



AFI COMMUNICATION POLICY

PURPOSE

AFI staff are frequently required to communicate with various stakeholders, both internal and external, and this policy is designed to guide AFI management and employees in what the Board of AFI authorizes as types of communications.

SCOPE

This policy applies to all employees of the company who need to communicate anything related to the company, in any shape or form, to any party, both internal and external to AFI. This includes, the Shareholders, Employees, Media, NGO's, Associations, Regulatory Authorities, Customers, Suppliers, and the Communities in which we operate.

In all cases, AFI staff are required to communicate within the approved limits contained in the AFI Authority Matrix, and within the limits of the approved AFI annual budget.

COMMUNICATION GUIDELINES

Transparency is important in our company; however, all communications should be conducted professionally and should not be abusive or offensive to anyone, or any group. All communications should protect the rights of the company and its employees and should not express the personal views of any employee regarding, race, ethnicity, sexual orientation, religion, or politics. Communications should be appropriate, comprehensible, and intelligible for the audience for which it is aimed, considering diversity aspects such as gender, language, culture, and literacy. Furthermore, any information communicated must be consistent with any information generated within the company's business management systems and be reliable.

INTERNAL COMMUNICATIONS

The managers and employees of AFI are encouraged to communicate frequently with each other in the course of performing their duties and should do so in terms of the guidelines referred to above. Examples of internal communications include; Daily, Weekly, and Monthly Reports, Health and Safety Reports, Investigations, Email, all types of Meetings, Training, etc.

EXTERNAL COMMUNICATIONS

Only certain managers and employees are authorized to communicate externally on behalf of the company, and the scope of their communications is limited to their own job function. The following are the categories of external communications authorized by the AFI Board:



Shareholders:

This mainly refers to Hijauan Bengkoka Plantations Sdn. Bhd. and SAFODA.

Only the General Manager (GM), the Chief Finance Officer, or the Social & Government Affairs Manager is authorized to communicate directly with the senior management of either of the two Shareholders. In the event that other staff are approached directly by either of the two Shareholders, they should inform the GM, CFO, or Social & Government Affairs Manager as appropriate, or copy them into any emails sent to the Shareholders. In matters related to land issues in Bengkoka, AFI Managers or Officers are authorized to communicate directly with SAFODA Managers as required.

Media:

This is defined as the Print Media, Online Media, TV Media, and social media.

Only the AFI Directors or the GM are authorized to communicate with this group on behalf of AFI. The GM will, wherever possible, seek the prior approval of the Major Shareholder and then the AFI Board before communicating with this external group. If the media approach any other AFI employee for comment, they should politely reply that they do not have a mandate to represent the company and have no comment to make. Any AFI Director wishing to communicate with this group regarding AFI should, as far as possible, first seek the approval of the other AFI Directors.

NGO's:

This is defined as any NGO that has an interest in our business, or in the communities affected by our business.

Only AFI Senior Managers can communicate in writing with this group, although AFI Managers or Officers are authorized to communicate verbally with this group on programs that have received the approval of the GM. Where the AFI GM has not approved programs, any staff approached by an NGO should advise them that they do not have a mandate to speak on behalf of AFI and refer them to the relevant AFI Manager as appropriate.

Associations:

This is defined as any formally constituted Association that has an interest in our operations and could also include Associations of which AFI is a member, or that represent the industry in which AFI operates.

Only the GM or an employee representing the GM may communicate with this group, other than when AFI is a member of the Association, where administrative staff are authorized to communicate on administrative matters.



Regulator Authorities:

This is defined as the various Government Departments that we interact with in the course of our duties.

Any AFI Manager or Officer may communicate with this group on behalf of AFI as required for administrative, regulatory, or reporting reasons.

Only the GM or his senior management team is authorized to write letters to this group under the AFI letterhead.

Customers:

This is defined as any customer who purchases goods or services from AFI.

Only the GM, the Chief Finance Officer (CFO), or anyone related to the routine transactional requirements of documentation, operations, or invoices, is authorized to communicate with any customer of AFI. Only the GM can negotiate contracts, agreements, shipping rates, sales volumes, sales prices, credit notes, or contractual delivery schedules as required.

Only the GM or his senior management team is authorized to write letters to approved customers under the AFI letterhead.

Suppliers:

This is defined as the suppliers of goods delivered to the company; e.g., spares, fertilizers, chemicals, fuels and oils, etc., or suppliers of services; e.g., consultancy, banking, utilities, travel and accommodation, etc.

Only the GM and CFO may select and approve suppliers at the Supplier Selection Committee meetings held from time to time. Any AFI staff related to the routine transactional requirements of documentation, operations, or payments are authorized to communicate with any supplier to AFI. Only the GM, CFO, or delegated Purchasing Officer can negotiate or approve contracts, agreements, rates, volumes, purchase prices, or contractual delivery schedules as required.

Only the GM or his senior management team is authorized to write letters to approved suppliers under the AFI letterhead.



Communities:

This is defined as anyone living in, or around our area of operations, or within the SAFODA Gazette area, and could include Tribal and Native groups representing these communities.

Only the GM, Social & Government Affairs Manager, Human Resources Manager, or the AFI social, environmental, and plantation team are authorized to communicate with the community, either verbally or in writing, regarding community-related matters.

An exception is the community engaged in the AFI Community Forestry Projects, where the resources and finance department, in addition to the departments mentioned above, are authorized to communicate with the community.

Only the GM or his senior management team is authorized to write letters to the community under the AFI letterhead.

John Mervyn Baxter
General Manager

30 November 2024