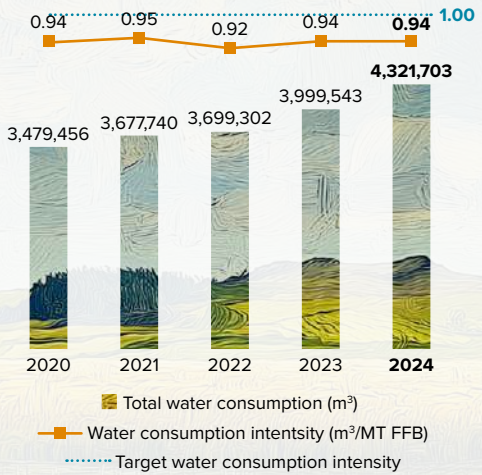
ENVIRONMENTAL MANAGEMENT

WATER MANAGEMENT [GRI 3-3, 303-1, 303-3, 303-4, 303-5] [SASB FB-AG-140a.1, FB-AG-140a.2, FB-AG-140a.3]

First Resources acknowledges that our operations are water-intensive. Although we do not operate in water-stressed regions, we must strive to preserve the availability and quality of this natural resource across our operational areas for the benefit of the environment and communities surrounding our operations. The water used in our mills is primarily sourced from surface water, mainly for processing FFB and irrigation purposes. This water is also used for our employees' homes, plantation offices, and housing in the nearby communities. We have determined that no local communities or neighbouring companies share the same water source as our mills.

In 2024, our total operational water consumption intensity remained at 0.94 cubic metres per tonne of FFB processed (m^3/MT FFB) despite an overall increase in the total water withdrawn and consumed by our extraction mills. Thanks to process automation and water recycling initiatives, we have successfully met our water consumption intensity target of below 1.0 m^3/MT FFB at our mills.

WATER CONSUMPTION FOR PROCESSING FFB 2020–2024



In 2024, we recycled a total of 350,993 m^3 of our wastewater for cooling. Additionally, 812,347 m^3 of steriliser condensate produced during the FFB sterilisation process was recycled into our CPO dilution process. These account for 27% of our overall water consumption.

ENVIRONMENTAL MANAGEMENT

WASTE AND EFFLUENT MANAGEMENT

Managing waste [GRI 3-3, 306-1, 306-2, 306-3, 306-4, 306-5] [SASB FB-AG-140a.3]

We are committed to effective waste management strategies and are consistently meeting regulatory requirements. We recycle and reuse all non-hazardous waste generated by our upstream processes. Examples include using EFB, fibres, and palm kernel shells (PKS) to generate energy at our facilities; combining EFB, fronds, and trunks as mulch to improve soil fertility; and using treated POME as fertiliser in our plantations. All hazardous waste such as lubricants, pesticide packaging, and spent bleaching earth is handled, managed, and disposed of in accordance with established waste management protocols. Government-licensed vendors are responsible for disposing of all hazardous waste, and we undergo regular waste management assessments by the relevant authorities to ensure compliance with quality standards.

Waste produced, reused, and disposed 2020–2024

Type of waste	Disposal method	2020	2021	2022	2023	2024
EFB (tonnes)	Reused as organic fertiliser	511,015	566,573	616,689	664,489	701,944
	Reused as fuel	31,234	33,413	24,945	19,142	17,543
POME (m^3)	Treated and reused as organic fertiliser	2,596,156	2,701,094	2,793,891	2,824,790	2,819,590
	Treated and discharged to the sea	127,865	135,438	99,779	73,753	70,721
	Treated and discharged to the river	n/a*	66,538	73,965	158,380	170,112
PKS (tonnes)	Reused as fuel	125,645	110,726	101,472	90,806	92,622
	Sold to third-parties	68,058	86,333	95,068	93,906	115,446
Fibres (tonnes)	Reused as fuel	471,250	494,041	510,664	543,686	588,005

** **Note:** No data as the relevant facility began operation in 2021.*

Maintaining water quality [GRI 303-2]

To avoid impacting groundwater and surrounding water sources, we treat POME and palm oil refinery effluent (PORE) before discharge. We also monitor and manage biochemical oxygen demand (BOD) and chemical oxygen demand (COD) levels yearly to ensure they remain below national regulatory thresholds. At some mills, we have installed a real-time water quality monitoring system called SPARING – Continuous and Networked Wastewater Quality Monitoring System. All discharge parameters are well within regulatory limits, and no incidents exceeded these thresholds in 2024.

- See our website for a comprehensive overview of our waste management approaches

ENVIRONMENTAL MANAGEMENT

PEST MANAGEMENT AND CHEMICAL USAGE
[GRI 3-3, 13.5.1]

We have implemented an Integrated Pest Management (IPM) that combines biological and chemical pest control methods, thereby ensuring minimal health and environmental impacts on both employees and the public. Examples of our IPM approach include the use of barn owls to control rat populations and cultivating beneficial plants such as *Cassia cobanensis, Antigonon leptopus*, and *Turnera subulata* to attract natural predators of leaf-eating pests; employing *Cordyceps* fungus to manage nettle caterpillar outbreaks; and utilising *Trichoderma* as a biofungicide against *Ganoderma*.

We remain committed to reducing chemical use throughout our operations. Paraquat has been strictly prohibited since 2020, and we do not use chemicals listed under the Stockholm or Rotterdam Conventions. WHO Class 1A or 1B pesticides are only used as a last resort in critical situations such as bagworm outbreaks. To further decrease herbicide usage, we have explored and adopted alternative methods, resulting in over 50% greater effectiveness compared to paraquat. We have also developed a technique that has halved our use of glyphosate, extended application intervals and thereby reduced chemical exposure.

When chemicals are necessary, they are strictly regulated and supported by safety measures, including the mandatory use of personal protective equipment (PPE) to safeguard worker health. Our field and R&D staff, learning centres, and chemical suppliers provide regular training on appropriate chemical handling, PPE usage, and worker application techniques.

Our fertiliser strategy is tailored to the specific needs of our plantations, focusing on maximising the use of organic fertilisers derived from waste products while ensuring that fertiliser applications are conducted at the appropriate time and intervals. Per internal standard operating procedures, the application of fertilisers in riparian buffer zones is prohibited. In 2024, we reused 92% of POME and over 98% of EFB as organic fertilisers.

Through our R&D efforts, First Resources continues to deepen our understanding of the role of urea in increasing fertilisation efficacy and reducing GHG emissions at our plantations. In 2022, we piloted the use of urease inhibitors in our Riau plantations to increase urea uptake and combat post-application volatility. We are also exploring the use of urea as an alternative nitrogen fertiliser, which is showing promising results.

To maintain soil health, we have adopted a multifaceted approach, including implementing *tapak kuda* (a method of shaping soil) and terracing to prevent erosion in sloping areas. To improve soil fertility, we cultivate land cover crops, which help increase nitrogen levels, reduce runoff, and suppress weed growth. Additionally, applying EFB as a fertiliser enhances soil structure, provides essential nutrients and moisture, and improves aeration, water retention, and pH regulation. Soil hoarding around plants further supports moisture retention and aeration.

Usage of organic and inorganic fertiliser 2020–2024

	2020	2021	2022	2023	2024
ORGANIC FERTILISER					
EFB (tonnes)	511,015	566,573	616,689	664,489	701,944
POME (cubic metres)	2,596,156	2,701,094	2,793,891	2,824,790	2,819,590
INORGANIC FERTILISER					
Inorganic fertiliser (tonnes)	155,903	137,278	81,163	151,940	174,427
Inorganic fertiliser (tonnes/hectare)	0.80	0.70	0.40	0.71	0.81

Note:
1. *The figures comprise organic fertilisers applied solely to our nucleus plantations.*
2. *The figures include inorganic fertilisers applied in both nucleus and plasma plantations.*

COMMUNITIES

UPHOLDING COMMUNITY RIGHTS [GRI 3-3, 411-1, 413-1, 13.13.1]

First Resources respects and upholds the legal and customary land tenure rights of local and Indigenous communities and is committed to the UN Declaration on the Rights of Indigenous Peoples and the International Labour Organisation (ILO) Indigenous and Tribal Peoples Convention (No. 169). We respect the principles of free, prior, and informed consent (FPIC) by prioritising local communities' rights to approve or deny any new land developments before we initiate new projects or expand our operations on their land. These commitments also apply to our suppliers.

To help encourage community dialogue during new developments, we conduct social impact assessments and designate dedicated personnel to facilitate communication and actively engage with stakeholders. During project development, we embrace an open, transparent, and consultative approach through multiple public consultations and outreach efforts.

Land compensation and conflict resolution [GRI 413-2, 13.13.1, 13.13.2, 13.13.3, 13.14.1, 13.14.2, 13.14.3, 13.14.4]

First Resources is committed to resolving conflicts or grievances raised by local communities with the same principles of openness, transparency, and consultation. We recognise the potential complexities of overlapping national and provincial laws in Indonesia, where resolving land rights and compensation can be a complex process. Despite conducting due diligence, FPIC, and standard operating procedures (SOPs), disputes can still emerge over land ownership. These can be forwarded to the Roundtable on Sustainable Palm Oil (RSPO) or addressed through our grievance procedure. In 2024, a pending case against First Resources concerning land compensation was closed. In the same year, we also successfully engaged with and clarified false allegations made in 2021 by a non-governmental organisation (NGO) regarding the potential overlap between our concessions and the customary lands of the Long Isun community in East Kalimantan.

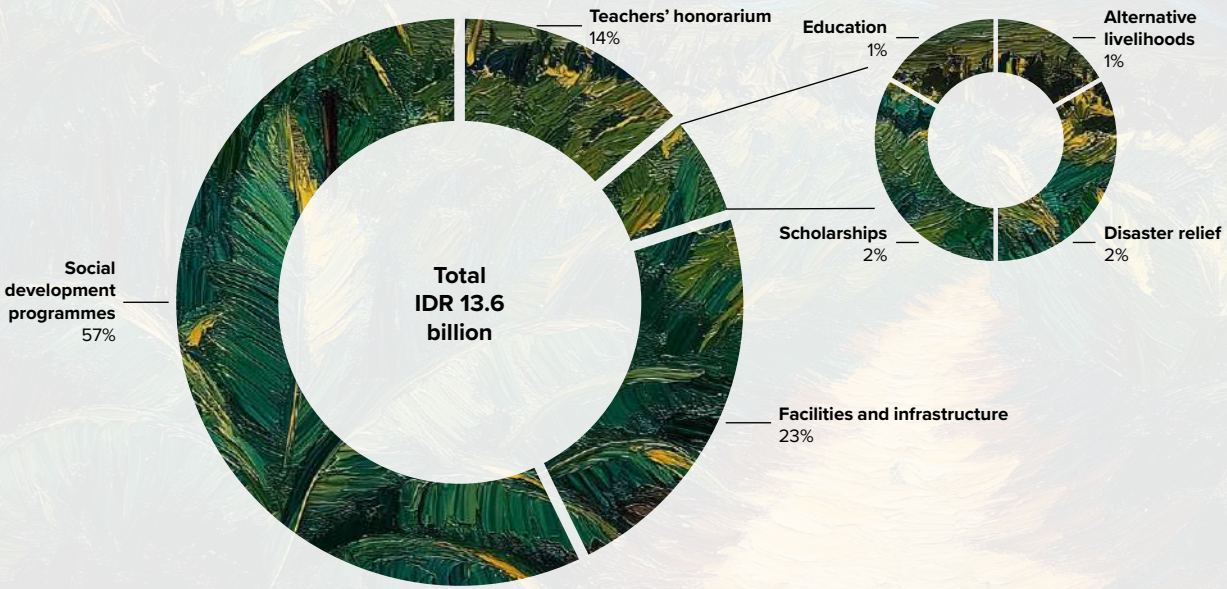
See section on Grievance procedure and our website

COMMUNITIES

COMMUNITY INVESTMENT [GRI 3-3, 201-1, 203-1, 203-2, 413-2, 13.9.1]

To meet the evolving needs of our communities, we develop and implement tailored programmes that enhance children's education, promote economic development, improve community health, upgrade infrastructure, and provide disaster relief. These initiatives are spearheaded by our dedicated community development officers, who regularly engage with community members to understand their needs and foster collaborative partnerships. We spent approximately IDR 13.6 billion on corporate social responsibility (CSR) and community development programmes in 2024. Almost 57% of this budget was dedicated to social programmes such as celebrations and ceremonies, community sports, and youth activities. Another 17% was invested in education, scholarships, and teachers' honorarium assistance.

COMMMUNITY INVESTMENT EXPENDITURE 2024
(%)



COMMUNITIES

Education

We believe that access to quality education is essential for reducing societal inequalities and advancing social development. We currently support 43 schools attended by over 3,700 students. All schools are located within or near the Group's oil palm estates and follow the curriculum taught in local government schools. These educational institutions offer a variety of facilities and programmes such as self-development initiatives (through extracurricular activities like dancing, football, and volleyball), academic and non-academic competitions, and a balanced learning experience in which students learn both in conventional classroom settings and through fieldwork, gaining practical, environmental experience such as planting and maintaining garden crops, which they later harvest themselves.

First Resources continues to be instrumental in developing school facilities, supplying essential amenities such as furniture, electricity generators, and other educational and infrastructure support. In 2024, we contributed more than IDR 2.2 billion to support education, including scholarships, teachers' remuneration, and school facilities. Additionally, local education authorities identify deserving students, and First Resources offers scholarships to high-achieving children from disadvantaged backgrounds. We also collaborate with various Indonesian educational institutions to run internship programmes. These initiatives provide practical experience and allow students to apply their newly acquired skills in real-world contexts.

Graduate and management programme

As part of our graduate and management programme, we partner with universities, particularly plantation institutes across Java, Kalimantan, and Sumatra, to offer internships that immerse students in plantation activities and palm oil mill operations. A particularly notable long-term partnership is with the University of Jambi (UNJA), where we have recently fortified our collaboration in 2024 through a review of the Memorandum of Understanding (MoU) and Memorandum of Agreement (MoA) at the First Resources Academy Learning Centre in Pekanbaru. Key areas of cooperation include graduate recruitment, access to university alumni, providing practicum opportunities, organising site visits, contributing to curriculum development, conducting joint research and community service, and inviting First Resources human resources personnel to be guest lecturers or instructors.

COMMUNITIES

Healthcare

All of our plantations are equipped with healthcare facilities. In 2024, we established additional health clinics and upgraded the facilities and amenities at our first-aid centres. We now operate 24 health clinics and 14 first-aid centres, all staffed with qualified medical professionals such as doctors and nurses. These facilities serve our employees, their families, and local communities. Our health facilities operate for longer hours than local government health posts, with ambulances on standby at each plantation for emergency medical referrals outside the plantation.

Our healthcare services aim to enhance residents' well-being and healthy living. We collaborate with local health authorities to conduct initiatives such as health treatments and advice for children, pregnant women, and the elderly, and coordinating blood donation drives. Additionally, we support integrated health posts *(posyandu)*, which provide health programmes for mothers, infants, and children under the "Healthy Together with First Resources" scheme, including growth and development assessments, nutritional education, maternal health check-ups, immunisations, and vaccinations.

Infrastructure

We continuously strive to enhance local communities' access to essential services such as healthcare, education, and markets. For instance, we have constructed roads and bridges to support our operations that are also accessible to community members. In 2024, more than IDR 3 billion was allocated to support road repairs and bridge reconstruction.

Alternative livelihoods

To support the earnings potential of our community members, we provide capital and raw materials to individuals who are not involved in or do not derive direct benefits from palm oil production. These programmes are mutually beneficial, as they also promote forest conservation and protection efforts in line with our conservation commitments. Some of our initiatives include the following:

- **Sedentary agriculture scheme** | Offers horticultural gardens as an alternative source of community income. These enclosures promote sedentary farming patterns and include various commodities such as corn, citrus, red chilli, honeybee, and freshwater fish cultivation.

COMMUNITIES

Sustainable agriculture and fisheries

One of our 2024 initiatives was to promote sustainable agriculture and fishery activities with surrounding communities. The scheme was specifically developed for people who are not directly impacted by palm oil and its ensuing economic benefits. Our activities are part of an alternative livelihood initiative that also corresponds with our commitment to the National Food Security Programme (*Program Ketahanan Pangan Nasional*) and was conducted in collaboration with several villages in the Sei Mandau and Tualang sub-districts, Siak district. Focusing on farmers and fishermen in Siak and Rokan Hulu Regencies, our programme is built on three key pillars:

- **Food availability** | Enhancing food production and diversification.
- **Food accessibility** | Ensuring fair distribution and access.
- **Food utilisation** | Promoting nutrition and food safety.

In 2024, we invested IDR 52.2 million across nine impactful initiatives to help enhance local agriculture such as supplying fish feed to fish farming groups, providing fishing nets to traditional fishermen, supporting community land care through fertiliser assistance, and seed distribution, including oil palm, coconut, and trees.

- **Self-sufficiency food programme** | We carry out outreach activities and share knowledge about agriculture and fish cultivation, provide financial support for fish farming, and offer agricultural outreach and financial assistance for honey, cassava, and citrus farmers.

- **Micro, small, and medium enterprises initiative *(Usaha mikro, kecil dan menengah or UMKM)*** | Builds upon our sedentary agriculture scheme and leverages our operational areas as a foundation for improving the livelihoods of the local communities.

These initiatives also ensure food security for all by promoting crop diversification and supporting alternative livelihood projects. This aligns with our commitment to promoting food security, given the remoteness of our operations and community locations.

Disaster relief

We prioritise prompt and efficient responses to disasters when communities are severely impacted. In situations of urgent need, we act quickly to provide relief by donating essentials and provisions to affected groups, including additional food and essential items *(sembako)*. In addition to offering independent assistance to impacted communities, we coordinate with government representatives and organisations such as GAPKI to deliver support. We aim to ensure that affected communities can access the resources and aid they need during critical times.

EMPLOYEES AND THE WORKPLACE [GRI 3-3]

AS A LEADING OPERATOR IN INDONESIA AND AN EMPLOYER OF OVER 26,000 PEOPLE, WE ARE DEDICATED TO BEING A RESPONSIBLE EMPLOYER AND INVESTING IN REWARDING EMPLOYMENT OPPORTUNITIES. THIS INCLUDES PROMOTING FAIR AND FAVOURABLE WORKING CONDITIONS, RESPECTING HUMAN RIGHTS, PROVIDING DEVELOPMENT OPPORTUNITIES FOR OUR EMPLOYEES, AND ENSURING A SAFE WORKING ENVIRONMENT. FIRST RESOURCES IS COMMITTED TO THE FUNDAMENTAL CONVENTIONS OF THE INTERNATIONAL LABOUR ORGANIZATION (ILO) AND EXPECTS OUR SUPPLIERS TO UPHOLD THE SAME STANDARDS.

DEVELOPING A HUMAN RIGHTS DUE DILIGENCE (HRDD) APPROACH

We are committed to upholding human rights standards that surpass national legislative requirements, embodying a holistic and principled approach to human rights protection. Our commitment is founded on internationally recognised standards, including the United Nations Guiding Principles on Business and Human Rights (UNGPs), the International Bill of Human Rights, and the fundamental conventions of the ILO.

To ensure we achieve this effectively within the context of our operations, we initiated a comprehensive Human Rights Due Diligence (HRDD) process in 2023. We aim to establish a robust and strategic risk management framework to proactively identify, assess, and address potential human rights impacts throughout our operations.

As a foundation, we have conducted a pilot assessment at our largest plantation in Riau. This site, selected for its size and as a representative sample of workers' conditions, will serve as an HRDD benchmark for our other operations in Riau. An initial assessment was conducted with an independent human rights consulting firm, focusing on 12 critical areas of potential human rights impacts.

HRDD PROCESS

2023

Began engagement with an independent third-party human rights assessor to support best practices and methodologies for conducting assessments tailored to our operational context.

2024

15–18 July: Finalised a comprehensive assessment, involving a document review, stakeholder interviews, and on-site observations.

+

19–20 July: Human rights training workshop convened with sustainability directors, operational managers, and human resource personnel.

+

Reviewed current standard operating procedures to ensure alignment with international human rights standards and our commitment to responsible business practices.

2025

Refresh existing human rights-related policies in line with assessment findings and recommendations.

+

Develop and publish a Group-level human rights policy.

+

Develop an implementation framework to implement HRDD practices across all First Resources' operations.

EMPLOYEES AND THE WORKPLACE

Our initial assessment has identified several critical areas needing attention, specifically rights that may be directly or indirectly affected by our organisational activities. These include labour rights, women's and children's rights, environmental protection, privacy rights, supply chain dynamics, security considerations, and grievance mechanisms. Based on our preliminary findings, we have begun implementing a phased and strategic process to address the recommendations, supported by intervention programmes rolled out at the corporate level throughout the Group. In 2025, we aim to complete the project and establish a robust HRDD framework to be rolled out across the Group's operations gradually.

We recognise that upholding human rights is an ongoing commitment and strive to ensure the continuous assessment and adaptation of our strategies. This approach allows us to respond effectively to emerging human rights challenges and proactively identify potential areas for improvement. Additionally, it is vital to address increasing stakeholder expectations and regulatory requirements such as the forthcoming EU human rights due diligence directive, which will affect suppliers like First Resources.

HRDD Training

On 19 July 2024, First Resources hosted a human rights training initiative for key employees, including plantation and mill managers, sustainability directors, and our human resources department. This capacity-building programme, led by third-party human rights experts, aimed to equip participants with a comprehensive understanding of human rights and associated risks, particularly in the palm oil industry. The training also introduced methods for identifying, preventing, mitigating, and addressing potential human rights violations. As part of the workshop, participants undertook HRDD exercises using two mapping techniques.

The first approach examined severity, taking into account the seriousness of the impact, the extent of reach, the number of parties affected, and the level of difficulty in recovery. The second way focused on likelihood and assessing how frequently the potential incident may occur. The training concluded with a productive sharing session examining the challenges faced in the field and ways to tackle them.

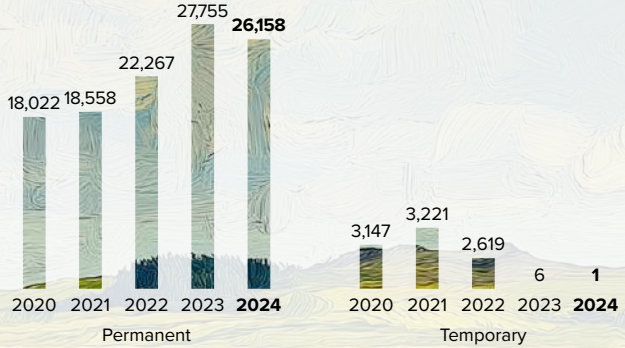
The HRDD training is one of several HRDD initiatives that First Resources is implementing. The event took place at the First Resources Academy Learning Centre in Pekanbaru and was conducted in conjunction with a site visit.

EMPLOYEES AND THE WORKPLACE

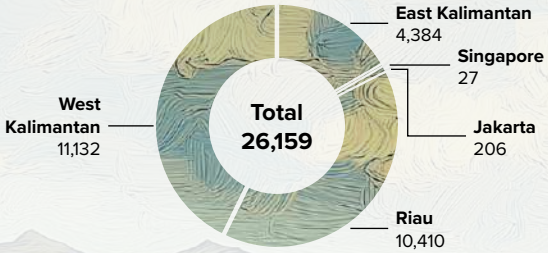
EMPLOYEE OVERVIEW [GRI 2-7, 2-8]

We employ 26,159 people, with the majority (99%) working at the operational level across Riau, West Kalimantan, and East Kalimantan. Although the majority of our workers hold permanent, full-time positions, we also recruit temporary, short-term contract workers to support operational activities during peak periods. It has been a firm objective for First Resources to reduce the proportion of workers on temporary contracts, recognising that permanent employees form a more productive workforce, while providing them with greater welfare and job security. Since 2022, we have managed to convert a significant proportion of our temporary employees into permanent ones – reducing the proportion from 11% to less than 1%. In 2024, we engaged only one temporary worker.

EMPLOYEES BY CONTRACT TYPE 2020–2024
(number)



EMPLOYEE BREAKDOWN BY REGION 2024
(number)



EMPLOYEES AND THE WORKPLACE

WAGES AND BENEFITS [GRI 202-1, 401-2, 13.21.1]

We recognise the importance of ensuring that our workforce receives remuneration that aligns with the standards set by the respective provinces or districts in which we operate, irrespective of gender. We diligently monitor and update wages to ensure alignment with any new guidelines or revisions to existing agreements. This includes the Roundtable on Sustainable Palm Oil (RSPO) guidance for implementing a decent living wage, which accounts for allowances and benefits in addition to the minimum wage to ensure workers and families attain a decent standard of living. The ratio of the lowest wages paid to provincial minimum wage is one-to-one.

In pursuit of fair compensation, we operate a volume-based incentive pay system that considers environmental and physical factors such as harvesting in challenging terrains, adverse weather conditions, or both. This ensures that external factors do not impede workers' earnings potential. All salaries paid to our employees and contractors are properly documented and acknowledged by the recipients. To promote transparency, we proactively provide detailed explanations of payment calculations when clarification is needed. All payslips are standardised for clarity. Overtime work is undertaken voluntarily, empowering workers to opt for additional hours based on preference. If workers choose to work overtime, we ensure they are fairly compensated.

All employees receive additional benefits as part of their contractual terms. These include free accommodation, clean running water, rice, electricity, healthcare, education, performance bonuses, and monthly incentives.

EMPLOYEES AND THE WORKPLACE

GENDER EQUALITY AND INCLUSION [GRI 2-23, 2-24, 3-3, 405-1, 405-2, 406-1]

First Resources is committed to achieving gender equality across our workforce while nurturing an inclusive workplace where merit takes precedence over factors such as ethnicity, race, or religion. Our commitments are embedded in core policies such as our Equal Employment Opportunity Policy, Sexual Harassment Policy, and Protection of Reproductive Rights Protection Policy. We also expect our suppliers to prevent employment and occupation-related discrimination based on gender.

No instances of discrimination were reported in 2024.

Women in the workforce

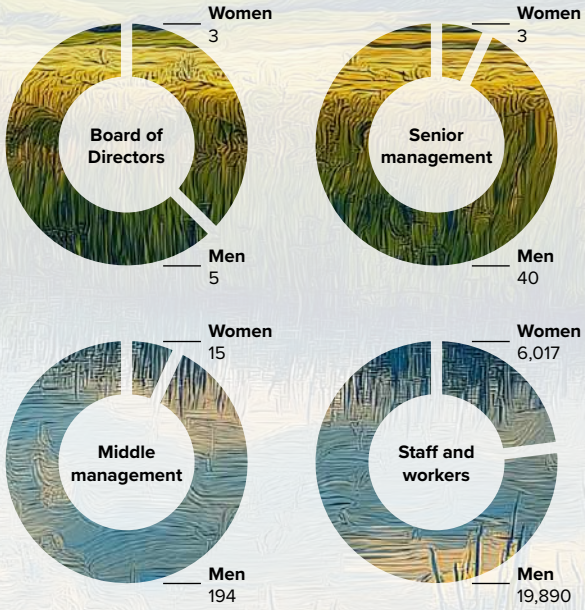
Given the physical demands of oil palm cultivation, the palm oil industry has traditionally been dominated by men. Despite this, First Resources acknowledges the vital role women play in the agricultural sector of developing countries and implements programmes to encourage greater female participation throughout our operations. Each of our estates either has or is in the process of creating a gender committee dedicated to ensuring fair and equitable treatment of women, protecting reproductive rights, and addressing potential discrimination cases.

Some of the programmes we operate at the estate level include maternal health activities under our *Posyandu* programme and family-planning initiatives. All female workers are entitled to menstrual and maternity leave with task reassignments during pregnancy to safeguard their health. To ensure women's safety, they are also assigned tasks that do not require them to work alone. Our whistleblowing procedure empowers and encourages our employees to report any potential instances of discrimination or harassment. Childcare facilities are available at each estate to support the participation of working mothers in the workforce.

Across the Group, we employ 6,035 women, representing 23.1% of our workforce. Women comprise 7.0% of senior management, 7.2% of middle management and 23.2% of our operational staff and workers. Additionally, three of the Board members are women.

Male and female workers across all areas of operation receive equal entry-level wages, with a one-to-one ratio, regardless of gender. This ensures pay equality in both the quality and quantity of work performed.

GENDER REPRESENTATION OF EMPLOYEES AND BOARD 2024
(number)



EMPLOYEES AND THE WORKPLACE

HEALTH AND SAFETY [GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10] [SASB FB-AG-320a.1]

First Resources prioritises employee safety and health and has implemented several measures to uphold high standards, including the following:

- Ensuring our occupational health and safety (OHS) management system aligns with ISO 45001:2018 and local regulatory standards, covering all employees, including temporary workers.
- Maintaining Health and Safety Committees – made up of management and staff – who are responsible for managing our health and safety education and training initiatives and overseeing the safety issues raised by employees.
- Ensuring OHS manuals and standard operating procedures (SOPs) are updated at each worksite.
- Maintaining hazard identification, assessment, and risk control (HIARC) systems to identify and address hazards and risks throughout our operations.
- Guaranteeing that all workers in plantations, mills, and factories are equipped with the requisite personal protective equipment (PPE).
- Making sure that all employees receive training in safety and health issues relevant to their roles.
- Retaining channels for workers to report work-related hazards and hazardous situations.

Workplace safety is reinforced through proactive hazard identification and stringent safety protocols. At our plantations, key risks include falling foliage, dislodged bunches, and sharp fronds left on the ground to enhance soil fertility. At mills, hazards include overhead sling conveyors, slippery floors, hot steam, and loud noise. To mitigate these risks, workers receive daily briefings during shift meetings and are consistently reminded to maintain good housekeeping practices and remain vigilant. If our workers feel unsafe or encounter unsafe working conditions, we encourage them to cease operations and stop working.

In 2023, the Group reviewed our OHS policies and procedures. Subsequently, five SOPs were updated in 2024, encompassing the following: i) establishing and maintaining commitments and policies, ii) Hazard Identification, Assessment, and Risk Control (HIARC), iii) identification and evaluation of regulations and OHS requirements, iv) establishing and reviewing OHS objectives and targets, and v) OHS communication, consultation and participation.

Promoting worker's health

We offer a range of benefits to promote the well-being of our employees and their families:

- Several healthcare amenities staffed with duty doctors, including outpatient clinics, inpatient care, and emergency rooms.
- Ambulance services to transport employees to healthcare facilities outside of plantations when required.
- Routine health check-ups for regular workers in high-risk positions or employees potentially exposed to hazards.

- Medical teams at each operational site administer programmes to promote well-being and healthy lifestyles.
- Sport and recreational amenities are available at the estates.

Health and safety performance

Our health and safety programmes help us continue to minimise the risk of accidents throughout our operations. In areas with more significant safety hazards such as harvesting, mill operations, and heavy machinery, we implement preventive measures, including enhanced safety training and regular equipment checks.

In the event of a work-related mishap, immediate first aid is administered, and the injured individual is immediately transported to the nearest clinic or hospital

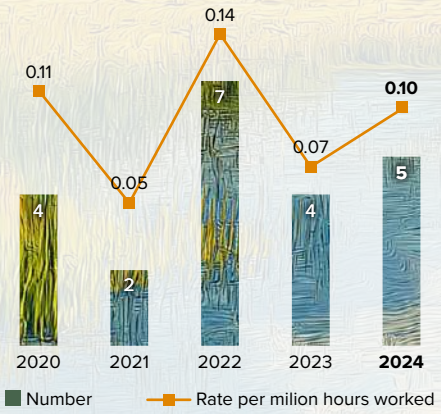
EMPLOYEES AND THE WORKPLACE

for treatment and monitoring. According to established protocols, an accident report must be submitted within 48 hours. This triggers a thorough investigation. Subsequently, to avert future occurrences, corrective actions and preventive measures are rapidly implemented and communicated to on-site workers.

We regret to report five fatalities in 2024, three of which resulted from vehicle-related accidents and one due to a fall from height. First Resources takes every fatal accident very seriously, and takes immediate steps to investigate the cause of each incident, as well as roll out corrective actions and training to minimise the likelihood of future occurrences. We have recently launched a new initiative aimed at improving safety during cleaning and maintenance tasks at height. This includes the use of mobile lifting equipment and safety nets, which will help mitigate the risk of falls and further strengthen our safety protocols. Additionally, in 2024, three cases of permanent injury, due to non-compliance with safety SOPs, led to finger amputations. In response, we have reinforced our commitment to workplace safety by introducing targeted corrective actions, including comprehensive PPE training and stricter protocols for equipment handling.

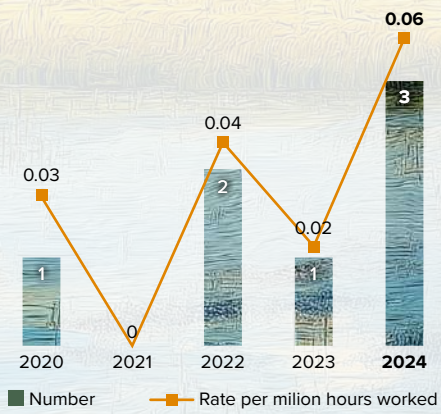
We also track work-related illness data in each operational area by monitoring employees' medical check-ups such as cholinesterase, audiometry, and spirometry examinations. We are working to standardise record keeping across all operations and will consider reporting Group-level data in the future.

WORK-RELATED FATALITIES 2020–2024



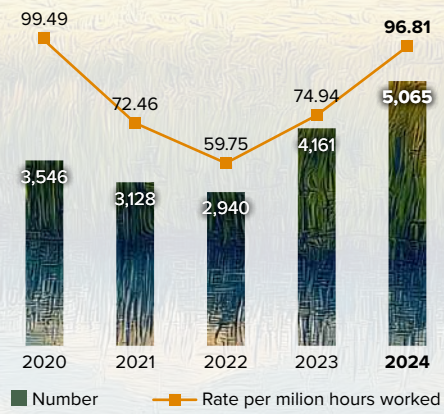
Note: *Rates are calculated based on the following: the number of fatalities/ number of hours worked x 1,000,000. The total number of hours worked in 2024 was 52,318,000.*

PERMANENT WORK-RELATED INJURIES 2020–2024



Note: *Rates are calculated based on the following: the number of permanent work-related injuries/number of hours worked x 1,000,000. The total number of hours worked in 2024 was 52,318,000. A permanent work-related mishap is defined as a work-related injury that permanently impacts the employee's ability to work or causes permanent disability.*

RECORDABLE WORK RELATED INJURIES 2020–2024



Note: *Rates are calculated based on the following: number of recordable work-related injuries/number of hours worked x 1,000,000. The total number of hours worked in 2024 was 52,318,000.*

EMPLOYEES AND THE WORKPLACE

NO FORCED OR CHILD LABOUR [GRI 408-1, 409-1]

First Resources does not tolerate or accept any form of forced or bonded labour, including the employment of underage workers in our operations. Preventive measures include implementing stringent requirements for worker recruitment through document reviews, prohibiting children from being present on plantations (supported by regular patrols), educating our workforce about our commitment to combating child and bonded labour, and regularly engaging with and involving trade unions to implement company policies related to employment.

Although we engage external agencies to assist in recruiting potential workers, we maintain strict policies to ensure that all candidates are over the age of 18. We strive to ensure that all employees understand their rights and obligations from the outset. This includes providing comprehensive information during candidate interviews about job requirements, terms, wages, working conditions, and benefits. We prohibit the withholding of wages, identification cards, passports, or other travel documents. External recruitment agencies are thoroughly briefed on our policies and practices. Any violations result in the immediate termination of their engagement.

EMPLOYEES AND THE WORKPLACE

Child protection [GRI 408-1]

In addition to our no-child labour policies, we strive to protect children living in and around our plantations whose families work with First Resources. A key pillar of this strategy involves providing working parents with access to childcare centres, educational facilities, and health education.

As part of our human rights impact assessment, we conducted a child rights risk mapping exercise with an independent assessor. This evaluation occurred at one of our plantations in Riau. Prior to this, the assessor reviewed our children's rights-related policies and subsequently conducted field site visits. Subsequently, the assessor has verified that:

- Our plantations have clearly defined policies prohibiting child labour.
- We have taken further measures by providing programmes that support child development, thereby adopting a holistic approach to upholding children's rights.

Although there were no reported cases of child labour in 2024, we recognise that there is an ongoing risk. In response to the findings of the human rights risk assessment, we have intensified our patrols and improved child education facilities, including nurseries and schools across all entities.

Freedom of association and collective bargaining [GRI 2-30, 407-1, 13.21.2]

All employees have the right to join or form associations – as supported by our engagement with the Confederation of All Indonesian Workers' Union *(Konfederasi Serikat Pekerja Seluruh Indonesia)*. We regularly hold focus-group discussions and meetings with trade unions to address and resolve various issues. All our employees (i.e. 100%) are covered by collective bargaining agreements (CBA), with subsidiary-specific collective labour agreements that are renewed every two years.

Improving development at childcare facilities

First Resources operates childcare facilities throughout our estates, allowing working parents to leave their children in safe and appropriate surroundings. These facilities cater to children from infancy to school age.

However, we recognise that these centres should go beyond caregiving to become hubs that nurture children's development. This is why, in 2023, we launched the *Ibu Pamong* training initiative to enhance the skills of childcare centre staff across First Resources and create an environment that encourages positive learning experiences. The training is not limited to employed caregivers but also includes department clerks, early education programme teachers, and heads of administration at plantations.

Training modules:

- COMPETENCY STANDARDS
- CHILD SECURITY AND WELL-BEING
- STAFF COMMUNICATION SKILLS
- HYGIENE AND HEALTHY LIVING
- CHILDCARE INFRASTRUCTURE AND TEACHING AID

Staff participating in the programme also receive training on achievement indicators through specific modules and teaching methods focusing on morals and religion, language proficiency, cognitive abilities, physical and motor skills, and artistic skills.

To date, childcare centres at 26 estates have completed the programme: seven in 2023 and 19 in 2024.

In addition to child development training, staff participate in capacity-building sessions concentrating on the administrative aspects of operating childcare centres. They are also given forms to record attendance and monitor children's weight and height.

First Resources is committed to further enhancing and upgrading the infrastructure of our childcare centres while providing them with additional educational resources.

EMPLOYEES AND THE WORKPLACE

EMPLOYEE RETENTION AND DEVELOPMENT

[GRI 3-3, 404-1, 404-2]

As a responsible company, we remain committed to fostering a work environment that encourages the professional growth of all our employees. Our employee benefits package offers competitive remuneration and rewarding career opportunities. A key testament to this is a relatively stable turnover rate of 32% to 35% across 2022, 2023 and 2024, which is in line with industry averages.

We have also partnered with selected universities to offer students in graduate and management programmes the opportunity to intern with First Resources. See Community investment.

EMPLOYEE DEVELOPMENT PROGRAMMES BY TYPE

AT THE ESTATE

- Graduate and management programme
- Plantation supervisor training
- Harvesting checking training
- Estate mentoring programme
- Production losses management workshop

MILL, DOWNSTREAM, AND TRACTION

- Work culture training*
- Basic mechanical training
- Mill management operational training
- Super-olein training
- Total productive maintenance training
- Operator refresher training
- Road maintenance workshop

SUSTAINABILITY AND ESG

- Fire control refresher training
- K3 expert certification (first aid training)
- Human rights training
- Plant clerk training
- OHS awareness

TALENT DEVELOPMENT

- People development review
- Talent development programme
- Management associate programme

DIGITAL INNOVATION

- **Learning Management System (LMS):** supports recruitment, tracks employee learning, and conducts national examinations to refresh employees' knowledge
- **Employee self-service application:** facilitates medical claims, work permit management, attendance tracking, and salary report access
- **Informance:** facilitates work applications and feedback submission
- **HR information system portal:** provides employees with easy access to salary and leave balance details

OTHER PROGRAMMES

- Learning Festival
- Warehouse management training
- Fire drill training
- Lab analyst refresher training
- Plantation Information Management System (PIMS) refresher training
- Certified boiler operator level 1
- Certified general safety expert
- Seven Habits of Highly Effective People programme*
- Continous improvement programme
- Corporate culture
- Leadership: people handling

***Note:** Indicates training involving external partners, namely work culture training partnered with Total Quality Indonesia, and the Seven Habits of Highly Effective People programme, in collaboration with Pesona Quality for Riau and consultant Harri Murdoko for Kalimantan.*

EMPLOYEES AND THE WORKPLACE

First Resources Academy Learning Centre

Our dedicated learning facility offers a range of development programmes designed to promote continuous improvement and ensure employees have the necessary skills to fulfil their responsibilities. These initiatives emphasise discussing career goals, identifying high potential (HIPO) staff, nurturing future leaders, and integrating participants who meet the criteria into our talent pool for leadership roles. Moreover, our digital platforms provide employees with convenient tools to manage several aspects of their work.

New Downstream Satu Downstream CARE initiative

In 2024, we introduced a four-month work culture training programme developed in collaboration with Total Quality Indonesia, aiming to foster a positive work culture and enhance productivity in the downstream environment. A key outcome of this initiative was the *Downstream Satu Downstream CARE* initiative. Since its implementation, this approach has yielded positive results, including improved workplace cleanliness, enhanced employee discipline, and increased enthusiasm for operational activities.

Other 2024 initiatives

Additional 2024 initiatives include plantation fire control refresher training, OHS expert certification for plantation representatives, and human rights training for leaders. We also provided plantation clerk training to promote gender equality by offering women opportunities for professional growth. Furthermore, we enhanced our Learning Management System (LMS) by integrating interactive digital modules through a mobile application platform (EdApp) and updating existing content for a more engaging training experience.

Learning Festival 2024

We also organised a year-end Learning Festival in 2024 to reward deserving employees and provide a platform for showcasing their achievements and innovations. The festival's theme was Transcending Today, Thriving Tomorrow, featuring events such as the First Resources Improvement Award (FRIA), the Ancak Festival, an achievement performance event, a national examination, and informative webinars. The FRIA event promoted continuous improvement and innovation through project competitions, with 43 projects at the regional level, seven of which reached the final round. The performance-of-achievement session showcased best practices from seven outstanding employees for replication across units, while the national examination, involving 2,272 employees, refreshed their understanding of their respective work SOPs.

Three winners of last year's FRIA represented the Company at the National Quality and Productivity Work Meeting (TKMPN XXVIII) in Bali. This annual forum for organisations in Indonesia highlights innovations and achievements in quality and productivity. The Company's representatives earned one Gold and two Silver awards, showcasing nationally recognised innovation quality.

Average training hours per permanent employee, by category 2020–2024

	2020	2021	2022	2023	2024
Senior management	1.9	6.2	4.4	2.4	0.4
Middle management	17.7	14.8	24.6	13.1	15.8
Staff and workers	10.2	20.6	17.0	7.6	10.8

Note: *Staff and workers include assistant managers, clerks, foremen, officers and other workers.*

SUPPLY CHAIN AND RESPONSIBLE SOURCING [GRI 3-3]

SUSTAINABLE SUPPLY CHAIN FRAMEWORK

First Resources is dedicated to upholding our responsible sourcing commitments by implementing a comprehensive sustainable supply chain framework. This includes identifying all supplies from our own operations and third-party sources (estates, smallholders, and traders who purchase from smallholders), aiming for 100% traceability back to the plantation. To mitigate the likelihood of No Deforestation, No Peat and No Exploitation (NDPE) breaches, we operate supplier engagement programmes, conduct supplier assessments, and collaborate with stakeholders to identify and manage potential risks.

FIRST RESOURCES SUSTAINABLE SUPPLY CHAIN FRAMEWORK

01 SUPPLY CHAIN TRACEABILITY

Encourage accountability of suppliers by developing a traceable and transparent supply chain

02 SUPPLIER ENGAGEMENT

Educate and support suppliers by engaging key suppliers to convey our sustainability goals, developments and expectations

03 STAKEHOLDER COLLABORATION

Detect risks in our supply chain by working with stakeholders through an established grievance procedure

04 SUPPLIER ASSESSMENT

Influence behaviours of suppliers by including sustainability criteria in supplier assessments

SUPPLY CHAIN AND RESPONSIBLE SOURCING [GRI 3-3]

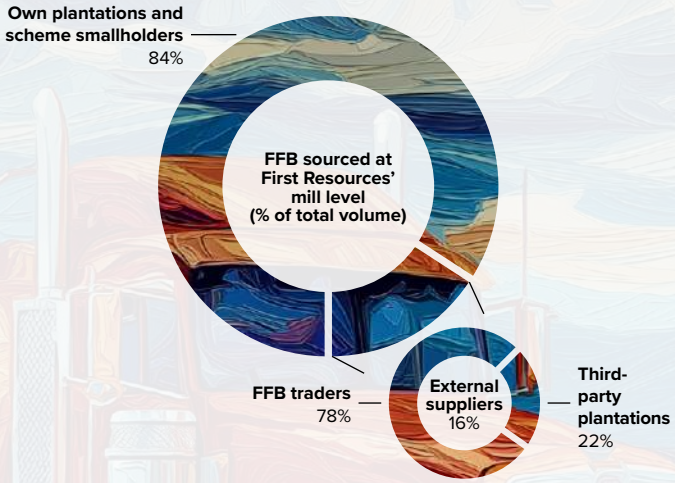
SUPPLY CHAIN OVERVIEW AND TRACEABILITY [GRI 2-6, 204-1, 13.4.1]

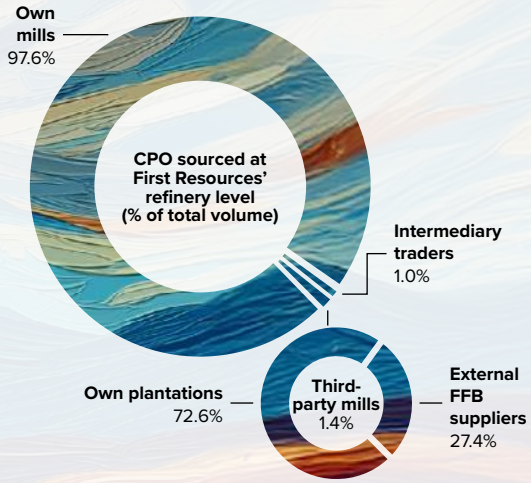
Because of the number of mills and refineries that source from our operations and third-party suppliers, we oversee a complex supply chain involving multiple players contributing large- and small-scale volumes.

Overview

At the mill level, we exclusively source fresh fruit bunches (FFB) locally in Indonesia. In 2024, we sourced 84% of FFB volumes from our own plantations and smallholders scheme, and 16% from 51 external suppliers (large outgrowers and FFB traders). Eight of our mills sourced exclusively from our own plantations, while 12 sourced from both our own plantations and external plantations.

SUPPLY SOURCED AT MILL AND REFINERY LEVELS 2024 (%)





Mills supplying CPO at refinery level (number)	
FIRST RESOURCES MILLS	**20**
• First Resources plantations and scheme smallholders only	8
• First Resources plantations and external sources	12
THIRD-PARTY SUPPLIER MILLS	**3**
• Own plantations and external sources	3

At the refinery level, 97.6% of our crude palm oil (CPO) volume originated from First Resources' mills, while 1.4% came from three third-party supplier mills and 1.0% from intermediary traders. All three third-party mills source from both their own plantations and external FFB suppliers.

SUPPLY CHAIN AND RESPONSIBLE SOURCING

Traceability [GRI 13.23.1, 13.23.2, 13.23.3]

Although product and supply chain traceability can be complex, it is essential for enhancing transparency because it assures our customers that our products are sustainably sourced. Our sustainability and commercial teams collaborate closely to engage suppliers and collect relevant information, including the parent company's name, subsidiary, address, and geolocation.

We have achieved 100% traceability to mill since 2017 and 100% traceability to plantation since 2023.

This encompasses all FFB processed at our own mills and third-party mills, including independent smallholders, medium-sized outgrowers and neighbouring plantation companies. While this is noteworthy, we must remain steadfast in maintaining our traceability status. Challenges can arise from suppliers with short-term contracts who do not adopt similar traceability goals or suppliers who may provide insufficient data due to confidentiality concerns. We continue to work closely with these suppliers through our engagement initiatives.

We maintain up-to-date traceability information on our website for all stakeholders, which can be accessed here.

Mapping smallholders to fulfil EUDR requirements

In 2023, First Resources partnered with one of our stakeholders to begin mapping independent smallholders supplying our mills. This initiative is essential given that we do not have direct access to independent smallholder data, as we source from them indirectly through traders and intermediaries. This mapping is part of a collaborative exercise to help independent smallholders access the European market. The programme involves an initial mapping of dealers and engagement with assessors. This initiative was completed in 2024 with the goal of fulfilling European Union Deforestation Regulation (EUDR) requirements throughout our supply chain. As of December 2024, over 800 independent smallholder plots have been assessed, covering around 600 farmers.

SUPPLY CHAIN AND RESPONSIBLE SOURCING

ENGAGING AND ASSESSING SUPPLIERS [GRI 2-23, 2-24, 308-1, 308-2, 414-1, 414-2, 13.4.1] [SASB FB-AG-430a.2, FB-AG-430a.3]

Engaging with suppliers

We consistently implement engagement programmes with our key suppliers to help foster a relationship of mutual trust and ensure they align with the sustainability requirements outlined in our Policy on Sustainable Palm Oil. All new suppliers receive communication regarding our requirements during the onboarding phase, whereas existing suppliers receive regular communication through one-on-one discussions, update emails, and training initiatives. Training materials encompass our policy commitments as a baseline but can cover additional information such as EUDR requirements and Human Rights Due Diligence (HRDD).

Assessing suppliers

To ascertain whether a supplier is compliant with our policy commitments, we conduct assessments for all new and existing suppliers:

01 BEFORE ONBOARDING

Every new supplier is initially evaluated based on public reports and feedback from customers, NGOs, the Roundtable on Sustainable Palm Oil (RSPO), and peers. We do not source from suppliers on suspension lists.

02 DURING ONBOARDING

All new suppliers are assessed on compliance through a due diligence process. This includes suppliers submitting a traceability form and agreeing in writing to comply with our NDPE requirements.

03 AFTER ONBOARDING

All existing suppliers must submit traceability and supporting sustainability data each year, including certification, high conservation value (HCV), and high carbon stock (HCS) data. Furthermore, we endeavour to verify any grievances raised, whether directed to First Resources or external stakeholders.

We also continuously monitor supplier concessions to identify potential deforestation activities through our own monitoring platform and alerts raised through third-party systems. See Biodiversity protection and conservation for more.

Any confirmed breaches result in a corrective action plan that suppliers must address within a specified timeframe. If immediate remedial actions are not taken, we suspend sourcing from such non-compliant suppliers. Suppliers on the suspension list may be reinstated if they meet our stringent re-entry criteria.

Working with high-risk mills

Although First Resources only purchases small volumes from third-parties on an ad-hoc basis, we remain aware of the risk of sourcing from non-compliant suppliers. Through our annual supplier assessments, we determine scores and risk levels against our NDPE requirements. If a supplier has a low score, they are categorised as high risk. First Resources will engage with high-risk mills immediately to support them with improving their scores. This is done through regular engagement through questionnaires, training and one-to-one engagement and closely monitoring their progress for at least three years. We assess and categorise the risk levels of our own and third-party mills at least annually.

Re-entry criteria

We have implemented a phased approach for suppliers found to have allegedly violated our NDPE policy. Upon receiving a supplier grievance, the Group will evaluate the nature of the complaint and conduct an initial engagement with the supplier to share the findings from our monitoring system. At this stage, we will also require them to respond with documentary evidence to prove that they did not engage in non-compliant activities. If suppliers do not reply within the specified timeframe, we will issue reminders and urge them to expedite the process while also engaging with them directly to understand their challenges so that we can recommend corrective actions.

Each case is assessed on an individual basis with varied timelines for the implementation of corrective plans, depending on the nature of the complaint. If the alleged supplier is cooperative and can provide sufficient information, we will communicate the resolution to our stakeholders and/or the grievance raiser to close the case. However, if the supplier fails to cooperate or provide sufficient evidence, we may consider imposing sanctions.

SUPPLY CHAIN AND RESPONSIBLE SOURCING

In 2024, all 19 new suppliers and 40 existing suppliers were assessed for potential and actual environmental and social impacts through our due diligence system, and all were found to be compliant with our requirements.

Supplier progress on NDP [GRI 13.4.2]

We have adopted the No Deforestation, No Peat and No Exploitation Implementation Reporting Framework (NDPE IRF) to track the progress of our supplying mills against our NDPE commitments. This reporting tool was designed by members of the Palm Oil Collaboration Group (POCG) to assist the palm oil industry with a shared and consistent view of progress towards NDPE commitments across company supply bases and throughout the supply chain. While the guidance on the 'No Exploitation' component is being developed, we use the framework established for 'No Deforestation' and 'No Peat' (NDP). Based on 2023 profiles[7], most volumes sourced at the refinery level were 'Delivering' on their no deforestation commitments (98.1%) – with only 1.9% falling under the 'Commitments and starting action' category[8]. We are pleased to report that 100% of total volumes sourced at the refinery level were 'Delivering' on their no peat commitments, while 100% of volumes sourced at the crusher level were 'Delivering' on both their no deforestation and no peat commitments. This data has been verified by Control Union.

NDPE IRF PROFILES 2023

At refinery level

	NDPE IRF - No deforestation at production level	NDPE IRF - No peat at production level
Delivering	98.1%	100%
Progressing	0%	0%
Commitments and starting action	1.9%	0%
Awareness	0%	0%
Known	0%	0%
Unknown	0%	0%

Note: *Data verified by Control Union. Verification statement is accessible here.*

At crusher level

	NDPE IRF - No deforestation at production level	NDPE IRF - No peat at production level
Delivering	100%	100%
Progressing	0%	0%
Commitments and starting action	0%	0%
Awareness	0%	0%
Known	0%	0%
Unknown	0%	0%

Note: *Data verified by Control Union. Verification statement is accessible here.*

Strengthening supplier due diligence

In November 2024, First Resources launched an updated sustainability supplier assurance requirements procedure. The process revised the 2022 procedure along with our accompanying supplier questionnaires and traceability-to-plantation (TTP) forms. This initiative followed consultations with customers, internal audit teams, environmental experts, and a review of existing ESG assessment criteria throughout 2023 and 2024.

The revised procedure exceeds our NDPE policy commitments to cover the latest requirements concerning sustainability, supply chain standards, and human rights. This includes updated indicators relating to certification standards (RSPO and Indonesia Sustainable Palm Oil or ISPO) modern slavery, the EUDR, the industry-adopted NDPE IRF, and deforestation and conversion-free (DCF) standards.

While the previous supplier questionnaire primarily focused on commitments related to deforestation and peat, the updated assessment now includes a review of suppliers' practices against our 'No Exploitation' pillar. This involves evaluating whether the supplier has similar commitments covering labour practices, health and safety, employee rights and benefits, upholding Indigenous Peoples' and local communities' rights, and if they have carried out free, prior and informed consent (FPIC) exercises.

The updated procedure also features a comprehensive overview of how supplier scores are calculated and includes subsequent engagement depending on the results. Specifically, we evaluate the information provided and its accuracy, and compliance with our NDPE commitments. If a supplier scores below a certain threshold, a supplier engagement process is initiated with an objective to improve their sustainability requirements.

Since August 2024, we have used the new procedure as a pilot for new suppliers and will gradually implement it for existing suppliers in 2025.

[7] 2024 data was being prepared at the time of this report's publication.

[8] The supplier has made commitments to ensure that all volumes comply with the relevant no deforestation and no peat commitments and is planning or initiating action.

SUPPLY CHAIN AND RESPONSIBLE SOURCING

SUPPORTING SMALLHOLDERS [GRI 3-3, 203-1, 203-2, 13.23.3, 13.23.4]

First Resources sources 24% of our FFB from plasma smallholders and independent smallholders via dealers. While palm oil cultivation is a significant driver of economic development for smallholders in Indonesia, they may encounter barriers to market access due to issues related to land ownership, efficient farming practices, yield challenges, and demand for certified palm oil.

To ensure that smallholders in our supply chain are not excluded from benefiting from palm oil value chains, First Resources continues to make significant investments in supporting them through dedicated programmes. In 2024, we placed a greater emphasis on assisting smallholders in alignment with the new EUDR requirements, including independent smallholders in Riau and West Kalimantan, as part of our supplier onboarding and training programmes.

Scheme smallholders

As of 2024, we have allocated and developed 36,274 hectares for scheme smallholders, constituting nearly 17% of our total plantation area and contributing 11% of the total FFB sourced. The total number of plasma smallholder suppliers rose from 16,071 in 2023 to 16,096 in 2024. These scheme smallholders have an opportunity to profit by selling their FFB harvest to the Group at government-determined prices.

We conduct programmes and assist all plasma smallholders (100%) in the field by educating them about sustainability. This includes practical training and expert advice on essential aspects such as fertiliser and pesticide procurement, usage, and support for meeting certification standards. These initiatives also serve as a platform for introducing innovative farming technologies, including our high-yielding oil palm seeds. Furthermore, our field officers offer operational and logistical support, assisting with tasks such as land titling and coordinating the transportation of FFB to palm oil mills. Our programme not only ensures a consistent and sustainable source of income for thousands of smallholders but also contributes to improving livelihoods and fostering local economic growth.

Independent smallholders

While we do not directly source from independent smallholders, we receive independent smallholder volumes through dealers and traders. A total of 2,422 independent smallholders supplied FFB to our mills in 2024, representing 13% of the total number of smallholders we sourced from. These smallholders are self-financed and self-managed, which enables them to sell to any mill independently. We offer smallholders support in understanding and meeting our sustainability policy commitments through community engagement programmes. In 2024, our outreach efforts reached over 260 smallholders from 14 villages.

CONSUMERS AND CUSTOMERS

CERTIFICATIONS [GRI 3-3, 13.13.3] [SASB FB-AG-430a.1]

Maintaining certification has become increasingly important on the international stage due to evolving consumer preferences for certified sustainable labels and growing pressure from governments for imported products to safeguard human rights and meet the highest environmental standards – from the source and throughout the supply chain. Consequently, we continue to emphasise delivering certified, sustainable palm oil in line with national and international schemes.

RSPO

First Resources became a member of the Roundtable on Sustainable Palm Oil (RSPO) in 2008 and has endeavoured to secure RSPO certification for our operations over the years, aiming to achieve 100% RSPO certification by 2026.

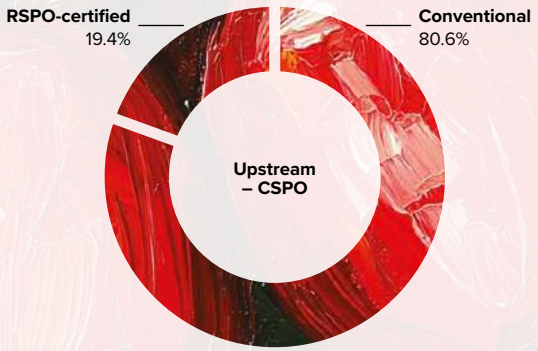
As of December 2024, we have received RSPO certifications for ten of our subsidiaries covering seven mills and more than 79,000 hectares of plantations in the provinces of Riau, East Kalimantan, and West Kalimantan, representing 45% of the Group's nucleus planted area. Certification processes for three mills integrated with plantations in Riau were completed in 2024, with two certificates issued in early 2025.

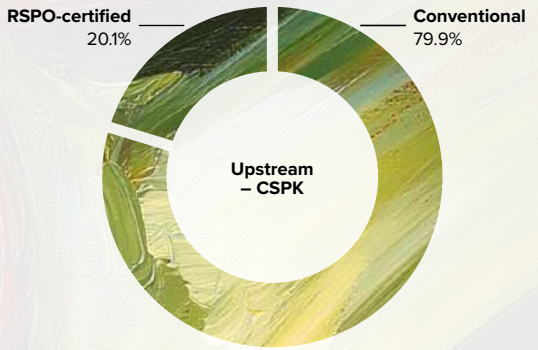
The certificate for the remaining mill is expected to be issued by mid-2025. We are dedicated to implementing the third revision of the RSPO Principles and Criteria (P&C) in preparation for the upcoming integrated mill audits.

In 2024, First Resources produced 195,091 tonnes of RSPO-certified sustainable crude palm oil (CSPO) and 44,061 tonnes of RSPO-certified sustainable palm kernel (CSPK), which accounted for 19.4% and 20.1% of our total mill output, respectively.

In addition, our bulking station, three kernel crushing plants, and a processing unit have attained the RSPO Supply Chain Certification Standard (SCCS).

RSPO-CERTIFIED VOLUMES PRODUCED 2024
(% of total volumes)





CONSUMERS AND CUSTOMERS

ISPO

We adhere to Indonesia's national certification scheme for sustainable palm oil – the Indonesian Sustainable Palm Oil (ISPO) standard – and received our first ISPO credentials in 2013. In 2024, we completed the certification process for four mills integrated with plantations. One certificate was issued in 2024, while the other three are are expected to be issued in 2025.

This resulted in a minor setback to meeting our 2024 target of four additional ISPO-certified mills, which we will now achieve in 2025.

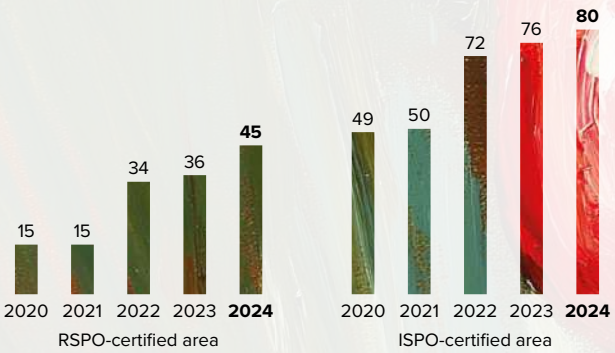
As of December 2024, we have received ISPO certifications for 15 of our subsidiaries covering 15 mills integrated with plantations. This spans more than 143,000 hectares of plantations and represents 80% of the Group's nucleus planted area.

Certified mills 2020–2024

	2020	2021	2022	2023	2024
RPSO-certified mills	3	3	6	6	7
ISPO-certified mills	9	9	13	14	15

CERTIFIED PLANTATION AREA 2020–2024

(%)



Note: *Certified plantation area is calculated as a percentage of the Group's nucleus planted area.*

ISCC

First Resources received its first International Sustainability & Carbon Certification (ISCC) in 2012. In 2024, we achieved six new certificates and retained our six existing ISCC certifications for waste and residues derived from palm oil mill effluent (POME) oil across six mills. This brings the total number of ISCC POME certifications to 12 – in addition to ten ISCC certificates – covering 51,020 hectares of our nucleus plantations, five palm oil mills, two refineries, one bulking facility, and one trading facility.

CONSUMERS AND CUSTOMERS

PRODUCT QUALITY AND SAFETY [GRI 3-3, 416-1, 416-2, 13.10.4]

We remain committed to upholding the highest standards of quality and safety to safeguard consumer health, whether for our products or those further processed by our buyers into end products. As a result, we aim to certify our downstream processing facilities according to globally recognised standards, and have obtained four additional certifications in 2024. No cases of non-compliance relating to the health and safety of our products were reported in 2024.

Certificates as of December 2024

Certifications	Facilities
GMP+ Food Safety Assurance (FSA) Scheme 2020 (scope: feed material production)	**2 kernel crushing plants (KCP):** PT Adhitya Serayakorita (PT ASK) and PT Swadaya Mukti Prakarsa
GMP+ Food Safety Assurance (FSA) Scheme 2020 (scope: trade in feed)	**KCP:** PT ASK
Hazard Analysis and Critical Control Points (HACCP) SNI CXC 1:1969 Rev 2020	**1 refinery and 1 KCP:** PT ASK
Halal	**2 refineries:** PT Ciliandra Perkasa (PT CLP) and PT ASK
Kosher	**2 refineries:** PT CLP and PT ASK

APPENDIX

TCFD INDEX [GRI 201-2] [SASB FB-AG-440.a.1]

Governance

Responsibility for overseeing sustainability matters, including climate change, resides with the Board, led by the Chairman. Updates on critical sustainability matters, including climate-related issues, are reported to the Board for its attention. These updates allow the Board to maintain oversight of the material climate-related issues faced by the Group and consider them when formulating the longer-term strategy of First Resources.

The Board delegates responsibility for managing climate-related issues to the Chief Executive Officer, who is supported by the Head of Sustainability and various departments within First Resources. On an ongoing basis, the senior management team monitors and gives due consideration to climate-related risks and opportunities when managing risks, setting performance objectives, and formulating strategies and business plans for the Group.

For more information on First Resources' sustainability governance structure, please see the section on Our approach to sustainability.

Sustainability governance structure

Position	Responsibilities
• **Board of Directors**	Oversees the Group's key risks and assumes overall responsibility for climate-related matters.
• **Chief Executive Officer**	Responsible for the management of First Resources' climate-related issues.
• **Head of Sustainability**	Responsible for day-to-day implementation of First Resources' sustainability policy and ensuring that the Group's response to climate change issues is implemented smoothly.
• **Department Heads** • **Sustainability Strategic Stakeholder Engagement Team** • **Sustainability Certification and Traceability Team** • **Sustainability Conservation, Environmental & Social Compliance Team**	Responsible for facilitating and overseeing the implementation of climate-related matters within operational aspects of First Resources' business. These can include the planning and execution of day-to-day activities related to production and other functions.
• **Regional Sustainability Teams**	Implementing climate-related actions.

APPENDIX

Strategy

First Resources has invested heavily in enhancing our agronomic practices to increase the resilience of our oil palms through research and development (R&D). A key component is our oil palm breeding programme which aims to develop more durable planting materials that can better withstand the effects of climate change, such as dry weather conditions and more extreme weather events. At the same time, First Resources is cognisant that the transition to a low-carbon future presents risks and opportunities for our business. More on our strategies can be found under GHG reduction strategies.

Risk management

Climate change remains a material topic for First Resources. Sustainability-related risks, including those associated with climate change, are identified, assessed and integrated into the Group's overall risk management. The Group takes guidance from its Group Risk Management Framework (GRM Framework), which outlines the process of identifying key risks in the business landscape, assessing the effectiveness of internal controls and reporting on potential adverse risks and exposures for the business. Where additional or improved internal controls are assessed to be required, these will be designed and implemented alongside any management action plans to effectively manage and mitigate the risks. The climate-related risk quantification exercise conducted in 2023 provided valuable insights on their financial materiality, which would be important when formulating the Group's strategy, risk management and business plans.

Qualitative assessment of climate-related risks and opportunities

A summary of these risks, their potential impact on our business and our responses are summarised in the table below. These have been mapped to short-term (0–2 years), medium-term (2–10 years), and long-term (10–30 years) time horizons.

Climate-related risks and opportunities

Risk/opportunity	Relevance and impact to First Resources	Time horizon
KEY PHYSICAL RISKS Risks arising from changes in the climate, e.g. more frequent or severe weather events		
Increased, erratic and extreme rainfall (including drought), coupled with more extreme temperatures	**Risk description:** • Increased frequency of erratic and extreme weather events affecting oil palm growth and productivity • Operational and reputational risk with the occurrence of fire events within concessions during drought **Potential business impacts:** • Damage to crops, due to floods or fire incidences, leading to loss of productivity and revenue and increased operating costs (e.g. replanting costs) • Increased insurance premiums or inability to insure in certain locations • Disruptions to business from temporary loss of access to plantations as a result of direct impacts on our infrastructure **Mitigations and response:** • Improve or provide additional drainage facilities to reduce flooding incidences and maintain infrastructure accessibility • Enhance fire prevention and management practices • R&D on palm seedlings that are resilient to extreme weather	Medium- to long-term

APPENDIX

Risk/opportunity	Relevance and impact to First Resources	Time horizon
KEY TRANSITION RISKS Risks that arise as the world transits towards a low-carbon economy in the future, e.g. changes in policy and regulations, market preferences, technology and expectations.		
Implementation of carbon tax	**Risk description:** • Increase in operating costs from activities that are still dependent on fossil fuels (e.g. diesel usage, fertiliser application, mill operations, and waste management) **Potential business impacts:** • Increased operational costs from use of grid electricity • Loss of revenue as customers move to "greener" suppliers to avoid pass-through costs from carbon tax **Mitigations and response:** • Ramp up methane capture facilities to reduce reliance on carbon-intensive fossil fuels • Explore and install other forms of renewable electricity generation • Continue to optimise energy efficiency of processes such as upgrading of machinery and equipment	Short- to medium-term
Change in customer behaviour	**Risk description:** • Decreased revenue as customers move away from products which are not sustainability certified (e.g. RSPO, ISCC, etc.) and palm oil's association with deforestation and social issues • Decreased revenue as Renewable Energy Directive (RED II) will phase out the use of palm oil for biodiesel feedstock by 2030 **Potential business impacts:** • Loss of revenue due to decreased demand for palm oil products from the EU and customers shifting to alternatives • Increased operating costs, taxes or capital expenditure required to adapt or meet new requirements (e.g. EU Deforestation Regulation) • Reputational and financial risk associated with non-compliance **Mitigations and response:** • Demonstrate sustainability of business operations by continuing to progress towards achieving 100% RSPO and maintaining current sustainability certifications and NDPE commitments • Staying abreast of regulatory or certification developments and requirements	Short-term
Changes in investor and shareholder expectations	**Risk description:** • Reduced capital availability as carbon-intensive or non-energy efficient investments would be unattractive • Negative association of palm oil and reputational effects on investors can lead to divestments **Potential business impacts:** • Reduced capital availability from investors/shareholders due to loss of investor support • Restricted access to insurance or new opportunities as a result of reputational damage **Mitigations and response:** • Maintain efforts to optimise and reduce energy consumption and tap on alternative energy sources • Maintain sustainability efforts (e.g. reporting, certifications, and commitments) to assure investors and shareholders of sustainable business operations	Short- to medium-term

APPENDIX

Risk/opportunity	Relevance and impact to First Resources		Time horizon
CLIMATE-RELATED OPPORTUNITIES Opportunities that arise from efforts to mitigate and adapt to climate change, e.g. resource efficiency and cost savings			
Use of lower-emission energy sources	**Opportunity description:** • Reduced exposure to energy prices due to increased availability of low-carbon energy sources and decreased reliance on carbon-intensive fuels	**Potential business impacts:** • Cost savings from reduced exposure to energy prices, leading to decreased operating costs • Improved reputation moving towards low-carbon emission sources • Reduced exposure to penalties such as carbon taxes	Short- to medium-term
Resource efficiency	**Opportunity description:** • Reduced operating costs, and thus attracting clients, assuming that there will be advancements in technology, leading to increased availability of energy-saving technologies that help industries to become more efficient	**Potential business impacts:** • Cost savings from reduced exposure to energy prices, leading to decreased operating costs • Improved reputation with moving towards low-carbon emission sources	Medium- to long-term
Increasing demand for biofuels	**Opportunity description:** • Increased market demand for biofuels due to the push for decarbonisation, locally and globally • Moving from B35 to a higher blend, which will likely create more demand for palm oil	**Potential business impacts:** • Increased revenue due to an increased demand for palm oil for biodiesel both domestically and globally	Short-term

APPENDIX

Quantification of potential impact from climate change

In 2023, we quantified the potential financial impact from physical risks and selected transition risks and worked with independent climate experts to conduct a scenario analysis to investigate the potential financial impacts from climate change and assess the resilience of our business under different conditions up to 2030.

The climate scenario sources, assumptions and limitations for the financial assessment of physical and transition risks are summarised in the table below.

Summary of physical and transition risks quantification details

	Physical risks	Transition risks
Data sources	**External data:** • Data from Climate Insights from CLIMsystems comprising Global Climate Models ("GCMs") of the coupled model intercomparison project ("CMIP6") for periods from 2005 to 2030 for the selected Shared Socioeconomic Pathways (SSPs) scenarios SSP1-2.6, SSP2-4.5 and SSP5-8.5 from the latest Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6) • Agricultural Production Systems Simulator next generation (APSIM-NG) model[9] • Country/location-specific historical climate and weather data **Internal data:** • Asset locations • Asset characteristic (e.g. refinery, palm oil mill, kernel crushing plant) • Estate-specific historical yield (2012–2021) • Historical region-specific rainfall (mm) and number of rain days (2008–2022)	**External data:** • Data from the Network for Greening the Financial System (NGFS) REMIND-MAgPIE[10] 3.0–4.4 Net Zero 2050 & Current policies for energy prices (electricity and fuel) • Price of utilities (e.g. electricity, fuel) **Internal data:** • 2022 Energy and emissions data

[9] Underpinned by rigorous science standards, internationally recognised as a highly advanced platform for modelling and simulation of agricultural systems. It contains a suite of modules that enable the simulation of systems for a diverse range of plant, animal, soil, climate and management interactions.

[10] REMIND (Regional Model of Investment and Development)-MAgPIE (Model of Agricultural Production and its Impacts on the Environment): Comprehensive integrated assessment model (IAM) that simulates the dynamics amongst macro-economic drivers, energy, land-use, water, air pollution and health, economy and climate systems.

APPENDIX

	Physical risks	Transition risks
Key assumptions	The model considers the following assumptions: • Current agricultural management practices are optimal, with no progress in agricultural techniques and management practices • No changes in assets • No implementation of mitigation	• 2023 energy consumption and emissions are equal to 2022 • NGFS transition energy and carbon price takes effect in 2024 • Both energy consumption and emissions assume a consistent increase in line with predicted production increase • In the mitigation case, the model assumes a projected year-on-year emissions reduction of 4.2%, in line with climate science, with no change in energy consumption • Desktop energy and electricity price was used as the reference price • No change in reference energy prices was incorporated • Emissions factors remain the same (2022) and no grid greening is accounted for
Limitations	The assessment includes First Resources' current palm oil assets and does not include the following: • Assets acquired after the point of assessment (FY2022) • Planned assets	The assessment includes current assets and does not contain: • Assets acquired after the point of assessment • Planned assets • Potential investment for mitigation
Modelling metric	• Projected percentage change in theoretical FFB maximum yield potential[11]	• Net cost impact (US$)

[11] Model simulations found the maximum yield potential (MYP) typically occurs around the sixth year after sowing. The sixth year after sowing is a significant milestone because it represents the point at which the oil palm trees have matured and reached a stage of development where they can achieve the maximum yield potential under the idealised physical and chemical conditions of (e.g. soil nutrients, temperature) our simulation.

APPENDIX

Physical risk assessment

In 2022, 60 First Resources assets[12] were assessed against 15 physical risks[13] comprising chronic and acute risks. The assessment was carried out across three timeframes (2030, 2050 and 2070) under three climate scenarios. The three timeframes were selected having considered the lifespan of First Resources' assets (oil palm cycle of ~25 years) and allowed us to understand how the impact of each risk evolves. In accordance with best practice, First Resources' assessment was conducted using publicly available science-based data and projections (See data sources in Summary of physical and transition risks quantification details), accompanied by First Resources' internal data accounting for historical weather and crop yield. The selected climate scenarios align with the TCFD recommendations to consider a 2°C or lower scenario (low emissions) with higher transition risks and a scenario with increased physical climate-related risks (very high emissions). Together, the internal and external data sources utilised in this assessment provides the potential projected percentage change in theoretical FFB maximum yield[14] against the plausible future scenario, without mitigation. This presents a helpful indication of the potential impacts of physical climate change.

Physical risk assessment climate scenarios

	Low emissions	Intermediate	Very high emissions
Description	• Global CO_2 emissions are reduced severely, reaching net-zero after 2050, limiting warming to below 2°C. • World moves to a more sustainable path, respecting environmental boundaries.	• CO_2 emissions remain around current levels before starting to fall mid-century but do not reach net-zero by 2100. • Progress toward sustainability is slow.	• Current CO_2 emissions levels approximately double by 2050. • The global economy grows quickly, fuelled by fossil fuels and energy-intensive lifestyles.
Data sources	IPCC's AR6[15] SSP 1-2.6	IPCC's AR6[15] SSP 2-4.5	IPCC's AR6[15] SSP 5-8.5
Averaged temperature change	1.5°C to 1.8°C	1.5°C to 2.7°C	1.6°C to 4.4°C

[12] Comprising kernel crushing plants, refineries, bulking stations and plantations in Indonesia (excluding offices).

[13] Annual/monthly mean temperature, annual/monthly precipitation, annual/monthly relative humidity, annual/monthly solar radiation, annual/monthly soil moisture, annual/monthly potential evapotranspiration (PET), air heatwave days, cooling degree days, extreme precipitation, extreme wind speed, KBDI fire risk, maximum temperature days (>35°C), SPEI drought probability, coastal extreme water level, mean sea level rise.

[14] Model simulations found the maximum yield potential (MYP) typically occurs around the sixth year after sowing. The sixth year after sowing is a significant milestone because it represents the point at which the oil palm trees have matured and reached a stage of development where they can achieve the maximum yield potential under the idealised physical and chemical conditions of (e.g. soil nutrients, temperature) our simulation.

[15] SSPs referenced in the latest IPCC AR6.

APPENDIX

Quantification of potential physical risk

In 2022, First Resources' top physical risk impact was assessed to be the increasing frequency of erratic and extreme weather events including heavy rainfall and drought, coupled with more extreme temperatures. These events also indirectly affect the amount of solar radiation received. The impact from these changes is more pronounced in the higher GHG emissions scenarios (SSP 2-4.5 and SSP 5-8.5) than the low emission scenario (SSP 1-2.6).

If left unmitigated, these unfavourable conditions for oil palm growth could damage crops, with a decrease of up to 4% in FFB yield predicted in most plantations. Some predicted reductions could reach as high as 10% during drier than normal periods such as during the El Niño years. After reviewing First Resources' measures against these potential risks, the current mitigation strategy remains appropriate. For more details on how First Resources is taking action please refer to the sections on GHG reduction strategies and Qualitative assessment of climate-related risks and opportunities for some of our initiatives to reduce our emissions and business mitigations and responses to climate-related risks.

Transition risk assessment

First Resources has prioritised the quantification of the financial exposure related to implementation of carbon tax and increasing energy prices. Both risks were stress tested against the two extreme scenarios of i) Net Zero 2050; and ii) Current Policies from the Network for Greening the Financial System (NGFS), representing the upper and lower bounds of the analysis.

The analysis was done referencing the regional carbon price and energy price projections of the Net Zero 2050 and Current Policies scenarios from the NGFS which are assumed to come into effect in 2024. The NGFS scenario conditions are overlaid onto First Resources' 2023 and projected GHG emissions and energy usage profile to 2030.

The potential impacts are determined through modelling two business cases:

- A reference case where no decarbonisation initiatives are implemented beyond what has been planned in or prior to 2023; and
- A mitigation case where First Resources reduces its emissions.

For more information on the data sources, key assumptions, and limitations of the financial assessment of implementation of carbon tax and increasing energy prices, please refer to the table above on the Summary of physical and transition risks quantification details. The results in this section are presented as the cumulative cash flow impact for 2024–2030, discounted at First Resources' weighted average cost of capital (WACC), indicating the extent and probability of potential future losses.

Description of NGFS transition risks within each climate scenarios

Risk	Current policies	Net zero 2050
Price of fuel	Likely to increase at a slow rate	Likely to increase at a moderately quicker rate
Electricity price	Increase likely to remain low	Likely to increase at a moderately quick rate before tapering off around 2030
Carbon price	Likely to remain low (<US$6 for most countries)	Likely to increase exponentially for most countries by around 2030 (reaching >US$100)

APPENDIX

Quantification results of potential transition risk

Overall, under the conditions of the two NGFS climate scenarios, the total additional cumulative financial exposure for 2024–2030 due to the implementation of carbon tax and increasing energy price is projected to range from US$8.4 million in a 'Current Policies' scenario up to US$85.9 million in a 'Net Zero 2050' scenario. Presently, Indonesia does not implement a carbon tax and First Resources is not yet subject to carbon tax. However, this analysis provides insights on the potential financial impact should the conditions in the NGFS 'Net Zero 2050' and NGFS 'Current Policies' scenario come into effect.

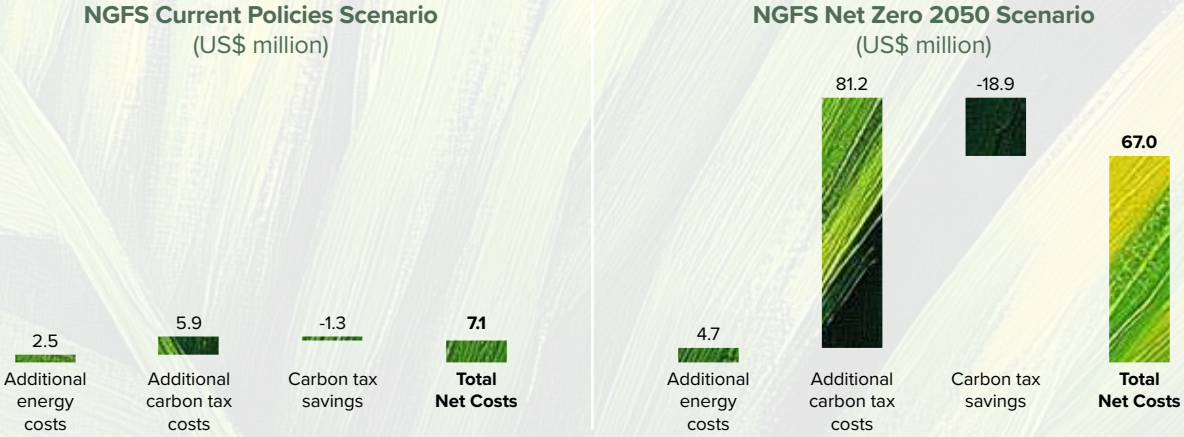
In the NGFS 'Net Zero 2050' scenario, increasing energy prices and the exponential increase in carbon pricing are predicted to result in additional costs of up to US$4.7 million and US$81.2 million respectively for 2024–2030. Conversely, under the NGFS 'Current Policies' scenario, the projected additional energy and carbon costs to First Resources are lower at US$2.5 million and US$5.9 million, respectively.

Reducing First Resources' carbon emissions, in line with scientific recommendations, can avoid costs through carbon tax savings ranging from US$1.3 million in the 'Current Policies' scenario to US$18.9 million in a 'Net Zero 2050' scenario. With this reduction, First Resources' net cost impact after mitigation for 2024–2030 will range from US$7.1 million under the 'Current Policies' scenario to US$67.0 million under the 'Net Zero 2050' scenario.

Addressing our impact through measures such as optimisation of operational efficiency, the construction of methane capture facilities and exploring other forms of renewable electricity generation options are part of our ongoing commitment. For more details on how First Resources is taking action, please see the sections on GHG reduction strategies and Qualitative assessment of climate-related risks and opportunities for information on our initiatives to reduce emissions and our business mitigations and responses to climate-related risks.

As data availability and methods evolve and emerge, First Resources will continue to enhance its assessment of transition risks.

CLIMATE TRANSITION FINANCIAL IMPACT: WACC (2024—2030)[16]



[16] These results do not account for planned capital expenditure for mitigation and savings from reduction in energy consumption. The results are indicative and not intended to be a forecast or prediction, but as a tool to stress-test the resilience of First Resources' current strategies against plausible future scenarios.

APPENDIX

STAKEHOLDER ENGAGEMENT OVERVIEW [GRI 2-29]

Stakeholder groups	Engagement method and frequency	Topics and concerns raised	First Resources' response to those topics/concerns
Banks and financial institutions	• Website (regularly) • SGXNET (periodic) • Annual report (yearly) • Sustainability report (yearly) • One-on-one communication (as required)	• Our financial performance • Our sustainability commitments, initiatives, and progress • Sustainability certifications • Fire prevention and management • Yield improvements • Impacts of climate change	• Provide updates on the Company's performance and plans • Provide updates on our sustainability policy and its implementation • Provide progress updates on our sustainability certifications • Provide information on our fire prevention and management initiatives • R&D initiatives that focus on innovation in yield improvements and the mitigation of environmental impact
Communities	• Engagement through our public relations officers and community development officers (periodic)	• Better village infrastructure and education access • Access to employment opportunities • Participation in plasma programme • Social conflict; FPIC concerns • Rights of Indigenous and local communities	• Increase investment to support community infrastructure and improve the quality of education • Prioritise employment opportunities for local communities • Ensure appropriate plasma allocation for plantation development • Conduct social and environmental impact assessments; ensure better communication during the FPIC process • Engagement with local communities to raise forest protection awareness • Design and implementation of a human rights due diligence approach to identify human rights concerns across operations and supply chains
Customers	• One-on-one communication (as required) • Website (regularly) • Annual report (yearly) • Sustainability report (yearly)	• Our sustainability commitments, initiatives, and progress • Customers' traceability requirements • Grievances lodged by stakeholders on First Resources' operations or suppliers such as deforestation and labour issues	• Provide regular updates on our sustainability policy and its implementation • Provide traceability data of our supplying mills, kernel crushing plants, and processing units • Investigate, address, and clarify grievances lodged per our grievance mechanism
Employees	• Emails and noticeboards (regularly) • Internal company meetings (regularly) • Performance review (twice yearly)	• Our operational and financial performance • Personal and career development • Health and safety • Labour rights • Gender equality	• Keep employees updated on company news, performance, and policies • Ensure health and safety procedures are well implemented; equipment is adequate • Increase the amount and adequacy of training and development opportunities • Design and implementation of a human rights due diligence approach to identifying human rights concerns across operations and supply chains • Implementation of a vaccination programme

APPENDIX

Stakeholder groups	Engagement method and frequency	Topics and concerns raised	First Resources' response to those topics/concerns
NGOs	• One-on-one communication (as required) • Website (regularly) • Annual report (yearly) • Sustainability report (yearly)	• Our sustainability commitments, initiatives, and progress • Grievances lodged by stakeholders related to our operations or suppliers such as deforestation and labour issues	• Provide updates on our sustainability policy and its implementation • Investigate and respond to grievances per our grievance mechanism
Regulatory bodies (including government)	• One-on-one communication (as required) • Reporting mechanisms (as needed) • Multi-stakeholder forums (as required)	• Company compliance with applicable regulation/legislation • Collaboration to provide relief for communities during disasters	• Ensure documentation of the Company's compliance • Provide PPE and food staples for communities • Collaborate with relevant local authorities to support local communities during disasters
Shareholders	• Annual general meeting (yearly) • Website (regularly) • SGXNET (periodic) • Annual report (yearly) • Sustainability report (yearly) • One-on-one communication (as required) • Conferences/non-deal roadshows (periodic)	• Our operational and financial performance • Our sustainability commitments, initiatives, and progress • Sustainability certifications	• Provide updates on the Company's performance and plans • Provide updates on our sustainability policy and its implementation progress • Provide updates on our sustainability certifications
Suppliers	• One-on-one communication (as required) • Group sessions (periodic)	• Compliance with our sustainability standards, including our traceability requirements • Clarification of grievances lodged on suppliers' operations • Compliance with employment law, human rights regulations, and policies	• Communicate sustainability policy and our supplier compliance expectations • Verify clarifications made and respond to grievances per our grievance mechanism • Facilitate training sessions for suppliers aimed at enhancing understanding of policies and regulations on sustainability and human rights

APPENDIX

BASE DATA

General disclosures

Indicators	Description	Unit	2022	2023	2024
Activities, value chain and other business relationships [GRI 2-6]	**Total planted area**	**ha**	**211,409**	**213,421**	**215,128**
	Riau	ha	127,747	127,918	127,592
	West Kalimantan	ha	63,421	63,724	64,207
	East Kalimantan	ha	20,241	21,779	23,329
	Total nucleus planted area	**ha**	**175,563**	**177,930**	**178,854**
	Riau	ha	108,884	109,400	109,115
	West Kalimantan	ha	50,253	50,556	51,039
	East Kalimantan	ha	16,426	17,974	18,700
	Scheme smallholder planted area	**ha**	**35,846**	**35,491**	**36,274**
	Riau	ha	18,863	18,518	18,477
	West Kalimantan	ha	13,168	13,168	13,168
	East Kalimantan	ha	3,815	3,805	4,629
	Total mills	**no.**	**19**	**19**	**20**
	Riau	no.	13	13	14
	West Kalimantan	no.	4	4	4
	East Kalimantan	no.	2	2	2

Indicators	Description	Unit	2022	2023	2024
	Total KCPs	**no.**	**4**	**4**	**4**
	Riau	no.	2	2	2
	West Kalimantan	no.	1	1	1
	East Kalimantan	no.	1	1	1
	Total refining and processing plants	**no.**	**2**	**2**	**3**
	Riau	no.	2	2	3
	West Kalimantan	no.	-	-	-
	East Kalimantan	no.	-	-	-
	Production				
	Total FFB harvested	MT	3,566,191	3,584,486	3,797,756
	Nucleus	MT	3,055,203	3,070,683	3,266,856
	Plasma	MT	510,988	513,803	530,900
	CPO	MT	881,062	951,425	1,003,922
	PK	MT	197,620	207,436	219,576

APPENDIX

Indicators	Description	Unit	2022	2023	2024
Employees [GRI 2-7]	**Total employees**	**no.**	**24,886**	**27,761**	**26,159**
	Permanent employees by gender				
	Male	no.	17,467	21,366	20,123
	Female	no.	4,800	6,389	6,035
	Permanent employees by region				
	Jakarta	no.	201	221	206
	Riau	no.	7,268	10,010	10,410
	West Kalimantan	no.	9,208	12,409	11,132
	East Kalimantan	no.	5,567	5,091	4,383
	Singapore	no.	23	24	27
	Temporary employees by gender				
	Male	no.	2,535	5	1
	Female	no.	84	1	0
	Temporary employees by region				
	Jakarta	no.	0	0	0
	Riau	no.	2,494	0	0
	West Kalimantan	no.	0	0	0
	East Kalimantan	no.	124	6	1
	Singapore	no.	1	0	0

Indicators	Description	Unit	2022	2023	2024
Governance structure and composition [GRI 2-9] [SGX Core ESG Metrics Board Composition 1]	Independent directors	no.	4	5	5
	Total directors	no.	7	8	8
	Board independence	%	57.1%	62.5%	62.5%

APPENDIX

Environmental management

Indicators	Description	Unit	2022	2023	2024
Conservation area	**Total area**	**ha**	**24,465**	**24,465**	**24,465**
	Riau	ha	5,686	5,686	5,686
	West Kalimantan	ha	9,537	9,537	9,537
	East Kalimantan	ha	9,242	9,242	9,242
Fire management and monitoring	**Hotspots detected**	**no.**	**88**	**194**	**173**
	Riau	no.	1	1	4
	West Kalimantan	no.	80	179	150
	East Kalimantan	no.	7	14	19
	Confirmed fires	**no.**	**67**	**142**	**137**
	Riau	no.	0	0	0
	West Kalimantan	no.	63	138	126
	East Kalimantan	no.	4	14	11
	Firefighters assigned	**no.**	**1,708**	**1,998**	**1,926**
	Completed refresher training	no.	242	364	417
Energy management	Energy consumption	GJ	11,350,382	12,066,142	9,849,956
	Renewable energy	GJ	10,803,010	11,429,771	9,014,166
	Non-renewable energy	GJ	547,372	636,371	835,790

Indicators	Description	Unit	2022	2023	2024
Water and waste management [GRI 303-3, 303-4]	**Water withdrawn**	**m^3**	**4,242,711**	**4,684,591**	**5,190,505**
	Riau	m^3	2,418,337	2,452,718	2,826,140
	West Kalimantan	m^3	1,415,537	1,607,723	1,781,176
	East Kalimantan	m^3	408,837	624,150	583,189
	Effluent produced	**m^3**	**2,967,635**	**3,056,923**	**3,060,423**
	Reused as fertiliser	m^3	2,793,891	2,824,790	2,819,590
	Discharged to sea	m^3	99,779	73,753	70,721
	Discharged to water bodies	m^3	73,965	158,380	170,112

APPENDIX

Indicators	Description	Unit	2022	2023	2024
Quality of water discharged	**Average COD - land application (threshold 10,000 mg/L)**				
	Riau	mg/L	3,940	4,348	4,639
	West Kalimantan	mg/L	3,864	4,996	4,527
	East Kalimantan	mg/L	7,504	6,583	4,362
	Average BOD - land application (threshold 5,000 mg/L)				
	Riau	mg/L	1,502	1,720	1,652
	West Kalimantan	mg/L	875	1,005	1,030
	East Kalimantan	mg/L	3,042	1,589	1,817
	Average COD - discharge to water ways (threshold 350 mg/L)				
	Riau (sea)	mg/L	89	123	97
	Riau (river)	mg/L	174	144	113
	Average BOD - discharge to water ways (threshold 100 mg/L)				
	Riau (sea)	mg/L	25	30	21
	Riau (river)	mg/L	49	35	23
	Average TSS - discharge to water ways				
	Riau (sea)	mg/L	0	86	58
	Riau (river)	mg/L	143	100	42

Indicators	Description	Unit	2022	2023	2024
Pesticides and chemical usage intensity by type	**Solids**				
	Fungicide	kg/ha	0.003	0.050	0.030
	Herbicide	kg/ha	0.283	1.293	0.397
	Insecticide	kg/ha	0.389	0.493	1.063
	Rodenticide	kg/ha	0.063	0.813	0.357
	Liquids				
	Fungicide	l/ha	0.007	0.001	-
	Herbicide	l/ha	2.348	6.248	6.267
	Insecticide	l/ha	0.027	0.058	0.093
	Rodenticide	l/ha	-	-	-

Communities

Indicators	Description	IDR million	2022	2023	2024
Community investment expenditure	**Total**	**IDR million**	**8,777.3**	**25,875.9**	**13,617.3**
	Alternative livelihoods	IDR million	262.3	34.4	164.0
	Disaster relief	IDR million	50.0	26.7	249.4
	Facilities and infrastructure	IDR million	2,270.8	2,063.5	3,175.3
	Social	IDR million	1,231.6	4,517.1	7,822.8
	Scholarships	IDR million	231.4	103.3	228.4
	Teachers' honorarium assistance	IDR million	4,677.6	3,092.3	1,895.3
	Education	IDR million	53.6	16,038.6	82.1

APPENDIX

Employees and the workplace

Indicators	Description	Unit	2022	2023	2024
New hires and turnover [GRI 401-1] [SGX Core ESG Metric Employment, Age-Based Diversity, Gender Diversity]	**New hires by age group**	**no.**	**10,061**	**15,417**	**7,168**
	<30 years old	no.	5,873	8,573	3,527
	30–50 years old	no.	4,173	6,807	3,449
	>50 years old	no.	15	37	192
	New hire rates by age group	**%**	**26.81%**	**57.56%**	**27.03%**
	<30 years old	%	22.14%	32.32%	13.30%
	30–50 years old	%	15.73%	25.66%	13.00%
	>50 years old	%	0.06%	0.14%	0.72%
	New hires by gender	**no.**	**10,061**	**15,417**	**7,168**
	Male	no.	7,945	11,714	5,340
	Female	no.	2,116	3,703	1,828
	New hire rates by gender	**%**	**26.81%**	**57.56%**	**27.03%**
	Male	%	29.96%	44.17%	20.13%
	Female	%	7.98%	13.96%	6.89%
	Turnover by age group	**no.**	**6,496**	**9,568**	**8,715**
	<30 years old	no.	2,937	4,880	3,705
	30–50 years old	no.	3,408	4,539	4,632
	>50 years old	no.	151	149	378
	Turnover rates by age group	**%**	**32.17%**	**35.72%**	**32.86%**
	<30 years old	%	11.07%	18.40%	13.97%
	30–50 years old	%	12.85%	17.11%	17.46%
	>50 years old	%	0.57%	0.56%	1.43%

Indicators	Description	Unit	2022	2023	2024
	Turnover by gender	**no.**	**6,496**	**9,568**	**8,715**
	Male	no.	5,538	7,480	6,567
	Female	no.	958	2,088	2,148
	Turnover rates by gender	**%**	**32.17%**	**35.72%**	**32.86%**
	Male	%	20.88%	28.20%	24.76%
	Female	%	3.61%	7.87%	8.10%

APPENDIX

Indicators	Description	Unit	2022	2023	2024
Diversity of governance bodies and employees [GRI 405-1]	**Composition of board of directors**				
	Male	no.	6	5	5
	Female	no.	1	3	3
	<30 years old	no.	0	0	0
	30–50 years old	no.	2	2	2
	>50 years old	no.	5	6	6
	Composition of senior management				
	Male	no.	35	41	40
	Female	no.	3	3	3
	<30 years old	no.	0	0	0
	30–50 years old	no.	18	21	20
	>50 years old	no.	20	23	23
	Composition of middle management				
	Male	no.	169	192	194
	Female	no.	13	18	15
	<30 years old	no.	4	7	5
	30–50 years old	no.	125	156	160
	>50 years old	no.	53	47	44
	Composition of staff and workers				
	Male	no.	17,254	21,133	19,889
	Female	no.	4,770	6,368	6,017
	<30 years old	no.	8,471	11,120	9,766
	30–50 years old	no.	12,670	15,428	15,157
	>50 years old	no.	883	953	983

Indicators	Description	Unit	2022	2023	2024
Health and safety	**Fatalities**	**no.**	**7**	**4**	**5**
	Riau	no.	2	2	2
	West Kalimantan	no.	3	1	2
	East Kalimantan	no.	2	1	1
	High-consequence work-related injuries (excluding fatalities)	**no.**	**2**	**1**	**3**
	Riau	no.	1	1	3
	West Kalimantan	no.	0	0	0
	East Kalimantan	no.	1	0	0
	Lost-time injuries	**no.**	**2,940**	**4,161**	**5,065**
	Riau	no.	1,196	1,662	1,606
	West Kalimantan	no.	1,285	2,049	3,116
	East Kalimantan	no.	459	450	343

APPENDIX

Indicators	Description	Unit	2022	2023	2024
Employee retention and development [GRI 404-1]	**Average hours of training per employee per year**				
	Senior management				
	Male	hours	4.23	2.11	0.44
	Female	hours	6.67	8.00	0
	Middle management				
	Male	hours	25.47	13.76	16.24
	Female	hours	13.54	3.38	8.4
	Staff and workers				
	Male	hours	20.02	9.78	13.78
	Female	hours	6.04	0.28	0.89

APPENDIX

GRI CONTENT INDEX

The Global Reporting Initiative (GRI) is a widely adopted multi-stakeholder standard for sustainability reporting, providing guidance on determining report content and indicators. It has been designed to enhance the global comparability and quality of information on environmental and social impacts, thereby enabling greater transparency and accountability of organisations. Our 2024 Sustainability Report has been prepared in alignment with the latest GRI Standards and the GRI 13 Standards for Agriculture, Aquaculture and Fishing Sectors 2022.

Statement of use	First Resources Limited has reported in accordance with the GRI Standards for the period 1 January 2024 to 31 December 2024
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022

GRI Standard/ Other source	Disclosure	Location	Omission			GRI Sector Standard Ref No.
			Requirement(s) omitted	Reason	Explanation	
1. The organisation and its reporting practices						
GRI 2: General Disclosures 2021	2-1 Organisational details	Operational profile, page 9				
	2-2 Entities included in the organisation's sustainability reporting	About this report, page 1				
	2-3 Reporting period, frequency and contact point	About this report, page 1 Contact, page 2				
	2-4 Restatements of information	Available throughout, where relevant				
	2-5 External assurance	About this report, page 1 for internal audit scope				

APPENDIX

GRI Standard/ Other source	Disclosure	Location	Omission			GRI Sector Standard Ref No.
			Requirement(s) omitted	Reason	Explanation	
2. Activities and workers						
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	Operational profile, page 9 Supply chain overview and traceability, page 55				
	2-7 Employees	Employee overview, page 45				
	2-8 Workers who are not employees	Employee overview, page 45				
3. Governance						
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Annual Report 2024				
	2-10 Nomination and selection of the highest governance body	Annual Report 2024				
	2-11 Chair of the highest governance body	Annual Report 2024				
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability governance, page 16				
	2-13 Delegation of responsibility for managing impacts	Sustainability governance, page 16				
	2-14 Role of the highest governance body in sustainability reporting	Sustainability governance, page 16 Materiality Assessment, page 12				
	2-15 Conflicts of interest	Annual Report 2024				
	2-16 Communication of critical concerns	Sustainability governance, page 16				

APPENDIX

GRI Standard/ Other source	Disclosure	Location	Omission			GRI Sector Standard Ref No.
			Requirement(s) omitted	Reason	Explanation	
	2-17 Collective knowledge of the highest governance body	Sustainability governance, page 16				
	2-18 Evaluation of the performance of the highest governance body	Annual Report 2024				
	2-19 Remuneration policies	Sustainability governance, page 16				
	2-20 Process to determine remuneration	Annual Report 2024				
	2-21 Annual total compensation ratio	Annual Report 2024				
4. Strategy, policies and practices						
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Message from the CEO, page 3				
	2-23 Policy commitments	Our approach to sustainability, page 11 Biodiversity protection and conservation, page 22 Peat conservation, page 27 Fire management and monitoring, page 28 Gender equality and inclusion, page 47 Engaging and assessing suppliers, page 57				

APPENDIX

GRI Standard/ Other source	Disclosure	Location	Omission			GRI Sector Standard Ref No.
			Requirement(s) omitted	Reason	Explanation	
	2-24 Embedding policy commitments	Our approach to sustainability, page 11 Biodiversity protection and conservation, page 22 Peat conservation, page 27 Fire management and monitoring, page 28 Gender equality and inclusion, page 47 Engaging and assessing suppliers, page 57				
	2-25 Processes to remediate negative impacts	Grievance procedure, page 18 Addressing and responding to grievances, page 19				
	2-26 Mechanisms for seeking advice and raising concerns	Whistleblowing procedure, page 17 Grievance procedure, page 18				
	2-27 Compliance with laws and regulations	Business conduct and ethics, page 17				
	2-28 Membership associations	Stakeholder engagement and transparency, page 15				
5. Stakeholder engagement						
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Stakeholder engagement and transparency, page 15 Stakeholder engagement overview, page 72				
	2-30 Collective bargaining agreements	Freedom of association and collective bargaining, page 51				

APPENDIX

GRI Standard/ Other source	Disclosure	Location	Omission			GRI Sector Standard Ref No.
			Requirement(s) omitted	Reason	Explanation	
Materiality						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality assessment, page 12				
	3-2 List of material topics	Materiality assessment, page 12				
Climate change						
GRI 3: Material Topics 2021	3-3 Management of material topics	Our approach to climate change, page 29				13.1.1 13.2.1
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	TCFD reporting and index, page 29 TCFD index, page 63				13.2.2
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Energy management, page 34				
	302-2 Energy consumption outside of the organisation	Energy management, page 34				
	302-3 Energy intensity	Energy management, page 34				
	302-4 Reduction of energy consumption	Energy management, page 34				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Our GHG emission footprint, page 30				13.1.2
	305-2 Energy indirect (Scope 2) GHG emissions	Our GHG emission footprint, page 30				13.1.3
	305-3 Other indirect (Scope 3) GHG emissions	Our GHG emission footprint, page 30				13.1.4
	305-4 GHG emissions intensity	Our GHG emission footprint, page 30				13.1.5
	305-5 Reduction of GHG emissions	GHG reduction strategies, page 33				13.1.6

APPENDIX

GRI Standard/ Other source	Disclosure	Location	Omission			GRI Sector Standard Ref No.
			Requirement(s) omitted	Reason	Explanation	
	305-6 Emissions of ozone-depleting substances (ODS)		a, b, c, d	Not applicable	Our operations emit a non-material and negligible amount of these emissions.	13.1.7
	305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions		a, b, c	Not applicable	Our operations emit a non-material and negligible amount of these emissions.	13.1.8
Labour conditions and human rights						
GRI 3: Material Topics 2021	3-3 Management of material topics	Employees and the workplace, page 43				13.16.1 13.18.1
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Wages and benefits, page 46 Base data, page 74				
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or parttime employees	Wages and benefits, page 46				
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	Freedom of association and collective bargaining, page 51				13.18.2
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	No forced or child labour, page 50 Child protection, page 51				13.17.2
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	No forced or child labour, page 50				13.16.2

APPENDIX

GRI Standard/ Other source	Disclosure	Location	Omission			GRI Sector Standard Ref No.
			Requirement(s) omitted	Reason	Explanation	
Topic 13.20 Employment practices	Describe policies and practices regarding recruitment of workers	First Resources website – Employment practices				13.20.1
Topic 13.21 Living income and living wage	Describe commitments and methodology related to providing a living income or paying a living wage	Wages and benefits, page 46				13.21.1
	Percentage of employees and workers who are not employees whose work is controlled or covered by CBAs that have terms related to wage levels and frequency of wage payments	Freedom of association and collective bargaining, page 51				13.21.2
Supply chain traceability						
GRI 3: Material Topics 2021	3-3 Management of material topics	Supply chain and responsible sourcing, page 54				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supply chain overview and traceability, page 55				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Engaging and assessing suppliers, page 57				
	308-2 Negative environmental impacts in the supply chain and actions taken	Engaging and assessing suppliers, page 57				
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Engaging and assessing suppliers, page 57				
	414-2 Negative social impacts in the supply chain and actions taken	Engaging and assessing suppliers, page 57				

APPENDIX

GRI Standard/ Other source	Disclosure	Location	Omission			GRI Sector Standard Ref No.
			Requirement(s) omitted	Reason	Explanation	
Topic 13.23 Supply chain traceability	Describe the rationale and methodology for tracing the source, origin, or production conditions of the products sourced by the organisation	Traceability, page 56				13.23.1
	Describe the level of traceability in place for products sourced	Traceability, page 56				13.23.2
	Report the percentage of sourced volume certified to internationally recognised standards	Certification, page 60				13.23.3
	Describe improvement projects to get suppliers certified to internationally recognised standards	Supporting smallholders, page 59				13.23.4
Sustainability certification						
GRI 3: Material Topics 2021	3-3 Management of material topics	Certification, page 60				
Fire prevention and management						
GRI 3: Material Topics 2021	3-3 Management of material topics	Fire management and monitoring, page 28				
Conservation and management of high conservation value (HCV) areas						
GRI 3: Material Topics 2021	3-3 Management of material topics	Biodiversity protection and conservation, page 22				13.3.1

APPENDIX

GRI Standard/ Other source	Disclosure	Location	Omission			GRI Sector Standard Ref No.
			Requirement(s) omitted	Reason	Explanation	
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Identifying conservation areas, page 22				13.3.2
	304-2 Significant impacts of activities, products and services on biodiversity	Biodiversity protection and conservation, page 22				13.3.3
	304-3 Habitats protected or restored	Identifying conservation areas, page 22 Rehabilitating conservation areas, page 25				13.3.4
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Defending threatened and endangered species, page 26				13.3.5
Protection of high carbon stock (HCS) forests and peatland management						
GRI 3: Material Topics 2021	3-3 Management of material topics	Biodiversity protection and conservation, page 22 Identifying conservation areas, page 22 A conservation and environmental education forest, page 24 Peat conservation, page 27 Engaging and assessing suppliers, page 57				13.4.1

APPENDIX

GRI Standard/ Other source	Disclosure	Location	Omission			GRI Sector Standard Ref No.
			Requirement(s) omitted	Reason	Explanation	
GRI 13.4: Natural ecosystem conversion	Assessment method and percentage of production volume sourced from own land determined to be deforestation-free	Biodiversity protection and conservation, page 22				13.4.2
	Assessment method and percentage of production volume sourced from suppliers determined to be deforestation-free	Supplier progress on NDP, page 58				13.4.3
Rights of indigenous and local communities						
GRI 3: Material Topics 2021	3-3 Management of material topics	Upholding community rights, page 38				13.12.1
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of Indigenous peoples	Land compensation and conflict resolution, page 38				13.14.2
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Upholding community rights, page 38				13.12.2
	413-2 Operations with significant actual and potential negative impacts on local communities	Land compensation and conflict resolution, page 38 Community investment, page 39				13.12.3
Topic 13.9 Food security	3-3 Management of material topics Describe effectiveness of food security programmes, partnerships to address food security, and policies to address food loss in the supply chain	Community investment, page 39				13.9.1

APPENDIX

GRI Standard/ Other source	Disclosure	Location	Omission			GRI Sector Standard Ref No.
			Requirement(s) omitted	Reason	Explanation	
Topic 13.13 Land and resource rights	Commitments to respect land and natural resource rights	Upholding community rights, page 38 Land compensation and conflict resolution, page 38				13.13.1
	Locations of operations where land and natural resource rights may be affected	Land compensation and conflict resolution, page 38				13.13.2
	Size and location of operations where violations of land and natural resource rights occurred and the groups of rights holders affected	Land compensation and conflict resolution, page 38				13.13.3
Topic 13.14 Rights of Indigenous peoples	Approach to engaging with Indigenous peoples	Land compensation and conflict resolution, page 38				13.14.1
	Identified incidents of violations involving the rights of Indigenous peoples	Land compensation and conflict resolution, page 38				13.14.2
	List the locations of operations where Indigenous peoples are present or affected by activities	Land compensation and conflict resolution, page 38				13.14.3
	Report if the organisation has been involved in the process of seeking FPIC	Land compensation and conflict resolution, page 38				13.14.4
Governance						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability governance, page 16				

APPENDIX

GRI Standard/ Other source	Disclosure	Location	Omission			GRI Sector Standard Ref No.
			Requirement(s) omitted	Reason	Explanation	
Community investment						
GRI 3: Material Topics 2021	3-3 Management of material topics	Community investment, page 39				13.12.1
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Community investment, page 39				13.22.2
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Community investment, page 39				13.22.3
	203-2 Significant indirect economic impacts	Community investment, page 39				13.22.4
Occupational health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	Health and safety, page 48				13.19.1
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health and safety, page 48				13.19.2
	403-2 Hazard identification, risk assessment, and incident investigation	Health and safety, page 48				13.19.3
	403-3 Occupational health services	Health and safety, page 48				13.19.4
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health and safety, page 48				13.19.5
	403-5 Worker training on occupational health and safety	Health and safety, page 48				13.19.6
	403-6 Promotion of worker health	Health and safety, page 48				13.19.7

APPENDIX

GRI Standard/ Other source	Disclosure	Location	Omission			GRI Sector Standard Ref No.
			Requirement(s) omitted	Reason	Explanation	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and safety, page 48				13.19.8
	403-8 Workers covered by an occupational health and safety management system	Health and safety, page 48				13.19.9
	403-9 Work-related injuries	Health and safety, page 48				13.19.10
	403-10 Work-related ill health	Health and safety, page 48				13.19.11
Business conduct and ethics						
GRI 3: Material Topics 2021	3-3 Management of material topics	Business conduct and ethics, page 17				13.26.1
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Business conduct and ethics, page 17				13.26.2
	205-2 Communication and training about anti-corruption policies and procedures	Business conduct and ethics, page 17				13.26.3
	205-3 Confirmed incidents of corruption and actions taken	Business conduct and ethics, page 17				13.26.4
Product quality and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	Product quality and safety, page 62				

APPENDIX

GRI Standard/ Other source	Disclosure	Location	Omission			GRI Sector Standard Ref No.
			Requirement(s) omitted	Reason	Explanation	
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Product quality and safety, page 62				13.10.2
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Product quality and safety, page 62				13.10.3
GRI Topic Standard 13.10 Food safety	Report the percentage of production volume from sites certified to internationally recognised food safety standards	Product quality and safety, page 62				13.10.4
Smallholder inclusiveness						
GRI 3: Material Topics 2021	3-3 Management of material topics Describe actions taken to support the economic inclusion of farmers, and their communities, and the effectiveness of these actions; Describe actions taken to identify and adjust the sourcing practices that cause or contribute to negative impacts on economic inclusion of farmers in the supply chain	Supporting smallholders, page 59				13.22.1
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Supporting smallholders, page 59				13.22.3
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Supply chain overview and traceability, page 55				

APPENDIX

GRI Standard/ Other source	Disclosure	Location	Omission			GRI Sector Standard Ref No.
			Requirement(s) omitted	Reason	Explanation	
Gender equality and inclusion						
GRI 3: Material Topics 2021	3-3 Management of material topics	Gender equality and inclusion, page 47				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Gender equality and inclusion, page 47 Base data, page 74				13.15.2
	405-2 Ratio of basic salary and remuneration of women to men	Gender equality and inclusion, page 47				13.15.3
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Gender equality and inclusion, page 47				13.15.4
Topic 13.15 Non-discrimination and Equal Opportunity	Describe differences in employment terms and approach to compensation based on workers' nationality or migrant status		13.15.5	Not applicable	All First Resources' employees in both downstream and upstream operations are Indonesian nationals. Therefore, there is no difference in employment terms or approach	13.15.5
Yield and extraction improvements						
GRI 3: Material Topics 2021	3-3 Management of material topics	Yield and productivity, page 20				
Topic 13.5 Soil Health	Describe the soil management plan	Improving yield and extraction rates, page 21 Pest management and chemical usage, page 37				13.5.1

APPENDIX

GRI Standard/ Other source	Disclosure	Location	Omission			GRI Sector Standard Ref No.
			Requirement(s) omitted	Reason	Explanation	
Pest management and chemical usage						
GRI 3: Material Topics 2021	3-3 Management of material topics Pest management plan and actions taken to prevent, minimise and remediate negative impacts, and plans to switch to less hazardous pesticides	Pest management and chemical usage, page 37				13.6.1
Water management						
GRI 3: Material Topics 2021	3-3 Management of material topics	Water management, page 35				13.7.1
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water management, page 35				13.7.2
	303-2 Management of water discharge-related impacts	Maintain water quality, page 36				13.7.3
	303-3 Water withdrawal	Base data, page 74				13.7.4
	303-4 Water discharge	Base data, page 74				13.7.5
	303-5 Water consumption	Water management, page 35				13.7.6
Waste and effluent management						
GRI 3: Material Topics 2021	3-3 Management of material topics	Managing waste, page 36				13.8.1
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Managing waste, page 36				13.8.2
	306-2 Management of significant waste-related impacts	Managing waste, page 36				13.8.3
	306-3 Waste generated	Managing waste, page 36				13.8.4

APPENDIX

GRI Standard/ Other source	Disclosure	Location	Omission			GRI Sector Standard Ref No.
			Requirement(s) omitted	Reason	Explanation	
	306-4 Waste diverted from disposal	Managing waste, page 36				13.8.5
	306-5 Waste directed to disposal	Managing waste, page 36				13.8.6
Employee attraction, retention, and development						
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee retention and development, page 52				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Base data, page 74				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee retention and development, page 52 Base data, page 74				
	404-2 Programs for upgrading employee skills and transition assistance programs	Employee retention and development, page 52				

GRI 13: Topics not material to First Resources		
Topic		**Explanation**
13.11	Animal health and welfare	First Resources does not handle animals in its business operations
13.24	Public policy	First Resources does not make any political contributions
13.25	Anti-competitive behaviour	First Resources has no incidences of legal actions during the reporting period

APPENDIX

SASB INDEX

The Sustainability Accounting Standards Board (SASB) Standards were created to help companies communicate to investors how sustainability issues impact long-term enterprise value. Our 2024 Sustainability Report has been prepared with reference to the SASB Standards for the Agricultural Products Industry.

Sustainability Disclosure Topics & Accounting Metrics

Topic	Code	Accounting metric	Category	Unit of measure	Source of data/Information; Modifications; Reason of omission
Greenhouse gas emissions	FB-AG-110a.1	Gross global Scope 1 emissions	Quantitative	tCO_2e	Our GHG emission footprint, page 30
	FB-AG-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and analysis	n/a	GHG reduction strategies, page 33
	FB-AG-110a.3	Fleet fuel consumed, percentage renewable	Quantitative	tCO_2e	Not applicable
Energy management	FB-AG-130a.1	(1) Operational energy consumed, (2) Percentage grid electricity, (3) Percentage renewable	Quantitative	GJ, %	Energy management, page 34
Water management	FB-AG-140a.1	(1) Total water withdrawn, (2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Ml, %	Water management, page 35 Base data, page 74
	FB-AG-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	Discussion and analysis	n/a	Water management, page 35 Maintaining water quality, page 36
	FB-AG-140a.3	Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	Quantitative	no.	Maintaining water quality, page 36

APPENDIX

Topic	Code	Accounting metric	Category	Unit of measure	Source of data/Information; Modifications; Reason of omission
Food safety	FB-AG-250a.1	Global Food Safety Initiative (GFSI) audit (1) Non-conformance rate, and (2) Associated corrective action rate for (a) major and (b) minor non-conformances	Quantitative	Rate	Omitted
	FB-AG-250a.2	Percentage of agricultural products sourced from suppliers certified to a Global Food Safety Initiative (GFSI) recognised food safety certification program	Quantitative	% by cost	Omitted
	FB-AG-250a.3	(1) Number of recalls issued, and (2) Total amount of food product recalled	Quantitative	no., MT	Omitted
Workforce health and safety	FB-AG-320a.1	(1) Total recordable incident rate (TRIR), (2) Fatality rate, and (3) Near miss frequency rate (NMFR) for (a) direct employees and (b) seasonal and migrant employees	Quantitative	Rate	Health and safety, page 48
Environmental & social impacts of ingredient supply chain	FB-AG-430a.1	Percentage of agricultural products sourced that are certified to a third-party environmental and/or social standard, and percentages by standard	Quantitative	% by cost	Certifications, page 60
	FB-AG-430a.2	Suppliers' social and environmental responsibility audit (1) Non-conformance rate, and (2) Associated corrective action rate for (a) major and (b) minor non-conformances	Quantitative	Rate	Engaging and assessing suppliers, page 57
	FB-AG-430a.3	Discussion of strategy to manage environmental and social risks arising from contract growing and commodity sourcing	Discussion and analysis	n/a	Engaging and assessing suppliers, page 57

APPENDIX

Topic	Code	Accounting metric	Category	Unit of measure	Source of data/Information; Modifications; Reason of omission
GMO management	FB-AG-430b.1	Discussion of strategies to manage the use of genetically modified organisms (GMOs)	Discussion and analysis	n/a	Certifications, page 60 All RSPO P&C certified members are prohibited from using GMO products, as stipulated in the RSPO Principles and Criteria
Ingredient Sourcing	FB-AG-440a.1	Identification of principal crops and description of risks and opportunities presented by climate change	Discussion and analysis	n/a	TCFD reporting and index, page 29 TCFD index, page 63
	FB-AG-440a.2	Percentage of agricultural products sourced from regions with High or Extremely High Baseline Water Stress	Quantitative	% by cost	FR does not operate in water-stressed areas

Activity Metrics

Topic	Code	Category	Unit of measure	Source of data/Information; Modifications; Reason of omission
Production by principal crop	FB-AG-000.A	Quantitative	Tonnes	Operational profile, page 9
Number of processing facilities	FB-AG-000.B	Quantitative	Number	Operational profile, page 9
Total land area under active production	FB-AG-000.C	Quantitative	Hectares	Operational profile, page 9
Cost of agricultural products sourced externally	FB-AG-000.D	Quantitative	Reporting currency	Omitted

APPENDIX

GLOSSARY

Biodiversity – The diversity (number and variety of species) of plant and animal life within a region.

Biochemical oxygen demand (BOD) – The amount of oxygen consumed by bacteria and other microorganisms when decomposing organic matter under aerobic conditions (i.e., when oxygen is present) at a specified temperature.

Carbon dioxide equivalent (CO_2e) – A standard unit for measuring carbon footprints. It is to express the impact of each different greenhouse gas in terms of the amount of carbon dioxide that would create the same amount of warming. That way, a carbon footprint consisting of different types of greenhouse gases can be expressed as a single number.

Chemical oxygen demand (COD) – Another indicator of contamination that shows the amount of dissolved matter in water susceptible to being oxidised. While BOD uses bacteria and other microorganisms to test, COD uses chemicals to test.

Crude palm oil (CPO) – The oil extracted from the pulp of the FFB.

RSPO Drainability Assessment – An evaluation conducted to estimate the potential lifespan of a plantation on peat. It predicts the drainage base—the level below which it is no longer possible to drain the land by gravity alone, and determines the expected time for this limit to be reached, while considering the subsidence rate of the assessed area.

Effluent – Wastewater discharged from a source (such as mill) into a separate body of water.

Extraction rate – The amount of oil recovered from FFB (in percentage) at a mill. CPO is extracted from the flesh of the FFB's fruitlets; PKO from the kernel of the FFB's fruitlets.

Empty fruit bunch (EFB) – The remains of the FFB after it has been processed and its fruitlets removed at the mill.

Fire Danger Index (FDI) – An internal index for fire risk assessment which has four levels: Low, Medium, High and Extreme, depending on humidity, rain and fuel conditions.

Forest, Land and Agriculture (FLAG) – Category of greenhouse gas emissions that encompasses ways land use change and land-related activities impact the climate.

Fresh fruit bunch (FFB) – The fruit bunch harvested from the oil palm tree. The weight of the fruit bunch ranges between 10 kg to 40 kg depending on the size and age.

Free, prior and informed consent (FPIC) – The principle that a community or indigenous people has a right to give or withhold its consent to projects that are proposed, which may affect them or their lands they customarily own, occupy or use.

Gabungan Pengusaha Kelapa Sawit Indonesia (GAPKI) – GAPKI, also known as Indonesian Palm Oil Association (IPOA) is an organisation consisting state-owned plantation companies, privately-owned foreign and local companies, as well as smallholders under cooperatives.

Ganoderma – A white rot fungus that causes economic loss of oil palm.

GHG Protocol – A globally recognised standard framework used by companies to measure and report their GHG emissions.

Global Reporting Initiative (GRI) – A multi-stakeholder standard for sustainability reporting, providing guidance on determining report content and indicators.

Good Manufacturing Practice (GMP) – Guidelines that establish the necessary conditions and procedures to ensure hygiene, safety, and quality in food production.

Greenhouse gas (GHG) – A gas that has the property of absorbing and emitting infrared radiation, creating a greenhouse effect.

Hazard Analysis, and Critical Control Point (HACCP) – A management system in which food safety is addressed through the analysis and control of biological, chemical, and physical hazards from raw material production, procurement and handling, to manufacturing, distribution and consumption of the finished product.

APPENDIX

High conservation value (HCV) – Ecosystems of outstanding significance and critical importance due to their high biological, ecological, social, or cultural value. There are six types of HCVs, based on the social and environmental value of natural forests. These areas must be carefully managed and protected to maintain or enhance their value.

High Conservation Value – High Carbon Stock Approach (HCV–HCSA) assessments – A participatory process for identifying social and environmental values which need to be conserved in production landscapes. As per the revised RSPO Principles and Criteria released in November 2018, any new land clearing (in existing plantations or new plantings) after November 2018 must be preceded by a HCV-HCSA assessment.

High Carbon Stock (HCS) Approach – The HCSA methodology provides six classifications of land based on vegetation structure and density to identify the HCS forest areas to be protected and degraded land with low carbon and biodiversity values that may be developed.

Human Rights Due Diligence (HRDD) – A process through which businesses assess, prevent, mitigate, and account for their impact on human rights by identifying, addressing, and tracking potential adverse effects related to their activities and relationships.

Ibu Pamong – A First Resource initiative aimed at enhancing childcare staff skills and fostering a supportive learning environment for positive development.

Independent smallholders – Oil palm farmers who independently finance, manage, and equip up to 20 hectares of land, without being affiliated with any particular mill.

Indonesia Sustainable Palm Oil (ISPO) – A mandatory certification requirement for all oil palm growers and millers operating in Indonesia imposed by the government in an effort to preserve the environment, promote economic and social activities, and enforcement of Indonesian statutory laws in the palm oil sector.

Intergovernmental Panel on Climate Change (IPCC) – United Nations body that carries out regular assessments and provides governments at all levels scientific information for the development of climate policies.

International Sustainability and Carbon Certificate (ISCC) – A certification system that promotes the sustainable cultivation, processing and utilisation of biomass and bioenergy. It is geared towards GHG emissions reduction, sustainable land use, protection of natural biospheres and social sustainability.

International Union for Conservation of Nature's Red List (IUCN Red List) – The world's most comprehensive inventory of the global conservation status of biological species. It is a critical indicator of the health of the world's biodiversity.

No Deforestation, No Peat and No Exploitation (NDPE) – Commitments to NDPE are often seen in reference to agricultural commodity production and are most common in relation to palm oil production.

NDPE Implementation Reporting Framework (NDPE IRF) – A reporting tool that provides a shared and consistent view of progress towards NDPE commitments across the full supply base of companies throughout the supply chain.

Nucleus plantation – Plantations owned by the group.

RSPO New Planting Procedure (NPP) – The RSPO NPP consists of a set of assessments and verification activities to be conducted by grower members and certification bodies prior to a new oil palm development, in order to help guide responsible planting and ensure that social and environmental requirements have been met.

PalmGHG Calculator – A tool developed by the RSPO Greenhouse Gas Working Group to allow palm oil producers to estimate and monitor their net GHG emissions. The Calculator also enables palm oil producers to identify crucial areas in their production chain and thereby guiding emission reduction opportunities.

Palm oil mill effluent (POME) – The by-product of processed FFB.

Palm kernel (PK) – The seed in the FFB's fruitlet where the palm kernel oil is derived from.

APPENDIX

Palm kernel shells (PKS) – The shell fractions left after the nut has been removed after crushing in the palm oil mill.

Peat – An accumulation of partially decayed vegetation matter. Peat forms in wetlands or peatlands, variously called bogs, moors, muskegs, pocosins, mires, and peat swamp forests.

Scheme (or plasma) smallholders – A programme initiated by the Indonesian government to encourage the development of smallholders' plantations with the assistance and cooperation of plantation companies (the nucleus) which assist and support the surrounding community plantations (the plasma).

Social impact assessment (SIA) – A process of research, planning, and the management of social change or consequences (positive and negative, intended and unintended) arising from policies, plans, developments and projects.

Standard operating procedure (SOP) – A set of step-by-step instructions developed to help workers carry out complex routine operations.

Programme for Pollution Control, Evaluation and Rating (PROPER) – A national public environmental reporting initiative by the Indonesian Environmental Agency to promote industrial compliance with pollution control regulations, facilitate and enforce the adoption of practices contributing to cleaner technologies, and ensuring a better environmental management system.

Roundtable on Sustainable Palm Oil (RSPO) – A not-for-profit organisation that unites stakeholders from the seven sectors of the palm oil industry: oil palm producers, processors or traders, consumer goods manufacturers, retailers, banks/investors, and environmental and social non-governmental organisations (NGOs), to develop and implement global standards for sustainable palm oil consisting of environmental and social criteria.

Rotterdam and Stockholm conventions – Rotterdam and Stockholm conventions are multilateral environmental agreements that aim to protect human health and the environment from hazardous chemicals and wastes.

RSPO Principles and Criteria (P&C) – A set of stringent standards for sustainable palm oil production covering the most significant environmental and social impacts of palm oil production and the immediate inputs to production, such as seed, chemicals and water, and social impacts related to on-farm labour and community relations, which RSPO producers (i.e. mills and plantation) must comply with.

Task Force on Climate-Related Financial Disclosure (TCFD) – TCFD was created in 2015 by the Financial Stability Board (FSB) to develop consistent climate-related financial risk disclosures for use by companies, banks, and investors in providing information to stakeholders.

World Health Organization (WHO) Class 1A and 1B – A classification of hazardous levels of active ingredients in pesticides according to the World Health Organization. 1A is extremely hazardous and 1B is highly hazardous.

FIRST RESOURCES LIMITED
Company Registration Number: 200415931M

7 Temasek Boulevard
#24-01 Suntec Tower One
Singapore 038987
T +65 6602 0200
F +65 6333 6711
E contactus@first-resources.com

www.first-resources.com