Corrie MacColl Plantations Overview

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 replanting programme, replacing our end-of-life trees with new trees, will see an increase in our mature rubber trees from 4.6 million in 2020 to 13 million in 2030 on the existing 36,419 ha of rubber planted land. This will yield a production output increase from 19,000mT in 2020 to 89,000mT in 2030.

In line with our no deforestation policy, there is no land designated for future planting. Therefore our land use will remain as 36% planted, 2% infrastructure and 62% HCV, protected and untouched land.

Total Concession: 107,668 ha

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

Rubber plantation land: 34% Oil palm plantation land: 2%
HCV & Protected: 41,989 ha
Community Forest: 25,000 ha
Plantation: 38,411 ha
Rubber plantation land: 36,419 ha
Oil palm plantation land: 1,992 ha
Infrastructure: 2,268 ha
Sustainability

Corrie MacColl is committed to promoting, developing and implementing the sustainable and responsible use of natural rubber throughout its supply chain. We have achieved 100% traceability to our industrial plantations. Additionally, 69.5% of planted land at our Hevecam plantation is in the process to be certified by FSC FM by 2023.

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

Sustainability Highlights:

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

Community Overview

<table>
<thead>
<tr>
<th>Community</th>
<th>Male</th>
<th>Female</th>
<th>Indigenous Male</th>
<th>Indigenous Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hevecam Total Employees</td>
<td>4,426</td>
<td>1,519</td>
<td>460</td>
<td>260</td>
</tr>
<tr>
<td>5,945</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sudcam Total Employees</td>
<td>599</td>
<td>316</td>
<td>119</td>
<td>88</td>
</tr>
<tr>
<td>915</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JFL Total Employees</td>
<td>332</td>
<td>40</td>
<td>2</td>
<td>30</td>
</tr>
<tr>
<td>404</td>
<td></td>
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</table>
Corrie MacColl recognises the value of smallholder partnerships in opening new market opportunities and strengthening rural economies. The Cameroon Outgrower Programme will equip 13,000 smallholder farmers with the education and financing to develop 27,000 ha of sustainable farms.

- 13,000 smallholders to benefit.
- Total of 27,000 ha of fallow land to be planted with natural rubber. This is a forecast figure, the land will not be company-owned or company-managed land, and this land is yet to be sourced for shortlist.
- 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.
- 467 smallholders have passed the onboarding assessment criteria developed by Proforest, meeting the social and environmental criteria reflected by our sustainability policy commitments.
- The No Deforestation policy is upheld by the external verification of MapHubs, an independent GIS satellite imagery service. MapHubs is provided with the coordinates of all smallholder land and analyses deforestation by reviewing Planet quarterly image from prior to December 2018 and compares it against Planet monthly mosaic and Sentinel-2/Landsat medium resolution imagery from the time of the onboarding assessment. Going forward, the data will be reviewed on a 5-year basis.
- Additionally, Corrie MacColl’s progress across sustainability KPIs in line with our sustainability-linked loan with Deutsche Bank, including No Deforestation, is reviewed annually by an external global consulting firm, ERM. Read more about the loan and sustainability review, and ERM’s appointment here.

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<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>
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:
- Niete: 40,992
- Elogbatindi: 3,972
- Bissiang: 7,643

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

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2020 2030

Mature Trees Planted
470,250 4,395,600

Production Output
1,254 25,815

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Corrie MacColl
EST. 1780
JFL
Kelantan, Malaysia

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

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

<table>
<thead>
<tr>
<th>Location</th>
<th>Land Area (ha)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lebir</td>
<td>2,453</td>
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<tr>
<td>Ulu Nenggiri</td>
<td>3,775</td>
</tr>
<tr>
<td>Laloh</td>
<td>1,593</td>
</tr>
<tr>
<td>Ulu Temiang</td>
<td>2,023</td>
</tr>
</tbody>
</table>

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
Mature Rubber Trees Planted: 2,277,450
Production Output: 9,365
Our Factories

Our Hevecam and Sudcam plantations feed two modern factories, 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.

The 2 Hevecam and Sudcam factories source rubber from our company-owned plantations, the remaining 36 Halcyon Agri factories source from third-party plantations.

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
Halcyon Agri Group sources 74% of volume from smallholder farmers in the form of raw material, 2% is sourced from company-owned plantations and the remaining 24% is sourced from other distributors in the form of finished goods.

The Group sources all rubber from the following countries:

**Asia:**
- Cambodia
- India
- Indonesia
- Malaysia
- Myanmar
- Philippines
- Sri Lanka
- Thailand
- Vietnam

**Africa:**
- Cameroon
- Gabon
- Ghana
- Guinea
- Ivory
- Coast
- Liberia
- Nigeria

**Americas:**
- Guatemala

Smallholder sourcing jurisdictions include the following:
- Central region, Cameroon
- East region, Cameroon
- South region, Cameroon
- Littoral region, Cameroon
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