BURAPHA
AGRO-FORESTRY

Forest Management Plan

2025 - 2035

This document provides a public summary of Burapha’ s Forest Management Plan and presents an overview of how plantations are planned and managed in line with legal, environmental, social, and certification requirements. It describes the management framework, key risks and safeguards, and the systems in place to support responsible forest management.

Detailed operational procedures, technical instructions, and supporting documentation are maintained internally and are made available to auditors, authorities, and other relevant parties as required.

FOREST MANAGEMENT PLAN SUMMARY

Burapha Agroforestry Co. Ltd. operates an integrated plantation forestry and plywood manufacturing business in Lao PDR, focused on sustainable wood production, responsible land use, and long-term partnerships with local communities. The company's plantation estate forms the foundation of its operations and is being developed through a phased expansion model to ensure operational continuity, a stable raw material supply for the plywood mill, and predictable employment opportunities.

Plantation development and management are guided by structured silvicultural planning, adaptive management, and compliance with national legislation and internationally recognized standards. Spatial planning is undertaken at landscape and stand levels, integrating production areas with environmental and social safeguards, including Special Management Areas (SMAs), riparian buffers, and High Conservation Value (HCV) areas. Sensitive and restricted areas are excluded from plantation establishments to protect ecological and community values.

Species selection, rotation length, and spacing regimes have been revised to reflect site conditions, growth performance, and market requirements. Rotation lengths have been extended to approximately 7-10 years to support improved diameter growth and wood quality, while updated spacing configurations enhance stand uniformity, productivity, and long-term site sustainability. These design choices support efficient plantation management and alignment with plywood mill specifications.

Silvicultural practices focus on successful plantation establishment, early growth management, and improvement over the rotation. Weed competition is managed through a hierarchy of control measures that prioritize manual and mechanical methods, with chemical use applied only where necessary and under controlled conditions. Thinning and pruning are applied selectively to improve stem form, promote diameter growth, and increase the proportion of higher-value logs at final harvest.

Harvesting operations are being refined through a hybrid harvesting model that combines manual felling with mechanical extraction. This approach improves flexibility and efficiency, supports local employment, and limits soil disturbance, particularly in younger stands and varied terrain. Harvesting systems are reviewed periodically to ensure alignment with safety, environmental performance, and product requirements.

Community participation is a core element of Burapha' s plantation model. Agroforestry, intercropping, and grazing are incorporated selectively and are fully community-led, with clear conditions to ensure compatibility with plantation performance. This approach supports local livelihoods, strengthens long-term relationships with the communities, and reinforces Burapha' s social license to operate.

Plantation performance is supported through regular monitoring, review, and adaptive management. Monitoring results and operational experience are used to refine practices over time, ensuring continuous improvement, long-term productivity, and responsible stewardship of plantation resources. Detailed operational procedures are defined in internal Standard Operating Procedures that guide implementation and ensure consistency and accountability across plantation operations.

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1. COMPANY PROFILE

This section provides an overview of Burapha Agroforestry Co. Ltd., including ownership structure and key business activities.

Company Ownership

Burapha Agroforestry Co. Ltd. is majority-owned by the Tropical Asia Forest Fund 2 (TAFF2), managed by New Forests Asia, which holds 76.5% of shares. The remaining shares are held by BAFCO Invest AB (22.5%) and a local Lao shareholder (1%).

Operational Area and Plantation Development

Burapha operates across Vientiane Prefecture and the provinces of Vientiane, Xayabouly, and Saisomboun in Lao PDR. As of 2025, the company has established 6,197.64 hectares of plantations, predominantly eucalyptus hybrids, with smaller areas of acacia, teak, and other high-value species. Approximately 10,000 hectares have been identified for future planting. Plantation development will continue in phased expansions to reach a total of 16,000 hectares, in line with the updated long-term development plan from 2026 onward.

Community Intercropping Model

Burapha implements a community intercropping model that allows participating villagers to cultivate rice or other crops and to graze livestock between plantation tree rows. This integrated land-use approach increases land productivity, enhances community livelihoods, strengthens village partnerships, and supports socially inclusive and responsible land-use management. The model is a core component of Burapha' s commitment to sustainable and community-oriented forestry.

Plywood Manufacturing Mill

Burapha operates a plywood manufacturing mill in Hin Heup District, Vientiane Province, located approximately 100 km northwest of Vientiane Capital. At full production capacity, the mill will process around 135,000 m^3 of sawlogs annually, yielding approximately 53,500 m^3 of finished plywood products.

Raw material supply will be sourced primarily from Burapha' s own plantations, supplemented with external timber where chain-of-custody and sustainability requirements are satisfied.

Nursery and Research & Development

Burapha' s nursery functions primarily as a holding nursery and as a hub for research and development (R&D), while seedling production is outsourced to trusted Lao and Thai suppliers. In parallel, the company maintains an internal R&D program focused on improving plantation productivity, evaluating species and clone performance, and strengthening silvicultural practices. These research activities support continuous improvement and inform long-term management decisions.

2. MANAGEMENT OBJECTIVES

Burapha Agroforestry Co. Ltd. is committed to managing and developing its business as a sustainable investment that creates real value, enhances the environment, and contributes to poverty alleviation. The company recognizes that balancing economic, environmental, and social responsibilities is essential for long-term sustainability and beneficial to all stakeholders.

Burapha is committed to maintaining a positive environmental impact. All plantations are established on degraded land previously used for shifting cultivation, and no forest clearance is undertaken for plantation development. This approach aligns with international best practices for responsible land use, ensures that operations avoid deforestation, and contributes to national and global climate goals.

To strengthen its sustainability approach, Burapha aligns its management systems with internationally recognized standards, including the FSC Principles and Criteria, the IFC Performance Standards, and all relevant national regulations. The core management objectives include:

Environmental Objectives

The Project aims to identify and mitigate potential environmental impacts through compliance with Government of Lao (GOL) requirements, applicable international standards, and recognized best practice. This includes:

- Implement responsible forest management to maintain or enhance biodiversity, ecosystem services, and soil and water resources.
- Protect High Conservation Value (HCV) areas and maintain riparian buffer zones.
- Ensure watershed protection through the maintenance of riparian buffers, restrictions on chemical use near watercourses, and erosion-control measures to protect surface and groundwater quality.
- Reduced pressure on natural forests by sourcing raw material from plantation-grown timber established on degraded land thereby avoiding deforestation and contributing to landscape-level forest conservation.
- Promote landscape stability and fire risk reduction through mosaic plantation design, vegetation management, firebreaks, access planning, and coordination with local communities and relevant authorities.
- Support carbon retention through long-rotation plantation forestry, protection of non-production areas, and maintenance of tree cover and biomass across rotations.

Social and Community Objectives

The social and community objectives of the Project focus on respecting rights, promoting inclusive engagement, and supporting positive social and economic outcomes for affected communities.

- Respect and protect community rights, including the application of Free, Prior and Informed Consent (FPIC).
- Ensure transparent, inclusive, and ongoing engagement with affected stakeholders.

- Promote social and economic development through fair employment practices, safe working conditions, livelihood opportunities, and benefit-sharing mechanisms such as the Village Development Fund (VDF).
- Ensure the protection of vulnerable groups including measures to promote equitable access to employment opportunities and, where appropriate, priority work assignments.
- Protect cultural heritage through the identification, avoidance, and safeguarding of culturally significant sites and practices.
- Support skills development and capacity building, including training in silviculture, and occupational health and safety (OHS)
- Support food security by enabling community food production through agreed agroforestry arrangements.

Economic and Production Objectives

The commercial objectives of the Project focus on building a viable plantation-based industry while delivering economic benefits in line with regulatory and ESIA requirements.

- Establish and maintain a plantation asset of sufficient scale to support a viable industry and generate revenue for the company.
- Deliver broader economic benefits, including tax revenues, land lease payments, and employment creation.
- Implement Project operations in accordance with industry best practice, Government of Lao PDR requirements, and the social, economic, and environmental objectives set out in the Environmental and Social Impact Assessment (ESIA).
- Ensure long- term supply security through predictable, sustainable, and legally compliant supply of plantation-grown timber to support continuous operation of the plywood mill and reduce reliance on external wood sources
- Apply sustainable yields principles in plantation management and harvesting to balance long-term productivity and operational continuity.
- Promote local economic integration by prioritizing local labor, contractors, and suppliers where feasible.

2.1 Integrated Land-Use Model

Burapha applies an integrated land-use model based on a mosaic approach that combines industrial plantations with agroforestry systems to enhance productivity, environmental performance, and community well-being. Agroforestry practices, including intercropping and grazing where compatible with plantation management, contribute to more diverse and sustainable landscapes while delivering direct benefits to local communities.

Agroforestry is implemented where feasible during the first year of each plantation rotation, only where communities choose to participate and where plantation growth is not adversely affected. All intercropping activities are community-managed, ensuring that benefits remain with participating villages.

Sensitive areas and environmental, social, and biodiversity values, including Special Management Areas (SMAs), are retained and excluded from plantation operations and other disruptive activities.

The land-use model is continuously refined based on monitoring results, operational experience, and community preferences to ensure it remains socially beneficial and silvicultural sound.

2.2 Livelihood Improvement and Socioeconomic Development

In support of diversified and sustainable livelihoods, Burapha works closely with local villagers to facilitate income opportunities through forestry work, access to land for food production, and community development initiatives such as the Village Development Fund. These measures collectively strengthen household resilience, improve food security, and contribute to long-term socio-economic advancement.

Employment Opportunities
Plantation operations are planned and implemented to provide predictable and recurring employment opportunities, aligned with planting, maintenance, and harvesting cycles. This approach helps households to anticipate periods of labour demand and integrate forestry work with agricultural activities and other livelihood strategies.

Food Security
Burapha recognises the importance of subsistence and household food production for local livelihoods. Access to land for food crops is maintained where applicable, and plantation planning seeks to avoid disruption to existing food-production areas. Forestry operations are scheduled and managed in a way that allows community members to balance wage labour with agricultural responsibilities, thereby supporting food security at household level.

Skills Development and Local Capacity Building
Livelihood outcomes are further strengthened through skills development and on-the-job training in plantation establishment, maintenance, harvesting, and health and safety practices. Priority is given to local employment, enabling community members to build transferable skills, strengthen their work experience, and enhance longer-term income prospects beyond seasonal work.

Community engagement is conducted on an ongoing basis through meetings, consultations, and feedback mechanisms, allowing livelihood-related outcomes to be periodically reviewed. This ensures that livelihood support measures remain relevant, equitable, and responsive to community needs, and that potential risks to livelihoods or food security are identified and addressed in a timely manner.

Livelihood outcomes are supported through ongoing community engagement and are periodically reviewed to ensure they remain relevant and beneficial to participating households.

2.3 Contribution to the Sustainable Development Goals (SDGs)

Burapha's management objectives contribute directly to several United Nations Sustainable Development Goals (SDGs), including:

- SDG 1 - No Poverty: through income generation and livelihood support.

- SDG 2 - Zero Hunger: through community access to land for food production and intercropping systems.
- SDG 8 - Decent Work and Economic Growth: through fair employment and participation in forestry activities.
- SDG 12 - Responsible Consumption and Production**:** through sustainable plantation management and integrated land-use practices.
- SDG 12 - Climate action by promoting climate-resilient forestry systems, maintaining tree cover, enhancing carbon sequestration,
- SDG 15 - Life on Land: by enhancing ecosystem functions, protecting soils, and promoting climate-resilient forestry systems.

Burapha will continue to align its operational objectives with the Sustainable Development Goals as the company expands, with a focus on practical and measurable contributions to rural development, climate resilience, and long-term environmental stewardship.

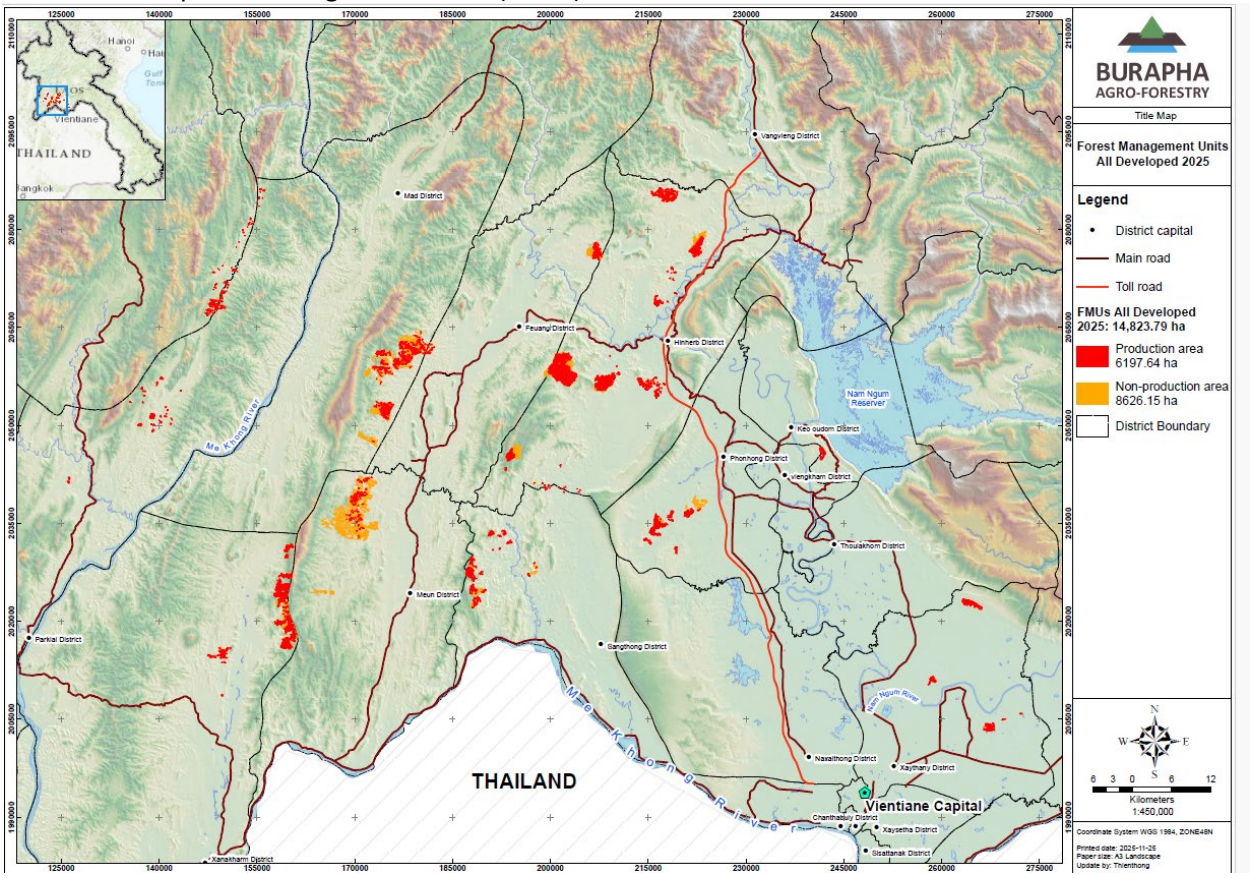
3. PLANTATION FOREST RESOURCE

Burapha's plantation estate forms the core of the company's forestry operations. As of 2025, the company manages 6,197.64 hectares of plantations, primarily eucalyptus hybrids, with smaller areas of acacia. Approximately 10,000 hectares have been identified for future planting.

From 2026 onward, plantation development will continue in phased expansions until a total of 16,000 hectares is established, supporting operational continuity, a stable raw material supply for the plywood mill, and sustained community employment through staggered planting and harvesting cycles.

3.1 Overview Map

The distribution of Burapha's plantation areas across Vientiane Prefecture and the provinces of Vientiane, Xayabouly, and Saisomboun are shown in the map below. The map illustrates the Forest Management Units (FMUs), including planted production areas, FMU boundaries, and non-productive areas such as Special Management Areas (SMAs).



3.2 Species

Burapha' s plantations are composed primarily of eucalyptus hybrids selected for fast growth, adaptability, and suitability for veneer and plywood production. Additional species include acacia hybrids, teak, and small areas of other high-value species**.** Species selection is guided by site conditions, growth performance, and end-use requirements, ensuring that plantation productivity aligns with mill processing needs and long-term wood supply targets.

Recognising the importance of maintaining genetic diversity, Burapha utilises a range of hybrids and planting materials rather than reliance on a single clone. This approach helps reduce vulnerability to pests, diseases, and climate variability, and supports plantation resilience over time.

Planting material is sourced from proven and regionally adapted genetic stock, with known performance in Lao PDR or comparable environments. Species and hybrid choices are informed by operational experience, supplier information, and, where available, results from field observations, trials, and adaptive management. This allows species selection to be periodically reviewed and adjusted in response to site performance, emerging risks, and changing environmental conditions.

Burapha does not use genetically modified organisms (GMOs) in plantation establishment or regeneration. All planting material is derived from conventional, non-GMO genetic stock.

3.3 Forest Growth, Monitoring, and Sustainable Annual Harvest

Burapha conducts regular monitoring of plantation growth using a network of enumeration plots. Collected data are analyzed to assess current and projected yields, with monitoring approaches continually refined under the revised management systems.

Key growth parameters monitored include tree survival rates, diameter at breast height (DBH), tree height, stand density, basal area, and general tree health and damage indicators. These parameters provide the basis for evaluating growth performance, identifying trends, and supporting yield forecasting.

Growth modelling is used to determine sustainable annual harvest levels, defined as harvest volumes that can be maintained over time without compromising the long-term productive capacity of the plantation estate. Sustainable harvest levels are established based on projected growth rates, age-class distribution, rotation lengths, and operational constraints, and are aligned with long-term production potential and mill requirements.

As the plantation estate expands, harvesting models are regularly updated to incorporate new inventory data and field observations. This adaptive approach improves forecast accuracy, and supports strategic planning for mill supply, operational scheduling, and market development, while ensuring the sustainability of plantation resources.

3.4 Plantation Model

Historically, plantation development at Burapha allowed communities to intercrop during the first one to two years after planting and, in some areas, to graze livestock until canopy closure. This supported local livelihoods during the early stages of plantation establishment.

Under the current plantation model, agroforestry continues where possible as part of plantation development. Community participation through intercropping and, where appropriate, grazing remains important and is reflected in land-use arrangements, with benefits staying with participating households.

Agroforestry activities follow clear and practical limits. Intercropping is mainly used during the early establishment phase, while grazing is only allowed under agreed conditions that protect young trees, soils, and plantation infrastructure. Agroforestry use is gradually phased out as plantations mature or where risks arise.

Agroforestry is limited to designated plantation areas and does not take place in sensitive zones such as Special Management Areas, riparian buffers, high conservation value areas, or cultural heritage sites.

Burapha remains responsible for plantation establishment and management, while communities carry out agricultural activities within agreed boundaries, helping balance long-term plantation goals with ongoing livelihood benefits.

4. SILVICULTURE & PLANTATION MANAGEMENT

Burapha' s plantation management approach brings together silvicultural planning, phased operations, and community participation to support sustainable plantation development and a reliable long-term wood supply for the plywood mill. This section describes how these principles are applied across plantation operations.

4.1 Silvicultural Objectives and Management Approach

Burapha's silvicultural approach aims to optimise plantation productivity, wood quality, and long-term site sustainability, while remaining compatible with environmental safeguards and community land-use arrangements. Silviculture is designed not only to maximise the performance of each plantation rotation, but also to maintain or improve site productivity over successive rotations, ensuring the long-term viability of the plantation estate and a reliable wood supply for the plywood mill.

Silvicultural practices are applied in a site-specific and risk-based manner, taking into account soil characteristics, topography, climate, and local environmental and social sensitivities. Management measures are integrated with environmental and social safeguards to minimise risks such as soil degradation, erosion, fire, pests, and impacts on sensitive areas or community land uses.

Silvicultural management focuses on improving stand uniformity, log quality, and overall site productivity. Practices are informed by monitoring results and observed stand performance and are periodically reviewed and adjusted through an adaptive management approach, supporting continuous improvement in silvicultural effectiveness, risk management, and long-term plantation performance.

4.2 Landscape and Stand Planning

Plantation planning is carried out at landscape, block, and stand levels to support efficient operations while safeguarding environmental and social values. FMUs provide the spatial framework for plantation development, within which production areas are planned alongside non-production zones such as Special Management Areas (SMAs), riparian buffers, and High Conservation Value (HCV) areas.

Plantation layout follows a mosaic approach, avoiding large continuous planting areas while supporting ecological connectivity and reducing operational and fire risks. Sensitive areas are excluded from plantation establishment, ensuring alignment with environmental safeguards, community land-use arrangements, and long-term production objectives.

4.3 Species Selection, Rotation and Spacing

Species selection is guided by site conditions, growth performance, and end-use requirements, with a focus on species and hybrids suitable for veneer and plywood production. Additional species and planting material may be incorporated where appropriate to support diversification, genetic resilience, and long-term plantation resilience.

Rotation lengths have been extended to approximately 7 - 10 years to allow greater diameter growth and improved wood quality for plywood and other value-added products. Plantation spacing has been revised to better reflect updated silvicultural and market objectives, with a transition from 9 × 1 m to a 3 × 3 m configuration. This adjustment improves stand uniformity, and log quality, reduces long-term weeding and maintenance requirements and supports more efficient harvesting and operations.

These adjustments represent a refinement from the previous Forest Management Plan, which applied shorter rotations and tighter spacing. The revised approach reflects operational experience, monitoring results, and mill supply requirements, and is applied in a site-specific manner rather than as a uniform prescription.

Where site conditions allow, intercropping may still be accommodated during the first year of plantation establishment, subject to agreed conditions and compatibility with plantation establishment and environmental safeguards.

Regeneration is achieved through a combination of replanting and coppice management, depending on species performance, site conditions, and management objectives. Where appropriate, coppice regeneration is used to support efficient stand renewal, reduce soil disturbance, and maintain site productivity across rotations. Coppice performance is monitored, and stands are replanted where growth, health, or stem quality do not meet operational requirements.

4.4 Site Preparation and Soil Management

Site preparation methods are adapted to local soil conditions, slope, and erosion risk to protect soil structure and maintain long-term site productivity. Lower-disturbance approaches are prioritised on steeper or more sensitive sites to maintain ground stability and reduce erosion. Excessive mechanical and chemical disturbance is avoided. Mechanical operations are limited to what is necessary for establishment, and chemical inputs are used conservatively and in accordance with approved procedures to protect soil health.

Residual biomass and organic matter are managed to support soil protection. Limited burning may be used during the initial establishment year where necessary; thereafter, burning is avoided and residues are generally retained or managed without fire to maintain soil structure, fertility, and moisture.

Soil and site protection are integral to plantation establishment and are considered throughout the plantation lifecycle to ensure sustainable production across successive rotations.

4.5 Plantation Establishment and Early-Stage Management

Plantation establishment focuses on planting quality, seedling survival, and early stand development. Weed competition is recognized as a key constraint during the early stages of growth and is managed through a hierarchy of control measures.

Manual and mechanical methods are prioritized where feasible, with chemical controls applied only when necessary and under controlled conditions. Early-stage management aims to support rapid establishment, uniform growth, and long-term plantation performance.

4.5.1 Weed Control

Weed management aims to reduce competition for moisture and nutrients during early plantation development. Manual and mechanical weeding methods are prioritized, particularly during establishment and in sensitive areas such as riparian buffers, Special Management Areas (SMAs), steep slopes, and village boundary areas.

Weed control follows a decision framework, with chemical herbicides used only where necessary and where manual or mechanical alternatives are not operationally viable. Where applied, herbicides are used in a controlled manner through spot application, avoiding blanket or broadcast treatments.

Weeding intensity is highest during the first two years following planting and is subsequently adjusted based on vegetation pressure, canopy development, and site conditions. Additional weeding may be undertaken where monitoring results or field observations indicate increased competition.

Chemical application is excluded from designated no-spray zones, including riparian buffers, water supply points, SMAs (such as cultural sites, steep slopes, wildlife areas, and High Conservation Value areas), and villages or residential areas. Personnel involved in chemical handling receive appropriate training and herbicides are managed in accordance with approved procedures for safe use, storage, transport, and waste disposal.

4.6 Stand Improvement Treatments

Stand improvement treatments are applied to enhance stand structure and increase the proportion of higher-value logs at final harvest. Thinning is undertaken during early rotation stages to reduce competition, improve stem form, and promote diameter growth.

Pruning is applied to support clearwood development and improve log suitability for higher-value processing. The timing and intensity of stand improvement treatments may be adjusted based on site productivity, market requirements, and operational considerations.

4.6.1 Thinning

Thinning is generally undertaken during the early rotation period, typically in Year 2 or 3, depending on site productivity and intended end use. The objective of thinning is to reduce competition, improve stem form, and promote diameter growth, thereby increasing the proportion of higher-value logs at final harvest.

Where applicable, thinning operations provide local employment opportunities, with community members engaged in thinning activities under agreed arrangements.

4.6.2 Pruning

Pruning is applied to promote clearwood development and improve log suitability for higher-value processing. It is typically carried out in two lifts during the first two years of plantation development, with a final pruning height of approximately six meters. Pruning intensity and timing may be adjusted based on site conditions, operational considerations, and market requirements.

Together, thinning and pruning contribute to improved plantation quality, long-term productivity, and efficient utilization of plantation resources.

4.7 Harvesting System

Burapha is refining its harvesting approach to improve operational efficiency, flexibility, and opportunities for local participation, while minimizing environmental impacts and maintaining safety standards.

4.7.1 Hybrid Harvesting Model

The company applies a hybrid harvesting system that combines manual felling and processing with mechanical extraction. Manual felling allows precise stem handling and supports local employment, while mechanical extraction improves efficiency and reduces operational cycle times. This combined approach enhances productivity while limiting soil disturbance and supporting social objectives.

4.7.2 Rationale for the Hybrid Approach

The use of manual felling is supported by the availability of skilled local contractors and provides greater flexibility across varied terrain and stand conditions. Under current operating conditions, this approach is cost-effective, suitable for smaller diameter stands, and contributes to reduced soil disturbance compared to fully mechanized systems.

4.7.3 Future Adjustments

Harvesting methods may be adjusted over time based on cost-benefit assessments, environmental and safety considerations, contractor capacity, and evolving log size and quality requirements. Harvesting performance is reviewed periodically to ensure continued alignment with operational efficiency, safety standards, and product specifications.

4.7.4 Change from Previous Harvesting Model

Compared to the previous harvesting model, the current hybrid system integrates mechanical extraction alongside manual felling to improve efficiency and soil protection while maintaining local employment and operational flexibility. This adjustment reflects operational experience, contractor capacity, and evolving production and safety requirements.

4.8 Agroforestry and Community Use Rights

Agroforestry forms part of Burapha' s plantation development model and is applied selectively to remain compatible with plantation performance. Community participation through intercropping and grazing is voluntary and based on prior agreement, with communities free to decline participation. Agroforestry activities are community-led, with no company-managed agricultural production.

Intercropping is generally limited to the early establishment phase, while grazing may be permitted once tree survival is secured and under agreed conditions. Agroforestry is restricted to designated plantation areas and does not limit access to land needed for household food production or other essential livelihood activities.

Community roles and conditions of use are clearly defined within the FMU, and any concerns are addressed through Burapha' s grievance management system. This approach supports community livelihoods while maintaining plantation productivity and socially inclusive management.

4.9 Fire Prevention and Plantation Protection

Fire risk management is an integral component of plantation management. Silvicultural practices such as spacing, vegetation management, and stand layout contribute to reducing fire risk and improving plantation resilience.

Fire risk is considered in operational planning, with prevention measures including maintained access routes, firebreaks, and basic fuel load management. Clear roles and responsibilities are defined for fire prevention and response, supported by staff and contractor awareness and coordination with local communities and relevant authorities.

Emergency response procedures are in place to enable timely reporting and response to fire incidents, with measures designed to protect plantation assets, neighbouring land uses, community safety, and environmental values.

4.10 Monitoring, Review and Adaptive Management

Plantation performance is monitored regularly to assess growth, stand condition, and treatment effectiveness. Monitoring results are used to inform management decisions and to refine silvicultural practices over time.

Silvicultural regimes are reviewed periodically based on monitoring outcomes, operational experience, and evolving production objectives. This adaptive management process is integrated with environmental and social management systems, ensuring that adjustments to silvicultural practices remain consistent with environmental safeguards, community land-use arrangements, and social commitments, as described in Section 6.

5. LAND USE, TENURE and FPIC

Burapha' s operations are based on a land-use system that respects community rights, complies with Lao law, and supports long-term plantation development. The company operates exclusively on degraded land, avoids natural forest areas, and ensures that land access is voluntary, transparent, and socially responsible.

Burapha applies the principle of Free, Prior and Informed Consent (FPIC) to all land-related decisions. Communities are engaged early and provided with clear information on the purpose of plantation development, land-use arrangements, expected benefits, potential risks, and implications for agricultural use. Agreements are finalized only after communities have had sufficient time to consider proposals, ask questions, seek advice if desired, and provide consent without coercion or pressure.

This approach ensures that land use is based on genuine community agreement and supports long-term social acceptance of Burapha' s presence in the communities.

5.1 Land Tenure and Rights in Lao PDR

In Lao PDR, all land is owned by the State; however, individuals, communities, and companies may hold legally recognized land-use rights. Burapha operates through land-use agreements that enable plantation development while respecting customary and community land-use rights.

Most land used by Burapha consists of degraded areas previously under shifting cultivation or upland rice. The principles of FPIC are applied throughout the land-access process through appropriate engagement, information sharing, and access to grievance mechanisms.

Burapha' s land-access approach reflects the Lao legal distinction between State ownership of land and legally recognized use rights held by individuals, households, villages, or entities. Burapha does not claim ownership of land but operates through legally permitted use arrangements in line with national law.

Before entering into agreements, Burapha verifies land-use status through available legal documentation, consultation with village and district authorities, and field-level verification to confirm that land is free of unresolved disputes and overlapping claims.

Any concerns related to land tenure, boundaries, or rights may be raised through the GMS, which provides accessible, documented, and non-retaliatory channels for resolution.

5.2 Types of Land Use Agreements

Burapha applies four types of agreements corresponding to the land classification:

Perpetual Land Use Rights (Land Ownership)

These lands are registered in the name of the Lao shareholder, as foreign-owned companies cannot hold land titles. Burapha' s interests are protected through contractual arrangements, and the company has no plans to acquire additional perpetual land-use rights.

Village Cooperation Agreements (VCAs)

VCAs are long-term leases of state-delegated village communal land (30 + 20 years), with compensation provided up-front through a Village Development Fund. Agreements are documented, signed by village authorities, and registered with the district Land Management Office. Due to restrictions under Article 81 of the 2019 Land Law, Burapha has paused new VCAs until the legal framework permits such arrangements. Where applicable, FPIC processes were applied prior to agreement finalisation.

Farmer Cooperation Agreements (FCAs)

FCAs are long-term leases of individual land-use rights (30 + 20 years), with rent paid up-front. Farmers must demonstrate legal land-use rights through official documentation. Burapha has temporarily paused entering into new FCAs. FPIC principles are applied to ensure informed and voluntary participation.

PFA Concession Agreements (CA)

CAs apply to State land leased for up to 50 years. These agreements are approved at national level and signed with the Ministry of Finance, with rent paid annually. Engagement with affected communities follows legal consultation requirements and FPIC-aligned practices, including information sharing and grievance access.

5.3 Rights, Responsibilities and Use of Plantation Areas

Burapha is responsible for plantation establishment and management, including seedlings, technical support, silvicultural activities, fire protection, boundary maintenance, and the application of environmental and social safeguards.

Burapha leases plantation land but does not undertake agricultural production. Communities retain agreed user rights for intercropping during the first year of establishment and for grazing, provided these activities do not affect plantation performance. Restrictions apply in sensitive areas such as SMAs and other protected zones.

Plot allocation is coordinated by village authorities or individual families, depending on land classification. Communities retain access to non-restricted areas and may raise concerns through established grievance mechanisms.

Land-use agreements clearly define:

- Community rights (e.g. agreed intercropping, grazing, access to non-restricted areas);
- Burapha' s responsibilities (plantation management, safeguards, maintenance, compliance);
- Prohibited activities for both parties (e.g. encroachment into protected areas, unauthorized land conversion, and use of fire where restricted).

This clarity helps prevent misunderstandings and supports consistent implementation.

Any disputes or concerns related to land use, access, or responsibilities may be raised through the Grievance mechanism system for resolution.

5.4 FPIC and Good Faith Negotiation (GFN)

Burapha applies the principle of Free, Prior and Informed Consent (FPIC) to all land-related decisions to ensure that affected communities are engaged through good-faith negotiation and that land access is based on voluntary, informed, and transparent agreement.

FPIC processes recognize both formal and customary land-use rights, including shifting cultivation areas, fallow land, grazing areas, and resource collection zones, regardless of whether these uses are formally registered. Such uses are identified through participatory consultations, field verification, and village validation and are incorporated into land-use planning and agreement design.

Engagement with communities is conducted through good-faith negotiation, meaning discussions are transparent, respectful, and undertaken with the genuine intention of reaching mutually acceptable outcomes. Information on plantation objectives, land-use arrangements, expected benefits, potential risks, and implications for agricultural use is provided in a clear and accessible manner, and communities are given sufficient time to consider proposals, ask questions, and seek advice if desired.

Participation in land-use agreements is strictly voluntary, and communities and individual landholders retain the right to refuse participation or withdraw consent without coercion, penalty, or loss of access to other company benefits. Consent is treated as an ongoing process throughout project implementation rather than a one-time event.

All land-use agreements are clearly documented, signed by authorized parties, and registered with relevant authorities where required by law. Agreement terms, boundaries, duration, compensation arrangements, and rights and responsibilities are explained to communities in an understandable format, and copies are made available at village level to support transparency and accountability.

FPIC implementation is supported by Burapha' s Grievance Management System which provides accessible, documented, and non-retaliatory channels for communities to raise concerns related to land access, boundaries, compensation, or agreement implementation.

6. ENVIRONMENTAL AND SOCIAL MANAGEMENT

Burapha' s environmental and social management framework is designed to ensure that plantation and operations are carried out responsibly and transparently, in accordance with national regulations and best international practices. The company's approach seeks to minimize adverse impacts, strengthen environmental and social performance, and maintain strong, collaborative relationships with partner communities.

Key components of this framework include the Environmental and Social Impact Assessment (ESIA), the Environmental and Social Management and Monitoring Plan (ESMMP), the Environmental, Social and Safety Management System (ESSMS), and established mechanisms for stakeholder engagement and grievance resolution.

Together, these systems form an integrated and adaptive structure that guides decision-making and ensures operational accountability.

6.1 Socio-Economic Conditions and Community Livelihoods

Burapha operates in predominantly rural areas where local livelihoods are largely based on subsistence agriculture, small-scale income activities, and the use of natural resources. Through its plantation operations, Burapha provides additional livelihood opportunities, including employment, access to land for food production, and community development support, contributing to household income diversification, improved resilience, and longer-term socio-economic stability.

A Village Benefits Assessment was completed in 2023. This report - *Burapha Agro-Forestry Operations Benefits Assessment #2* - builds on that work by assessing the socio-economic and environmental outcomes of Burapha' s agroforestry activities in participating villages in Lao PDR, with the aim of identifying key benefits, risks, and areas for improvement.

Overall, participating villages show higher incomes, more diversified livelihoods, and increased employment opportunities compared to non-participating villages. At the same time, the assessment highlights that benefits are unevenly distributed and that inflation has reduced the real value of income gains.

Burapha provides casual and seasonal employment opportunities throughout the plantation cycle, supporting local livelihoods and strengthening relationships with participating villages. Employment typically includes site preparation, planting, weeding, pruning, thinning, plantation maintenance, and harvesting support. These activities generate income for rural households, support local skills development, and contribute to predictable employment aligned with annual planting and harvesting schedules.

Livelihood contributions will continue under the current Forest Management Plan, with findings from the updated assessment informing ongoing implementation, community engagement approaches, and support measures during the current management period. Through its operations, Burapha contributes to several UN Sustainable Development Goals, including poverty reduction, food security, gender equality, climate action, and sustainable land and forest management.

6.2 Adjacent Lands and Landscape Context

Burapha' s plantations are established on degraded forest land, typically areas previously used for shifting cultivation or upland rice production. Developing plantations on these sites helps reduce pressure on natural forests and contributes to improved land stability. Adjacent areas commonly include secondary forests, village forests, agricultural plots, and locations of cultural or community importance.

Burapha' s land acquisition process ensures that areas critical to community identity or resource use are excluded from plantation development.

Landscape-level planning
Plantation planning is undertaken with consideration of surrounding land uses, natural forest areas, watercourses, and community land to avoid negative impacts and maintain appropriate buffers.

Interface with adjacent landholders
Boundaries are verified through joint boundary walks with neighboring landholders and village representatives prior to plantation establishment.

Recognition of multiple land uses
Multiple land uses and users are recognized and respected, including agricultural activities and customary resource use, and are reflected in land agreements and plantation planning.

Boundary definition and communication
Plantation boundaries are clearly defined using maps and field markers and are communicated to stakeholders to ensure transparency and shared understanding.

6.3 Environmental, Social and Safety Management System (ESSMS)

Burapha' s Environmental, Social and Safety Management System (ESSMS) provides an overarching framework for managing environmental, social, and occupational health and safety risks and responsibilities across plantation and mill operations. The ESSMS establishes mandatory standards, procedures, and accountabilities applicable to employees and contractors, and provides operational guidance to ensure consistent implementation.

The ESSMS is designed to align with international best practice and is structured in line with the IFC Performance Standards, ISO 14001:2015 (Environmental Management Systems), and ISO 45001:2018 (Occupational Health and Safety Management Systems). It integrates risk identification, mitigation measures, monitoring, incident reporting, corrective actions, and continuous improvement.

Burapha has developed comprehensive Standard Operating Procedures (SOPs) covering plantation and operational activities, which operationalize ESSMS requirements at the site level. These SOPs are periodically reviewed and updated as part of ongoing ESSMS improvements to ensure continued alignment with regulatory, certification, and best-practice requirements.

6.4 Environmental and Social Impact Assessment (ESIA) and Environmental and Social Management and Monitoring Plan (ESMMP)

Burapha holds a government-approved Environmental and Social Impact Assessment (ESIA) covering both plantation and mill operations. ESIA establishes baseline environmental and social conditions, identifies potential impacts, defines required mitigation measures, and outlines the applicable legal and regulatory framework. It also documents the community consultation processes undertaken during its preparation. Key topics assessed include soil and water resources, biodiversity and wildlife, community livelihoods, cultural and heritage sites, occupational health and safety, and waste management and pollution prevention. ESIA provides the foundation for all environmental and social safeguards applied across Burapha' s operations.

The Environmental and Social Management and Monitoring Plan (ESMMP) operationalizes the ESIA findings by translating them into practical management and monitoring requirements. It defines mitigation measures, social safeguards, monitoring responsibilities and frequencies, performance indicators, and procedures for reporting, corrective action, and continuous improvement. Measures include riparian buffer protection, soil and erosion control, dust and noise mitigation at the mill, community engagement and grievance management, and the protection of cultural and community-use areas.

Together, the ESIA and ESMMP ensure that Burapha' s operations remain compliant with Lao regulations and aligned with international standards throughout the project lifecycle.

6.5 Grievance Management Mechanism

Burapha applies a clear, transparent, and accessible grievance system covering both internal and community-level concerns. The Company operates a two-tier grievance mechanism to address issues raised by employees and communities in a timely and effective manner.

The internal grievance mechanism allows employees to raise concerns verbally or in writing. All submissions are reviewed by HR or relevant management and addressed through appropriate corrective actions, mediation, or disciplinary measures where necessary.

The community grievance mechanism enables concerns to be raised through village authorities, Burapha field staff, direct contact with the Company, or government channels. Unresolved issues follow the formal Lao grievance escalation process. Burapha covers costs associated with valid community complaints, supporting early resolution, reducing the risk of conflict, and fostering long-term positive relationships with communities.

6.6 Internal Monitoring and NCR System

Burapha has implemented an internal Non-Conformance Reporting (NCR) system to monitor compliance across plantation and mill operations. The system supports the identification of deviations from procedures and regulatory requirements, the definition of corrective and preventive actions, and the

tracking of follow-up actions, providing a structured mechanism for accountability and continuous improvement.

In parallel, Burapha maintains a formal grievance mechanism for workers, contractors, and affected communities. Grievances are recorded, assessed, addressed, and monitored through resolution. Where relevant, grievances are linked to corrective actions within the NCR system to ensure that underlying or systemic issues are addressed.

6.7 Environmental and Social Safeguards

Burapha' s operational model applies ESIA requirements and safeguards consistently across all plantation and mill operations. In line with the approved ESIA, specific environmental and social safeguards guide plantation establishment, management, processing, and transport activities.

These safeguards include avoiding development on steep or erosion-prone slopes; excluding culturally significant areas and community-use zones from plantation activities; restricting chemical use near water sources; maintaining riparian buffer zones; and implementing fire prevention and emergency response measures.

At the mill and along transport routes, safeguards include compliance with defined noise and dust limits, protection of surface and groundwater quality, and management of traffic and safety risks to minimize impacts on workers, communities, and the surrounding environment.

Together, these environmental and social safeguards ensure that Burapha' s operations are conducted in a safe, environmentally responsible, and socially acceptable manner, and are implemented through the Environmental and Social Management and Monitoring Plan (ESMMP), operational procedures, and ongoing monitoring.

6.8 Rare, Threatened and Endangered Species (RTEs)

Burapha recognises the importance of protecting Rare, Threatened, and Endangered (RTE) species and applies precautionary management measures where such species are present or may occur. Avoidance and protection measures are informed by ongoing biodiversity monitoring and the Critical Habitat Assessment (CHA).

These measures include the exclusion of sensitive areas from operations, maintenance of riparian buffers and native tree stands, implementation of Special Management Areas (SMAs), and targeted worker training to prevent disturbance to species and habitats.

Where potential RTE species or sensitive habitats are identified, a precautionary approach is applied. Operational activities are adjusted as necessary, and findings are integrated into plantation planning, management, and monitoring to ensure continued protection.

7. BIODIVERSITY, SMA and HCV MANAGEMENT

7.1 Biodiversity, HCV and Critical Habitat Context

Burapha' s biodiversity management is informed by baseline biodiversity monitoring, High Conservation Value (HCV) assessments, and a Desktop Critical Habitat Assessment (CHA). Together, these processes provide the basis for identifying sensitive environmental values and integrating appropriate safeguards into plantation planning and operational decision-making.

Burapha has completed two HCV assessments. The 2018 assessment identified a limited HCV 4 area related to erosion and landslide risk, which was subsequently excluded from operations. The 2023 update found no qualifying HCVs within current management units, confirming that plantations are established on degraded land and that remaining natural forest patches do not meet HCV thresholds. FPIC and land-acquisition processes have ensured the avoidance of culturally important areas. While no HCVs were identified in 2023, the assessment recommended strengthened fire-risk management, which remains in place.

A Desktop Critical Habitat Assessment (CHA) was completed in 2023 in line with IFC Performance Standard 6. The CHA assessed the presence of Natural, Modified, and Critical Habitat within and adjacent to Burapha' s plantation holdings and planned expansion areas. The assessment confirmed that plantations are established on degraded or modified land, with no clearance of primary forest, while recognizing that Critical Habitat may occur in the wider landscape, including remnant forest patches, wetlands, and aquatic systems. The CHA informs land-acquisition screening, plantation planning, and ongoing biodiversity management.

7.2 Special Management Areas (SMA)

Special Management Areas (SMAs) form part of Burapha' s internal protection framework and are established to safeguard environmentally and socially sensitive areas. SMAs include cultural and archaeological sites, riparian buffers, steep slopes, wetlands and permanent water bodies, native tree stands, and areas used for non-timber forest product (NTFP) collection.

SMAs are identified during land acquisition, mapped using GPS, and integrated into plantation planning. Management controls apply within SMAs, including prohibitions on planting, harvesting, chemical use, and soil disturbance, while community access is maintained where appropriate. Field teams are trained to recognize SMA boundaries, supported by operational procedures, and regular compliance checks are conducted to ensure ongoing protection and adjustment of boundaries where needed.

7.3 Biodiversity, Wildlife, and RTE Protection Measures

Protection measures derived from the ESIA, ESMMP, SMA rules, HCV processes, and CHA findings include maintaining riparian buffers, protecting native vegetation patches, excluding environmentally and culturally sensitive areas, controlling soil disturbance, and restricting chemical use in sensitive zones.

Additional measures include biodiversity awareness training, grazing controls, wildlife movement considerations, and monitoring of wildlife sightings.

The ESIA and field surveys indicate the potential presence of wildlife and Rare, Threatened, and Endangered (RTE) species in areas adjacent to plantations. Burapha safeguards these values through habitat preservation, hunting prohibitions for workers, access restrictions in sensitive areas, and ongoing monitoring.

Burapha complies with CITES requirements and maintains procedures to ensure that any CITES-listed species identified in the future are reported and fully protected, with no harvest or trade permitted.

7.4 Biodiversity and HCV Monitoring

Burapha has conducted baseline biodiversity assessments across wet and dry seasons, implemented by the National University of Laos. These assessments document flora and fauna within and around plantation areas to establish baseline conditions, track changes over plantation cycles, identify potential impacts, and support adaptive management.

Biodiversity monitoring has been undertaken during plantation establishment and harvesting phases. Following a temporary pause, monitoring activities will be resumed using similar methodology, ensuring consistency and comparability of data over time. Monitoring results are used to inform management decisions, guide plantation planning, and refine protection and mitigation measures where required.

8. STAKEHOLDERS

Burapha' s operations depend on transparent, long-term engagement with a wide range of stakeholders, including communities, landholders, workers, contractors, suppliers, government agencies, and partner organisations. Effective stakeholder engagement supports legal compliance, social acceptance, and Burapha' s sustainability commitments, with an emphasis on regular communication, respect for local decision-making, and timely resolution of concerns.

8.1 The Communities

Burapha works with participating villages across its operational areas. These partnerships are founded on Free, Prior and Informed Consent (FPIC), which guides land-use agreements, intercropping and grazing arrangements, and ongoing community engagement. Villages benefit from employment opportunities and take part in regular consultations throughout the plantation cycle, supporting early identification of issues and shared decision-making.

Engagement follows a structured process involving village leaders and committees as primary contact points, direct engagement with landholding families, and village assemblies for FPIC, operational updates, and grievance follow-up. Regular field visits by Burapha staff support continuous dialogue, transparency, and responsiveness.

The Village Development Fund complements this engagement by supporting small-scale village improvements, including water system repairs, school materials, meeting spaces, and basic infrastructure upgrades. Funding decisions are made by village committees, ensuring community ownership and transparent allocation of resources. The Village Development Fund supports local well-being and reinforces Burapha' s long-term partnerships with communities.

8.2 Contractors and Local Workers

Contractors and local workers play a key role in plantation establishment, management, and maintenance, including activities such as planting, silviculture, weeding, thinning, harvesting, and other seasonal or casual work. Labor is primarily sourced locally, primarily from participating villages, to support village economies and build practical skills and experience. Where possible, Burapha prioritizes local contractors and workers, contributing to local employment opportunities and strengthening long-term operational capacity.

8.3 Suppliers and Service Providers

Burapha engages a range of suppliers and service providers to support its operations, including seedling producers, transport and logistics providers, equipment and maintenance services, consultants, and local businesses supplying goods and field inputs. Preference is given to suppliers and service providers that demonstrate compliance with environmental and social requirements, contributing to a responsible and transparent forestry value chain.

8.4 Government Agencies

Key government stakeholders include district and provincial authorities, the Ministry of Agriculture and Environment, land administration bodies, and village authorities. These agencies play an important role in plantation approval processes, ESIA oversight, land-use verification, regulatory compliance, and coordination on community engagement and grievance management. Regular communication and coordination with relevant authorities support transparency, regulatory compliance, and effective oversight of operations.

8.5 Supporting and Partner Organizations

Burapha engages with academic institutions, development partners, research organizations, NGOs, and civil society groups through a range of activities, including information sharing, consultation, participation in studies, and joint initiatives related to biodiversity monitoring, livelihood assessments, and community engagement. These interactions support improved data quality, strengthen community programs, and contribute to evidence-based planning and adaptive management.

8.6 Stakeholder Grievances and Feedback

Stakeholder grievances are managed through Burapha' s two-tier grievance mechanism. Communities and individuals may raise concerns through village authorities, Burapha field staff, written or verbal submissions, or through district and provincial government channels. All grievances and feedback are recorded, reviewed, and addressed in a timely manner.

Stakeholder feedback is also used to inform plantation planning, strengthen operational practices, and help identify and address potential issues early, thereby reducing the risk of conflict and supporting constructive long-term relationships.

9. RISK MANAGEMENT

Burapha applies a proactive risk management approach to safeguard environmental and social values, ensure safe and efficient operations, and support long-term sustainability. Operational, environmental, social, safety, financial, and climate-related risks associated with plantation and mill activities are managed through a combination of SOPs, monitoring, community engagement, and compliance with the ESIA, ESMMP, and ESMMS frameworks.

9.1 Environmental Risks

Key environmental risks include fire, soil erosion, chemical use, and protection of water resources. Fire risk, particularly during the dry season, is managed through firebreaks, monitoring, and community awareness measures. Soil erosion risks are mitigated by avoiding steep slopes, maintaining ground cover, and protecting riparian areas. Chemical use is restricted in SMAs and near water bodies and is controlled through operational procedures and worker training. Water resources are protected through buffer zones, drainage management, and erosion-control measures.

Potential risks to Natural and Critical Habitat, as identified through the Critical Habitat Assessment, are managed through avoidance during land acquisition and plantation planning, the designation of SMAs, restrictions on activities in sensitive areas, and ongoing biodiversity monitoring. A precautionary approach is applied in areas adjacent to sensitive habitats to prevent indirect or cumulative impacts.

9.2 Social Risks

Social risks relate primarily to land and resource use, access to livelihoods, and community expectations. These risks are mitigated through FPIC-based land acquisition processes, exclusion of culturally significant areas, clearly defined intercropping and grazing arrangements, transparent communication, accessible grievance mechanisms, and support through the Village Development Fund. Ongoing engagement supports early identification of issues and helps maintain constructive relationships with communities.

9.3 Operational Risks

Operational risks include stand variability, harvesting constraints, and maintaining a consistent wood supply for processing. Mitigation measures include plantation monitoring, forward planning, improved silvicultural practices, a hybrid harvesting approach, and phased plantation expansion. Maintaining alignment between plantation production and mill demand remains an ongoing management focus.

9.4 Safety Risks

Safety risks are primarily associated with felling operations, machinery use, transport, and mill activities. These risks are managed through occupational health and safety systems, use of personal protective equipment, worker training, supervision, and incident reporting processes. Ongoing system improvements aim to strengthen safety oversight and reporting.

9.5 Financial and Market Risks

Financial and market risks include timber price fluctuations, transport costs, labor availability, and exchange-rate volatility. Risk management focuses on operational efficiency, longer-term supply and service arrangements, and diversification of markets where feasible.

9.6 Climate-Related Risks

Climate-related risks are addressed through resilient species selection, soil protection practices, and stable land-use systems. Additional adaptation measures may be introduced through longer-term operational planning and climate-resilience considerations.

10. FINANCIAL AND RESOURCE MANAGEMENT

Burapha’ s financial and resource management approach is designed to support long-term plantation development, sustainable wood production, and reliable mill operations. Financial planning ensures that adequate resources are available for plantation establishment and maintenance, harvesting, community engagement, and plywood production, while maintaining alignment with environmental and social commitments.

Budgets include provisions for environmental and social management, fire prevention, occupational health and safety, training, and monitoring activities. Labor planning reflects seasonal operational needs and supports employment opportunities that align with plantation cycles.

Investment is phased alongside plantation development, helping to spread costs over time and maintain stable operations. Labor is both a key operational cost and an important source of income for local communities, with employment aligned to planting, maintenance, and harvesting activities. Resource planning also helps balance plantation outputs with mill requirements, supporting efficient and sustainable production.

Overall, Burapha’ s integrated plantation and mill model, together with ongoing improvements in planning and operational efficiency, provides a stable foundation for long-term financial sustainability as operations continue to grow.

11. IMPLEMENTATION AND MONITORING

Burapha applies structured implementation, monitoring, and assurance systems to ensure that plantation and operations comply with national legislation, land-use agreements, environmental and social safeguards, and recognized good practice. These systems support effective governance, transparency, risk management, and continuous improvement across operations.

Operational activities are guided by annual planning processes that align plantation development, harvesting, labor requirements, community engagement, and mill supply with sustainable yield principles and longer-term business planning. Implementation is supported by routine monitoring of plantation performance, environmental controls, social commitments, and occupational health and safety requirements.

Environmental and social monitoring is carried out in line with the ESSMP and associated management plans, including regular checks of buffer zones, Special Management Areas, culturally important sites, and community agreements. Biodiversity monitoring will be further undertaken through periodic field surveys, providing ecological data to support adaptive management and the ongoing refinement of protection measures. Worker health and safety is monitored through inspections, training, and incident reporting aligned with recognized standards.

Burapha maintains internal mechanisms to record non-compliances, identify underlying causes, implement corrective and preventive actions, and track follow-up. These mechanisms strengthen accountability, support learning across operations, and reduce the risk of recurring issues. Regular internal reporting ensures that monitoring results, grievances, and corrective actions are reviewed and addressed in a timely manner.

Compliance and performance are further supported through government inspections, internal reviews, and external assessments, including due diligence processes and preparation for independent audits or certification. Findings and recommendations are addressed through structured follow-up actions, contributing to improved documentation, stronger controls, and enhanced operational discipline.

Through integrated planning, systematic monitoring, internal assurance processes, and periodic reviews, Burapha ensures that plantation and mill operations remain technically sound, environmentally responsible, and socially acceptable. These systems continue to evolve alongside operational development, supporting strong governance, audit readiness, and long-term sustainability performance.

Overall, these implementation and monitoring arrangements provide a structured framework for managing environmental and social risks, supporting regulatory compliance, and promoting continuous improvement across Burapha’ s plantation and operations.