Corrie MacColl plantations employs a modern approach to fair and sustainable natural rubber farming across three plantations in Cameroon and Malaysia: Hevecam, Sudcam and JFL.

We invest in agronomical expertise and technology to maximise yield and quality, whilst minimising impact through low-intensity planting. As a sustainable model corporate citizen, ecological conservation, economic growth and social development are at the forefront of our operations strategy.

A low-intensity planting programme will see our mature rubber trees increase from 4.6 million trees in 2020 to 13 million trees in 2030, yielding a production output increase from 19,000mT in 2020 to 89,000mT in 2030.

**Total Concession: 107,668 ha**

- **39%** HCV & Protected
- **36%** Plantation
- **23%** Community Forest
- **2%** Infrastructure

<table>
<thead>
<tr>
<th>Category</th>
<th>Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>HCV &amp; Protected</td>
<td>41,989 ha</td>
</tr>
<tr>
<td>Community Forest</td>
<td>25,000 ha</td>
</tr>
<tr>
<td>Plantation</td>
<td>38,411 ha</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>2,268 ha</td>
</tr>
</tbody>
</table>
Corrie MacColl is committed to promoting, developing and implementing the sustainable and responsible use of natural rubber throughout its supply chain.

Please refer to our Sustainable Natural Rubber Supply Chain Policy (SNRSCP) for further information.

**Sustainability Highlights:**

<table>
<thead>
<tr>
<th>62% of our land remains unplanted</th>
<th>25,000 ha Community Forest</th>
</tr>
</thead>
<tbody>
<tr>
<td>No peat land</td>
<td>Global no deforestation policy across Corrie MacColl Plantations</td>
</tr>
<tr>
<td>Commitment to no slash and burn</td>
<td>Ensure responsible land acquisition and use</td>
</tr>
<tr>
<td>Commitment to good agricultural practices and yield improvement</td>
<td>Develop and implement proper land use plans to prevent overexploitation of natural resources using an integrated landscape management approach</td>
</tr>
<tr>
<td>Support the development of methods to trace natural rubber across the supply chain</td>
<td>Community engagement through local NGOs to address grievances</td>
</tr>
<tr>
<td>Initiatives governed by an independent Cameroon Sustainability Council</td>
<td></td>
</tr>
</tbody>
</table>
Our Communities

As the largest private-sector employer in Cameroon, more than 43,000 individuals depend on our success. We recognise our responsibility as a modern employer to work alongside the local communities and identify new opportunities for education, empowerment and socio-economic development.

35,354 residents
32 villages
58 schools
2 hospital
23 health clinics

Community Overview

<table>
<thead>
<tr>
<th>Hevecam Total Employees</th>
<th>4,426 Male</th>
<th>1,519 Female</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>460 Indigenous Male</td>
<td>260 Indigenous Female</td>
</tr>
<tr>
<td>Sudcam Total Employees</td>
<td>599 Male</td>
<td>316 Female</td>
</tr>
<tr>
<td></td>
<td>119 Indigenous Male</td>
<td>88 Indigenous Female</td>
</tr>
<tr>
<td>JFL Total Employees</td>
<td>332 Male</td>
<td>40 Female</td>
</tr>
<tr>
<td></td>
<td>2 Indigenous Male</td>
<td>30 Indigenous Female</td>
</tr>
</tbody>
</table>
The Cameroon Outgrower Programme

Corrie MacColl recognises the value of smallholder partnerships in opening new market opportunities and strengthening rural economies.

- 13,000 smallholders to benefit
- 27,000 hectares of fallow land to be planted
- All land must comply with our Sustainable Natural Rubber Supply Chain Policy (SNRSCP)
- Land within High Conservation Value or High Carbon Stock areas will be excluded, and appropriate land deeds must be secured prior to development.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Commenced</td>
<td>2020</td>
</tr>
<tr>
<td>Outgrower farmers</td>
<td>13,000</td>
</tr>
<tr>
<td>Planting programme</td>
<td>2020-2027</td>
</tr>
<tr>
<td>Initial tapping expected</td>
<td>2025</td>
</tr>
</tbody>
</table>

Integrated Farming Plan
Hevecam
Niete, Cameroon

Established: 1975

Total Concession (ha): 52,607

Niete  40,992
Elogbatindi  3,972
Bissiang  7,643

Factory Annual Capacity: 51,500mT

Total Trees Planted:

7,884,945

Land Allocation

- Infrastructure: 950 ha
- HCV & Protected: 30,067 ha
- Plantation: 21,590 ha

2020

- Mature Trees Planted: 4,100,600
- Production Output: 14,242

2030

- Mature Trees Planted: 6,304,320
- Production Output: 45,235
Sudcam
Meyomessala, Cameroon

Established: 2008
Total Concession (ha): 45,217
North 8,236
Central 36,981
Est. Factory Completion: Q3 2020
Factory Annual Capacity: 37,500mT

Total Trees Planted:

4,684,589

Land Allocation

- HCV & Protected 9,706 ha
- Infrastructure 744 ha
- Community Forest 25,000 ha
- Plantation 9,768 ha

Mature Trees Planted

2020 470,250
2030 4,395,600

Production Output

2020 1,254
2030 25,815
JFL
Kelantan, Malaysia

71% Natural Rubber  29% Oil Palm (Certified MSPO)

Established: 2013
Total Concession (ha): 9,844

Lebir 2,453
Ulu Nenggiri 3,775
Laloh 1,593
Ulu Temiang 2,023

Total Trees Planted:
Rubber trees
1,906,419
Oil Palm
186,746

Land Allocation

- Infrastructure 574 ha
- HCV & Protected 2,216 ha
- Plantation - Rubber 5,061 ha
- Plantation - Oil Palm 1,992 ha

2020
Mature Rubber Trees Planted -
Production Output -

2030
2,277,450
9,365
Our Hevecam and Sudcam plantations feed two modern factories (Sudcam factory to be completed in Q3 2020), producing high quality concentrated latex, dry latex and TSR grades to the dipping industry, as well as specialty product makers. The Sudcam factory is poised to supply 100% traceable and sustainable raw material.

Operating under the LATEXPRO and HEVEAPRO standards, the factories are accountable to a stringent 3rd party-certified audit covering Quality Standards, EHS, Sustainability and Supply Chain Security.

Our two factories have a combined capacity of 89,000mT. Production of latex is poised to increase from 10,000mT in 2020 to 60,000mT from 2030 onwards, as our trees mature and come into production.

ISO 9001, ISO 14001, LATEXPRO and HEVEAPRO

100% traceable raw material

A state-of-the-art laboratory

Environmental measures:
100 kW solar-power
100% effluent water recycling
Soil erosion control
Green corridor protection
Dryer Exhaust Scrubber System

Proximity to Kribi and Douala load ports
Concession Maps

Niete, Hevecam

Bissiang, Hevecam
Elogbatindi, Hevecam

Sudcam Concession with RBD
Planted Area, North Concession, Sudcam

HCV Localisation, Sudcam
Laloh Estate, JFL

Ulu Temiang Estate, JFL
Lebir Estate, JFL

Ulu Nenggiri Estate, JFL