



APP Launches REGENESIS Strategy and Forest Positive Policy

Wednesday, 10 September 2025

Event recording: <https://youtu.be/O69mlpvcVw>

Opening Remarks

Mr. Bernard Tan, Chairman, APP Group Sustainability Committee

To begin with, I would like to extend my heartfelt gratitude to all of you, our valued stakeholders at APP. It's truly a pleasure to welcome you as APP embarks on a significant new phase in its sustainability journey and we deeply appreciate the time you've taken to join us.

The world is clearly facing a climate crisis. We know that Indonesia represents ground zero in our fight against climate change. Indonesia is home to some of the most biodiverse tropical forests on the planet. These ecosystems are critical. They regulate our climate, support millions of livelihoods, and are essential to the global response against climate change. At APP, given our significant presence in Indonesia, we recognize not only how deeply our business is connected to those ecosystems, but that the fight to take care of these fragile systems is a significant part of our responsibility.

In 2013, APP was the first major company in Indonesia to announce a forest conservation policy. This policy pledged to end deforestation and expansion on peatland in its supply chain. At that time, it was a landmark change. But our example led many other companies in Indonesia to follow our example, making the same pledges in subsequent years. Once again, in 2025, APP is intending to lead the way. We are taking another major step forward in another landmark policy as we commit for the first time to a forest-positive policy. It's not enough to do no harm. It's time to do good.

APP is proud to announce the commitment to conserve and restore one million hectares of landscape ecosystems across our value chain, ensuring positive ecological and biodiversity outcomes through sustainable landscape management and active restoration. This will be underpinned by an ambitious pledge of US\$30 million annually over the next decade to achieve these outcomes.

Now, APP will continue with its commitments to empower communities, uphold human rights, care for people through inclusive development and labor practices across our value chain. We will do this through responsible supplier management and customer engagement. We will also carry on facilitating alternative sustainable livelihoods through our landmark community programme called the DMPA. In a first, we will also be setting up a dedicated independent unit to deliver on conservation and restoration. We will also be setting up an independent advisory panel of experts to guide us on this journey. We will also have rigorous monitoring and forest systems to ensure compliance, robust stakeholder engagement from indigenous groups to local communities on the ground, to global technical experts, certification bodies with capacity building programmes for smallholders and suppliers.



Our policy has also been designed to align with recognized frameworks around the world, including EUDR as well as AFI. This will support our efforts also under the FSC Remedy Framework. And we are hopeful our actions will act as catalysts for partnerships to amplify our efforts to deliver on our ambitions. This policy has been developed over 24 months. It has been deliberate. We've asked ourselves thoughtful questions and deliberated on length on the formulation of this policy. We've learned from experience and translated this into a new policy in the wider REGENESIS Framework. We know that true restoration isn't just about planting trees. It's about ensuring that forests endure for generations. It's about having secure licenses, land tenure to ensure permanence. It's about ensuring communities have an incentive to keep trees standing through sustainable livelihoods and more importantly, the income opportunities that carbon markets will provide. It's about companies like us stepping forward, underwriting this effort, taking responsibility, putting real investments into conservation and restoration, and working hand in hand with PARC.

I want us to pause and reflect on what makes this moment unique. The Forest Positive Policy is not only a primer, it's a commitment unlike no other, not just in Indonesia, but given the scale of what we are attempting, it's significant globally. And like what we have done before, we hope that the steps taken by APP today will inspire other companies in Indonesia and more importantly, the world to follow suit. We're very excited about this landmark policy and we're glad to bring you along this journey.

Keynote Speaker

Ir. Laksmi Wijayanti, M.CP, Director General of Sustainable Forest Management di Ministry of Forestry Indonesia

First of all, we appreciate the launch of the APP Group's policy, which confirms its commitment to three main pillars, forest, people, and value chain. Distinguished guests, I commend the APP Group for its sustainability commitment and mainstream its three pillars to address challenges in Indonesia. It should guide the implementation of forestry practices, which is vital to uphold Indonesia's role as the third largest tropical forest in the world, as well as home to one of the largest mega biodiversity countries.

The Ministry of Forestry has identified several key challenges in improving the performance of forest business and forest-based industries, which are the fragmentation of forest production areas, which creates high risk of deforestation, the slow implementation of the multi-business forestry policy, despite its great potential, and continuous challenges in social issues, particularly low quality of partnership between business and communities. These challenges must be addressed with strong collaboration and strategic intervention from all parties.

We value APP's commitment to zero deforestation, especially the policy for no longer exploiting natural forests and to protect forests with high conservation and carbon value. However, it is important to ensure consistency between commitment and on-the-ground implementation. Various technologies and innovations should not come short in addressing complex multi-dimension issues. Our policy to address issues of deforestation and habitat fragmentation will include many consolidation steps, which we require all businesses to comply with. We highlight the improvement of business ecosystem health, in which all stakeholders along the supply chains and communities should collaborate in a mutual respect environment.



We also commend APP's focus on the well-being of communities living around concession areas. The Indonesian government encourages businesses to become centers of growth that empower local communities. The presence of PBPH or business permit holders should have a positive trickle-down effect on regional development, especially by improving community welfare through serious implementation of concession partnerships and collaboration. With the current low rate of partnerships, we want PBPH to participate in accelerating their implementation. True partnerships models based on rights and fair dispute resolution must be implemented immediately to address ongoing land conflicts.

We also appreciate the importance of a globally competitive and sustainable forestry industry. The paradigm of forest management in Indonesia has shifted from a purely timber-based model to a multi-business forestry approach. This policy aims to encourage the diversification of forest use, including non-timber forest products and environmental services like ecotourism and carbon.

Multi-usaha kehutanan is considered key to increasing non-taxed state revenue in the forestry sector and contributing to the national GDP, which is currently very low at only 0.6%. This policy also offers a great opportunity for permit holders to add value without needing new permits, while also avoiding government-mandated permit cancellations. However, the realization of *multi-usaha kehutanan* has been very slow. The scheme was designed to make permit holders highly innovative and agile, so it's crucial to take advantage of this policy immediately to optimize every holder's performance. It is hoped that through this pillar, APP can help overcome the challenges and obstacles in accelerating *multi-usaha kehutanan* or forestry multi-business.

Sustainable forest management depends on the strength of policy, consistent implementation, high ability to tackle complex challenges and build trust with all stakeholders. Sustainable forest management is still haunted by market distortion, suboptimal business architecture and high risk of ineffective governance. As a regulator, the Ministry of Forestry welcomes the APP Group's initiative and has high expectations for the group to overcome those challenges and to become the prime mover for sustainable forest management governance and role models. The company must continue to practice good forest management in accordance with regulations and be oriented towards fair partnerships with the community.

In closing, I invite the APP Group and all stakeholders to continue collaborating to create productive, sustainable and inclusive forest management for a sustainable future for Indonesia's forest and to support the well-being of its people. With a shared commitment, I am confident that we can achieve the vision of sustainable forest, prosperous communities and a sustainable forestry industry.

Key Highlights of APP's REGENESIS Strategy and Forest Positive Policy
Elim Sritaba, Chief Sustainability Officer, APP

We come together today at a moment of great urgency and great possibility. The need for bold action on climate change and forest conservation has never been more critical. The world's tropical rainforests are at the heart of both this challenge and opportunity. As we know, Indonesia is one of the key landscapes of the world. Indonesia Raya. Indonesia Satu. So, for APP, forest ecosystems are not only essential to the planet, but they are also key materials to our business. They are the very foundation of what we do, both as a resource and a responsibility.



With our operational scale, long-term presence, and reach across the fiber value chain, we have the capacity to drive real, lasting change and scale up the impact to have a wider reach. That's why we're proud to launch REGENESIS, our new sustainability ambition. And today, we are introducing the first major initiative under REGENESIS, our Forest Positive Policy.

APP's forest policy demonstrates our commitment to responsible forestry. Building on the foundation of our Forest Conservation Policy, the Forest Positive Policy reflects years of behind-the-scenes progress. We are not starting from zero. We are building on our progress to date, while also setting clear goals for the future. We are looking to 2050 and using the progress map and lessons learned to guide our path.

Let us have a look at what we have achieved to date against our Sustainability Roadmap Vision 2030. In terms of forestry activities, these are major strides over the past decade. Here are some highlights. As of 2024, stated in our sustainability report, we have maintained almost 90% of natural forests in good condition across 600,000 hectares of conservation areas. Based on government regulations, we have restored 99% of critical peat domes within our supply chain. We have developed a restoration methodology, which includes evidence of an all-round increase in critical species monitored in our concessions across APP-owned concessions and our long-term suppliers.

On top of our progress, we've seen improvements in our production operations, with a steady increase in renewable fuel use—now almost 60%, including our OKI mill in South Sumatra, which is almost 100% powered by biomass. Last year, we submitted our target under the Science-Based Target Initiative, and it has been approved. People, of course, are at the heart of what we do. Through our flexible livelihood program, the MPA, we are currently supporting 459 villages, totaling more than 88,000 people benefiting from this livelihood program. Later on, we selected some of our products from the MPA as part of your souvenir. Hopefully, you enjoy them.

So, these achievements are some of the milestones in our sustainability journey so far, and we are excited to mark a new one today. Again, the Forest Positive Policy is the next phase of APP's sustainability journey. These are the six key features of the policy, a move from zero harm to sustainable, to doing more good.

First, conservation and restoration of 1 million hectares of landscape ecosystems, a pledge of 30 million annually, and the establishment of an independent restoration unit, which will be underpinned by clear, actionable, and implementable plans. A framework for accountability and transparency that spans all APP operations. We will establish an independent advisory panel in line with global frameworks. No deforestation after 2020, with the objective of expanding wider positive impacts and a strengthened grievance mechanism system.

Our Forest Positive approach goes beyond conservation. It is a commitment to a future in which forests, biodiversity, and people thrive together. We are adopting a holistic, data-driven, and collaborative approach to conserve, restore, and responsibly manage wider landscapes with partners, while delivering measurable environmental and social impacts.

These key features are all under three core pillars: Forest, People, and Value Chain. I will explain each pillar one by one.



First, about Forest. Again, 1 million hectares of conservation and restoration commitment of landscape ecosystems across value chains. We are going beyond simply protecting the landscape. We are now committing to positive ecological and biodiversity outcomes by preserving critical habitats, supporting rare, threatened, and endangered species, and managing ecosystems responsibly through capacity building, research, and inclusive community programs, including wetland restoration within the landscape collaboratively.

These are the targeted areas in the regions: Bukit 30 Landscape Jembe, Riau Wetland Heritage, as well as Giam Siak Kecil Landscape, where APP and its suppliers are mostly within the buffer zone of the Biosphere Reserve; South Sumatra Mangrove Landscape; and the Kalimantan region for the Orangutan Conservation Area. We are looking to continue engaging with strategic partners to ensure that we are doing it right from the beginning and will result in positive outcomes for future generations.

Second, about People. APP is committed to empowering indigenous people and local communities by integrating socioeconomic development with forest protection. By proactively engaging our suppliers and partners, we strengthen the third pillar of our sustainability vision: creating positive shared value across the entire value chain. This elevates sustainable livelihoods projects that improve village prosperity, respect indigenous rights, ensure free, prior, and informed consent, and prevent land disputes. We will respect human rights in line with the UN Guiding Principles on Business and Human Rights, improve due diligence, and ensure access to grievance mechanisms where necessary.

The third pillar, Value Chain. We will drive policy implementation by setting best practices for supplier requirements, offering incentives, and providing expert technical support. Our goal is to create positive shared value for nature, climate, and people across our value chain through responsible supplier management and customer engagement. By working closely with our partners, we ensure that sustainability is embedded across every link, from sourcing to production to deliver to our customers.

To ensure the successful implementation of the Forest Positive Policy and bring both existing and new suppliers along this journey, we are strengthening our Supplier Evaluation Risk Assessment, or what we call SERAPLUS. This enhanced tool will require all new suppliers of APP to be deforestation-free after 2020, enabling us to expand our conservation and restoration initiatives with community inclusion, while supporting our commitments under the FSC Remedy Framework.

The Forest Positive Policy is just the beginning. Forest stewardship has always been material to our business and impact and will continue to be so. Next year, we will strengthen our people and production policies in line with REGENESIS and global standards. We'll back this with transparent stakeholder engagement and ongoing monitoring and reporting.

We realize that we cannot do it alone. In order to scale up, co-creating public-private-community partnerships will be vital to ensure lasting change. We will work closely with both internal and external stakeholders, including our government, co-creating a shared vision that aligns with international frameworks and supports both Indonesia's and global sustainability goals.

Over the next 24 months, we will develop sub-goals with clear metrics and performance indicators to ensure we can track our progress and measure our success all the way to 2050. We are deeply grateful to our partners, our communities, and all those who have supported APP, both internally and externally on this journey.



This is a call to action. Together, we build a future where forests, people, and businesses grow in harmony and become resilient.

Remarks

Dr. Efransjah, Environmental and Biodiversity Expert

Thank you for the opportunity. The main idea is to remind us that sustainability is a long journey. Today, we are grateful and congratulations, because we've reached a significant milestone. That's the essence of what I want to share.

If we recall, the idea of corporate sustainability evolved dramatically in the 1970s and 1980s. But for many of you, perhaps it was just about compliance and risk avoidance at that time, focusing heavily on pollution control. By the 1990s and 2000s, the term CSR, Corporate Social Responsibility, emerged. This is just to recall the journey that we have been on together up to this point. Let me tell you, I'm already 70 years old, and I keep talking about the same thing: sustainability. Just to describe that this is a very long journey. Companies were expected to give back through philanthropy, community programs, and contributions. So, sustainability rather sounded peripheral.

In the 2000s and 2010s, sustainability became more strategic linked to efficiency, risk management, and innovation. That's when we heard the term "triple bottom line." The last P is profit. We were not ashamed to tell people that we were chasing profit at that time. And I recognize that it's no longer just "profit" now. It has somehow been reformed into a much broader human context as "value chain." You still have "forest" in the core pillars of the Forest Positive launch today, and then "people" and "value chain."

Since 2015, we've seen ESG integration, where people talk about the Paris Agreement and SDGs, making sustainability inseparable from financial performance. It just happened that I'm lucky to be sitting next to Ibu Mega this morning. And looking forward to the 2030s, where we are about to move, they bring new challenges and opportunities. You are all aware that today, we can no longer run. Investors and regulators demand disclosures, net-zero pledges, and circular economy models. So, sustainability now seems like a license to operate.

You see how the term "sustainability" has evolved, bringing new challenges and opportunities. Biodiversity is rising alongside climate on the global agenda. And a just transition is vital to ensure fairness. Technology, from AI to satellite monitoring, will transform how we measure progress. So, in this context, I would personally welcome, because the government already officially welcomed in the video remark, this company, APP, for embracing the Forest Positive Policy: moving beyond zero deforestation towards actively restoring and regenerating forest landscapes, supporting local and indigenous communities, and strengthening biodiversity.

For Indonesia, at the national level, such a policy, I'd like to underline, would align corporate action with the IBSP and IPSAP frameworks. I would expect that in one month's time, there will be a new PP for IPSAP, which was launched last year in August. IPSAP is the Indonesia Biodiversity Strategy and Action Plan Framework, as a derivative of the CBD, Convention on Biodiversity. So, the company will reinforce national climate and biodiversity goals, unlock opportunities in carbon credit and biodiversity credit markets, and ensure forests remain the cornerstones of both ecological resilience and economic prosperity.



To thrive, business must embed sustainability in its core strategy. Please kindly check APP's Vision 2020 Sustainability Roadmap. Maybe we should revamp or re-energize that to align with what we have committed to the public now. It's becoming very important. We can no longer talk just qualitatively. We need to be quantitative. It's just like business, quantitative is very important.

So, we need to adopt clear, measurable targets. Maybe sometimes, because business is not always good, the target can be missed. But we should have the target. It's just like normal business, anything can be missed or achieved less or more. So, the private sector can turn sustainability and Forest Positive action from just a location-based initiative in the old times into a pathway to resilience and long-term growth, as was underlined by Ibu Elim earlier.

Overall, I think we should together welcome this Forest Positive Policy. And we know that these three core pillars, forest, people, value chain, and today, I'm about to learn the term REGENESIS. It means, if I check Google, it's a rebirth of ecosystems in this context. So, stopping deforestation is not the only goal, but bringing degraded forests back to life. It makes the term clearer, restoring ecological function and reviving biodiversity.

So finally, it is more than appropriate that the DG, my colleague from SFM, Sustainable Forest Management, commended this initiative and raised expectations for APP to be a prime mover for this business sector.

Remarks

Prof. Dr. Jatna Supriatna, Chairman, Research Centre for Climate Change, Universitas Indonesia

First, thank you for inviting me and congratulations to APP for making this new policy. I think it's quite impressive, with the commitment that we've already heard from everyone.

I'd like to say something about my activity and maybe relate it to these activities. Currently, I am a co-chair of the Science Panel for Borneo, which is under the UN SDSN. The UN SDSN has three science panels in the world. One is the Science Panel for the Amazon, which has been in the making for four years. Then, the Science Panel for the Congo in Africa, which started about two or three years ago. And the Science Panel for Borneo, which we just launched last year in Azerbaijan during COP30.

My reflection is that this is a really good opportunity. I think this year we're going to submit our results from 120 people from Indonesia, Sarawak, and Brunei, working together for almost one year, trying to understand the science in Borneo. It covers seven clusters, including flora, fauna, agriculture, economy, social, geology, and water. These are all closely related to APP's commitments. Hopefully, we can understand how science connects water, forest, flora, fauna, communities, and of course, government policy. That's really important.

I think, as Bu Elim mentioned earlier about the orangutan in Borneo, which is my favorite and the focus of most of my research, I hope there will be collaboration among the private sector, scientists, government, NGOs, and others. How do we work across the islands, whether in Sumatra or Borneo, to collaborate sustainably so that the future is not bleak? We should not say we are going to sink, but rather that we are going to flourish.



So again, congratulations. Hopefully, the Science Panel for Borneo will help us tackle the current high rate of deforestation, work with communities, and collaborate with the private sector and all stakeholders together.

Remarks

Prof. Dr. Ir. Y. Purwanto, Indonesian Institute of Sciences (LIPI)

There are several important points to note from the APP Forest Policy Launch. First, clarity is needed regarding the key difference between this new policy and the 2013 Forest Conservation Policy. APP needs to ensure that the commitment it has conveyed can be measured, verified, and independently monitored, and whether there are more concrete short-term targets beyond the 2030 target.

Regarding forest regulation, Ibu Elim mentioned that the target is one million hectares for conservation and restoration. It is important to understand what indicators of success will be used for the people pillar. Focus can be placed on how APP guarantees the rights of indigenous and local communities, what form its inclusive development plans will take, and whether a strong grievance mechanism is in place for the community.

For the value chain pillar, APP can ensure supply compliance through a plan for implementing a traceability system and clarify how customers will be involved in the sustainable value chain. Furthermore, regarding the launch event, it is also important to have concrete targets to achieve and a plan for how APP will maintain momentum after the event concludes.

In terms of input, there are several suggestions that can be made. APP should prepare clear baseline data and indicators so the public can assess achievements over time. Involving local communities, NGOs, and academics from the early stages is crucial to strengthening the credibility of this policy. An annual public reporting mechanism, verified by a third party, will also help ensure transparency. This policy will, in passing, contribute to the national value in meeting the 2030 target and the Sustainable Development Goals. After the launch, APP is also encouraged to prepare a consistent action plan that can be announced to the public as a concrete step for implementation.

Finally, communication regarding this policy needs to be consistent and supported by concrete evidence and success stories from the field.

Remarks

Ratna Sari, National Project Manager FOLUR Project, UNDP Indonesia

The Forest Positive Policy underscores APP Group's commitment to embed responsible forestry and sustainability across all aspects of its business. Built around three interconnected pillars, it is not a single formula or a pillar that stands alone. The policy provides a comprehensive framework to advance environmental, social, and economic goals in a mutually reinforcing way, ensuring that economic growth, community empowerment, and ecological resilience are intrinsically linked.



To strengthen impact and accountability, clear Key Performance Indicators (KPIs) should be developed and published to make progress transparent and measurable. In the first pillar on forest, this includes the percentage of forest cover enhancements, restored ecosystems, and biodiversity conservation. The second pillar is on people, how the company can share benefits with local communities and engage inclusively in development programs, especially in supporting public-private-community partnerships, as mentioned by Ibu Elim earlier.

For the people pillar, I would also like to see inclusion within the company itself, such as the number of workers completing fair labor practice training and participating in capacity-building initiatives. The last pillar, value chains, should align with government policy to engage and encourage sustainable food systems. The president often emphasizes this as part of integrated landscape management. In this context, APP can track the percentage of suppliers audited for responsible sourcing and year-over-year reductions in carbon footprints across supply chains.

All commitments under these pillars, both nationally and globally, should undergo independent third-party validation. UNDP Indonesia is very keen to collaborate and engage in this process. Last but not least, let me quote today's event theme: **"Where opportunities meet sustainability—collaboration for commodity, community, and conservation."**

Remarks

Bustar Maitar, CEO, EcoNusa Foundation

I would like to congratulate APP for this new policy. It's been almost 12 years since 2013. I was very involved, together with my colleague here, in making the 2013 NDPA policies happen, and it was not easy. It was very hard to make APP move smoothly and finally commit to the policy. So, it's not as simple as just "blah, blah, blah."

I appreciate my colleagues at APP and Sinar Mas in general for their patience every time they saw me back then. I'd like to comment on a couple of things, maybe two key points I see in this new policy. These are things that need to be made very, very clear to the public, because otherwise, there will be big questions about APP's sustainability policy.

The first is the shift in the cut-off date from 2013 to 2020. So, what happened in between? Was deforestation involved or not? This is something crucial. Also, the percentage and the actual number—how much restoration has been done by APP so far—need to be stated loudly and clearly.

Since 2016, when I left my previous organization, I haven't visited the plantations. So, I don't know—are there any trees, natural forests growing, or things like that? But this is something that needs to be showcased strongly and openly to the public. Because since the commitment APP made in 2013, what I believe and what I know is that APP has been doing things beyond business as usual. And this is something we want to see continue—beyond business as usual.

Including the new commitment of 30 million US dollars per year, I think this is a bold commitment. But we also need to look at what happened with the 50 million USD commitment that was pledged by APP before. This needs to be clearly communicated to the public, so people know what progress has been made so far.



So, I think those are the two things I'd like to convey here before the next session, because they are important, especially to maintain what we have left in Sumatra and Kalimantan.

Panel Discussion – Forest Positive Policy: Opportunities and Challenges

The objective of this panel discussion is to explore the opportunities and challenges of implementing APP's Forest Positive Policy (FPP), including reflections on REGENESIS commitment. Panelists share insights from conservation, policy, and corporate perspectives, highlighting the importance of collaboration, transparency, and long-term impact.

Moderator: Pat Venditti, Director of Nature and Land Use, Roberts Bridge and Former Global Head of Forest Campaign, Greenpeace

Panelists:

1. Aditya Bayunanda (Dito), CEO, WWF Indonesia
2. Rizal Algamara, Regional Director for Southeast Asia, Tropical Forest Alliance
3. Tony Sebastian, Chief Sustainability Advisor, APP Group
4. Sera Noviany, Head of ESG & Compliance, APP Group

Key Topics & Insights

1. Reflections on APP's Forest Positive Policy and REGENESIS

Rizal Algamara:

- The policy marks a strategic shift from "do no harm" to "forest-positive" ambition.
- Emphasized convergence of science-based targets, policy coherence, and responsible sourcing.
- Success depends on transparent monitoring, community engagement, and supplier accountability.

Aditya Bayunanda (Dito):

- Optimistic due to alignment with FSC Remedy Framework and financial commitment.
- Stressed that conservation is a long-term, complex process requiring stakeholder involvement.

Tony Sebastian:

- Highlighted the two-and-a-half-year process behind the policy's development.
- Emphasized that the policy already initiated internal transformation and sets the stage for broader change.

2. Challenges in Implementation

Tony Sebastian:

- Change requires new protocols, expertise, and partnerships.
- Mindset shifts and comfort zone disruptions are necessary but difficult.
- The policy provides direction and a framework for action.



Sera Noviany:

- The challenge was integrating the Forest Conservation Policy into a stronger, updated framework.
- The new policy aims to “do more good” and aligns with global standards like FSC Remedy.

3. Enabling Conditions for Success

Rizal Algamar:

- Internalization of the policy within APP is key.
- Success requires collective effort and managing public expectations.
- Communication must be clear and realistic.

Aditya Bayunanda (Dito):

- Sustainability must be embedded across the entire organization, not just the sustainability division.
- KPIs should reflect sustainability goals and be part of staff evaluations.
- External collaboration with CSOs and government is essential.

4. Role of External Partners

Aditya Bayunanda (Dito):

- WWF can support conservation and restoration efforts, especially through the FSC framework.
- Encouraged APP to seek partnerships and use FSC as a unifying platform.

5. Practical Implementation and Advice

Sera Noviany:

- Success depends on collaboration with stakeholders at national, provincial, and local levels.
- Landscape-specific strategies are needed.

Tony Sebastian:

- Urged stakeholders to engage positively and collaboratively.
- APP must show success and offer incentives to attract partners.

Rizal Algamar:

- Focus should be on ecosystem health and community inclusion, not just area targets.
- Legitimacy comes from shared priorities and ownership.

Aditya Bayunanda (Dito):

- Suggested starting with low-hanging fruit to build momentum.
- Early visible results will help build internal and external confidence.



Q&A Sessions

- **Question:** How are lessons from past efforts integrated into the current policy?

Sera Noviany: As mentioned earlier, this decade-long policy has been implemented across our operations, and we've learned a lot from it. Based on those learnings, we developed this new policy with a focus on collaboration and partnership. The three pillars—production, forest, and people—remain central. Some goals have been achieved, as presented by Bu Elim this morning, while others still need improvement. That's why we've refined our initiatives to be better moving forward. Thank you.

- **Question:** What does success look like in five years?

Tony Sebastian: Five years is a good timeframe. Success means clear social, forest, wildlife, and ecological outcomes, rivers are cleaner, fisheries are better, forests are thriving, and prey species are thriving. These outcomes will validate the policy. The objectives are straightforward; it's the processes that are challenging. But they are achievable.

Aditya Bayunanda (Dito): Hopefully, in five years, we'll see restored areas and communities benefiting, some even remediated. APP should become a true champion for sustainability. Tangible results like increased community income and biodiversity should be visible and measurable. It won't be fully accomplished in five years, but there should be stories and proof that APP is making a difference.

Rizal Algamar: We'd like to see increased forest cover and improved biodiversity around APP concessions. But most importantly, communities should be thriving alongside the company. That's the key to sustaining this initiative.

Sera Noviany: From APP's perspective, we aim to show real progress in restoration and conservation across landscapes. We also hope to build broad coalitions and collaborations in these efforts.

Closing Remarks

Mr. Bernard Tan, Chairman, APP Group Sustainability Committee

I would like to extend my sincere thanks to everyone who joined us at this pivotal moment in APP's sustainability journey. I especially want to thank our panel members, Pak Dito, Pak Tony, Pak Rizal, and Bu Sera, for their thoughtful and inspiring discussion.

Several key takeaways stood out today: the importance of achieving early success, the need for strong partnerships, and the understanding that this is a long-term journey requiring persistence. There will be ups and downs, but with commitment and collaboration, we believe something truly transformative can be achieved. Under the REGENESIS initiative, APP has committed to restoring 1 million hectares of landscape, backed by an annual investment of 30 million US dollars over the next decade. This is one of the most ambitious sustainability efforts in Indonesia, and globally. Our goal is clear: to deliver positive outcomes for forests, biodiversity, people, and climate, while continuing to run a successful business. These two objectives must go hand in hand.

We know we cannot do this alone. This is a call to action, for all stakeholders to join us. Together, we can redefine what sustainability means in practice and demonstrates that business can be a powerful force for good. On behalf of APP and the entire team behind today's event, thank you for your time, your support, and your commitment to building a forest-positive future. I look forward to continuing the conversation with you over lunch. Thank you