



FIMA CORPORATION BERHAD  
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# Charting new milestones

Annual Report 2025



[www.fimacorp.com](http://www.fimacorp.com)



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# ESG Highlights

## Environment

15.4% reduction in total GHG emissions (Scope 1, 2, and 3), amounting to 6,332 tCO<sub>2</sub>e



0.8% increase in total energy consumption, amounting to 72,866 GJ



16.3% of total energy was generated from renewable energy sources



### Resource Use Intensity Performance

Harvesting Transportation Fuel Intensity



Malaysia: Improved to 3.37 from 3.86L per MT of FFB produced



Indonesia: Increased to 2.21 from 1.86L per MT of FFB produced

Water Intensity

Improved to 0.25 from 0.27CBM per MT of FFB processed



## People and Safety

Total workforce: 1,694 employees, with 84.0% comprising local hires



Training hours increased to 5,770 hours



Lost Time Injury Frequency Rate (LTIFR) improved to 5.73



Zero fatalities recorded



## Localisation of Supply Chain



Malaysia: 89.6%



Indonesia: 98.7%

### Sustainability Report

Our Approach	38	Statement of Assurance	76
Our Environment	49	Performance Data Table	78
Our People	60		
Our Business	70		



# Sustainability Report

## Sustainability Report

### Introduction

At FimaCorp we remain committed to driving sustainable and responsible growth that creates lasting value for all our stakeholders. Guided by this commitment, we have identified our key sustainability priorities and set strategic targets to address the most material issues determined by our stakeholders and our business practices. We focus our efforts on areas where we are able to make a meaningful difference, balancing economic viability with environmental responsibility. Our efforts towards sustainability are an ongoing journey, and one where we continue to learn, adapt, and improve.

Our sustainability efforts are also intertwined with our broader aspiration to contribute positively towards society and support national development – one that supports people, planet, and progress while contributing towards to lasting progress.

### Our Approach

We recognise that the ability to achieve sustained growth and secure the prosperous future of our communities is closely tied to our responsible stewardship of both human and natural resources. This is reflected in our commitment to the principles that embody sustainability: ethical practices, continuous innovation, environmental protection, the health and safety of our employees, customers, and inclusive growth. To turn this commitment into action, we established an actionable framework built around five interconnected approaches that facilitate real change. Guided by the ‘measure, monitor, and manage’ principle, we take a data-driven approach to track performance, identify gaps, and define targeted goals. This allows us to translate our sustainability aspirations into clear actions that are aligned with our long-term business objectives. By examining how different elements interact within this framework, we gain valuable insights into where we stand and what steps are needed to fully integrate sustainability into our core business strategies and value creation efforts.

Our initiatives are guided by the policies outlined in our Sustainability Report, which are upheld by both FimaCorp and its stakeholders. These policies reflect our shared values and collective commitment to responsible, ethical, and inclusive practices. Oversight of their implementation rests with the Board of Directors, who play a key role in shaping the direction of our sustainability journey. Actualisation of our sustainability initiatives is achieved through our committees and working groups.

Our Group Sustainability Committee (“GSC”) is central in overseeing the implementation and progress of the Group’s sustainability agenda. Sustainability initiatives are largely identified at the subsidiary level, informed by each entity’s operational priorities, local context, and stakeholder engagements. These initiatives and focus areas are then brought forward for review and consolidation by the GSC, which helps ensure alignment with FimaCorp’s broader sustainability objectives and reporting obligations.

At the GSC level, focus areas are extensively deliberated based on their impact and relevance on our business operations. The GSC also assesses the materiality and potential impact of these



issues across environmental, social, and governance (“ESG”) dimensions. Where necessary, coordinated actions are proposed to address key risks or improve outcomes. This bottom-up approach helps ensure that our sustainability efforts remains practical, grounded, and responsive to both site-specific and Group-level priorities.

To ensure that our efforts remain relevant and aligned with both internal priorities and external expectations, we map our material issues against the United Nations Sustainable Development Goals (“SDGs”). This allows us to select the most appropriate indicators for tracking performance and communicating our impact across the ESG pillars.

### Stakeholder Engagement

FimaCorp acknowledges that its diverse operations across various industries and regions necessitate a robust approach to stakeholder engagement. Our objective is to foster resilient and trusting relationships with all groups influenced by or influencing our business activities. Through proactive engagements, we aim to understand their perspectives and concerns regarding our operations, and collaboratively address any potential social, environmental, or economic impacts.

Our approach to stakeholder interaction varies based on the significance of their input and our business needs, ranging from periodic consultations to regular updates, or more frequent engagements when necessary.

Below is an outline of our stakeholder groups, their primary concerns, and how we engage and respond to each group, to ensure transparency and mutual benefit in all our interactions.





Sustainability Report



Employees	
Engagement Platform	Key Concerns
<ul style="list-style-type: none"><li>Employee Engagement Survey</li><li>Performance and career development reviews</li><li>Labour union meetings and negotiations</li><li>Virtual meetings</li><li>Internal communications</li></ul>	<ul style="list-style-type: none"><li>Job security and wages</li><li>Conducive workplace</li><li>Career development and growth development</li><li>Occupational safety and health and well-being</li><li>Human rights</li></ul>

Our Response

- Investing in the attraction, retention, and professional development of a highly skilled and talented workforce.
- Offering a range of job opportunities and career advancement paths, along with competitive salary and benefits packages.
- Establishing grievance mechanisms and a confidential Whistle-blowing Policy to address and resolve employee concerns and complaints effectively.
- Investing in and enforcing Occupational Safety and Health Management Systems to ensure the health and safety of all employees.
- Complying with the United Nations Human Rights Council’s Human Rights Policy to uphold and protect fundamental rights and freedoms, guaranteeing equitable treatment for all employees.
- Delivering continuous training on integrity and anti-bribery to foster a workplace culture committed to ethical practices and compliance.



Shareholders and Investors	
Engagement Platform	Key Concerns
<ul style="list-style-type: none"><li>AGM meetings</li><li>Corporate website</li><li>Comprehensible reports and timely disclosure of financial and ESG matters</li><li>Response to queries</li><li>Meetings with fund managers</li><li>Investor Relations Channel</li></ul>	<ul style="list-style-type: none"><li>Timely disclosure of information</li><li>Financial performance and resilience</li><li>Transparent communication</li></ul>

Our Response

- Ensuring that communications regarding business performance and policies are rolled out clearly, concisely and promptly to reinforce our shareholders’ confidence.



Customers	
Engagement Platform	Key Concerns
<ul style="list-style-type: none"><li>Physical or virtual meetings</li><li>Audit</li><li>Survey</li><li>Training and support</li></ul>	<ul style="list-style-type: none"><li>Changing needs of customers and consumers</li><li>Business ethics</li><li>Innovation</li><li>Traceability</li><li>Health and safety certification</li><li>Transparent supply chain</li></ul>

Our Response

- Maintaining a steadfast commitment to integrity and fairness in all customer interactions, ensuring that our products and services consistently meet established quality and satisfaction standards.
- Providing goods and services that are suitable for their intended use and adhere to all relevant safety and quality regulations.
- Striving to exceed industry and international certification standards, thereby building trust with stakeholders and increasing our market share.
- Regularly assessing consumer feedback, audit outcomes, and satisfaction surveys to pinpoint crucial areas for improvement and continued development.
- Adopting a proactive stance to maintain adherence to current standards and prevent complacency in our operations.



Communities	
Engagement Platform	Key Concerns
<ul style="list-style-type: none"><li>Town hall with local residents</li><li>Community volunteering activities</li><li>Environmental and Social Impact Assessment</li></ul>	<ul style="list-style-type: none"><li>Economic empowerment</li><li>Livelihood protection</li><li>Community safety and health</li><li>Environmental protection</li></ul>

Our Response

- Enhancing local communities by offering employment and nurturing partnerships with local suppliers.
- Bettering the lives and economic well-being of local communities through the development and enhancement of infrastructure, along with providing welfare contributions and financial support during hardships or disasters.
- Providing financial assistance to facilitate the education of school-age children.



Suppliers & Business Partners	
Engagement Platform	Key Concerns
<ul style="list-style-type: none"><li>Meetings</li><li>Training and support</li></ul>	<ul style="list-style-type: none"><li>Quality control</li><li>Business ethics</li><li>Transparency</li><li>Sustainability requirements</li></ul>

Our Response

- Adhering to ethics and integrity policies to ensure fair and impartial procurement practices, fostering stable and long-term relationships with suppliers.
- Regularly updating suppliers on regulatory changes to ensure uninterrupted business operations.
- Collaborating with suppliers to guarantee a consistent supply of materials, securing long-term availability, and investigating potential new opportunities.
- Identifying improvement opportunities based on audits, internal reviews, and other evaluations.



National & Local Governments	
Engagement Platform	Key Concerns
<ul style="list-style-type: none"><li>Meetings/dialogues</li></ul>	<ul style="list-style-type: none"><li>Updated licences and permits</li><li>Zero compliance issue</li><li>Community issues</li><li>Community development</li></ul>

Our Response

- Proactively engaging with federal and local governments, as well as regulatory authorities, to advocate for industry-specific legislation and collaborate on policy development.
- Supporting national strategies and contributing actively to the economic and social advancement of the countries in which the Group operates, promoting sustained growth.

Sustainability Report

Our Materiality Matters

The results of our materiality assessment culminated in the Group’s materiality matrix, which organises ESG issues based on their perceived importance to stakeholders and their impact on the Group. The X-axis of the matrix reflects the significance of these issues to our operations, while the Y-axis gauges their importance to our stakeholders. The matrix is further segmented into three quadrants, with the top right quadrant identifying the issues of utmost importance to both the Group and stakeholders. This strategic arrangement enables us to concentrate our efforts on managing our impacts and effectively enhancing our relationships with stakeholders.

Group Material Matters	GRI	SDGs
Climate Risk	GRI 305	
Water Impact and Waste Management	GRI 303, 306	
Biodiversity and Deforestation	GRI 304	
Human Rights	GRI 405, 408, 409, 412	
Occupational Safety, Health and Well-being	GRI 403	
Sustainability and Traceable Supply Chains	GRI 204	
Product Quality and Safety	GRI 416, 417	
Community Investments	GRI 203, 413	
Innovation and Technology Excellence	Non-GRI Indicator	
Anti-Bribery and Corruption	GRI 205	

Sustainability Report

Sustainability Report

Materiality assessments help us identify and prioritise the most pressing ESG issues relevant to both our organisation and our stakeholders. These assessments also evaluate our Group's ESG performance from the perspective of our stakeholders and determine the significance of each issue across different groups. The insights gained enable us to prioritise and focus on the most critical ESG topics ensuring our actions are both relevant and impactful.

To ensure our focus remains aligned with the evolving needs of our operations and stakeholders, FimaCorp revisits its materiality determinations biennially. The last review was conducted in FYE2023 by our Group Corporate Services Department and included an online survey with participation from over 300

stakeholders, including shareholders, employees, suppliers, and government agencies.

The results of each materiality assessment took into account the unique contributions of each business division, analysing factors such as each division's impact on the Group's financial results, workforce size, and growth potential. To guarantee a thorough analysis, we also performed a desktop review to benchmark against current sustainability trends, analyse peer reports, and consider pertinent regulations and guidelines. This comprehensive approach enables us to focus our sustainability efforts on the areas of greatest relevance and impact, ensuring they remain both strategic and effective.



Materiality Matrix



The materiality matrix has identified the following four critical sustainability themes for the Group:

- Anti-bribery and corruption;
- Occupational safety, health, and well-being;
- Human rights protection;
- Climate risk.

While each theme is significant in its own right, these issues were found to be closely interrelated — each significantly affecting the others. For instance, a safe and supportive workplace helps safeguard employee dignity and well-being, which directly contributes to human rights standards. In parallel, strong anti-corruption practices help create a secure working environment by preventing unethical behaviour that could compromise both safety and human rights. Likewise, responsible water use and waste management are key to reducing environmental risk, which not only supports climate resilience but also aligns with broader social and governance objectives.

These interconnected themes highlight the importance of an integrated approach. By addressing these priorities holistically, we aim to strengthen its foundations for ethical conduct, operational resilience, and long-term sustainability — ultimately creating shared value for both the organisation and its stakeholders.

Further details on our strategies, actions, and outcomes related to these themes are provided in the following sections of this Sustainability Report.



Our ESG Key Metrics

To asses the impact of our ESG focus, we measure, monitor and manage where applicable, the metrics set out in the table that follows:

Environment	Group Material Matters	Metrics measured and monitored
<div><div>6CLEAN WATER AND SANITATION</div><div>12RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13CLIMATE ACTION</div><div>14LIFE BELOW WATER</div><div>15LIFE ON LAND</div></div>	Climate Risk, Water Impact and Waste Management, Biodiversity and Deforestation	<ul style="list-style-type: none"><li>Energy Consumption – renewable and non-renewable</li><li>Greenhouse gas emissions (“GHG”) (Scope 1, 2 and 3 emissions)</li><li>Intensity for fuel consumption (harvesting operation)</li><li>Intensity for water consumption (FFB processing)</li><li>Tracking water withdrawals and consumption</li><li>Waste disposal amount and type</li></ul>
Social	Group Material Matters	Metrics measured and monitored
<div><div>1NO POVERTY</div><div>2ZERO HUNGER</div><div>4QUALITY EDUCATION</div><div>8DECENT WORK AND ECONOMIC GROWTH</div></div>	Human Rights, Occupational Safety and Health and Well-being, Community Investment	<ul style="list-style-type: none"><li>Diversity throughout the Group</li><li>Employee training and development</li><li>Number of work-related fatalities</li><li>Work related injuries</li><li>Accident &amp; Lost time Injury Frequency Rate (“LTIFR”)</li><li>Community engagement and investments where we operate</li></ul>
Governance	Group Material Matters	Metrics measured and monitored
<div><div>2ZERO HUNGER</div><div>8DECENT WORK AND ECONOMIC GROWTH</div><div>12RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13CLIMATE ACTION</div></div>	Sustainable and Traceable Supply Chains, Product Quality and Safety, Innovation and Technology Excellence	<ul style="list-style-type: none"><li>Anti-Bribery and Corruption</li><li>Value Distribution to our Stakeholders</li><li>Supporting Local Procurement</li><li>Y-o-Y improvement, technology and process innovation</li><li>Quality standards and certifications of our operations</li></ul>

United Nations Sustainable Development Goals



FimaCorp has integrated the United Nations Sustainable Development Goals into its sustainability strategy. Established in 2015, the SDGs comprise 17 goals that serve as a universal call to action to address global challenges such as poverty, inequality, climate change, and environmental degradation.

FimaCorp strategically leverages its business operations to contribute towards these goals with a particular emphasis on the following:










- Responsible manufacturing and sales practices, ensuring that our products are produced sustainably.
- Utilisation of tax contributions by host governments to drive socioeconomic development.
- Job creation in local communities to stimulate economic growth and improve social welfare.
- Enhancing local supply chains through development programmes, training, and investment, fostering economic independence and resilience.
- Reducing our environmental impact through targeted sustainability initiatives.



FimaCorp has identified nine SDGs that are especially pertinent to our current business operations and resonate with our corporate vision and strategic planning. These goals guide our targeted efforts and initiatives. While our focus is on these nine goals, our broader corporate activities and ethical commitments align with the overarching aim of all SDGs. The following table illustrates how these prioritised SDGs have been incorporated into our Sustainability framework, mapped with our materiality matters, Global Reporting Initiative (“GRI”) disclosures, as well as our key risks. The table also outlines the contributions that FimaCorp has made towards upholding these SDGs in our operations.

	Sustainability Matters	Alignment with GRI	Our Contribution
<b>Our Environment</b> <b>Land, Water &amp; Climate</b> <div><div>6CLEAN WATER AND SANITATION</div><div>12RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13CLIMATE ACTION</div><div>14LIFE BELOW WATER</div><div>15LIFE ON LAND</div></div>	<ul style="list-style-type: none"><li>Climate Risk</li><li>Water Impact &amp; Waste Management</li><li>Biodiversity &amp; Deforestation</li><li>Innovation &amp; Technology Excellence</li><li>Community Investment</li></ul>	302, 303, 304, 305, 306	<ul style="list-style-type: none"><li>Implementing sustainable agricultural practices and best management practices across our estates, adhering to the Malaysian Sustainable Palm Oil (“MSPO”) and Good Agricultural Practices (“GAP”) standards.</li><li>Ensuring wastewater discharge quality meets or exceeds regulatory standards to effectively mitigate water pollution.</li><li>Optimising alternative water sources through initiatives such as water harvesting and recycling.</li><li>Adopting renewable energy sources, such as solar power, biodiesel, and biomass, to reduce the Group’s carbon footprint.</li><li>Maintaining efficient water and energy management systems that comply with industry and international standards, including ISO 14001 and ISO 5001.</li><li>Utilising natural resources efficiently through the principles of Recycle, Reuse, Reduce, and Refuse.</li></ul>

Sustainability Report

	Sustainability Matters	Alignment with GRI	Our Contribution
<div><b>Our People Livelihood, Health &amp; Well-Being</b></div> <div></div>	<ul style="list-style-type: none"><li>• Community Investment</li><li>• Human Rights</li><li>• Product Quality &amp; Safety</li><li>• Sustainable &amp; Traceable Supply Chains</li><li>• Occupational Safety, Health &amp; Well-being</li></ul>	202, 203, 401, 402, 403, 404, 405, 406, 407, 409, 412, 413	<ul style="list-style-type: none"><li>• Creating business opportunities and economic empowerment through gainful employment for local community members to sustain their livelihoods.</li><li>• Implementing human resources policies that ensure minimum wage compliance and fair remuneration for work performed.</li><li>• Meeting employees’ personal and professional development needs through substantial investments in training programmes.</li><li>• Offering educational support and initiatives for youth development.</li><li>• Addressing the increasing demand for affordable protein.</li><li>• Promoting the health and well-being of local communities.</li><li>• Sharing company infrastructure, such as providing solar energy and clean water to neighbouring communities.</li><li>• Offering humanitarian support during times of adversity or following natural disasters.</li><li>• Minimising food waste and repurposing waste as by-products.</li><li>• Enhancing agricultural yields and extraction rates through the adoption of best practices.</li><li>• Sourcing from vendors that are environmentally and socially responsible, reputable, and adhere to sustainable practices.</li><li>• Maintaining a healthy, safe, and conducive work environment.</li></ul>
<div><b>Our Business Fair, Inclusive and Decent Society</b></div> <div></div>	<ul style="list-style-type: none"><li>• Anti-Bribery and Corruption</li><li>• Sustainable &amp; Traceable Supply Chains</li><li>• Occupational Safety, Health &amp; Well-being</li></ul>	201, 203, 204, 205, 417, 418	<ul style="list-style-type: none"><li>• Implementing and maintaining transparency in the supply chain with adherence to international standards such as MSP0, ISO 37001.</li><li>• Ensuring compliance with Occupational Health and Safety standards to maintain a safe and healthy work environment.</li><li>• Integrating human rights commitments into our operations, including non-discrimination, anti-modern slavery, child labour prevention, and anti-harassment policies.</li><li>• Sourcing from environmentally and socially responsible vendors known for their sustainable practices.</li><li>• Establishing corporate and sustainability governance policies including Codes of Conduct, Anti-Bribery Policies, and Whistle-blowing Policies.</li><li>• Collaborating with non-governmental organisations that advocate for a fair, inclusive, and decent society.</li><li>• Upholding the practice of freedom of association by recognising and engaging with union members.</li></ul>

SUSTAINABILITY GOVERNANCE

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-15, 2-16, 2-17, 2-18, 3-1

FimaCorp’s sustainability governance is structured from a bottom-up perspective, beginning at the operational level. Divisional leadership is responsible for managing day-to-day sustainability efforts, including programme implementation and stakeholder engagement. Each division develops sustainability strategies specific to their operations and allocate resources for their execution, and integrates sustainability considerations into its brands, technologies and site management taking into account their unique business challenges and priorities. They report on key sustainability metrics including workplace safety, environmental performance, employee retention, and compliance on a monthly basis to the Group Corporate Services at Head Office. These updates serve as the basis for ongoing performance tracking and escalation of material issues to the Group level.

The Group Sustainability Committee (“GSC”) serves as the central platform for reviewing, consolidating, guiding the Group’s sustainability-related initiatives, monitoring progress, and coordinating cross-divisional efforts. It reviews focus areas and action plans based on their significance to the Group’s operations, as identified through inputs from subsidiaries and materiality assessments. GSC meetings are held quarterly and cover all sustainability-related developments, challenges, and action items across the Group. Qualitative and quantitative data are presented at each meeting to support informed decision-making. Among the notable outcomes for FYE2025 are the improvements in the Group’s lost time injury frequency rate, energy intensity and waste management. The Group’s Sustainability Policy Statement was also updated during the year. The GSC is led by a Non-Independent Non-Executive Director alongside the Group Managing Director, with cross-functional representatives from all business divisions. All reported sustainability data is reviewed by Group Internal Audit for assurance. Moving forward, the Group is taking steps to align its sustainability data collation and reporting practices with the requirements of the ISSB’s IFRS S1 and S2 standards.

The Audit & Risk Committee (“ARC”) supports the Board in overseeing the overall risk and governance framework, including sustainability. Its responsibilities include reviewing sustainability-related risks and metrics on a quarterly basis and form part of the ARC’s reporting to the Board. The ARC ensures that key sustainability risks - whether operational, compliance-related, or reputational - are identified and addressed in a timely and appropriate manner.

Sustainability Report

The ARC receives regular updates from the Group Sustainability Committee and the Risk Steering Committee (“RSC”). These committees provide the ARC with comprehensive and integrated view of the Group’s sustainability and enterprise risk exposures. This structure promotes alignment between sustainability governance and broader risk management processes, reinforcing accountability through clearly defined processes and controls.

Ultimately, the Board of Directors retains overall accountability for sustainability matters across FimaCorp. The Board sets the strategic direction for the Group and ensures that sustainability considerations are embedded in decision-making and aligned with stakeholder interests, including shareholders, employees, customers, and local communities. A full description of the Board’s sustainability oversight responsibilities is provided in the Corporate Governance section of this Annual Report.

Additionally, FimaCorp’s organisational structure incorporates defined roles for overseeing FimaCorp’s sustainability strategies. As outlined in the table below, these responsibilities encompass both climate change and broader sustainability matters.

Role	Responsibilities
Board of Directors	Oversight of all sustainability strategy and focus areas.
Audit & Risk Committee (“ARC”)	Supports the Board in overseeing sustainability-related risks and controls. Reviews key findings from the GSC and RSC, ensuring risks are identified, evaluated, and addressed through appropriate mitigation measures.
Group Sustainability Committee (“GSC”)	Oversees and consolidates sustainability-related initiatives across the Group.  Reviews focus areas and action plans from divisions, monitors progress, and guides implementation of the Group’s sustainability and climate-related strategies.
Managing Director (“MD”)	Provides leadership in setting the Group’s sustainability direction.  Ensures effective management of Group-wide sustainability and climate-related risks and opportunities in alignment with business strategy.



Sustainability Report

Role	Responsibilities
Group Corporate Services	Coordinates sustainability governance at the Group level. Supports the GSC and MD in evaluating and reporting on sustainability and climate-related risks and opportunities across business divisions.
Divisional Working Groups	Lead the development and execution of sustainability strategies at operational level. Responsible for monitoring, measuring, and reporting monthly divisional performance data to Group Corporate Services.

As part of its routine audit activity, Group Internal Audit assesses the accuracy of sustainability data submitted by business units and implementation of sustainability initiatives. External audits by authorities, certification bodies, and customers are conducted to verify our compliance with regulations, standards, and contracts. Any non-conformities or incidents are thoroughly analysed, and corrective actions are implemented to prevent recurrence. Any identified non-conformities and incidents will be investigated and root causes are addressed through corrective and preventive actions to drive continuous improvement.

Since 2022, we have included strategic ESG KPIs into the performance evaluations of the Managing Director, and divisional heads, with KPIs tailored to reflect the nature of each division's business.

This governance structure continues to provide a strong foundation for embedding sustainability across the Group, ensuring we remain accountable, transparent, and committed to delivering value for all stakeholders in the current financial year and beyond.

**For more information on:**

- i. The Group's Sustainability Committee, please refer to the Task Force on Climate-related Financial Disclosures ("TCFD") Index on page 58 and the Corporate Governance Overview Statement on page 88.
- ii. The Group's risk management, please refer to the Statement on Risk Management and Internal Control section on pages 104 to 116.



Environmental responsibility is a core value of the Group. Guided by our Environmental Policy, our environmental management strategy is structured to synergise our practices with our sustainability objectives: responsible land stewardship, delivering long-term positive environmental outcomes, and creating shared value for all stakeholders.

Our Alignment to SDGs



Strategic Commitments

- ✓ We promote responsible stewardship of the environment
- ✓ We strive to use natural resources efficiently and minimise waste
- ✓ We foster partnerships with local communities and stakeholders to address environmental issues
- ✓ We continuously work on improving our energy efficiency and reducing the use of non-renewable energy
- ✓ We strictly practise zero burning in our oil palm plantation operations
- ✓ We commit to complying with legislation and regulations on the environment
- ✓ We employ the use of sustainable agricultural practices

Biodiversity and Deforestation  
GRI 304-1, 304-2, 304-3, 304-4

Given the diverse scope of the Group's business operations, we recognise the potential environmental and social impacts associated with our activities. To manage these impacts responsibly, our environmental management framework integrates habitat conservation, water use and quality, soil conservation aligning with SDG 14: Life Below Water and SDG 15: Life on Land. Our policies also address various key sustainability obligations of the oil palm industry, which include, among others, obligations related to deforestation issues, greenhouse gas reduction and zero burning.

Sustainable Agricultural Practices

We aim to enhance cost-efficiency in our oil palm plantations by improving the productivity of our estates per hectare through the adoption of sustainable agricultural practices. A key part of this commitment includes a strict "no deforestation and the protection of peat



Sustainability Report

areas” in new plantation developments. Prior to any new development, we engage independent consultants to conduct Environmental and Social Impact Assessments (“EIA”), ensuring potential risks are identified and mitigated early. In line with best practices, FimaCorp upholds a strict zero-burning policy, which prohibits all forms of open burning for both new planting and replanting activities. Similarly, for waste management, we reuse and recycle our resources; biomass residues such as palm kernel shells and

fibre residues are utilised as a fuel source for steam and electricity generation while empty fruit bunches (“EFB”) are applied in the field as organic fertiliser to enrich soil health and reduce chemical input.

Soil Management

We do not cultivate oil palms on areas with slopes exceeding 25 degrees or elevations above 300 metres above sea level. Where feasible, we employ double terracing to conserve topsoil and mitigate erosion.

In PTNJL, we apply EFB and compost to improve soil fertility and reduce dependence on chemical fertilisers. In addition, we strategically cultivate leguminous cover crops such as *Mucuna bracteata*, *Calopogonium mucunoides*, and *Calopogonium caeruleum*. *Mucuna bracteata*, in particular, is valued for its fast growth, which suppresses weed proliferation. It also supports erosion control on sloped terrain and enhances soil nutrient content through natural nitrogen fixation.

Conservation Areas

Riparian reserves populated by native species are maintained along riverbanks within our oil palm estates. These areas serve as ecological corridors, providing safe passage, habitat, and sanctuary for diverse flora and fauna. Our protected areas Group-wide total 1,561 hectares in aggregate. Areas which are not planted (e.g. steep areas/slopes) are earmarked as conservation areas where the natural vegetation is maintained. In Indonesia, our subsidiary PT Nunukan Jaya Lestari (“PTNJL”) has established water catchment zones within its estate. In these zones, the use of chemical inputs is strictly prohibited, allowing for the preservation and rehabilitation of natural vegetation and ecosystems.

	FYE2025	
	Conservation Area	Buffer Zone
ESTATE	(HA)	(HA)
Ladang Cendana Laksana	7	0
Ladang Bunga Tanjong	34	5
Ladang Fima Dabong	31	0
Ladang Fima Aring	11	19
Ladang Fima Sg Siput	1,001	13
Ladang FCB Kuala Betis	52	58
Ladang FCB Aring	36	8
PTNJL	22	106
GRAND TOTAL	1,194	209



Sustainability Report



Biological Pest Controls

Beneficial plants such as *Turnera subulata*, *Antigonon leptopus*, and *Cassia cobanensis* are planted to attract predators (insects) of leaf pests. These predators feed on leaf pest larvae, thereby minimising the usage of pesticides. In addition, and as part of our efforts to curb the prevalent rodent population without the use of pesticides or chemicals, our estates in Kelantan and Terengganu have installed a total of 50 barn owl boxes to attract owls. These integrated pest control methods not only reduce chemical inputs, but also help lower greenhouse gas emissions, and prevent pollutants from entering the soil and waterways contributing to more sustainable agricultural operations.

Mechanisation

We continue to enhance our mechanisation efforts, focusing on scaling and optimising the use of mechanised tools in our field operations. Key areas of application remain in-field crop collection, fertiliser application, and transfer of seedlings from nurseries. As part of this initiative, we introduced motorised wheelbarrows across our Malaysian estates resulting in a higher land-to-labour ratio and enhanced productivity for our workers. Ultimately, the lowered labour costs and enhanced yields are expected to offset the capital investment in these assets.



Sustainability Report

Energy Management  
GRI 302-1, 302-3, 302-4, 302-5

Efficient energy management is crucial to the Group as it not only helps to reduce our reliance on natural resources and lower carbon emissions but also contributes to long-term cost savings. Each division has established internal targets and performance indicators to monitor energy consumption, identify inefficiencies, and assess intensity metrics. This data-driven approach fosters continuous improvement and, over time, is expected to deliver measurable business and environmental impact.

In FYE2025, the Group’s overall energy consumption increased by 0.8%, from 72,318 Gigajoules (“GJ”) to 72,866 GJ. This increase was primarily driven by higher fuel use in the Plantation Division, which saw a 2.3% increase attributed to increased economic activity, particularly the increase in the volume of FFB processed. Electricity consumption in the Manufacturing division recorded a 17.7% rise, following PKN’s new contract with the Ministry of Education Malaysia for the printing, supply, and delivery of confidential documents.

Energy Consumption by Division (GJ)

DIVISION	FYE2025	FYE2024
Plantation	63,448	63,731
Manufacturing	8,645	7,718
Head Office	773	869
GRAND TOTAL	72,866	72,318

Types of Energy (GJ)

TYPES OF ENERGY	FYE2025	FYE2024
Diesel & Petrol	54,092	52,958
Solar PV	2,298	2,380
Biomass	9,557	10,909
Purchase Electricity	6,919	6,071
GRAND TOTAL	72,866	72,318

Non-Renewable Sources (Litres)

DIVISION	FYE2025	FYE2024
Plantation	1,567,540	1,532,436
Manufacturing	14,109	16,053
GRAND TOTAL	1,581,649	1,548,489

Note: Non-Renewable Sources consist of petrol and diesel

While our overall energy use grew alongside our business activity, we are happy to report that the Group’s resource use intensity has improved across several areas, indicating that energy was used more efficiently per unit of output:

Plantation: Harvesting Transportation Fuel Intensity Per MT FFB Produced (L/MT)

	UNIT	FYE2025	FYE2024
Malaysia	L/MT	3.37	3.86
Indonesia	L/MT	2.21	1.86

Note: Fuel Oil consist of diesel and petrol. Petrol consumption by Land Surf was included in the intensity computation.

For FYE2025, fuel intensity for our operations in Malaysia decreased, as we experienced flood-related damages which impacted our FFB production. Conversely, our operations in Indonesia increased fuel intensity, attributed to higher crop yields which required extended operational hours as well as deployment of tractors across all estates.



Sustainability Report

Renewable Energy

Although the Group’s business operations continue to rely predominantly on fossil fuels for transportation and equipment, we actively integrate renewable energy sources such as solar power and biomass where feasible. These alternative energy solutions help diversify our energy portfolio and support our commitment to reducing our carbon footprint. In FYE2025, renewable energy accounted for 16.3% of the Group’s total energy usage.

Our palm oil mill in Indonesia has a palm biomass-powered cogeneration system that utilises by-products such as palm kernel shells, EFBs, and fibre residues as boiler feedstock. These materials fuel the generation of high-pressure steam, which powers the steam turbine within the cogeneration plant.

This system meets 100% of the mill’s energy demand, including both electricity and heat. What is more, any surplus electricity is supplied to support surrounding infrastructure such as workers’ quarters, local schools, mosques, and government facilities, a tangible example of how we create a shared-value approach through sustainability.

Renewable Energy – Consumption (MWh)

DIVISION	FYE2025	FYE2024
SOLAR POWER		
Plantation	32	28
Manufacturing	432	432
Head Office	174	201
TOTAL SOLAR POWER	638	661
BIOMASS		
Plantation	2,655	3,030
TOTAL RENEWABLE ENERGY	3,293	3,691

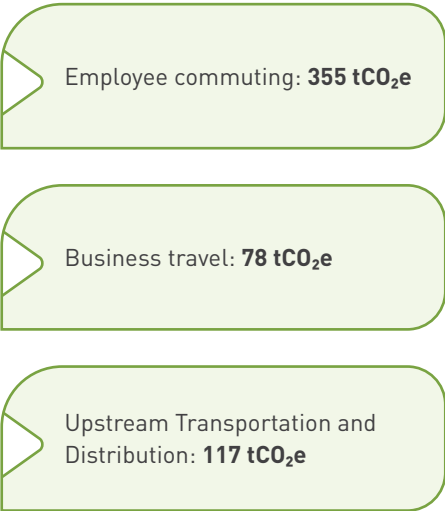


Sustainability Report

GHG Emissions  
GRI 305-1, 305-2, 305-3, 305-4, 305-5

In line with Bursa Malaysia’s sustainability disclosure requirements and Scope 3 emissions estimation using the UK Department for Environment, Food and Rural Affairs (“DEFRA”) methodology, the Group conducted its first employee commuting survey in FYE2025, receiving responses from 616 employees. In the same financial year, the Group also gathered data on business travel to support a more comprehensive assessment of indirect Scope 3 emissions. These initiatives marked a critical step toward establishing a reliable emissions baseline and enhancing transparency in our indirect GHG emissions reporting.

The estimated emissions from commuting, business travel and upstream transportation and distribution amounted to approximately 550 tCO<sub>2</sub>e annually:



Employee commuting accounts for 64.5% of the Group’s reported Scope 3 emissions, making it the most significant contributor within this category. The findings will guide the Group’s future low-carbon mobility strategies, carbon reduction pathways and potential carbon offset programmes.

GHG Emission by Division (tCO<sub>2</sub>eq)

DIVISION	FYE2025	FYE2024
PLANTATION	4,552	6,110
SCOPE 1		
Non-renewable energy	4,155	5,830
Renewable energy	2	4
SCOPE 2		
Purchased electricity	37	180
SCOPE 3		
Employee Commuting	224	-
Employee Business Travel	17	-
Upstream Transportation and Distribution (Plantation only)	117	96
MANUFACTURING	1,685	1,325
SCOPE 1		
Non-renewable energy	35	40
Renewable energy	32	32
SCOPE 2		
Purchased electricity	1,475	1,253
SCOPE 3		
Employee Commuting	109	-
Employee Business Travel	34	-
HEAD OFFICE	95	48
SCOPE 1		
Renewable energy	13	15
SCOPE 2		
Purchased electricity	33	33
SCOPE 3		
Employee Commuting	22	-
Employee Business Travel	27	-
TOTAL GROUP	6,332	7,483

**Note:** The Group has adopted the UK Department for Environment, Food and Rural Affairs (“DEFRA”) methodology and emissions factors, replacing the previously used International Sustainability and Carbon Certification (“ISCC”) emissions factor for diesel. This change was made to enhance accuracy and consistency in emissions reporting.

Sustainability Report

Water Stewardship  
GRI 303-1, 303-2, 303-3, 303-5

Water is a critical resource across our operations and supply chains, making its management essential to reducing our environmental footprint and ensuring the sustainability of our water resources. Our water optimisation strategy focuses on tracking of water withdrawal and consumption, enhancing water-use efficiency in production and processing activities, and monitoring water intensity across key production processes. We also promote water circularity through water recycling and reuse initiatives, and adopt rainwater harvesting systems where feasible.

Water Sources and Usage

FimaCorp’s water supply is sourced from a combination of municipal supplies, harvested rainwater, and treated surface water—including water from nearby lakes, rivers, and borewells. Across our operations, water is primarily used in utility systems such as steam generation and cooling processes.

Water by Source (ML)

	FYE2025	FYE2024
Surface water (lake, pond)	138	158
Groundwater (well)	10	14
Municipal water (tap water)	26	31
GRAND TOTAL	174	203

Water by Division (ML)

	FYE2025	FYE2024
Plantation	148	173
Manufacturing	11	15
Head Office	15	15
GRAND TOTAL	174	203

We remain committed to continuously improving water efficiency and minimising our impact on local water resources. As of 31 March 2025, we are pleased to report a 14.3% reduction in overall water consumption, driven primarily by reduced usage across our Plantation and Manufacturing divisions.

Water Discharge Management

As part of our commitment to responsible water stewardship, we ensure that all water discharged from our operations is environmentally safe and fully compliant with applicable regulatory standards. All discharged water undergoes comprehensive testing conducted by accredited third-party laboratories. The test results are submitted to the relevant authorities in accordance with regulatory reporting requirements. This process ensures transparency and reinforces our efforts to mitigate any potential environmental impact associated with water discharge.

Since 2013, PTNJL’s palm oil mill has repurposed its final effluent pond into a thriving fish breeding pond. This was achieved through effective Palm Oil Mill Effluent (“POME”) treatment and pond management practices which optimises the use of treated water in a manner that aligns with both operational and ecological priorities.

PTNJL’s palm oil mill achieved a 7.4% improvement in water intensity for FFB processing compared to the previous year. This improvement was primarily driven by sustained operational efficiency and proactive maintenance of key water-intensive machinery, including the decanter, sludge separator and hydrocyclone. To further enhance water conservation, rainwater collected via the mill’s rainwater harvesting system is utilised for wet cleaning tasks in key areas such as the kernel plant. Additionally, the use of high-pressure water jets for cleaning in place of the traditional 1-inch outlet hoses, is more efficient and saves significantly more water.

Water Intensity

	Water Processing Volume (CBM)	FFB Processed (MT)	Water Intensity per Tonne per FFB Processed (CBM/MT)
FYE2025	34,106	136,402	0.25
FYE2024	41,059	152,456	0.27
FYE2023	85,080	175,345	0.49
FYE2022	96,724	181,140	0.53





Sustainability Report

Responsible Waste Management  
GRI 306-1, 306-2, 306-3, 306-4, 306-5

Treating waste as a resource is not just an environmental imperative, but also a strategic opportunity as it allows us to enhance efficiency and lower costs. Through reuse, recycling, and energy recovery, we aim to mitigate our environmental risks while maximising the efficient use of materials across our operations.

We ensure that all hazardous waste and residual materials are handled, transported, and disposed of safely through certified contractors, in strict adherence to industry regulations and environmental standards. In doing so, we aim to mitigate any environmental risks and safeguard human health.

Given the diverse nature of our businesses, we optimise resource use and minimise environmental impact through division-specific initiatives. By embedding circular-economy principles into day-to-day operations, these programmes reinforce FimaCorp’s commitment of zero waste and zero discharge.

Waste by Type (MT)

TYPE	FYE2025	FYE2024
Hazardous	17	28
Non-hazardous	123,132	161,313
GRAND TOTAL	123,149	161,341

Waste by Division (MT)

TYPE	FYE2025	FYE2024
Plantation	123,060	161,283
Manufacturing	90	58
GRAND TOTAL	123,149	161,341

We continue to prioritise sustainable waste management by focusing on reducing, reusing, and recovering waste across our operations. In FYE2025, total waste generated stood at 123,149 MT, comprising 17 MT of hazardous and 123,132 MT of non-hazardous waste, a decrease from the previous year.

At our palm oil mills in Indonesia, we recovered and repurposed POME and EFB into compost, fertiliser, and renewable energy feedstock.



The installation of an Alfa Laval decanter significantly improved POME clarification and reduced water consumption in the process line by approximately 50.0%. As a result, POME generation has decreased from an average of 75.0% to around 50.0% of FFB processed. This has led to a notable reduction in composting volume, while maintaining high product quality and operational efficiency.

“Within our Plantation Division, we focus on reducing waste through reuse, recycling and energy recovery”

Sustainability Report

To complement this, the EFB press unit was upgraded to improve oil recovery and produce shredded EFB with better combustion properties. These shorter, lower-moisture fibres were redirected entirely for use as boiler fuel, eliminating their previous role in composting and enhancing boiler performance.

Waste by Disposal Method by Type (MT)

DISPOSAL METHOD	FYE2025		FYE2024	
	Hazardous	Non-Hazardous	Hazardous	Non-Hazardous
Reuse	10	100,680	Nil	120,380
Recycle	4	90	Nil	58
Composting	Nil	22,327	Nil	40,870
Recovery	3	Nil	27	Nil
Landfill	Nil	35	Nil	5
Incineration	Nil	Nil	1	Nil
GRAND TOTAL	17	123,132	28	161,313

Empty Fruit Bunches Produced (MT)

	FYE2025	FYE2024
Total EFB produced (MT)	30,008	33,540

Transforming By-Products into Value-Added Goods

Our production activities generate a variety of residual materials, including biomass from plantation operations. These waste streams are diverted from landfills, where we focus on resource recovery and converting them into valuable inputs for other processes. For example, biomass is repurposed as a renewable fuel to generate steam and electricity for internal use, reducing our reliance on external energy sources and contributing to energy self-sufficiency.



Climate change – Task Force on Climate-related Financial Disclosures (“TCFD”) Content Index

TCFD Pillars & Recommended Disclosures	References	Page Ref
<b>Governance: Disclose the organisation’s governance around climate-related risks and opportunities.</b>		
Describe the Board’s oversight of climate-related risks and opportunities.	<b>Governance – Board-Level Oversight</b> <ul style="list-style-type: none"><li>The Board holds ultimate accountability for sustainability matters, including climate-related risks and opportunities.</li><li>Oversight is supported by the ARC, which receives regular updates from the Group Sustainability Committee and Risk Steering Committee.</li></ul>	Pg. 47-48
Describe management’s role in assessing and managing climate-related risks and opportunities.	<b>Management-Level Oversight</b> <ul style="list-style-type: none"><li>MD: Leads sustainability direction and climate risk integration.</li><li>Group Corporate Services: Coordinates governance and supports both the MD and GSC in assessing and reporting on sustainability and climate-related risks across divisions.</li></ul> Divisional Working Groups: Responsible for operational implementation, including monitoring, measuring, and monthly reporting of divisional performance data to Group Corporate Services.	Pg. 47-48
<b>Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation’s businesses, strategy and financial planning where such information is material.</b>		
Describe the climate-related risks and opportunity the organisation has identified over the short, medium and long term.	We have identified several risks and opportunities (physical and transitional) across the following timeframes: <ol style="list-style-type: none"><li><u>Short-term (2025):</u> <b>Physical:</b> Heat stress on crops, rainfall variability, weather events that disrupt business plans; <b>Transitional:</b> Regulatory and legislative changes to accelerate climate action;</li><li><u>Medium-term (2030):</u> <b>Physical:</b> Increased frequency of droughts, floods and acute extreme weather events; <b>Transitional:</b> Increased requirements to develop and formalise strategies to bolster climate resilience;</li><li><u>Long-term (2050):</u> <b>Physical:</b> Temperature rise of +3–4°C, potential yield losses and increased risk of pest, diseases and health issues; <b>Transitional:</b> Requirements to further advance climate-related disclosures including verification, assurance and carbon pricing.</li></ol> <p>While there is less clarity in the data further out to 2050, we recognised that the main consequence of climate change in the longer term will be that the Group will be affected by a pattern of more frequent and more extreme weather conditions.</p> <p>The effects of severe flooding at our estates in Kelantan in FYE2025 are recent examples of such events; our businesses are inevitably already putting in the work to deal with the consequences of these extreme weather events.</p>	Pg. 49-50

Climate change – Task Force on Climate-related Financial Disclosures (“TCFD”) Content Index (Cont'd.)

TCFD Pillars & Recommended Disclosures	References	Page Ref
Describe the impact of climate-related risks and opportunities on the organisation’s businesses, strategy and financial planning.	For plantation division, physical and transition risks affect crop resilience, infrastructure, and regulatory compliance. Strategic responses include optimizing logistics for lower emissions, and investing in precision agriculture.	Pg. 29-31
Describe the resilience of the organisation’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Although a formal 2°C scenario analysis was not applied in FYE2025, our strategic investments and adaptive agricultural practices reflect alignment with low-carbon transition pathways. Furthermore, our business practices are consistent with efforts to limit global temperature rise in line with lower temperature rise scenarios.	Pg. 20-21
<b>Risk Management: Disclose how the organisation identifies, assesses and manages climate-related risks.</b>		
Describe the organisation’s processes for identifying and assessing climate-related risks.	Risks are identified through a Group-wide enterprise risk management (“ERM”) framework. This includes inputs from materiality assessments, divisional reporting on environmental and operational vulnerabilities, and ongoing stakeholder engagement, which are reviewed by the GSC and ARC.	Pg. 107
Describe the organisation’s processes for managing climate-related risks.	Risks are addressed through a combination of local and Group-level strategies: <ul style="list-style-type: none"><li>Site-level: Physical risks are managed through operational controls and local adaptation plans.</li><li>Group-level: Transitional risks are assessed and addressed through strategic policy responses and infrastructure investment (e.g., renewable energy, resource use efficiency).</li></ul>	Pg. 112-114
Describe how processes for identifying assessing and managing climate-related risks are integrated into the organisation’s overall risk management.	Climate-related risks are embedded in the Group’s ERM framework. The ARC provides oversight and receives quarterly updates from Group Corporate Services Department, which consolidates divisional reports.  The GSC oversees implementation of mitigation actions. This integration ensures a clear reporting line and feedback loop from operational to Board level.	Pg. 107
<b>Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</b>		
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	GHG emissions (Scope 1, 2, and 3), water, fuel and energy consumption, capital expenditure, and regenerative agriculture adoption are tracked.	Pg. 49-57
Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (“GHG”) emissions and the related risks.	Disclosed Scope 1, 2, and 3 emissions with reduction efforts through solar energy, tank insulation and optimised logistics.	Pg. 54
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	Targets include inter alia increasing renewable energy usage, reducing logistics emissions, and enhancement of natural capital. Performance is reviewed quarterly by the ARC.	Pg. 44-46



Sustainability Report



FimaCorp is cognisant of our impact on our stakeholders and as such, is dedicated to upholding the trust placed in us by operating in a responsible and sustainable manner. We aim to achieve this by embracing and upholding ethical and efficient business practices in the aim of delivering positive long-term results to our stakeholders and the communities in which we operate. Our efforts are underpinned by our vision, mission and values which serve as a strategic framework that define our standards for operational excellence and guides decision-making across all divisions and business units.

These efforts are supported by our dedication to fostering clear and effective communication with our stakeholders, nurturing our workforce, ensuring fairness in our dealings with customers and suppliers, and aiding the communities in which we function. Our policies are aligned with national legislation, the Universal Declaration of Human Rights, and the fundamental conventions of the International Labour Organization (“ILO”). We expect all employees and business partners to uphold these principles and conduct themselves with integrity and accountability. By committing to these principles, we aim to ensure FimaCorp’s capacity to deliver long term economic and social value creation, and supports our licence to operate.

Our Alignment to SDGs



Strategic Commitments

- ✔ Zero harm
- ✔ We protect and support our people
- ✔ We promote diversity and inclusion
- ✔ We invest in training and skills development
- ✔ We support high-performing teams
- ✔ We build trust through our relationships

Human Capital  
GRI 2-7, 2-8, 202-2, 401-1, 405-1, 406-1

Our Workforce

Our people are central to FimaCorp’s long-term success and our ability to deliver on strategic objectives. We are committed to cultivating a safe, inclusive, and empowering work environment—one that encourages high performance,

accountability, and innovation at every level of the organisation.

At FimaCorp, we continuously strive to attract, develop, and retain top talent to ensure our workforce possesses the necessary skills and capabilities to meet both current and future business needs. Our commitment is guided by the Group’s Code of Conduct, which upholds values such as individual respect, diversity, and workplace safety as shared responsibilities across the organisation.

In line with our social responsibility goals, we actively promote local employment in the regions where we operate. We believe that hiring locally not only supports economic development but also strengthens community ties and operational resilience. As of FYE2025, 84.0% of our total workforce comprised local employees wherein 100% of our senior management positions are held by locals. In Malaysia, 65.2% of the workforce were local hires, a slight decline from 73.4% in the previous year. This change was primarily driven by the increased recruitment of guest workers in our Plantation Division, which was necessary to meet operational demands.

Nationality	Country	
	Malaysia	Indonesia
Malaysian	499	5
Indonesian	59	924
Others	207	0
By Country:		
Total Headcount	765	929
Total Local Headcount	499	924
Local Headcount Ratio	65.2%	99.5%

Equal Opportunity, Diversity and Inclusion

We strive to build a workforce that reflects the diversity of the communities where we operate. Our recruitment, development and promotion practices are primarily based on merit and performance, with a strong emphasis on ensuring equal opportunities for all. We actively prohibit and work to prevent any form of discrimination based on age, race, gender, nationality, religious beliefs, or disability. These principles are deeply embedded in our policies and day-to-day practices.

Moreover, by integrating diversity into our recruitment practices, we enhance the Group’s overall competitiveness, as a diverse workforce brings with it a broad spectrum of perspectives, skills and experiences, which enhances our ability to respond to evolving stakeholder needs and market dynamics.

In line with our policies, the Group upholds a strict zero-tolerance stance against any form of discrimination, harassment, or unfair treatment. Similarly, we expect every employee to respect and value cultural differences and individual uniqueness.

Gender Balance

The Group is committed to achieving gender balance across all levels of our organisation, while acknowledging the inherent complexities brought about by the nature of our operations and the cultural contexts of the countries in which we operate. As of FYE2025, women represent 19.5% of the Group’s total workforce. This composition reflects both the nature of our business activities and the broader societal norms that influence workforce participation in different regions.

In our plantation operations, female representation remains comparatively lower due to the physically demanding nature of certain roles. For instance, positions such as truck or tractor drivers and harvesters are typically male-dominated, as these jobs are often perceived as more suited to men due to its physical nature.

We recognise that attaining gender parity requires ongoing efforts and, in some cases, challenging traditional gender norms and stereotypes around job roles. As an inclusive employer, we strive to cultivate a work environment that promotes and supports the career advancement and active participation of our female talents, while simultaneously strengthening our succession pipeline for roles across the Group.

New Hires

In FYE2025, the Group welcomed 412 new employees, a decrease from 445 in the previous year. Of these, 97.8% were male, and 10.0% were appointed on a permanent basis. Although 98.3% of new hires were in the Plantation division, it was also the only division that recorded a lower hiring rate compared to the previous year. Most of these new hires were located at our Indonesian estate, a high demand for harvesters was required to support operational needs.

All new employees are required to participate in an orientation programme designed to familiarise them with the Company, the Group’s operations, workplace policies and the expectations of their new roles. Each new employee also receives an Employee Handbook which outlines the terms of employment and the professional standards expected across the organisation. These onboarding practices are essential to ensuring alignment with FimaCorp’s values, supporting employee engagement from day one, and strengthening our long-term workforce development strategy.

Total number of new hires in FYE2025 412

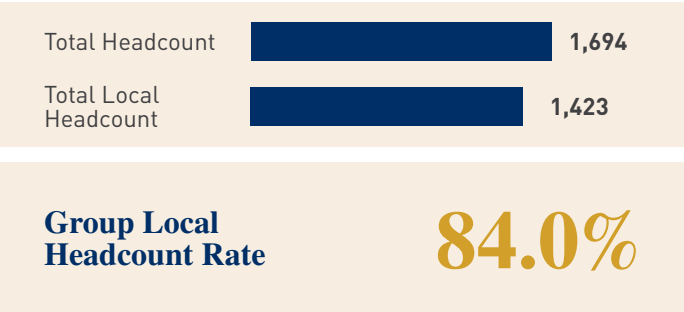
Group New Hire Rate 24.3%



Sustainability Report

Turnover

Out of a total of 351 employee turnovers, 96.9% occurred within the Plantation division. Despite recording the highest number of turnovers among all divisions, the Plantation division was also the only division that recorded a lower turnover rate compared to the previous year, which resulted to a lower Group’s turnover rate, decreasing y-o-y to 20.7%, down from 25.8% in the previous year.



Headcount	FYE2025		Total	FYE2024		Total
	Male	Female	FYE2025	Male	Female	FYE2024
Total Headcount	1,363	331	1,694	1,294	350	1,644
By Employment Status:						
Permanent	729	322	1,051	716	340	1,056
Temporary	634	9	643	578	10	588
By Region:						
Malaysia	585	180	765	542	191	733
Indonesia	778	151	929	752	159	911
By Age Group:						
<30	386	46	432	346	50	396
30-50	878	223	1,101	825	238	1,063
>50	99	62	161	123	62	185
By Employee Category:						
Senior Management	4	1	5	4	1	5
Management	21	5	26	21	4	25
Executive	42	15	57	44	16	60
Non-Executive	1,296	310	1,606	1,225	329	1,554
By Division:						
Head Office	16	7	23	11	7	18
Plantation	1,237	232	1,469	1,167	257	1,424
Manufacturing	110	92	202	116	86	202
By Nationality:						
Malaysian	324	180	504	354	189	543
Indonesian	832	151	983	804	161	965
Bangladesh	177	0	177	131	0	131
Indian	30	0	30	5	0	5

Sustainability Report

New Hires	FYE2025		FYE2024	
	Total New Hire	New Hire Rate	Total New Hire	New Hire Rate
Total Headcount	412	24.3%	445	27.1%
By Gender:				
Male	403	29.6%	440	34.0%
Female	9	2.7%	5	1.4%
By Employment Status:				
Permanent	41	3.9%	59	5.6%
Temporary	371	57.7%	386	65.6%
By Region:				
Malaysia	121	15.8%	189	25.8%
Indonesia	291	31.3%	256	28.1%
By Age Group:				
<30	197	45.6%	235	59.3%
30-50	205	18.6%	205	19.3%
>50	10	6.2%	5	2.7%
By Employee Category:				
Senior Management	0	0.0%	0	0.0%
Management	1	3.8%	0	0.0%
Executive	2	3.5%	3	5.0%
Non-Executive	409	25.5%	442	28.4%
By Division:				
Head Office	1	4.3%	0	0.0%
Plantation	405	27.6%	442	31.0%
Manufacturing	6	3.0%	3	1.5%
By Nationality:				
Malaysian	46	9.1%	64	11.8%
Indonesian	303	30.8%	257	26.6%
Bangladesh	35	19.8%	122	93.1%
Indian	28	93.3%	2	40.0%

Turnover	FYE2025		FYE2024	
	Total Turnover	Turnover Rate	Total Turnover	Turnover Rate
Total Headcount	351	20.7%	424	25.8%
By Gender:				
Male	324	23.8%	388	30.0%
Female	27	8.2%	36	10.3%
By Employment Status:				
Permanent	127	12.1%	152	14.4%
Temporary	224	34.8%	272	46.3%
By Region:				
Malaysia	104	13.6%	121	16.5%
Indonesia	247	26.6%	303	33.3%
By Age Group:				
<30	159	36.8%	194	49.0%
30-50	185	16.8%	224	21.1%
>50	7	4.3%	6	3.2%
By Employee Category:				
Senior Management	0	0.0%	0	0.0%
Management	0	0.0%	0	0.0%
Executive	4	7.0%	3	5.0%
Non-Executive	347	21.6%	421	27.1%
By Division:				
Head Office	2	8.7%	0	0.0%
Plantation	340	23.1%	417	29.3%
Manufacturing	9	4.5%	7	3.5%
By Nationality:				
Malaysian	87	17.3%	101	18.6%
Indonesian	261	26.6%	309	32.0%
Bangladesh	3	1.7%	14	10.7%
Indian	0	0.0%	0	0.0%



Sustainability Report

Labour Relations

GRI 2-26, 401-2, 402-1, 404-1, 404-2, 404-3, 407-1

Employee Development and Growth

We invest in the potential of our employees through a wide range of development initiatives, including internal/external training programmes, job rotation and internal promotion opportunities. Dedicated training budgets are allocated annually across our business units to support learning activities such as workshops, technical courses and seminars. These initiatives are designed to build both role-specific competencies and future-ready capabilities.

By combining on-the-job learning, external training, and role-specific upskilling programmes, we aim to enhance the skills and knowledge to ensure our employees are well-equipped to perform in their current roles and grow into more senior positions. This strategy not only supports personal career progression, but also reinforces our succession pipeline and long-term leadership continuity across the Group.

	FYE2025	FYE2024
Total Training Hour	5,770	4,767
Average Training Hour per Employee	3.41	2.90

We aim to enhance the skills and knowledge to ensure our employees are well-equipped to perform in their current roles

	FYE2025		FYE2024	
	Total Training Hour	Average Training Hour	Total Training Hour	Average Training Hour
By Gender:				
Male	4,440	3.26	3,923	3.03
Female	1,330	4.02	844	2.41
By Employee Category:				
Senior Management	44	8.80	224	44.80
Management	693	26.65	794	31.76
Executive	1,362	23.89	983	16.38
Non-Executive	3,671	2.29	2,766	1.78
By Region:				
Malaysia	4,566	5.97	3,484	4.75
Indonesia	1,204	1.30	1,283	1.41
By Division:				
Head Office	146	6.35	272	15.11
Plantation	3,724	2.54	3,291	2.31
Manufacturing	1,900	9.41	1,204	5.96

Benefits and Remuneration

FimaCorp offers a comprehensive and equitable remuneration framework across all our operations, tailored to local conditions and legal requirements. Each division implements its own benefits scheme in line with national laws, including minimum wage legislation, and we ensure that wages do not differ by gender in any area of operation. Employees are compensated for overtime in accordance with local labour regulations. Our competitive benefits package includes both fixed and variable components, which are determined by the employee's performance, qualifications, and experience.

By focusing on the right compensation, benefits and development support, we inspire our employees to achieve their personal and professional aspirations which, in turn, improves employee productivity and engagement. By providing the right mix of compensation, benefits, and developmental support, we aim to foster a motivated workforce capable of

achieving both personal and professional aspirations, contributing to higher productivity, engagement, and retention.

In Indonesia, our subsidiary PTNJL, extends additional support to workers and their families. This includes free transportation for the children of our workers to local schools. There is a company-subsidised crèche that supports the plantation staff and workers by providing safe and convenient childcare. This facility contributed to the increased participation of women in the workforce at PTNJL and enabled them to effectively manage their work and family responsibilities.

Performance Review

In line with our performance-driven culture, FimaCorp conducts annual performance reviews for all employees which include feedback sessions, skills gap identification, and personalised training recommendations. Each employee is evaluated based on key performance indicators that reflect their role

expectations. These evaluations form the basis for determining their increment, bonus and/or promotion for that year. In FYE2025, 100% of FimaCorp employees participated in performance reviews.

Employee Engagement

FimaCorp's employee engagement initiatives are designed to not only meet the needs of our staff but also enhance our ability to attract and retain talent, which is essential for our long-term sustainable growth. Our engagement initiatives are designed not only to meet the practical needs of our people but also to foster a culture of trust, inclusion, and shared purpose. Central to our strategy is a policy of active and open communication. Through our Human Resources departments and direct interactions with line managers, employees are kept informed of key developments and organisational decisions which also helps build mutual respect and a sense of belonging across the Group.

Social events such as family days, sports activities, and festive celebrations are also organised, to strengthen workplace camaraderie and reinforce team spirit. We also prioritise the well-being of employees and their families through the provision of financial aid and essential supplies to those affected by natural disasters or chronic illness.

Freedom of Association and Collective Bargaining  
GRI 2-26, 407-1

FimaCorp is committed to upholding the rights of our employees to freedom of association and collective bargaining, in full compliance with applicable local labour laws. We work closely with labour unions and employee representatives to ensure that all negotiations are carried out in good faith and with mutual respect. Our collective agreements currently in place

play a crucial role in protecting essential worker rights encompassing among others, clear grievance and disciplinary procedures, paid time off entitlements, maternity leave provisions, severance and separation benefits, as well as salary and performance management frameworks.

In Indonesia, our subsidiary PTNJL has in place a Lembaga Kerjasama Bipartit, a joint committee which serves as a forum for regular dialogue between workers and management on various workplace matters, including industrial relations and employee welfare.

As at 31 March 2025, 5.4% of our employees are union members. We are pleased to report that in FYE2025, there are no reported violations of workers' freedom of association or collective bargaining rights across our supply chain.

Grievance Procedures

The Group is dedicated to upholding the highest standards of integrity and transparency across all areas of its operations. We conduct regular training sessions and awareness programmes to reinforce our zero-tolerance stance on discrimination and harassment in the workplace, and ensure that our employees understand their rights and the available channels for raising concerns.

Our Group Whistle-blowing Policy, which provides a safe and confidential platform for employees and external parties to report any form of misconduct, including complaints or concerns including human rights violations, misconduct including discrimination or harassment, or illegal activities without fear of retaliation.

Reports can be emailed to whistleblowing@fimacorp.com, while the Whistle-blowing Policy is publicly accessible at <http://www.fimacorp.com.my/service-provider.html>.

Sustainability Report

Group Internal Audit ("GIA") and Group Human Resource Departments are empowered to conduct investigations into reported incidents. Consequences for confirmed violations may include official warnings, suspension, or dismissal. The Audit and Risk Committee has oversight of any incidents reported under the Whistle-blowing Policy.

In FYE2025, we received an inquiry from an external stakeholder via the whistleblowing channel concerning the land status of one of the Group's estates. The matter was reviewed in detail by management and brought to the attention of the ARC. A formal response was subsequently issued to the stakeholder, addressing and clarifying the inaccuracies in the assertions made.

	FYE2025	FYE2024
Harassment cases reported through formal reporting channels	2	0
Cases/complaints reported through the whistleblowing channel	1	0
Total cases resolved	3	0

In addition to internal mechanisms, our commitment to ethical conduct is reinforced through external certifications. Our Malaysian estates are certified under the Malaysian Sustainable Palm Oil ("MSPO") standards, which include strict requirements related to governance, grievance and ethical business conduct.



Sustainability Report

Human Rights  
GRI 409-1, 412-2

At FimaCorp, we are firmly committed to upholding human rights across every aspect of our operations. Our internal policies explicitly prohibit all forms of forced, bonded, or involuntary labour, and we take active steps to ensure compliance with legal standards, including those governing minimum working age, working hours and fair treatment. We also focus on providing safe and healthy workplaces for all employees. Furthermore, we recognise and support the rights to freedom of association, collective bargaining, and access to grievance mechanisms.

We hold our vendors and service providers to the same ethical standards as our own, expecting strict adherence to these principles. This includes strict compliance with our human rights policies throughout their operations and supply chains.

Monitoring and Accountability

Group Internal Audit conducts human rights assessments as part of its routine audit scope across all divisions. These reviews focus on key risk areas such as working hours, wages, and general labour practices. The objective is to identify compliance gaps, as well as provide management with practical insights and tools in order to implement corrective actions where needed. In addition to our internal reviews, our operations are regularly subject to third-party assessments including those by regulatory authorities, certification bodies, and customers. The objective of these assessments is to verify our continued compliance with legal requirements, contractual obligations and stakeholder expectations.



Zero Tolerance for Forced, Bonded, and Child Labour

FimaCorp maintains a strict stance against all forms of forced, bonded or child labour, both within our operations and extended supply chains. We are committed to ensuring that all employment relationships are based on free will, without coercion, deception, or threat. Every division and business unit, supported by their respective human resources departments, is responsible for implementing and enforcing robust recruitment procedures to verify that all workers whether permanent or temporary, meet the minimum legal working age at the time of employment. Employee profiles and supporting identity documents are securely recorded and maintained in our HR data system for the full duration of employment.

We do not, and will not, knowingly engage or maintain business relationships with any party known to be involved in slavery, forced labour, or child exploitation. Furthermore, we require all suppliers and vendors to adhere to our ethical guidelines

and human rights standards, mandating a declaration of compliance from them. Failure to adhere to our standards may lead to serious repercussions, including the potential suspension or termination of the business relationship.

Ethical Recruitment and Protection of Guest Workers

At our Malaysian estates, guest workers make up 51.8% of their total workforce. We acknowledge that guest workers can be vulnerable to exploitation and situations of modern slavery, and we are committed to safeguarding their rights and well-being throughout their employment with us.

All guest workers are recruited legally through approved channels recognised by both Malaysian authorities and the respective source countries. Recruitment is carried out via direct hiring, and all authorised agents are contractually bound to our code of conduct, which strictly prohibits any form of unethical practice. Face-to-face interviews are conducted at the source country to ensure that they are not being exploited. Prospective workers receive employment contracts translated into their native languages, and terms are clearly explained during pre-departure briefings. Our own representatives are present to facilitate understanding and ensure informed consent prior to contract signing.

Furthermore, we bear the full costs of recruitment, including working permit fees, levies, travel passage and medical screening (“FOMEMA”). Passports and other form of personal identification remain fully in the possession of the guest workers at all times. Upon arrival in Malaysia, workers are provided with well-appointed, comfortable living quarters that include internet connectivity, recreational facilities, and access to spaces for religious worship.

Occupational Safety and Health (“OSH”)  
GRI 403-1, 403-2, 403-4, 403-5, 403-9

Ensuring the safety and well-being of our workforce remains a top priority at FimaCorp. We adopt a zero-harm agenda that prioritises safe and healthy working conditions across all our operations. This agenda is championed by division heads, who are accountable for ensuring full compliance with relevant occupational health and safety legislation and the effective implementation of structured safety frameworks.

Our OSH approach is proactive and preventive, focusing on risk identification, mitigation and continuous improvement. By embedding a culture of safety at every level, we aim to minimise incidents, protect our people, and maintain operational continuity.

Our facilities are equipped with essential safety infrastructure, including first aid kits, firefighting systems, and spill prevention controls. We have rigid safety programmes and swift emergency response plans in place to manage potential workplace hazards effectively. Daily safety briefings are conducted at all worksites to maintain hazard awareness and workers are required to use personal protective equipment (“PPE”) where applicable. Contractors are also required to undergo thorough safety, health, and environmental briefings before entering any of our facilities, ensuring that all individuals on-site are aligned with our safety protocols.

To maintain a high level of preparedness and competence, the Group also provides periodic refresher training to employees. These sessions cover updates to safety policies, operational procedures, and the application of safe work systems. Through these ongoing occupational safety and health initiatives, FimaCorp continues to foster a workplace culture anchored in prevention, empowerment, and shared accountability.

OSH Performance

In FYE2025, the Group recorded a significant improvement in its overall workplace safety performance, with the accident rate declining to 12.04, from 27.37 in the previous year. This positive trend demonstrates our ongoing commitment to maintaining safe and healthy working environments across all operational sites.

While our Indonesian subsidiary, PTNJL, reported the highest number of workplace incidents during the year, primarily involving physical injuries and the use of tools and equipment, it also achieved a notable halved reduction in accidents compared to FYE2024. This reflects the effectiveness of targeted safety interventions implemented during the year. Measures introduced by PTNJL included tighter site-level safety controls, enhanced worksite supervision, and more rigorous hazard identification practices.

Consequently, to sustain this momentum, PTNJL institutionalised daily safety briefings at all critical sites to reinforce awareness and encourage safe work behaviours. Additionally, all new hires are now required to undergo mandatory safety training, which includes hands-on instruction on operational protocols and the proper use of tools and personal protective equipment.

PTNJL successfully retained its *Sistem Manajemen Keselamatan dan Kesehatan Kerja (“SMK3”)* certification—a national Indonesian occupational health and safety management system comparable to the internationally recognised OHSAS 18001:2007. This accreditation reaffirms the Group’s compliance with both local regulatory standards and international benchmarks in workplace safety.

Employee OSH Performance		
	FYE2025	FYE2024
Recordable Work-related Injuries	20	45
Injuries by Absent Days	199	716
Total Working Hours	3,491,664	3,544,112
Accident Rate*	12.04	27.37
Lost Time Injuries Frequency Rate (“LTIFR”)**	5.73	12.70
Fatalities	0	1

\* Accident rate indicates the number of injuries per 1,000 workers  
\*\* LTIFR indicates the number of injuries per 1,000,000-man hours



Hazard Identification, Risk Assessment and Risk Control

The Group adopts a structured and methodical approach to Occupational Safety and Health through our Hazard Identification, Risk Assessment, and Risk Control (“HIRARC”) system. This system is a core component of our operations and aligns with the general duties outlined in the Occupational Safety and Health Act 1994 (Act 514), ensuring a solid foundation for risk management across all levels of the organisation.

Our HIRARC process is fully integrated into business planning and daily operations, ensuring consistent application of risk management. In the event of a hazardous incident, we follow a clear and systematic response protocol:

- 1

**Incident Reporting**

The employee identifies and reports the hazard or incident to the Person in Charge within their respective unit.
- 2

**Documentation and Escalation**

The Person in Charge records the details of the incident and escalates it to the Safety, Health, and Environment (“SHE”) Manager.
- 3

**Regulatory Reporting**

The SHE Manager files a formal report with the Department of Occupational Safety and Health (“DOSH”) within seven days of the incident.
- 4

**Investigation**

A detailed investigation is carried out by the SHE Manager, in consultation with members of the Occupational Safety and Health Committee, to determine the root cause of the incident.
- 5

**Risk Mitigation Recommendations**

The Safety and Health Committee reviews the investigation findings and proposes appropriate measures to manage and reduce future risks.
- 6

**Implementation of Corrective Actions**

Corrective actions are put in place to prevent the recurrence of similar incidents.
- 7

**Management Review**

A detailed report covering the incident, findings, and follow-up actions — is presented to management for review and further oversight.

OSH Awareness and Training

FimaCorp maintains a strong emphasis on occupational safety and health awareness, governance, and training across all operational levels. Each division has its own Health and Safety Committee, comprising representatives from both management and the workforce. These committees play a vital role in overseeing staff safety, reviewing incident reports, investigating accidents, and resolving safety-related concerns. To foster a culture of continuous improvement, findings from all serious incident investigations and corresponding actions are shared with the Group’s divisional management.

“  
In FYE2025,  
a total of 42 employees attended  
Occupational Safety &  
Health training  
”



We maintain a rigorous schedule of preventive maintenance, necessary repairs, and where required, equipment or infrastructure replacements across our facilities, plants and terminals to ensure optimal functionality, operational integrity, compliance and safety. This approach is further complemented by periodic safety audits to verify compliance and identify potential improvements. Divisions actively engage employees through targeted OSH activities, including safety campaigns, emergency drills, and regular reviews of standard operating procedures. These activities are tailored to address division-specific risks and regulatory obligations.

Our employees have received training in various areas, including control of industrial major hazards, which cover topics such as hazard identification, risk assessment, CPR/first-aid, and compliance with occupational safety and health regulations. In FYE2025, a total of 42 employees received training in these key areas. Additionally, 30 employees successfully completed the Basic Occupational First Aid training while just subsequent to the year-end, further strengthening our on-site emergency response readiness across the Group.

Community  
GRI 203-2, 413-1

Our approach to community engagement is driven and managed by our businesses to ensure value is created in ways that best fit their operations and the communities’ cultural contexts.

Social Impact Assessment (“SIA”)

SIA are conducted for relevant plantation developments, both before and during their operations to evaluate how our developments impact local socio-economic conditions. During the SIA process, we actively engage with members of the surrounding communities to seek their feedback, to ensure that they are fully informed about our projects and ultimately, obtain their free prior and informed consent (“FPIC”). Furthermore, in adherence to MSP0 standards, our estates conduct annual Aspect and Impact Assessments that engage both the community and stakeholders to continuously monitor and mitigate our operations’ environmental, social, and economic impacts.

Community Engagement and Investments

Our community engagement and investments are focused on issues that affect the success and quality of life of the communities where we have a presence. FimaCorp works to address these issues through programmes in 3 key areas namely education and economic empowerment, environment and community:

- Local employment, internships and training**  
Since 2018, 125 university graduates have participated in an 8-month workplace experience within the Group’s Malaysian operations under the Protégé programme, which includes practical training and the development of job-specific skills, along with allowances and benefits. 12 vocational students majoring in agriculture and business from a local institution in Nunukan gained practical experience through a 6-month internship programme at PTNJL. We are also upskilling workers in our oil palm plantations as we transition towards greater mechanisation in harvesting operations. This shift not only improves the land-to-labour ratio and overall productivity, but also enhances worker well-being by reducing physical strain and offering the potential for increased earnings.
- Water Treatment and Distribution**  
PTNJL processes and distributes water from its own catchment area to nearby villages for daily use and irrigation.
- Sustainable Energy Utilisation**  
By-products such as mesocarp fibre and palm shells are used at PTNJL’s palm oil mill to generate renewable energy which is then used to power local facilities including workers’ quarters, schools, government facilities and mosques.
- Platform Konsultasi dan Komunikasi**  
This platform enhances communication between our Plantation Division’s Malaysian estates and local stakeholders, improving community relations and collaboration.





Sustainability Report



Our Alignment to SDGs



Strategic Commitments

- Upholding Responsible Business Practices Guided by Corporate Values
- Integrating Sustainable Practices for Maximum Benefits to Business and Society
- Zero Tolerance for Fraud, Bribery and Corrupt Practices
- Promoting Transparency and Sustainability in Supply Chains

Responsible Business Practices  
GRI 201- 1

We strive to uphold responsible business practices that align with our corporate values. Our values guide our employees to act with integrity, accountability, and a strong sense of responsibility. By caring about the work that we do, about our fellow employees and stakeholders, we strive to build a business that is respectful and responsible. We treat all our stakeholders with dignity and respect, and we hold the same expectation for our stakeholders to do the same.

Our approach is underpinned by our robust policies designed to ensure adherence to all national and international statutory and regulatory requirements as well as international conventions and treaties. These policies address ESG aspects of our operations and guide both our strategic and daily decision-making processes. We regularly review and update these policies to reflect evolving sustainability issues and stakeholder expectations.

This year, we further strengthened our governance of ESG matters through the introduction of a Group Sustainability Policy. This policy establishes a cohesive framework across the Group - covering key areas such as environmental management, health and safety, and supply chain practices - and builds upon our earlier statements, which were initially developed to meet MSPD compliance requirements. The policy now clearly articulates the Group's expectations and requirements for the conduct of our businesses, employees, suppliers, and partners.



For further details, please visit our governance page <http://www.fimacorp.com/corporate-governance.php> or scan the QR Code

Anti-Bribery and Corruption  
GRI 205-2, 205-3

We are committed to ethical business practices. We maintain a zero-tolerance policy for fraud, bribery, and corruption, ensuring all interactions are conducted with professionalism, fairness, and integrity.

Our Group-wide policy strictly forbids our officers, employees, agents, and service providers from engaging in any form of gift-giving or receiving that could be perceived as an unfair advantage. This includes offering, soliciting, or accepting such benefits in exchange for favours or to secure any improper privilege. Through this clear and comprehensive policy, we aim to foster a culture of integrity and transparency throughout all our operations. Violations of this policy are met with stringent measures, which may include disciplinary actions or termination of business relationships to maintain compliance and uphold our ethical standards.



To promote these ethical standards into our business practices, we include anti-bribery clauses in all vendor and service provider contracts. This helps ensure that our expectations regarding ethical conduct extend across our value chain. In parallel, all new employees are required to complete comprehensive anti-bribery training upon joining the Group, with refresher courses conducted regularly to keep our workforce informed about evolving bribery risks and the importance of ethical conduct.

Our training materials are continually updated to reflect emerging risks and regulatory developments. Additionally, we conduct periodic reviews of authority limits to enhance transparency and further reinforce our integrity procedures. All employees are required to annually confirm their compliance with the Group's Anti-Bribery Policy on an annual basis. The policy, which is accessible via the Company website, clearly states that every employee shares responsibility for the prevention and detection of fraud, bribery, and corruption. Any suspected instances must be reported immediately and will be investigated thoroughly and without delay.

Complementing these measures, we have established a Whistle-blowing Policy that protects the confidentiality of those who report incidents of misconduct. This policy outlines clear procedures for the investigation and follow-up of any reports of non-compliance.

In total,  
405 participants  
attended anti-bribery  
training during the year

Strengthening Integrity and Upholding  
Ethical Standards

In FYE2025, the Group continued to implement initiatives as part of its proactive approach to promoting high ethical standards and fostering a safe and conducive work environment for its employees.

These included on-site integrity training sessions for workers and staff of the Manufacturing division. In Q4 FYE2025, the Group also organised a hybrid training session that addressed topics such as anti-bribery policies and critical workplace issues such as child labour,

bullying, sexual harassment, grievance procedures, and cybersecurity awareness.

In total, 405 participants attended these training sessions.

Value Distribution to  
Our Stakeholders  
GRI 201-1, 201-3, 203-2

We are proud to support the communities in which we operate and the economic contribution we make through taxes paid to governments of our host countries, both direct and indirect. Our contribution comprises local and government taxes, social security contributions on the wages of our employees, sales and services tax ("SST"), customs duties and property taxes.

Revenue:  
**RM236.79 million**  
FYE2024 : RM206.75 million

Employee Wages and Benefits:  
**RM49.63 million**  
FYE2024 : RM47.22 million

Taxes Paid:  
**RM19.78 million**  
FYE2024 : RM19.02 million

Dividends:  
**RM29.62 million**  
FYE2024 : RM29.64 million

Number of Employees:  
**1,694**  
FYE2024 : 1,644

Community Investments:  
**RM0.14 million**  
FYE2024 : RM0.32 million



Sustainability Report

These contributions foster economic growth as they support the provision of essential services and the development of infrastructure, which benefits the broader community. In Malaysia, our financial responsibilities also include contributions to the Employee Provident Fund (“EPF”) and the Social Security Organisation (“SOCSO”), as mandated by law.

Cyber and Data Security  
GRI 418-1

We take a proactive approach by regularly updating antivirus and firewall systems to secure our information, protect IT networks, and maintain the integrity of our communication assets across all divisions. Each division, including the Head Office, operates its own dedicated network and IT team, which oversees risk management and serves as the first line of defence against potential threats.

Our IT departments conduct daily system monitoring using automated reporting tools to analyse traffic and detect potential security threats. These are further mitigated through layered controls such as routine screenings and spam filters. During the year, there were no material incidents of phishing and malware.

Nevertheless, we continue to strengthen our defences implementing regular vulnerability testing of IT systems and processes to minimise potential risks. We also conducted a cybersecurity and data privacy awareness training session during the year. The session featured a guest speaker who shared practical insights on online scams, common tactics used by fraudsters, and preventive measures that employees can take to safeguard themselves and the organisation from cyber threats. Safeguarding the privacy and integrity of all data remains a top priority for us. We maintain strict security protocols to prevent unauthorised access, data leaks

or illegal manipulation of information. Any breaches or violations are addressed with the utmost seriousness, and we continuously evaluate and improve our data security measures to ensure that they remain robust and effective.

Sustainable and Traceable Supply Chain  
GRI 2-6, 204-1

The Group recognises that a sustainable and traceable supply chain is integral to our business operations. Any interruptions to our supply chains can impact production output of our operating units, exposing us to legal, financial, reputational and other risks that might have lasting consequences on our profitability.

To mitigate this, each division has documented policies and procedures for specified procurement processes. We actively engage with suppliers throughout the process, from tendering to on-site inspections. We maintain constant communication with suppliers on cost efficiency, environmental responsibility, and social compliance throughout our supply chain to enhance traceability and transparency.

Supporting Local Procurement

We actively support local suppliers and entrepreneurs by prioritising the procurement of locally sourced goods and services. In Malaysia and Indonesia, 89.6% and 98.7% of contracts for goods and services are awarded to small and medium-sized local companies respectively. Sourcing locally not only strengthens local economies but also helps us reduce the carbon footprint associated with our operations, and the products and services we provide to our customers.

While we prioritise supporting local businesses, certain specialized components, such as security printer inks and heavy equipment spare parts, are not always available locally and have to be imported. In such cases where local sourcing is not feasible or practical, we ensure that the procurement process is transparent, competitive, and fair.

Percentage (%) of Suppliers Engaged in Malaysia and Indonesia

	FYE2025		FYE2024		FYE2023	
	Local	Foreign	Local	Foreign	Local	Foreign
Malaysia	89.6	10.4	98.3	1.7	97.7	2.3
Indonesia	98.7	1.3	87.0	13.0	79.5	20.5

Innovation and Technology

We continue to leverage technology and process innovation to improve efficiency, adaptability, and risk mitigation, ultimately delivering value to our customers and stakeholders.

For example, the Manufacturing division’s new state-of-the-art digital printing machine features end-to-end solutions that have significantly reduced waste and minimised downtime, leading to both cost savings and greater resource efficiency. It also enables short-run printing, allowing smaller production batches tailored to actual demand, ensuring that only what is needed is printed. In addition, it uses environmentally friendly, water-based ink instead of the conventional solvent-based inks, thus reducing the

Sustainability Report

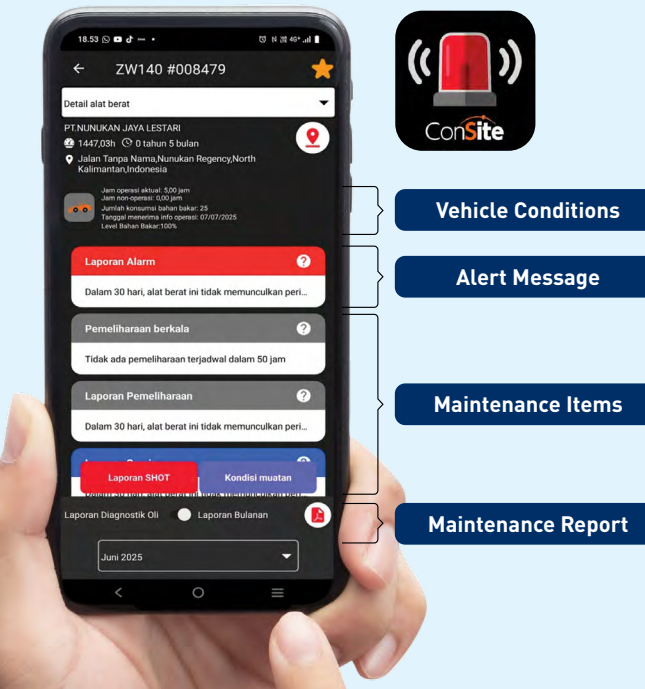
division’s environmental impact. Furthermore, it eliminates the need for traditional printing plates, forms and chemicals, which in turn contributes to cleaner, more sustainable production processes.

The Plantation division continues to utilise geospatial technologies, including GPS and GIS, in various aspects of their operations. These technologies ensure accurate preplanning, and data-driven decision making in aspects such as road construction, and terrace positioning. Satellite imagery is also used to map new estate developments and facilitate tree counting, maximising planting density of potential planting areas and overall efficient management of plantation operations. Additionally, the use of drones for estate surveillance and wildlife monitoring provides real-time operational visibility and supports better land management decision-making.

From Data to Uptime:  
Smarter Monitoring in Action

PTNJL has adopted the ConSite application, a digital platform developed by Hitachi, to remotely monitor the condition and performance of heavy machinery. The app provides near real-time data and automated monthly reports on key indicators such as usage patterns, fuel consumption, operating hours and potential fault alerts.

By enabling data-driven preventive maintenance and early fault detection, the app has helped reduce unplanned equipment downtime, improve machine utilisation and extend asset lifespan. These improvements also support more efficient resource use and help reduce the operational and maintenance costs associated with our machinery assets.



Upholding Quality, Standards and Certifications  
GRI-417-1, 417-2

We are committed to maintaining the required safety and quality standards and certifications across our operations. We continuously monitor industry best practices and adapt to evolving regulations. This dedication allows us to deliver on the expectations of our customers and stakeholders.

Plantation

Since FYE2020, 100% of our fully developed Malaysian estates have maintained their MSPO certifications. Selected employees have been sent for MSPO 2.0 training to ensure that we have the necessary competencies to maintain, support our MSPO certification and meeting international sustainability standards, especially concerning elements such as traceability, deforestation, and good labour practices. Additionally, the Plantation Division adheres to ISO 14001:2015 standards.

In Indonesia, the Indonesian Sustainable Palm Oil (“ISPO”) audit on PTNJL remains status quo pending regularisation of PTNJL’s HGU before the ISPO certification process can be resumed.







**Malaysia Sustainable Palm Oil ("MSPO")**  
10 Malaysian estates are MSPO-certified. The MSPO ensures responsible management of palm oil plantations, smallholdings and palm oil processing facilities. The MSPO certification also safeguards human and workers' rights.



**ISO 14001:2015  
(Environment Management System)**  
PTNJL's commitment to environmental sustainability is reflected in its ISO 14001:2015 certification, covering its CPO, CPKO, and palm kernel production processes.

**Cultivating Sustainability –  
Beyond Compliance with MSPO 2.0**

When the Malaysian Sustainable Palm Oil ("MSPO") standard was updated to MS 2530:2022, we perceived it not just as a compliance milestone, but as a significant opportunity to strengthen how we work and reinforce our commitment to responsible practices.

In early 2025, we rolled out a series of focused training sessions across our estates to ensure our teams fully understood the updated MSPO 2.0 requirements, and to help them apply these standards confidently in their daily operations. They were practical, grounded sessions aimed at bridging the gap between policy and practice. The training focused on the following key areas:

- 1 Understanding the new standard: We walked through what's changed from the previous MS 2530:2013 version and what it means on the ground from planning and documentation to sustainable field practices.
- 2 Measuring what matters: Teams were asked to reflect on how well MSPO 2.0 practices are being integrated into day-to-day operations with an emphasis on driving real improvements rather than simply ticking boxes.
- 3 Engaging communities: A major focus of the training was on Social Impact Assessments ("SIA") - understanding local needs, mapping key stakeholders, and applying engagement strategies that build trust and deliver long-term value to communities.



While certification is important, we view sustainability as more than a compliance target; it is a mindset that reflects our deep commitment to responsible practices, community well-being, environmental stewardship, and operational excellence.

**“By investing in these training sessions, we are equipping our teams with the knowledge and skills to lead, adapt, and grow in line with evolving standards and expectations. Additionally, we are laying the foundation for sustainable progress that will benefit both our business and the communities we serve.”**

**Mohamad Shahrul Bin Khalil**  
Head of MSPO Working Group

**Manufacturing**

The Manufacturing Division upholds the following regulatory standards and certificates:



**ISO 27001:2013  
Information Security Management**  
The accreditation reflects PKN's compliance with the highest international and security control standards to protect information against any security risks, underpinning their commitment to delivering excellence.



**ISO 9001:2015  
Quality Management System**  
This certification affirms that PKN's implementation of effective quality management systems that meet internationally recognized standards.



**ISO 37001:2016  
Anti-Bribery Management Systems**  
This certification affirms PKN's adherence to anti-bribery policies, procedures, measures, and controls.



**ISO 14298:2013  
Graphic Technology-Management of  
Security Printing Processes**  
This accreditation reflects PKN's adherence to the established guidelines and requirements for managing secure printing processes.



Statement of Assurance

Statement of assurance to the Board of Directors and Management and Fima Corporation Berhad.

Scope

We have performed an internal assurance review for selected subject matters and performance indicators to be published in FimaCorp’s Sustainability Report, forming part of the Annual Report for the financial year ended 31 March 2025. The objective of the review process is to provide assurance to FimaCorp and its stakeholders on the accuracy and reliability of the information to be presented in the Sustainability Report.

Procedures


Our procedures include:



- testing, on a sample basis, underlying source information to check accuracy of the data;
- examining, on a sample basis, evidence supporting the selected performance indicators; and
- checking that the calculation has been applied as per the set methodologies.

We have also reviewed the process of collecting, gathering and consolidating the data and numbers.

Subject Matters and Performance Indicators

The selected subject matters and performance indicators are as follows:

Type of Assurance	Component	Subject Matter/Performance Indicator	Scope
Internal Review	 Environmental	Water management: <ul style="list-style-type: none"><li>• water consumption and management</li><li>• water intensity per MT of FFB processed</li></ul>	Operations assessed: 1. Malaysia 2. Indonesia
		Waste management: <ul style="list-style-type: none"><li>• waste generation</li><li>• disposal method of hazardous and non-hazardous waste materials (domestic, scheduled, and production)</li></ul>	
		Energy and emissions: <ul style="list-style-type: none"><li>• scope 1 and 2 emissions</li><li>• renewable and non-renewable energy use</li><li>• fuel intensity across various activities including harvesting operations</li></ul>	

Type of Assurance	Component	Subject Matter/Performance Indicator	Scope
Internal Review	 Social	Diversity and inclusion: <ul style="list-style-type: none"><li>• employee headcount by gender, age group and country</li><li>• employment status by permanent and contract</li><li>• new hires, attrition, and turnover by gender, age group</li></ul>	Operations assessed: 1. Malaysia 2. Indonesia
		Labour relations: <ul style="list-style-type: none"><li>• total hours of training by employee category, country, and gender</li></ul>	
		Occupational safety and health: <ul style="list-style-type: none"><li>• work-related accidents and incidents</li><li>• lost time injuries</li><li>• fatalities</li><li>• accident rates</li></ul>	
	 Governance	Value distribution: <ul style="list-style-type: none"><li>• community investments</li><li>• dividends</li><li>• employee wages and benefits</li><li>• tax payment</li></ul>	Operations assessed: 1. Malaysia 2. Indonesia
		Sustainable and traceable supply chain: <ul style="list-style-type: none"><li>• local procurement practices</li></ul>	
		Upholding quality, standards and certifications: <ul style="list-style-type: none"><li>• externally verified certifications and, adherence to recognised international standards</li></ul>	

During the review process, clarifications were sought from the business units on specific findings, and to substantiate the accuracy of certain data points. The business units have satisfactorily corrected any inaccuracies or omissions identified during the review, and all corrections have been incorporated into the final version of the Sustainability Report.

Considerations and limitations

Non-financial data are subject to more inherent limitations than financial data, given both their nature and the methods used for calculating or estimating such data. Qualitative interpretations of relevance, materiality and the accuracy of data are subject to individual assumptions and judgements. We have not undertaken work to confirm those factors, nor have we carried out any work on data reported in respect of forward-looking statements, including future projections and targets.

Conclusion

Based on the procedures we have performed, we conclude that the selected subject matters and performance indicators listed above together with the related disclosures have been prepared and presented fairly in the Sustainability Report. Accordingly, GIA is of the opinion that the Sustainability Report provides a reasonable and well-balanced depiction of FimaCorp’s sustainability performance for the reporting year.

Thank you.

Group Internal Audit



Sustainability Report

Performance Data Table

Indicator	Measurement Unit	2023	2024	2025
Bursa (Water)				
Bursa C9(a) Total volume of water used	Megalitres	328.000000	203.000000	174.000000
Does the company disclose the number of incidents of non-compliance with water quality/quantity permits, standards and regulations	Number	0	0	0
Three years of total water withdrawal data is disclosed by source - Surface water from rivers, lakes, natural ponds	Cubic meters	276,429.00	157,807.00	138,475.29
Three years of total water withdrawal data is disclosed by source - Groundwater from wells, boreholes	Cubic meters	19,033.30	13,746.00	9,860.00
Three years of total water withdrawal data is disclosed by source - Municipal potable water	Cubic meters	32,689.00	31,047.00	25,716.00
Three years of total water withdrawal data is disclosed by source - Total	Cubic meters	328,151.30	202,600.00	174,051.29
Plantation Indonesia Water Intensity	cbm/MT	0.49 *	0.27 *	0.25
Bursa (Waste management)				
Bursa C10(a) Total waste generated	Metric tonnes	190,380.59	161,340.83	123,180.22
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	190,377.80	161,335.17	123,141.65
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	2.79	5.66	35.60
Disclosure of three years of hazardous waste generation (tonnes)	Metric tonnes	12.36	27.63	17.66
Bursa (Energy management)				
Bursa C4(a) Total energy consumption	Megawatt	20,078.85	20,088.23	20,240.47
Plantation Malaysia Fuel Intensity	L/MT	3.75	3.86	3.37
Plantation Indonesia Fuel Intensity	L/MT	2.92	1.86	2.21
Bursa (Emissions management)				
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	4,576.33	4,861.95	4,236.80
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	2,100.46	1,484.06	1,544.41
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	133.52	298.00	433.00
Bursa (Diversity)				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
Senior Management Under 30	Percentage	0.00	0.00	0.00
Senior Management Between 30-50	Percentage	60.00	20.00	20.00
Senior Management Above 50	Percentage	40.00	80.00	80.00
Management Under 30	Percentage	0.00	0.00	0.00
Management Between 30-50	Percentage	68.00	68.00	73.08
Management Above 50	Percentage	32.00	32.00	26.92
Executive Under 30	Percentage	20.97	11.67	7.02
Executive Between 30-50	Percentage	69.35	80.00	84.21
Executive Above 50	Percentage	9.68	8.33	8.77
Non-Executive Under 30	Percentage	28.66 *	25.03 *	26.65
Non-Executive Between 30-50	Percentage	62.64 *	64.16 *	64.32
Non-Executive Above 50	Percentage	8.70 *	10.81 *	9.03
Gender Group by Employee Category				
Senior Management Male	Percentage	80.00	80.00	80.00
Senior Management Female	Percentage	20.00	20.00	20.00
Management Male	Percentage	88.00	84.00	80.77
Management Female	Percentage	12.00	16.00	19.23
Executive Male	Percentage	70.97	73.33	73.68
Executive Female	Percentage	29.03	26.67	26.32
Non-Executive Male	Percentage	76.20 *	78.83 *	80.70
Non-Executive Female	Percentage	23.80 *	21.17 *	19.30

Sustainability Report

Indicator	Measurement Unit	2023	2024	2025
Bursa C3(b) Percentage of directors by gender and age group				
Male	Percentage	83.33	83.33	83.33
Female	Percentage	16.67	16.67	16.67
Under 30	Percentage	0.00	0.00	0.00
Between 30-50	Percentage	0.00	0.00	0.00
Above 50	Percentage	100.00	100.00	100.00
Percentage of women in the global workforce.	Percentage	23.81 *	21.29 *	19.54
Bursa (Labour practices and standards)				
Bursa C6(a) Total hours of training by employee category				
Senior Management	Hours	64	224 *	44
Middle Management	Hours	672	794	693
Executive	Hours	1,257	983	1,362
Non-Executive	Hours	2,944	2,766	3,672
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	28.88 *	35.77 *	37.96
Bursa C6(c) Total number of employee turnover by employee category				
Senior Management	Number	0	0	0
Middle Management	Number	1	0	0
Executive	Number	3	3 *	4
Non-Executive	Number	552 *	421 *	347
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0
Bursa (Health and safety)				
Bursa C5(a) Number of work-related fatalities	Number	0	1	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	1.50 *	2.54 *	1.15
Bursa C5(c) Number of employees trained on health and safety standards	Number	82	206	42
Number of work-related employee fatalities, over last 3 years	Number	0	1	0
Number of work-related contractor fatalities, over last 3 years	Number	0	0	0
Bursa (Community/Society)				
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	396,038.00	319,664.00	141,478.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	107	124	61
Bursa (Anti-corruption)				
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category				
Senior Management	Percentage	0.00	80.00 *	40.00
Management	Percentage	4.00	8.00	100.00
Executive	Percentage	3.23	18.33	96.49
Non-executive	Percentage	3.33 *	4.57 *	19.93
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0
Bursa (Supply chain management)				
Bursa C7(a) Proportion of spending on local suppliers	Percentage	68.21 *	88.55 *	90.90
Bursa (Data privacy and security)				
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Fima (Governance)				
Number of Board Directors	Number	6	6	6
Number of independent Directors on the board	Number	3	3	3
Number of women on the board	Number	1	1	1
Annual General Meeting: Number of days between the date of notice and date of meeting	Number	28	28	28