



PURSUING EXCELLENCE TOGETHER WE GROW

追求卓越 共同成长

SUSTAINABILITY REPORT 2022



CONTENTS

INTRODUCTION

- 2 About this report

APPROACH

- 3 Our Strategy
 4 Tracking Progress
 7 Governance
 9 Stakeholder Engagement
 10 Assessing Materiality
 11 Key Industry Topics
 – Supply Chain Transparency
 – Traceability
 – Climate Change

PROGRESS

- 16 Operations Excellence
 – Quality
 – Health and Safety
 – Eco-Efficiency
 18 Land Stewardship
 – Our Land Concessions
 – Ecosystem Protection
 – Agricultural Practices
 20 Inclusive Business
 – Fair Working Conditions
 – Respect for Human Rights
 – Economic Inclusion

ESSENTIAL DISCLOSURES

- 23 Information on Workers
 24 ESG Data
 31 List of Certifications and Standards
 33 GRI Content Index
 37 Mapping to Commitments
 – TCFD
 – UN Global Compact
 – GPSNR Policy Framework



ABOUT THIS REPORT

Halcyon Agri Corporation Limited's Sustainability Report for the financial year 2022 has been prepared in view of the following reporting frameworks and commitments:

- Singapore Exchange Securities Trading Limited (SGX-ST) Listing Rules 711A and 711B on Sustainability Report, and Practice Note 7.6 Sustainability Reporting Guide (December 2021),
- Recommendations of the Task Force on Climate-related Financial Disclosures (October 2021),
- GRI Sustainability Reporting Standards (GRI Standards),
- Communication on Progress (CoP) on the Ten Principles of the UN Global Compact, and
- GPSNR¹ Policy Framework for Sustainable Natural Rubber Production and Sourcing (September 2020)

COVERAGE

This report covers the environmental, social, and governance (ESG) topics and performance of our operations in Asia, Europe, Americas and Africa unless stated otherwise. There were no significant changes to our organisation and supply chain during the reporting period.

FEEDBACK

We welcome feedback on this report and any aspect of our sustainability performance. Please contact sustainability@halcyonagri.com.

¹ Global Platform for Sustainable Natural Rubber.



¹ Global Platform for Sustainable Natural Rubber <https://sustainablenaturalrubber.org/policy-framework/>

OUR STRATEGY

We anchor our sustainability commitments to Halcyon Agri's Vision and Pillar of 360° Excellence.

OUR PILLAR OF 360° EXCELLENCE

VISION STATEMENT

Our VISION is to be the leading natural rubber global franchise, leveraging our globally integrated platform in advocating for ESG practices across the supply chain, and effecting meaningful change in the industry.

These elements form the cornerstone of our continued business success, and empower us to deliver better value to stakeholders.

We have outlined our sustainability commitments through these policies and frameworks:

Sustainable Natural Rubber Supply Chain Policy (SNRSCP)	First launched in November 2018, the SNRSCP has been updated in 2021 to align with the GPSNR Policy Framework. This policy covers our ESG commitments spanning environment, health and safety, human rights, labour, and No Deforestation, No Peat and No Exploitation (NDPE).
Sustainable Sourcing Policy (SSP)	Shortly after the launch of SNRSCP, we released the SSP to extend our ESG commitments to our suppliers. We have since rolled out our SSP taking into account the diversity of our supplier base across business segments.
Anti-Corruption and Anti-Bribery Policy	This policy upholds our zero tolerance for bribery and corruption in any form, whether direct or indirect. It is a covenant to act lawfully and conduct business with integrity, fairness and transparency.
Whistleblowing Policy	This policy enables the reporting of unethical or unlawful behaviour by our employees, vendors, customers and other relevant stakeholders, while ensuring protection from reprisals.
Task Force on Climate-related Financial Disclosures (TCFD)	As a listed company on the Singapore Exchange (SGX), Halcyon Agri is required to follow the recommendations of the TCFD in our reporting from 2023. We conducted a gap analysis in 2022 and developed a roadmap to meet mandatory climate reporting by 2025. This report represents our baseline situation and plans ahead.
Ten Principles of the UN Global Compact	Since our participation in April 2019, we attended programs offered by United Nations Global Compact (UNGC)'s learning platform to boost our knowledge and capabilities. Participation in UNGC helped us set our Sustainable Development Goals (SDGs) and climate ambitions. We will continue our support of the Ten Principles covering Human Rights, Labour, Environment and Anti-Corruption.
GPSNR Policy Framework for Sustainable Natural Rubber Production and Sourcing	Global Platform for Sustainable Natural Rubber (GPSNR)'s multi-stakeholder platform enables our business to engage with upstream, downstream and Civil Society Organisation (CSOs) on various sustainability agenda. In June 2022, members of the Processors, Producers and Traders (PPT) category voted Halcyon Agri as its representative in the Executive Committee – the highest decision making body of GPSNR for a 2-year term ending in 2024.

Our progress and plans in three thematic areas:

Operations Excellence

Building on the *HeveaPro* standards, we share our performance on upholding quality, workplace health & safety and eco-efficiency at our processing factories.

Land Stewardship

With over 100,000 hectares of concessions under our care, this section reports our activities that protect ecosystems and apply responsible agricultural practices.

Inclusive Business

Spanning the Group, we share our efforts in promoting fair working conditions, respecting human rights and supporting economic inclusion of our key stakeholders.

Our approach on key emerging topics facing the natural rubber industry today:

Supply Chain Transparency

The industry faces increasing calls to account for its actions and impacts affecting the environment and society. This section presents the key drivers and shares how we face the challenges.

Traceability

This section acknowledges the challenging task of tracing natural rubber up to the upstream point of origin. We share our approach in helping our customers meet sustainability requirements.

Climate Change

Recognised as humanity's biggest challenge, we share our progress on managing greenhouse gas emissions, and building resilience and adaptation to future-proof our business.

TRACKING PROGRESS

As we move forward with our policy commitments, we recognise our role of ultimately contributing to sustainable development. In line with our theme of “Pursuing Excellence, Together We Grow”, we take stock of our initiatives across the Group and aligned them with the most relevant sustainable development goals (SDGs). Among the 17 SDGs, we identified five (5) SDGs where we have the most contribution. We remain steadfast on our vision while holding ourselves accountable to our key stakeholders.



ESG Factors	SDG Ambitions	Plans and Targets		Performance			
				Status	Further Information		
Theme 1: Operations Excellence							
Quality Excellence	 9.b Support domestic technology development, research and innovation in developing countries, including ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities	1	Promote quality excellence and innovation in all factories of Halcyon Agri through a rewards and recognition platform	Annual	Ongoing	Quality	
		2	Develop agenda for the new Quality & ESG ('QESG') Council – an internal standards body tasked with spearheading operational excellence for Halcyon Agri	2023	To Develop	Quality	
		3	Maintain third party certification of our Cameroonian factories using the standards for <i>HeveaPro</i> for Hevecam and <i>LatexPro</i> for Sudcam.	2022	✓ ^{SLL}	Achieved	Quality
		4	Meet requirements of the IATF16949:2016 quality management system for automotive production on our selected Malaysian & Indonesian supply chains	2025	✓ ^{CB}	On Track	Quality
Workplace Health & Safety	 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	5	Meet ISO45001:2018 safety management system requirements for our factories ²	2025	✓ ^{CB}	On Track	Health & Safety
		6	Achieve zero workplace fatalities	Annual		To Improve	Health & Safety
Eco-Efficiency	 9.b Support domestic technology development, research and innovation in developing countries, including ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities	7	Meet ISO14001:2015 environmental management system requirements for our factories ³	2025	✓ ^{CB}	On Track	Eco-efficiency
		8	Improve water use intensity (freshwater withdrawals) of our factories ⁴ through a 5% reduction in freshwater requirements versus a 2021 baseline	2025	✓ ^{SLL}	On Track	Eco-efficiency
	 7.3 Double the global rate of improvement in energy efficiency	9	Improve energy intensity (grid electricity) of our factories ⁵ through a 2% reduction in electricity consumption versus a 2021 baseline	2025	✓ ^{SLL}	On Track	Eco-efficiency

Legend

- ✓^{CB} Subject to external verification by an accredited Certification Body (“CB”)
- ✓^{SGX} Singapore Exchange ('SGX') requirement
- ✓^{SLL} Subject to external verification following conditions in the Sustainability-linked Loan (“SLL”) secured by Halcyon Agri





² Scope: Indonesia (13) and Thailand (3)

³ Halcyon Agri Corporate Report 2021: Cameroon (SDC), Cote d’Ivoire (SDCI-A, SDCI-B), Indonesia (KBM, SAR), and Thailand (H2Y, H6N, H7P)

⁴ Scope: Indonesia (17), Malaysia (2), Thailand (5), and China (2)

⁵ Ibid

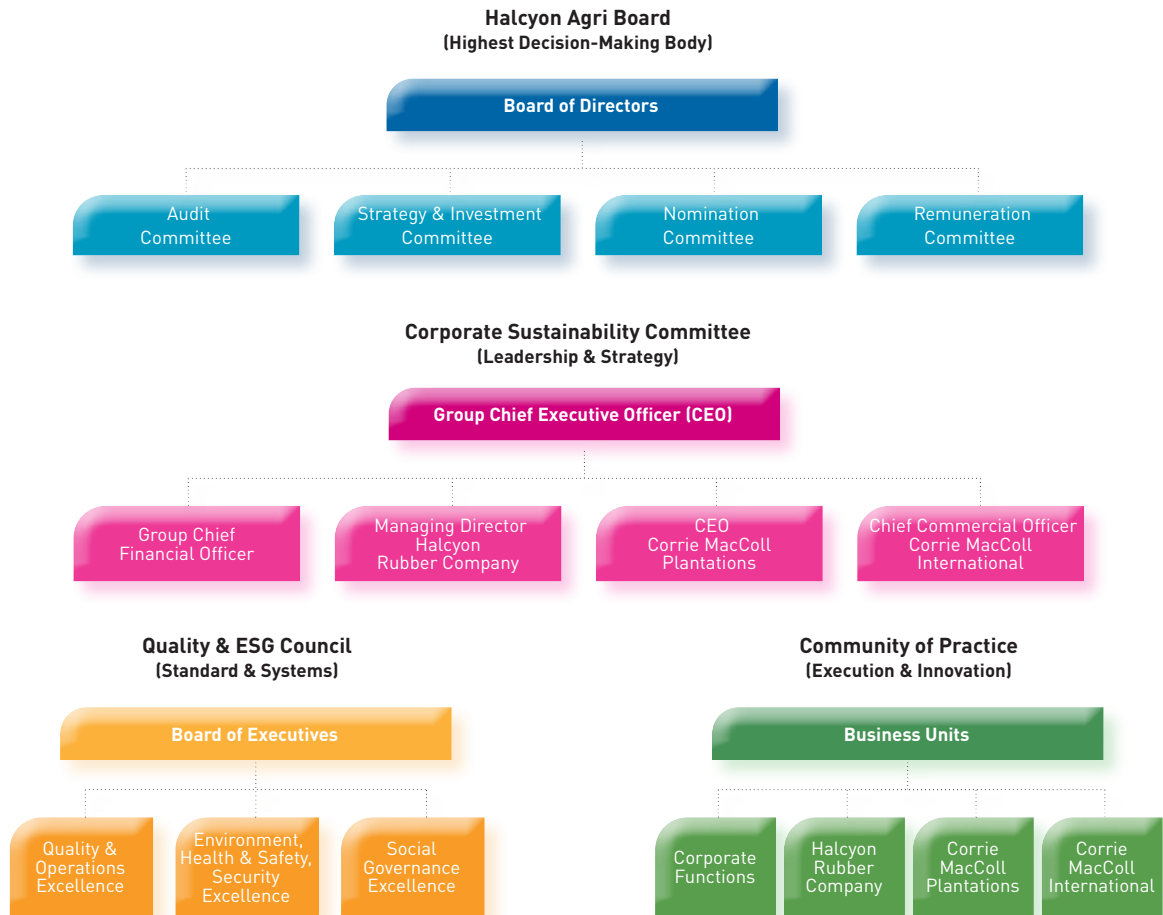
ESG Factors	SDG Ambitions	Plans and Targets	Performance				
			Status	Further Information			
Theme 2: Land Stewardship							
Land Concessions	 12.2 Achieve the sustainable management and efficient use of natural resources	10 Secure FSC certification of Hevecam's Niété concession	2023	✓ ^{SLL}	Ongoing	Our Land Concession	
Ecosystem Protection	 15.2 Promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally	11 Apply monitoring tools to verify 'No Deforestation' commitments in Hevecam, Sudcam and JFL concessions	Annual	✓ ^{SLL}	Ongoing	Ecosystem Protection	
		12 Conduct independent High Conservation Value (HCV) assessments in Hevecam, Sudcam and JFL concessions	2023	✓ ^{SLL}	Completed	Ecosystem Protection	
		13 Implement a water management plan for Hevecam and JFL concessions	2023	✓ ^{SLL}	In Progress	Ecosystem Protection	
		14 Improve the management of effluent discharge in Hevecam and Sudcam concessions	2023	✓ ^{SLL}	In Progress	Ecosystem Protection	
		15.c Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities	2027		Ongoing	Ecosystem Protection	
Agricultural Practices	 15.2 Promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally	16 Develop an Integrated Pest Management ('IPM') policy for Corrie MacColl Plantations	2022	✓ ^{SLL}	Completed	Agricultural Practices	
		17 Realise a reduction in chemical pesticides use per hectare in Hevecam, Sudcam and JFL concessions	2023	✓ ^{SLL}	In Progress	Agricultural Practices	
Theme 3: Inclusive Business							
Gender Diversity	 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	18 Secure 10% female representation on Halcyon Agri's Board	2022	✓ ^{SGX}	Achieved	Economic Inclusion	
Landscape Stewardship, Community Investment & Empowerment	 1.4 Ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance	19 Expand coverage of the Cameroon Outgrower Programme in terms of area registered	2023	✓ ^{SLL}	Ongoing	Economic Inclusion	
		20 Local community relations:	2023	✓ ^{SLL}	Ongoing	Economic Inclusion	
		– Implement all measures within the Social Action Plan, in partnership with local NGOs, for the communities surrounding the Hevecam and Sudcam concessions.					
Human Rights	 16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all	21 – Implement all cultural heritage management measures recommended for Hevecam and Sudcam concessions			Ongoing	Economic Inclusion	
		22 Resolve grievances reported in accordance with Halcyon Agri's Grievance Resolution Procedure	Annual	✓ ^{SLL}	Ongoing	Respect for Human Rights	
Fair Working Conditions	 8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	23 Develop management system manual on ISO26000:2010 Guidance on Social Responsibility for Halcyon Agri business units	2023		In Progress	Fair Working Condition	

ESG Factors	SDG Ambitions	Plans and Targets	Performance			
			Status	Further Information		
Emerging Topic 1: Supply Chain Transparency						
Transparency	 <p>12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p>	24	Work towards achieving EcoVadis Platinum status for Halcyon Agri	2025	In Progress	Supply Chain Transparency
		25	Strive to maintain Halcyon Agri's position among the top five most transparent companies in ZSL's SPOTT assessment for the next three consecutive assessments beginning 2023	2025	In Progress	Supply Chain Transparency
		26	Perform external assurance on Halcyon Agri's sustainability report starting FY2025 in accordance with assurance standards recognised by the Singapore Exchange (SGX)	2025	In Progress	Supply Chain Transparency
Emerging Topic 2: Traceability						
Traceable Supply Chain	 <p>12.2 Achieve the sustainable management and efficient use of natural resources</p> <p>12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p> <p>12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>	27	Report raw material origins at district level of all Asian ⁶ and Ivorian ⁷ factories of Halcyon Agri	2025	✓ ^{SLL} In Progress	Traceability
		28	Develop management system manual on ISO20400:2017 Guidance on Sustainable Procurement for Halcyon Agri's business units	2024	In Development	Traceability
Emerging Topic 3: Climate Change						
Climate Mitigation	 <p>7.b Expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States, and land-locked developing countries, in accordance with their respective programmes of support</p> <p>12.a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production</p>	29	Secure net-zero targets for Halcyon Agri's in accordance with Science Based Targets Initiative's (SBTI) requirements	2025	In Progress	Climate Change
		30	Review & develop transition plan to renewable energy sources for all Halcyon factories, where feasible	2023	In Progress	Climate Change
Climate Resilience & Adaptation	 <p>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p>	31	Conduct climate scenario analysis on Halcyon Agri's business units in accordance with the recommendations of the TCFD	2023	✓ ^{SBX} In Progress	Climate Change

⁶ Scope: Indonesia (17), Malaysia (2), Thailand (5), and China (2)

⁷ SDCI-A and SDCI-B

GOVERNANCE



GOVERNANCE OF SUSTAINABILITY ISSUES

In 2022, Halcyon Agri formalised a governance structure to integrate and manage ESG topics in our business. The structure describes how sustainability issues interact across board agenda, senior leadership conversations and operations.

Halcyon Agri's Board of Directors holds the highest responsibility on sustainability governance. To ensure competence on ESG topics, all directors attended mandatory sustainability training in 2022 as required by SGX. The Board upholds their responsibility by collectively reviewing sustainability agenda presented by the Group CEO and key senior executives at least annually.

The Board assigns various ESG topics to the agenda of respective Board committees, as it deems appropriate. One notable topic is a new SGX requirement for the internal review of our sustainability report process by competent internal auditors. The Audit Committee oversaw the completion of the first internal review in 2022 and shall continue to do so annually as part of the risk and internal controls agenda.

For this reporting period, we present three key emerging topics affecting Halcyon Agri: *Supply Chain Transparency, Traceability and Climate Change*. We have outlined our approach on these sustainability issues under **Key Industry Topics** section. The Board also reviewed Halcyon Agri's key ESG factors. We also present a summary of our key ESG factors and review process under **Assessing Materiality** section.

CORPORATE SUSTAINABILITY COMMITTEE

With the support from the Board, the Group CEO supervises the management of material ESG issues and integrates them into the day-to-day management and operations of the Group. The CEO capitalises on the expertise of its management team and appoints key sponsors to drive the sustainability agenda in respective business segments:

- **Halcyon Rubber Company Group.** The Managing Director of HRC Group leads and represents the Group's interests in industry-led sustainability discussions, including engagement with the Global Platform for Sustainable Natural Rubber (GPSNR).
- **Corrie MacColl Group.** The CEO of Corrie MacColl Plantations, on the other hand, proactively maintains strategic relationships with key civil society groups and NGOs.

Together, both senior sponsors work with Corporate Sustainability Committee members to meet group-wide sustainability targets.

QUALITY & ESG COUNCIL

We launched the Quality & ESG Council during the year with the following objectives:

1. Establish and maintain standards for processing and plantation business;
2. Accelerate peer learning across borders; and
3. Provide a platform for collaboration and adoption of best practices to improve our performance.

This Council ultimately aims to complement our implementation of the *HeveaPro* standards on quality, environment, health & safety, security and social responsibility. Such internal governance structure is needed to ensure consistency in meeting our customers' increasing requirements and expectations.

The main decision-making body is the Board of Executives ('BoE'), co-chaired by the Managing Director of HRC Group, CEO of Corrie MacColl Plantations and comprises functional and operational heads of business units globally. Together, they will be the final approving authority for standards across processing and plantation activities.

Three functional committees under the BoE will develop work plans to continuously improve the standards. The committees shall comprise subject matter experts across the Group.

COMMUNITY OF PRACTICE

Working alongside the QESG Council, the Community of Practice ('CoP') will execute decisions approved by the Council and drive innovation for the business. The CoP leverages the network of Quality, EHS, Labour and CSR leads representing our business units to ensure a holistic group-led sustainability approach.

To further support integration of sustainability issues in business and to promote innovation, we rebranded our annual quality conference in 2022 by incorporating ESG topics in the 2-day program. The 2022 conference was attended by business unit leaders and included topics such as supply chain traceability and sustainability performance targets.

On innovation, we launched a new award category in 2021 to recognise outstanding environmental and social initiatives. This new category was so well-received that in 2022, we have improved on our selection criteria on innovation and further aligned this with Halcyon Agri's rewards and recognition policy.

We aim to continue our annual conference by constantly providing relevant content, inviting inspirational speakers, and focusing on specific Quality and ESG topics that are critical to the success of our business.



Visual collage of Halcyon Agri management and staff that attended the Quality & ESG Conference in December 2022.

STAKEHOLDER ENGAGEMENT

THE STAKEHOLDER IMPERATIVE

Our stakeholders represent a diverse range of perspectives, and could influence our business decisions. Thus, it is imperative to remain open to multiple stakeholder viewpoints to identify, evaluate, mitigate challenges and cultivate opportunities to ensure continued business success.

We refer to the AA1000 AccountAbility Stakeholder Engagement Standard (2015) in guiding our engagements. For this reporting period, we confirm that there are eight main stakeholder groups, consistent as previous years. In 2023, we will review our stakeholder groupings to ensure their continued representation of various interests shaping our thinking.

OUR ENGAGEMENT METHODS

1	<p>Employees</p> <ul style="list-style-type: none"> Annual performance review and employee feedback sessions Training and development programmes, including empowering leaders in managing teams Quarterly publication of Halcyon Rubber Times Magazine and engagement via Facebook page Company-wide open-door policy and CEO townhall meetings in headquarters and other offices Grievance and whistleblowing procedures in place with assurance of confidentiality and protection against reprisal Worker unions or associations and collective bargaining arrangements with factory workers Community volunteering and company recreational activities 	
2	<p>Customers</p> <ul style="list-style-type: none"> Annual or periodic on-site assessments of our factories and plantations following customer timeframe Networking sessions hosted by industry associations at least once a year Periodic meetings and daily communication via phone and emails on topics such as quality and supply chain logistics Timely formal communications (email/letters) to customers to address concerns raised Media releases and updates shared with customers relating to company updates and news posted on our website 	
3	<p>Smallholder Farmers</p> <ul style="list-style-type: none"> Group meetings and discussions regarding concerns raised as and when needed, direct or via dealers Knowledge sharing, cultural promotion and good agricultural practices in accordance with <i>HeveaPro</i> standards Traceability initiatives in partnership with customers such as Rubberway to understand their situation better 	
4	<p>Suppliers (Non-Smallholder Farmers)</p> <ul style="list-style-type: none"> Supplier performance feedback on a per project basis Sharing project management best practices when needed Regular toolbox meetings and induction on environment, health and safety on site regulations (Processing) Training on proper use of agricultural methods, pesticides and fertilisers prior to field deployment (Plantations) 	
5	<p>Civil Society</p> <ul style="list-style-type: none"> Timely written response to civil society organisations' queries Periodic or scheduled meetings with NGOs at our plantations or processing sites on a per issue or project basis Partnership with APIFED and APED to drive the social action plan in Cameroon Implementation of grievance procedures for access to remedy relating to our operations 	
6	<p>Industry Bodies (Regulatory Agencies, Governments, Industry Associations and Certification Bodies)</p> <ul style="list-style-type: none"> Membership to Global Platform for Sustainable Natural Rubber (GPSNR) for engagement on key concerns affecting industry Company information and updates online through disclosure of Annual Reports, Sustainability Reports, and news releases Periodic reporting of environment, health and safety compliance (internal monitoring and external reporting to regulatory agencies, governments) Third party assessments of our processing and plantation assets annually or as needed (certification bodies) Attendance in conferences, workshops and speaking engagements as scheduled by organisers (industry associations) 	
7	<p>Investors (Financial Institutions, Regulators, Analysts and Shareholders)</p> <ul style="list-style-type: none"> Company information and updates online through disclosure of periodic business updates, Annual Reports, Sustainability Reports and news releases Analysts briefing after the release of financial results AGM and EGM serve as important platforms for shareholders to communicate directly with the Board Finance and Investor Relations teams as intermediaries between Halcyon Agri and investment community Senior management meetings with investors, analysts, and the media. Channels include conference calls, roadshows and industry conferences organised by key brokerage firms throughout the year 	
8	<p>Local Communities</p> <ul style="list-style-type: none"> Provision of feedback channels at our processing and plantation sites to be treated confidentially Livelihood programs offered at local level In kind contributions to schools and educational institutions Technical or financial support for local infrastructure maintenance or development projects Periodic contribution to local socio-cultural activities and families in need 	

ASSESSING MATERIALITY

BOARD REVIEW

During its quarterly meeting for FY2022, the Board reviewed eleven (11) key ESG factors encompassing all business activities of Halcyon Agri. The number of ESG factors remains the same as previous reporting period following an annual review by the Sustainability Department.

INTERNAL REVIEW

In 2022, we facilitated internal review by competent auditors of our sustainability reporting processes in line with SGX requirements.

The audit identified two low risk findings relating to stakeholder engagement. The Sustainability Department welcomed this feedback and promptly addressed the findings. As a result, we revised the materiality assessment procedures, in particular, the sample selection approach.

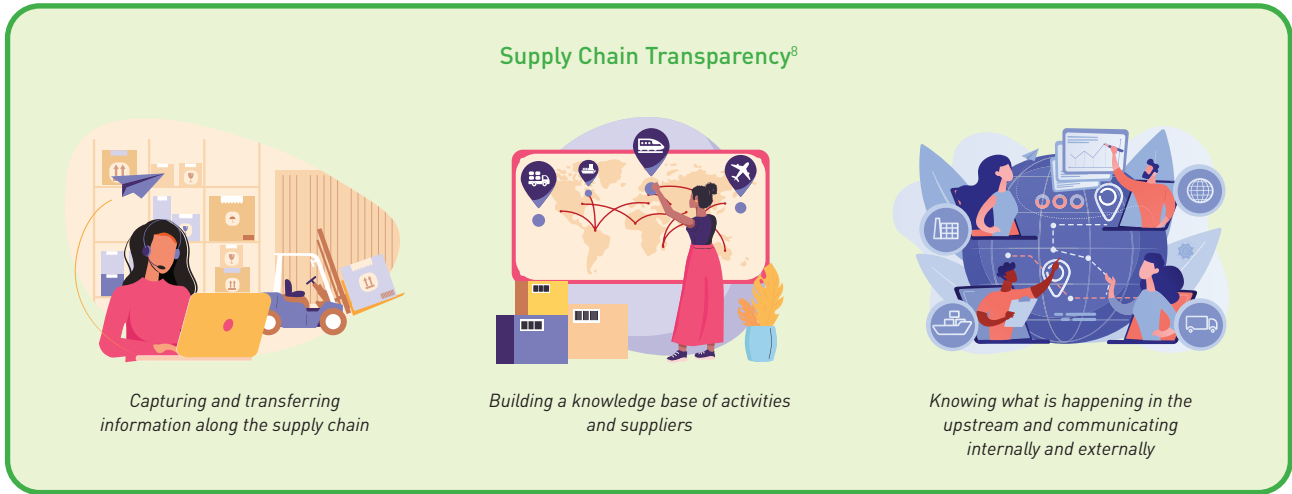
MATERIALITY ASSESSMENT

In 2023, we will hold a consultation exercise with our key stakeholders to update our key ESG factors and ensure continued relevance. The last survey we did with stakeholders was in 2020 following a 3-year review cycle.

OUR KEY ESG FACTORS

Key ESG Factor	Description	Supply Chain			
		Upstream	Midstream	Downstream	
Key Industry Topics					
1	Traceable Supply Chain	Ability to trace raw material sources to address supply chain risk exposure to threats such as deforestation, environmental degradation and human rights and build transparency with customers and partners.	✓	✓	
2	Climate Change	Support initiatives to reduce greenhouse gas (GHG) emissions in our operations and addressing risks posed by climate change to our supply chain.	✓	✓	✓
Operations Excellence					
3	Quality Excellence	A culture that promotes dynamic quality management to achieve excellent business results. A dynamic quality management is a quality management system that is: adaptive to change; innovative in its solutions; focused on continuous improvement; and constantly raising the bar to exceed customer expectations.	✓	✓	✓
4	Workplace Health and Safety	Protect the safety and health of staff, workers and affected communities following applicable guidelines, professional practices and meeting local and national laws and regulations.	✓	✓	✓
5	Eco-Efficiency	Conduct business operations that minimise air, water and land pollution and ensuring efficient utilisation of natural resources such as water and energy and other production inputs.	✓	✓	✓
Land Stewardship					
6	Landscape Stewardship	Application of integrated landscape management and good agricultural practices; Respecting customary, traditional and communal land tenure rights; Commitment to no deforestation in support of ecosystem conservation and protection; and Responsible acquisition and management of land for the business.	✓	✓	
Inclusive Business					
7	Ethics and Compliance	Compliance to Halcyon Agri's global standards and local regulations and adherence to universally-accepted standards and guidelines that work against corruption in all its forms.	✓	✓	✓
8	Fair Working Conditions	Ensure workplaces are free of discrimination, forced labour and child labour; Upholding the right of workers to a decent living wage, freedom of association and collective bargaining and the intent of the International Labor Organisation's eight core conventions.	✓	✓	✓
9	Human Rights	Respect and support the protection of internationally recognised human rights in accordance with the UN Guiding Principles on Business and Human Rights; Implementing Free, Prior and Informed Consent (FPIC) process in accordance with appropriate methodologies; Using transparent grievance mechanism processes.	✓	✓	✓
10	Pricing Equity	Just and fair distribution of the economic value of latex/cup lumps to upstream stakeholders (Smallholder farmers).	✓		
11	Community Investment and Empowerment	Contribution to improve livelihoods of local communities who have an influence and/or dependence on Halcyon Agri's operations.	✓		

SUPPLY CHAIN TRANSPARENCY



THE CHALLENGE

Supply chain transparency is important to our business for three key reasons:

1. It enables essential information to reach our key decision-makers;
2. It demonstrates sincerely our accountability to stakeholders; and
3. It facilitates dialogue and collaboration with others on ESG issues that are difficult to address on our own.

Over the years, we witnessed first-hand the significant increase in requests for ESG information by our customers and external stakeholders. Our industry peers (the producers, processors and traders included) experienced the same. In addition to establish reporting obligations and audit programs, information requests would vary in form, frequency and content. In response, we intensified our customer engagement, participated in industry fora and continued building on our reporting systems.

BUILDING STRENGTH

“How do we add value for our customers?” is the core value in our Customer Excellence pillar in effort to enhance customer engagement. In 2022, we reviewed our various communication channels. We regularly meet with customers in covering a broad scope of topics beyond commercial matters. This exercise helped us to understand our downstream stakeholders’ needs on a more holistic basis.

In the same year, we introduced a new traceability feature on the Agridence Rubber platform for our customers. This feature allows our customers to view the source provenance of every rubber shipment sold to them.

Despite measures taken prior to launch, some customers reported user experience issues. Common issues included missing or incomplete source locations. We investigated root causes and promptly resolved them together with Agridence. We appreciate the feedback loop that is maintained with the customer so that we can continuously improve our product offering and services, ultimately building strength.

⁸ Paraphrased definition from the GPSNR Policy Framework



INDUSTRY ENGAGEMENT

In GPSNR, Halcyon Agri through its Sustainability Department, contributed to two important industry discussions in 2022. The first was on facilitating agreement on GPSNR's collective position on the proposed EU Deforestation Regulation (EUDR). The second was on submitting our proposed key performance indicators (KPIs) for GPSNR's assurance model and shared responsibility framework.

As the spokesperson of Producers, Processors and Traders (PPT) in GPSNR's Executive Committee, we represented our peers in multiple meetings to carve out GPSNR's position on the EUDR. Throughout the exercise, we aligned, facilitated consensus, and published our agreed position in September 2022.⁹

In late 2022, we facilitated discussions and alignment with fellow PPT members on key performance indicators. These KPIs, defined across environment, society and governance themes, will serve as a basis to evaluate members' progress on GPSNR policy commitments. Proposed KPIs will be voted on at GPSNR's General Assembly in 2023.

We also participated in other industry discussions on sustainability issues. These include speaking at the World Elastomer Conference in France and the Forest Stewardship Council™ General Assembly in Indonesia and supporting FSC's #FSCForestWeek campaign. We also regularly participate in networking opportunities hosted by groups such as the *Internationaler Kautschukverein Hamburg* and many other national rubber associations.



In-person meeting of GPSNR member in February 2023. Source: twitter.com/RubberPlatform

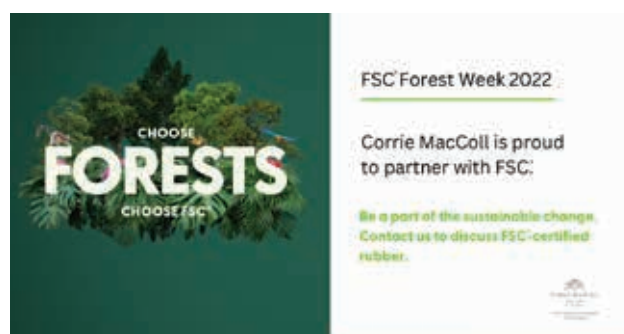
⁹ <https://sustainablenaturalrubber.org/news-publications/statement-by-the-globalplatform-for-sustainable-natural-rubber-on-proposed-new-eu-deforestation-regulation/>

POSITIONING FOR SUCCESS

Moving forward, we believe that the expectations from our stakeholders to provide complete and accurate information will be higher. To meet this challenge, we will focus on three main initiatives in years ahead:

1. **Halcyon Data Centre (HDC).** Building on the cloud-based platform by Siemens, we will enhance our report gatekeeping processes. This involves data owners signing off on submitted data to ensure accountability at all levels,
2. **Internal Reviews.** We will subject our internal procedures and ESG data collection processes to second party review annually, as part of risk and internal controls agenda. This way, we provide assurance to our business leaders and consequentially, our customers,
3. **External Assurance.** In the short term, we established Sustainability Performance Targets (SPTs) that would be subjected to external verification every six months until 2025. The verification will provide assurance to our banks as part of our Sustainability-Linked Loan (SLL) arrangement. In the medium to long term, we aim to obtain external assurance on our sustainability report from 2026 onwards, to instill confidence to a wider group of stakeholders.

Through these efforts, we hope to realise our ambition to be among the highest performers in EcoVadis and maintain our ranking as one of the most transparent natural rubber companies in SPOTT.



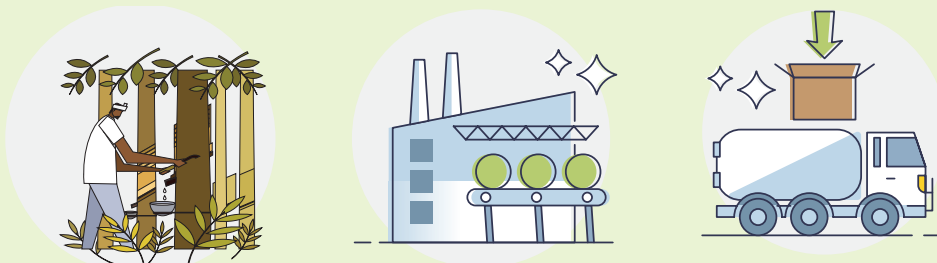
Banner showing our participation at the 2022 #FSCForestWeek campaign by FSC.



TRACEABILITY

Traceability¹⁰

– The ability to follow a product or its components through stages of the supply chain (eg. Production, processing, manufacturing, and distribution.)



THE CHALLENGE

Approximately 14 million tonnes of natural rubber are consumed every year. 80-85% of that global supply is produced by at least six million smallholder farmers in developing economies. We are acutely aware of the importance of the smallholders to the rubber industry, and are continuously engaging them to understand their needs and concerns. Our sourcing activities cover multiple countries in Southeast Asia, West and Central Africa and South America.

Alongside supply chain transparency, having knowledge of the points of origin of our supply provides our downstream customers and us the ability to determine the actors involved and appreciate the complexities of our upstream supply chain. In response, we prepared this section to provide an overview of our upstream sourcing and efforts in 2022.

Total Sales Volume (in '000 mT)	Halcyon Rubber Company	Corrie MacColl International	Corrie MacColl Plantations
FY2022	1,154.8	331.8	28.0

Halcyon Agri sources approximately 76% of natural rubber raw material from independent smallholder farmers (purchased through intermediaries), 22% from third party distributors of finished goods, and 2% from industrial rubber plantations (>50 hectares).

Intermediaries play an important role in enabling our sourcing from smallholder farmers. A typical network of intermediaries involve at least three groups of actors:

1. Village level collectors that purchase cup lumps directly from rubber farmers;
2. Subdistrict middlemen transports cup lumps bought and collected from village collectors using their own vehicles; and
3. Trader-brokers are the main link between the processing factories and subdistrict middlemen, and facilitate the sale of raw material to the factory.

Halcyon Rubber Company

Key producing countries: China, Ivory Coast, Indonesia, Malaysia, and Thailand

We estimate at least 250,000 smallholder farmers are linked to our global supply chain.

In response to calls for a greater upstream transparency, we initiated the development of a traceability reporting system in the Halcyon Data Centre (HDC) in 2020 to digitise collected source provenance data from supplier self-declarations. Collected data enables us to understand our upstream supply chain holistically and make informed decisions.

In early 2022, we rolled out the reporting of source provenance to our customers through the Agridence Rubber platform. Through this initiative, we hope to encourage partnerships with our customers in conducting capacity-building programs with the upstream sector. From 2022, we set a target to report the sourcing locations up to district-level of all our processing factories by 2025. Our performance will be externally verified every 6 months as part of a sustainability-linked loan facility secured in the same year.

Corrie MacColl

Corrie MacColl International's key sourcing countries: Africa, Indonesia, Malaysia, Thailand and Vietnam

Corrie MacColl's Sustainable Sourcing Policy (SSP), developed in partnership with Rainforest Alliance, extends the Company's in-house sustainability standards to its business partners across Human Rights, Land Use Rights, Environmental, Responsibility, Business Ethics and Transparency and Supply Chain Traceability criteria. The SSP has been received by 129 Corrie MacColl suppliers. In 2022, we began to develop a strategy that enables better integration and implementation of the SSP, by our suppliers to assess their own sourcing risk.

Corrie MacColl also supported its suppliers and customers in the development and maintenance of traceable supply chain in 2022. Corrie MacColl partnered with several well-known consumer brands to facilitate the development of a new latex-grade dry rubber Forest Stewardship Council (FSC) supply chain. FSC's stringent social, economic and ecological criteria include full traceability, and no-deforestation.

In 2022, approximately 1% of our total sales volume are FSC-certified. These are all latex grade products for consumption by mostly consumer goods industry, including footwear, beddings, contraceptives and balloons. Moving forward, we expect demand for FSC-certified products to increase over time.

Corrie MacColl Plantations' key producing countries: Cameroon and Malaysia

We expect to secure FSC certification of our Niete concession by the end of 2023 following the expected completion of FSC's national standards for Cameroon in the same year.

¹⁰ Definition from GPSNR Policy Framework.

CLIMATE CHANGE

"We recognise that as one of the leading natural rubber players, both in terms of scale and presence, as well as sustainability track record, we need to actively take steps to decarbonise our supply chain and protect our environment."

- Mr Li Xuetao (李雪涛), Chief Executive Officer of Halcyon Agri



At Halcyon Agri, we acknowledge climate change as one of the most urgent challenges facing humanity. In 2022, we outlined our ambition to commit to Science Based Targets initiative ('SBTi') and set net zero targets by 2025. We also accepted an invitation from the International Rubber Study Group ('IRSG') to join its Climate Scenarios working group alongside other industry representatives. The initiative aims to identify significant impacts of various climate scenarios on global natural rubber supply and demand.

We have outlined our disclosures in the table below following the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

TCFD's Recommended Disclosure	Response
Governance	
a. Describe the Board of Director's governance around climate related risks and opportunities	The Board of Directors provides oversight and review on ESG factor and risk management of sustainability initiatives, strategies, KPIs and internal policies. In 2022, we presented to the Board on climate-related topics at the first and fourth quarterly meeting. For the first meeting, we presented our approach to integrate climate agenda to our business by aligning risk register topics with key ESG factors, including climate change. At the last quarterly meeting, we presented our TCFD roadmap and ambition for net-zero.
b. Describe management's role in assessing and managing climate-related risks and opportunities	The Corporate Sustainability Committee will align and harmonise the risks from the risk register with the climate change ESG factors. The assigned sponsors and leads will develop sustainability initiatives, sustainability strategies, KPIs and establishing internal policies to manage the climate-related risk and opportunities. Updates will be shared to the Board for their oversight.
Strategy	
a. Describe the climate-related risks and opportunities that the organisation has identified over the short, medium, and long term	<p>Physical Risk and Opportunities:</p> <ul style="list-style-type: none"> • Rising sea levels pose a threat of floods to our factories operating beside water bodies. • Stronger typhoons and changing rainfall pattern in Southeast Asia and Africa disrupts the stability of raw material supply and affects factory utilisation. • Severe draught and spread of disease risk crop damage and poor yield of natural rubber from smallholder farmers and industrial plantations.
b. Describe the impact of climate-related risks and opportunities on the organisation's business, strategy and financial planning	<p>Transition Risks and Opportunities:</p> <ul style="list-style-type: none"> • Governments from consuming countries may exert regulatory pressure to support climate mitigation and resilience efforts (Examples include imposition of no deforestation regulations, carbon tax). Governments from producing countries, in turn, may respond with increased regulatory pressure to agricultural businesses. • Depressed rubber price discourages replanting efforts and maintenance activities; average age of smallholder farmers is increasing globally – indicating a negative trend over time. • R&D opportunities on new sources and more sustainable rubber and latex, alternative sources of energy that produces lower-emission, participation in IRSG/climate-related working groups and addressing more climate-related risks through supplier engagements.
c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	<p>Halcyon Agri is currently assessing its risks and opportunities based on multiple climate-related scenarios. With the different climate-related scenarios, Halcyon Agri will conduct further assessment to quantify the potential GHG emission reduction and business strategy resilience from the initiatives deployed.</p>



CLIMATE CHANGE

Risk Management	
a. Describe the organisation's process for identifying and assessing climate-related risks.	The identification, management and integration of climate-related topics are integrated into our internal controls. This was made possible through the alignment exercise we conducted in early 2022 between risk register topics and key ESG factors of Halcyon Agri.
b. Describe the organisation's process for managing climate-related risks	We plan to conduct asset level climate-related risk assessment on our business units in 2023. The Board is responsible for the governance of risk and ensuring that there is an effective risk management system and overall internal control framework. The Board will review the effectiveness of internal controls and ensures that the Management puts in place action plans to mitigate the risks identified. The Company has a dedicated team that develop, monitor and maintain the risk controls and reports any key issues to Management.
c. Describe how the process for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management	
Metrics and Targets	
a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with strategy and risk management process	To move closer to our goal of setting net zero targets by 2025, we completed a group-wide GHG baseline assessment for Halcyon Rubber Company and Corrie MacColl Plantations in 2022. We plan to complete the assessment for Corrie MacColl International in 2023.
b. Disclose Scope 1, Scope 2, and if appropriate, Scope 3 GHG emissions and related risks	Halcyon Agri also defined three (3) Sustainability Performance Targets ("SPTs"), that are critical to its processing business globally. The rationale of these SPTs is in line with our goal to reduce our carbon footprint by transitioning to renewable energy sources and water conservation, while realising cost benefits. The energy and water targets aim to increase energy efficiency (grid) and water use efficiency in Halcyon Agri's factories by 2025. The target on traceable sourcing aims to disclose the source provenance of raw materials by 2025. This is an essential step in demonstrating our no deforestation commitment to our stakeholders.
c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	Halcyon Agri is committed to achieve carbon neutrality, contribute to a circular economy, science-based targets; communicating climate-related performance with stakeholders on a yearly basis. These sustainability performance targets are consistent with climate change regulations, market constraints, policy and positions taken by GPSNR and IRSG in which Halcyon Agri is a member of.



OPERATIONS EXCELLENCE

QUALITY EXCELLENCE

QESG Council

We have adopted the *HeveaPro* standard that is designed to modernise the quality management system in the natural rubber processing industry through introduction of international quality management principles and practices.



The *HeveaPro* Quality standard consists of three key pillars namely prevention, detection and recovery:

Prevention	<ul style="list-style-type: none"> 53% of quality checkpoints are Prevention-oriented Prevent mistakes, nonconforming products from ever being produced
Detection	<ul style="list-style-type: none"> 42% of quality checkpoints are Detection-oriented Detect risk, mistakes and nonconforming products in order to eliminate or mitigate them from being felt by the customer
Recovery	<ul style="list-style-type: none"> 5% of quality checkpoints are Recovery-oriented Reuse recoverable products

Customer Engagement

While striving for Quality Excellence is our long-term goal, there are many technical requirements and expectations from our customers. In maintaining a good relationship with our customers, we engage through rational and professional discussion supported with fact-based analysis, which helps customers to understand our position better and foster closer relationship between us. In 2023, we will initiate a comprehensive survey with our customers to seek feedback on our past performance and how we can further improve our customer service.

HEALTH AND SAFETY

Our commitment to health and safety is embedded in our Sustainable Natural Rubber Supply Chain Policy (SNRSCP), and all our employees are covered by an occupational health and safety management system. The main system adopted by Halcyon Agri is *HeveaPro* Environment, Health and Safety (EHS) standards with over 600 checkpoints. The standards are specially designed for the rubber processing related activities.

Hazards and Controls

All operating sites of the Group are required to conduct comprehensive Hazard Identification, Risk Assessment and Risk Control (HIRARC) activities in its operations. The HIRARC is being advised by EHS representatives available to identify potential hazards that may arise in the work environment. Adoption of these processes would be validated through annual internal and external *HeveaPro* audits. Findings are reported promptly to senior management for review to ensure continuous improvement in line with our SNRSCP commitments.

HeveaPro EHS standards aim to adopt best practices, going above and beyond basic regulatory requirement for periodic HIRARC records review. It requires Halcyon Agri's factories to review and update their HIRARC records on an annual basis.

Incident reporting and investigation are mandatory in our operations. As a practice, workers are empowered to immediately discontinue their tasks at hand should they identify existing or potentially unsafe activities. Workers who report such incidents are protected against reprisals as mandated by our group-wide whistleblowing mechanism. Other controls in place include physical controls and practices, such as installation and maintenance of emergency stop buttons on key machineries, setting up of fire suppression equipment and safety, and emergency signages throughout factory floor. Practices include regular inspection of personal protective equipment (PPE) to ensure they meet standards before issuing to workers, adoption of Permit-to-Work (PTW) system and Lock Out Tag Out procedures to control hazardous energy and protect workers from harm.

Health Services and Promotion

The health and wellbeing of all our workers, and those who work on our sites, are paramount and our top priority. We believe in preventive health and safety measures. Apart from annual staff health screening programme, we also conduct periodic evaluation on hygiene, air quality, heat and noise at our sites, to ensure that the working environment are protecting workers' health and promoting their wellbeing. To promote a healthy lifestyle, we held health promotion programs throughout 2022, including sports tournament and weight loss challenge that is open to all employees.

Access to health services is a requirement under the *HeveaPro* EHS standards. There are medical facilities within reachable distance from our sites, which provide timely support in the event of workplace incidents.

Worker Engagement and Training

Despite most local regulations requiring only health and safety committees, our group policy mandated environment, health and safety (EHS) committees in all our operations. Meetings of the EHS committee, which represents all workers are held at least bi-annually and chaired by a competent employee. The EHS committee's charter documents its procedures as well as the roles and responsibilities of each committee member. Activities and decisions of the EHS committee are communicated to workers either physically, through notice board that is located at a strategic place, and/or email circulars.

EHS campaigns are held at least quarterly to reinforce and inculcate safe behaviours amongst our workers.

OPERATIONS EXCELLENCE

In 2022, we carried out an internal audit to verify the activities as well as roles and responsibilities of EHS committee, and ensuring workers are fairly represented.

We continue to conduct training activities on various topics including emergency preparedness, fire prevention and EHS induction. We will also continue to refine our training practices to ensure our workers remain vigilant on workplace health and safety measures.

Work-related Injuries

The QHSE Department reviews the EHS report submitted by all processing sites on a monthly basis. The oversight and control exercised by the QHSE Department ensures accountability of business units and accuracy of the EHS data reported to headquarters. To strengthen oversight over health and safety, the QHSE Department will seek to eliminate hazard or processes, engineering control by isolation and re-design, strengthening the SOP and SWP, and provide suitable PPE according to identified workplace hazards.



Thungsong branch factory conducted driving safety training by campaigning for the use of helmets when riding motorbikes.

ECO-EFFICIENCY

Halcyon Agri adopts environmental management systems that are integrated into all elements of our operations, to manage environmental and climate change risk. By using the *HeveaPro* EHS standards and ISO14001, the system's effectiveness may be monitored. In order to achieve energy efficiency and lower greenhouse gas emissions, we regularly assess and monitor our performance in managing the resources in our operations.

Energy Consumption

Production of natural rubber consumes a significant amount of fuel and electricity. We use a variety of accessible and dependable energy sources to preserve operational continuity.

Through metered connections to the national grid, electricity usage is monitored. The fuel usage of the sites is measured by site teams using properly calibrated meters and weighing scales, and sent to our Halcyon Data Centre. Our largest energy source is from purchased electricity. We conserve electricity by:

- Reducing machine idle time in between production cycles.
- Optimising operating hours of wastewater treatment system.
- Preventive maintenance of existing electromotors and replace with high efficiency electromotors.

Greenhouse Gas Emissions

The key issue in our supply chain continues to be climate change and global warming. We are committed to long-term emission reduction. Our greenhouse gas emissions calculations applied the guidance from The Greenhouse Gas Protocol.¹¹ Fuel emission factors for each reported year were taken from the UK Government GHG Conversion factors for Company Reporting¹² while grid emission factors were obtained primarily from the Institute for Global Environmental Strategies (IGES) List of Grid Emission Factors and Trucost. In 2022, we conducted a complete greenhouse gas emissions inventory on our key business segments, Corrie MacColl Plantations and Halcyon Rubber Company. In 2023, we expect to complete the GHG emissions inventory of our business segment, Corrie MacColl International. The completion of all relevant assessment will help determine Halcyon Agri's baseline year and prepare us for setting science-based targets.

We will keep exploring ways to progressively reduce our greenhouse gases emissions. Initiatives such as dryer retrofitting is an example, as it not only provides efficiency gains but also operational flexibility due to its ability to combust natural gas or biomass alongside, or as a replacement to liquid fuels.

Renewable Energy

In 2022, we continued our feasibility study in China and Southeast Asia to transition to renewable energy sources, specifically biomass and solar. These two sources present us with the most practical solutions that suit our factory operations. For our next reporting, we expect to update on specific operations where it will be most feasible to transition to renewable sources, taking into consideration market-enabling conditions and our net-zero ambitions.

Water

We use large volumes of fresh water during rubber processing to remove physical impurities from rubber and meet our quality requirements. Due to the threat of climate change, we must appropriately manage our water resources as the majority of our factories are situated in urban or semi-urban regions.

Our processing sites draw water primarily from surface water bodies and discharge them back to the same source. Surface water consumption is supplemented by drawing from local water supplies utilities where available. We actively track our water consumption in our processing plants through our onsite teams regularly.

Information on our water consumption is available in the ESG Data section. We do not have sites that are located in water-stressed locations.

¹¹ World Business Council for Sustainable Development (WBCSD) and World Resource Institute (WRI). The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard. Revised Edition. Source: <https://ghgprotocol.org/corporate-standard>

¹² Source: <https://www.gov.uk/government/collections/governmentconversion-factors-for-company-reporting>

LAND STEWARDSHIP

OUR LAND CONCESSIONS

At Halcyon Agri, we approach the responsibility of balancing economic profitability and social equity by protecting natural capital through good agricultural practices, policies and processes, as well as using our resources to positively impact local communities. This is shaped through compliance to local laws and regulations, and verified through audits – both internal and external as part of certification processes. Additionally, land stewardship is monitored through annual sustainability and transparency reporting, including the annual review of predetermined Sustainability Performance Targets (SPTs) by an independent verification body.

The Group has responsibility over land area of close to 110,000 ha across Cameroon, Malaysia and Ivory Coast. Approximately 61% of our total land concessions is set aside for conservation. This includes High Carbon Stock (HCS) and High Conservation Value (HCV) areas, a 25,000-hectare protected forest for the benefit of indigenous communities within the Sudcam concession, and agroforest and primary forest land designated by the Ivorian government for conservation. Additionally, an integrated landscape management approach is implemented in consultation with key environmental and social organisations.

ECOSYSTEM PROTECTION

No Deforestation

Halcyon Agri proactively monitors the risk of deforestation across its plantations, in adherence to its No Deforestation policy (since April 2019).

Corrie MacColl aligns with the GPSNR definition of deforestation – Loss of natural forest as a result of: i) conversion to agriculture or other non-forest land use; ii) conversion to a tree plantation; or iii) severe and sustained degradation.

As a standard practice, our plantation teams conduct regular patrols of the concessions to prevent deforestation and illegal activities. To strengthen ground surveillance, Corrie MacColl has engaged MapHubs, an independent satellite imagery service, to verify the no deforestation status annually. For the twelve month period from July 2021 to June 2022, MapHubs confirmed that Corrie MacColl upheld its commitment to no deforestation over this period.

More information about monitoring efforts is available on the website: <https://www.corrie-maccoll.com/monitoring-our-no-deforestation-commitment-2022/>.

Biodiversity

Hevecam and Sudcam concessions are located in the Southern region of Cameroon. Hevecam's Niete concession is located on the edge of Campo Ma'an National Park, an area known for its rich biological diversity. From BirdLife International's database,¹³ a total of 200 species of birds have been recorded from the National Park, and more than another 100 from adjacent buffer zones. Non-aviary threatened species include mammals such as *Loxondonta africana* (EN), common in the south-west of the park, and primates including *Mandrillus sphinx*, *Colobus satanas* (VU) and *Gorilla gorilla* (EN).

The Sudcam concession shares approximately 33 kilometers of natural boundary, through the Dja river, with the Dja biosphere reserve, a UNESCO world heritage site since 1987. The Dja reserve is home to a wide variety of primates, including the western lowland gorilla, red-capped mangabey, and chimpanzee. Other mammals in the reserve include elephant, buffalo, leopard, giant forest hog and pangolin. Among the resident bird population are Bates's weaver, found only in Southern Cameroon and reptile inhabitants including python, lizard and two species of crocodile-both of which are threatened.¹⁴

JFL's land concession is located in Kelantan, a rural state in the north eastern part of Malaysia. The Lebir concession in particular is located in the Lebir Forest Reserve, a habitat known to be the home of endangered species such as the Malayan tiger.

Corrie MacColl implements several methods of species and habitat conservation management within the company concessions, as well protecting the land from illegal activities. This includes buffer zones, patrols, employee awareness meetings, and informative signs about local endangered species.

In 2022, the company signed a 5-year convention to assist in Dja Reserve's fight against poaching, following two successful conventions in 2013 and 2015. Additionally, biodiversity monitoring, anti-poaching patrols, staff training and local community engagement add to our efforts in protecting these species. Sustainable hunting is permitted by indigenous communities for subsistence purposes that does not cause decline of local species populations.

Furthermore, as part of the plantations' High Conservation Value (HCV) Management and Monitoring plan, the Group engaged independent environmental consultants to conduct a new HCV assessment of the Hevecam concession in June 2022, following completion of HCV studies at the Sudcam and JFL concessions.

AGRICULTURAL PRACTICES

Soil Management

In adherence to our Sustainable Natural Rubber Supply Chain Policy (SNRSCP), we apply appropriate agricultural practices that protect soil quality against erosion, nutrient degradation, subsidence, and contamination.

This includes soil analysis to monitor the macronutrients and micronutrients at the top and bottom soil levels. In 2022, the Sudcam plantation acquired a soil analysis device for rapid testing, enabling the collection of 700 soil samples over 3,400 hectares.

The planting of *Vetiver grass* and *Mucuna bracteata* as well as water catchment areas protects land from soil erosion, whilst buffer zones in watercourses promotes stability of riverbanks.

We are also making efforts to reduce our use of chemical fertiliser, and practices precision agriculture, targeted soil and leaf analysis to optimise yield.

¹³ BirdLife International Data Zone. <http://datazone.birdlife.org/site/factsheet/6134>

¹⁴ IUCN, <https://www.iucn.org/content/staving-threatscameroons-natural-riches>

LAND STEWARDSHIP

Integrated Pest Management

Our Malaysian concession harness cover crops such as *Pueraria javanica* and *Centosema pubescens* whose flowers attract beneficial insects like wasps that help control insect pest population. The plantation also introduced the use of *Turnera subulate* and *Antigonon leptopus*, plants that prevent invasion of beetles and caterpillars after oil palm replanting.

Apart from these biological controls, we strive to apply responsible pesticide application in plantations. In line with our commitment to minimise the use of pesticides and prohibit the use of chemicals listed under the Stockholm Convention, Rotterdam Convention and World Health Organisation (WHO) Class 1A & 1B, we apply the following standard operational practices and approaches:

- Targeted spraying of pesticides with broadcast spraying as last resort;
- Applying of synthetic pesticides only as required and often only at specific life cycle patterns of a pest;
- Progressively increasing use of pesticides from plant-derived or naturally occurring substances; and
- Taking guidance from the Sustainable Agriculture Network's (SAN) pesticide lists following the SAN 2017 Sustainable Agriculture Standard.

This has resulted in a 44% year-on-year decrease in chemical pesticides consumption in Hevecam S.A, our largest presence in terms of plantation from the twelve month reporting period of July 2020 to June 2021 to July 2021 to June 2022.

Watercourse Buffer Zones

It is our policy to have buffer zones in watercourses in our concessions. In accordance with local regulations and forest management standards, these buffer zones act as riparian corridors for essential wildlife movement and promote stability of river banks as they could mitigate soil erosion and provide stability to meandering features of watercourses.

The width of the buffer zones (for each side of the watercourse) depends on local regulation. In our Cameroon plantations, buffer zones have at least 30-meter width while in Malaysia it varies between 5 and 50 meters depending on watercourse size.



Annual audit at the Hevecam plantation in Cameroon following its Alliance Water Stewardship (AWS) certification.

Fire prevention and suppression

In line with its commitment to zero deforestation and protection of forest areas, Halcyon Agri monitors fires and plays an active role in mitigating its occurrence in all our concessions. Cameroon and Malaysia, being tropical countries, experience both rainy and dry seasons. Climate data from the Climate Change Knowledge Portal shows average monthly temperatures and rainfall from 1901 up to 2020.¹⁵

In 2022, our plantations recorded 23 fire incidents, all occurred in the Cameroonian concessions. Our plantations have dedicated teams on the ground to monitor fire incidents on a daily basis. As standard practice, fire incidents are reported to plantation heads and local authorities within 24 hours. Weather is also closely monitored with the weather station at Hevecam. When incidents are reported, fire-fighting teams will be deployed immediately on site to suppress the fire. Incident investigations are also carried out by EHS teams to determine the root cause and corrective actions to prevent recurrence. We regularly conduct training activities to maintain preparedness of our teams against fires. In December 2022, we held a fire safety training for our Cameroonian staff which was conducted by the Department of Safety, Health, Environment and Security at Work (S-HSET).

Tapping

We strive to ensure the highest standards of tapping. We guarantee optimised yields, maximise the life of the tree bark and ensure the highest quality latex through implementation of tapping best practices and use of well-maintained tapping equipment.

In order to become qualified tappers, our employees went through a 1-month theory and practical induction. Upskilling continues through training sessions and support of tapping inspectors.

Read more about our tapping guidelines here: <https://www.corrie-maccoll.com/ensuring-tapping-best-practices/>



Qualified rubber tapper in one of our plantations in Cameroon.

¹⁵ Source: <https://climateknowledgeportal.worldbank.org/>

INCLUSIVE BUSINESS

FAIR WORKING CONDITIONS

The *HeveaPro* Social Responsibility Standard internal audit is carried out to check and ensure that workers' rights are granted in accordance with the laws and regulations. To ensure this right is closely safeguarded, one of the important roles of CSR Coordinators is to help the factories to enhance existing procedures, and address any gaps identified from internal audits.

Halcyon Agri supports freedom of association and the right to organise (ILO Convention No. 87 and 98). Freedom of association positively impacts to our employees and builds dialogue between employees and management. This commitment is implemented in all of our business units regardless of staff position.

On diversity and inclusivity agenda, we welcomed our first female director in Halcyon Agri's Board in 2022. Through this development, we aim to set an example to our business units in supporting gender equity and non-discrimination.

On child labour, we conduct standard pre-employment checks to verify age and qualification of potential employees. For this reporting period, we confirm there are no underage (below 18 years) at our factories and plantations.

RESPECT FOR HUMAN RIGHTS

Human rights are at the forefront of the company's global operations as we continue to protect the rights of workers, land owners, indigenous people and local communities.

This ongoing commitment is in accordance with the UN Guiding Principles on Business and Human, and as a corporate signatory of the United Nations' Global Compact (UNGC). The key policies of the Group, including human rights, ethical business practice, anti-corruption & anti-bribery policy, are embedded into a Global Employees Policies handbook which is communicated to every employee through a mandatory induction programme.

The company also implements Free, Prior and Informed Consent (FPIC) process in accordance with appropriate methodologies. We successfully completed an updated FPIC assessment of our Cameroon plantations in November 2022 as part of a certification process.

Our grievance resolution procedure addresses concerns from stakeholders in a systematic and transparent manner, and is published on our corporate website at https://www.halcyonagri.com/wp-content/uploads/2020/04/HAC_Grievance-Resolution-Procedure.pdf.

The procedure comprises three key stages:

Stage one: Identification and Review of Potential Grievance

Stage two: Investigation Process

Stage three: Resolution and Monitoring Process

The process flow provides specific timelines at each stage, targets to achieve and implement agreed monitoring activities within a 6 to 12-month period, as monitored by the respective CSR teams.

At the time of this publication, a total of 17 cases have been reported from our plantation business with 5 ongoing and 12 closed. The last grievance case was received in August 2022. For transparency, all grievances are disclosed on Halcyon Agri's website, including actions taken to address grievances, remediation and compensation: <https://www.corriemaccoll.com/sustainability/sustainability-grievances/>.

Additionally, our Cameroonian plantation CSR team has engaged local NGOs to implement an oral-based grievance reporting process. This ensures that procedure remains inclusive by ensuring that stakeholder feedback is received regardless of literacy levels. More information on the role of the local NGOs in the neighbouring communities is available on the website: <https://www.corriemaccoll.com/Meet-Marie-from-APIFED/>.

A recent area of grievance involved the recruitment of local communities at the Hevecam plantation in Cameroon. The grievance procedure and resolution were effectively observed, resulting in a decision to increase the local community uptake, and to ensure that when a local community candidate is not hired due to a misalignment with the plantation's hiring requirements (for example, medical reasons), the position is offered only to the local community and not offered elsewhere.

To foster respect for human rights, the Sustainability Department conducted a series of workshops at our Southeast Asian factories in 2022, with an aim to reinforce the implementation of ISO26000 principles. These include identifying key stakeholders of business units, priority ESG factors and developing action plans to mitigate human rights risks in their respective supply chains. We plan to continue these workshops across other business units to help our teams embed social responsibility practices in their operations. These efforts enable the company to promptly address and rectify issues in compliance with regulations, as well as fostering positive relationships with the communities neighbouring our operations.



CSR Workshops conducted at Indonesia, Malaysia and Thailand.

ECONOMIC INCLUSION

Community Infrastructure

Halcyon Agri implemented a number of activities that contribute to community and economic development in 2022. These projects include collaboration programmes with farmers and local communities. A common aspect of these programmes focus on infrastructure development.

Infrastructure has an important role in facilitating economic and social development to local communities. These benefits can be in the form of:

1. Ensuring safe and efficient movement of local communities through maintenance of roads and connecting bridges,



Assisting to Repair Bridges and Local Health Facilities – Hok Tong Keramasan's Concern for Workers and Local Communities

2. Facilitating access to education and workforce training through set up of building infrastructure for schools,



Building Children's Play Facilities – Cooperation of the Banna Sinochem Trade Union and the Local community Management Committee

3. Supporting cultural and religious practices through upkeep of places of worship and community-building.



GMI Betesda Church Renovation – Rubber Hock Lie Donated 30 Sacks of Cement

Cameron Outgrower Programme

The programme aims to empower approximately 13,000 smallholder farmers by offering livelihood support through an intercropping model and partnering on ecological conservation. The 15-year planting programme aims to produce sustainably farmed and traceable rubber from 27,000 hectares of degraded and low-yielding farmers. Updates and more information is available in the website: <https://www.corrie-maccoll.com/sustainability/rubber-smallholders/>.

Livelihood opportunities

To build an active and productive community, empowerment programmes need to be created. Community empowerment is a development process where people take part in social activities that improves their situation and condition. In this section, we highlight two notable practices that exemplify Halcyon Agri's commitment to community livelihoods.

Hevea KB, Sdn. Bhd. always support community and participate in social activity that provides benefits to people's lives. Hevea KB, Sdn.Bhd. has cooperated with the Ministry of Human Resource Malaysia SOCSO programme, which held a special job fair for the disabled that aims to help them obtain equal rights in education, work and improve their overall living.

As part of our efforts to encourage the welfare of local communities who do not have jobs, Hok Tong Pontianak factory organise knitting bag craft training. Elsewhere, GMG Sentosa factory also carries out skills upgrading activities for women and housewives by making handicraft training, processing food ingredients and gardening, with aims to improve the economics of local communities and demonstrate the abilities they have after training.

Food Security

Halcyon Agri recognises the importance of food security for our surrounding communities. This responsibility is realised by developing the skills of farmers and making improvement of their well-being and that of the communities in which we operate in. We also care about environmental sustainability, considering that a healthy earth will produce food products abundantly.

Fertiliser is one of the factors supporting food security. It has an important role to increase productivity and plant's resistance to disease. The limited availability of fertilisers on the market and its expensive prices is the reason for the implementation of the food security programme at PT. Hevea MK I Palembang South Sumatra Indonesia with the name "Mr. Jurum Vegetable Garden".

This programme seeks to make organic compost a product of processed solid waste production, widely known by the local community.

In addition, the programme enables the community to earn additional income by farming activities using vacant land around their homes and by planting vegetables on the lands owned by residents of the community around the factory. This brings economic benefit to the surrounding community and also maintains food security.

Another similar programme called "Vegetable Gardening", offers additional income from the sale of vegetables. In this programme, the employees were encouraged to plant vegetables, where the produce can later be sold to employees of the branch factory.

Community Involvement and Empowerment

As a standard practice, we carry out environmental and social impact assessments. In addition, our operations implement community engagement and development plans.

What we do in the community contributes to many goals of UN SDGs, especially tackling poverty by training and material assistance, improving infrastructure, and reducing inequalities.

At the same time, we recognise that our plantations create changes for local communities and indigenous people. We are committed to respecting human rights and fulfilling Free, Prior and Informed Consent (FPIC) requirements before any operations begin. The Group is also committed to improve processes and procedures that respects the customary rights of local and indigenous communities.

We have a number of CSR programmes that have produced meaningful impact and eagerly awaited by needy communities. In addition, we also care for disaster victims.

We engage and mobilise our staff and the surrounding community for various activities. For example, we encourage our employees and the local community to participate regularly in blood donation activities. In 2022, hundreds of blood donors who participated consist of employees and members of the local communities.



Hevea KB Holds Free Blood Donation and Health Checks

We continue to support our employees and the communities within our operations and plantations during the COVID-19 pandemic. We helped thousands of our employees and local communities get vaccinated. We also provided masks and other personal protective equipment (PPE) for employees and members of the local communities.

We carry out routine health checks for each employee and surrounding communities to ensure that there are no health impact arising from our operational activities.

At Halcyon Agri, we recognise that education is very important as both formal and informal education help improve poverty and social life. Our surrounding communities and farmers are able to obtain a decent living from rubber, coupled with the existence of educational assistance for children living near our operations and plantations.

In Indonesia, we developed a farmer partner programme to strengthen our upstream supply chain network with farmers. In this programme, our local teams help with the procurement of quality seeds and good agricultural practice training. The programme emphasises on community empowerment and partnerships with our key stakeholders namely customers, suppliers, local authorities and NGOs.



The "Transparency & Traceability Project" in Jambi

In Cameroon, daily necessities and community infrastructure are provided and maintained across our Cameroon plantations. This includes family housing for almost 40,000 individuals, 58 government-certified schools for 11,000 students, 2 hospitals, as well as sport and community facilities. 2022 saw a continued emphasis on the health, safety, and wellbeing of employees, including COVID-19 prevention campaigns.

Lastly, Corrie MacColl's Social Action Plan continued to benefit over 40 local and indigenous communities neighboring the Cameroon plantations in 2022. Community initiatives and consultations were carried out by local NGOs to facilitate effective and transparent communications between the plantation and local communities. Initiatives included the construction of bore holes, the provision of medicine and support for education.



Gislain Ngatcha, EHS Manager launching a Sudcam-funded borewell with a Baka village chief

INFORMATION ON WORKERS¹⁶

Disclosure 2-7 Employees		2020		2021		2022	
Total ¹⁷		15,731		15,203		15,378	
Employees by Gender and By Region		Male	Female	Male	Female	Male	Female
Regular (Permanent)	China and Southeast Asia	4,993	1,490	4,820	1,514	5,529	1,776
	West and Central Africa	5,595	1,871	5,488	1,768	5,629	1,901
	Europe and Americas	48	44	48	38	44	27
Contract (Temporary)	China and Southeast Asia	1,224	309	1,164	291	1,190	285
	West and Central Africa	138	13	60	4	44	5
	Europe and Americas	5	1	4	4	4	5
Full-Time	China and Southeast Asia	5,829	1,756	5,526	1,746	5,529	1,776
	West and Central Africa	5,733	1,884	5,474	1,765	5,673	1,904
	Europe and Americas	51	36	51	33	44	21
Part-Time	China and Southeast Asia	394	37	458	59	388	26
	West and Central Africa	0	0	74	7	0	0
	Europe and Americas	2	9	2	8	5	10
Non-Guaranteed Hours	China and Southeast Asia					0	0
	West and Central Africa					0	2
	Europe and Americas					0	0
Disclosure 2-8 Workers Who Are Not Employees						2022	
Total ¹⁸						1,600	

¹⁶ All data reported as at end of Reporting Year (December 31) for each year referred above.

¹⁷ All data for employees by gender and by region are calculated by head count.

¹⁸ All data for Workers Who Are Not Employees are calculated by full-time equivalent (FTE).



ESG DATA

OPERATIONS EXCELLENCE: QUALITY

Audit Results of <i>HeveaPro</i> Standards for Quality					
Scope		2019	2020	2021	2022
Total Number of Checks		366 (✓ ^{CB})	462 (✓ ^{CB})	465	448
Total Number of Factories Audited		27	28	2	28
Performance		2019	2020	2021	2022
Prevention	Number of Checks	204	243	247	247
	Score	95.2%	95.8%	98.6%	99.6%
Detection	Number of Checks	142	197	196	182
	Score	96.0%	95.8%	99.4%	100.0%
Recovery	Number of Checks	20	22	23	10
	Score	94.2%	95.0%	97.7%	100.0%

✓^{CB} Externally verified by an accredited Certification Body ('CB')

Note: Checks reported from 2021 are from Halcyon Agri's internal audit programme.

OPERATIONS EXCELLENCE: HEALTH AND SAFETY

Disclosure 403-9 Work-related Injuries				
All Employees		2020	2021	2022
Fatalities	Number	0	1	1
	Rate¹⁹ (%)	0.0	0.0	0.0
High-consequence Work-related Injuries²⁰	Number	422	434	346
	Rate²¹ (%)	28.2	12.9	10.4
Recordable Work-related Injuries	Number	144	439	404
	Rate²² (%)	12.2	13.2	12.2
Main Types of Work-related Injury		<ul style="list-style-type: none"> • Falls of persons • Caught in or between objects • Exposure to or contact with harmful substances or radiations 		
Number of Hours Worked		14,589,927	33,627,254	33,232,203

OPERATIONS EXCELLENCE: ECO-EFFICIENCY

GRI 302-1 (2016) Energy Consumption Inside the Organisation				
Unit: Terajoules		2020	2021	2022
Total Group				
		1,485	1,660	1,692
Renewables				
Biomass		136.7	144.1	187.5
Solar			0.4	2.9
Non-Renewables				
Natural Gas		436.2	491.1	476.9
Liquid Fuels (Diesel, Petrol)		315.7	352.9	313.8
Solid Fuels (Coal)		33.5	42.5	47.2
Factories (Halcyon Rubber Company)				
Renewables				
Biomass		136.7	144.1	187.5

¹⁹ Calculated by "Number of fatalities as a result of work-related injury / Number of hours worked x 1,000,000 = Rate of fatalities as a result of work-related injury".

²⁰ Work-related injury that results in a fatality or in an injury from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.

²¹ Calculated by "Number of high-consequence work-related injury (excluding fatalities) / Number of hours worked x 1,000,000 = Rate of high-consequence work-related injury (excluding fatalities)".

²² Calculated by "Number of recordable work-related injury / Number of hours worked x 1,000,000 = Rate of recordable work-related injury".

Non-Renewables				
Natural Gas		436.2	491.1	476.8
Liquid Fuels (Diesel, Petrol)		245.9	245.3	197.3
Solid Fuels (Coal)		33.5	42.5	47.2
Plantations (Corrie MacColl)				
Renewables				
Solar			0.4	2.9
Non-Renewables				
Liquid Fuels (Diesel, Petrol)		69.8	107.6	116.5
GRI 302-2 (2016) Energy Consumption Outside the Organisation				
Unit: Terajoules		2020	2021	2022
Total Electricity (Grid)		562.9	629.3	663.5
GRI 302-3 (2016) Energy Intensity				
	Unit	2020	2021	2022
Factories	GJ/Tonnes of Product	1.8	1.7	1.8
Plantations	GJ/hectare of cultivated areas	1.9	3.4	3.0
Disclosure 303-3 Water Withdrawal				
Unit: '000 cubic meters		2020	2021	2022
Total Group		10,871	8,782	9,395
Factories				
Surface water		8,436.9	7,504.7	8,043.7
Groundwater		449.9	641.7	797.4
Third party water		362.2	61.8	-
Plantations				
Surface water		691.0	63.3	26.3
Groundwater		931.3	510.9	528.8
Water stress locations		None	None	None
Water withdrawal intensity				
	Unit	2020	2021	2022
Factories	'000 m ³ /mT of Product	11.5	9.2	10.1
Plantations	m ³ /ha of cultivated area	45.0	14.9	14.4

CLIMATE CHANGE: GHG EMISSIONS

Disclosure 305-1 Direct (Scope 1) GHG Emissions			
Unit: tCO ₂ e	2020	2021	2022
Total Group	52,992	60,366	55,669
Anthropogenic GHG emissions ²³	52,226	59,609	54,984
Biogenic GHG emissions ²⁴	766	757	686
Factories			
Anthropogenic GHG emissions	47,101	51,617	47,178
Biogenic GHG emissions	766	757	686
Plantations			
Anthropogenic GHG emissions	5,125	7,992	7,806
Biogenic GHG emissions	-	-	-

Disclosure 305-2 Energy Indirect (Scope 2) GHG Emissions			
Unit:	2020	2021	2022
Total Group	124,289	131,616	126,561
Factories	122,445	129,375	125,136
Plantations	1,844	2,241	1,424

Disclosure 305-4 GHG emissions intensity				
Scope 1 & 2	Unit	2020	2021	2022
Factories	kgCO ₂ e/tonne of product	211.8	204.7	197.8
Plantations	tCO ₂ e/hectare of cultivated area	193.3	265.2	238.9
Total Group	tCO ₂ e/US\$ '000 per year	99.7	73.9	64.1

LAND STEWARDSHIP: LAND CONCESSION

An overview of our land concessions and conservation areas are provided below; there is no land designated for future planting.

Disclosure 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas

Plantation Name	Hevecam		
Location	Niete, Cameroon		
Year Established	1975		
Type of Operation	Plantation/Agriculture		
Size of operational site (ha)	52,607		
Concessions (ha)	Niete (40,992)	Bissiang (7,643)	Elogbatindi (3,972)
Proximate protected areas	Campo Maa'an National Park		
Biodiversity Value	Attribute of the protected area or outside of the protected area	Rivers, swampy forests and riparian zones	

²³ Includes petrol, diesel and coal.

²⁴ Only includes biomass.

Disclosure 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas

Plantation Name	Sudcam		
Location	Meyomessala, Cameroon		
Year Established	2008		
Type of Operation	Plantation/Agriculture		
Size of operational site (ha)	45,198		
Concessions (ha)	Central (36,998)	North (8,200)	
Position in relation to protected area	Dja Biosphere Reserve, Endangered bird area (EBA).		
Biodiversity Value	Attribute of the protected area or outside of the protected area	Dense humid semi-deciduous forest including adult and young secondary forests, swampy forests, industrial cultivated areas, raffia, cultivated forests.	

Disclosure 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas

Plantation Name	JFL			
Location	Kelantan, Malaysia			
Year Established	2013			
Type of Operation	Plantation/Agriculture			
Size of operational site (ha)	9,844			
Concessions (ha)	Ulu Nenggiri (3,775)	Lebir (2,453)	Ulu Temiang (2,023)	Laloh (1,593)
Position in relation to protected area	Lebir Forest Reserve, Tasik Kenyir.			
Biodiversity Value	Attribute of the protected area or outside of the protected area	Forest fringes and riparian buffers		

Disclosure 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas

Plantation Name	TRCI	
Location	Abidjan, Ivory Coast	
Year Established	1975	
Type of Operation	Plantation/Agriculture	
Size of operational site (ha)	1,501	
Concessions (ha)	1,501	

LAND STEWARDSHIP: ECOSYSTEM PROTECTION

Disclosure 304-4 IUCN Red List species and national conversation list species with habitats in areas affected by operations											
Summary list of threatened species that may potentially be found in Halcyon Agri's land concessions. The list has been updated to the date of this report's publication. ²⁵											
Mammals			Birds				Amphibians				
Specie	IUCN Red List	Specie	IUCN Red List	Specie	IUCN Red List	Specie	IUCN Red List	Specie	IUCN Red List		
1	Western lowland gorilla	CR	14	Sunda slow loris	EN	24	Helmeted hornbill	CR	40	Giant slippery frog	EN
2	Malayan tiger	CR	15	Banded civet	NT	25	Great slaty woodpecker	VU	41	Oriental garden lizard	LC
3	Chimpanzee	EN	16	Asian small clawed otter	VU	26	Large green pigeon	VU	42	Golden-ringed cat snake	LC
4	Asian elephant	EN	17	Great hornbill	VU	27	Chestnut-naped forktail	NT	43	King cobra	VU
5	White-handed gibbon	DD	18	Sun bear, Honey bear	VU	28	Great argus	VU	44	Monocled cobra	LC
6	Siamang	EN	19	Dusky leaf monkey	EN	29	Buff-vented bulbul	NT	45	Blyth's river frog	LC
7	Pangolin	EN	20	Black hornbill	VU	30	Scarlet-rumped trogon	NT	46	Peat swamp frog	LC
8	Malay tapir	EN	21	Cream-coloured giant squirrel	NT	31	Red-naped trogon	NT	47	Asian leaf turtle	NT
9	Bronze skink	LC	22	Asiatic golden cat	NT	32	White-crowned hornbill	EN			
10	Leopard	VU	23	Masked palm civet	LC	33	Rhinoceros hornbill	VU			
11	African Forest elephant	CR				34	Green broadbill	NT			
12	Pig-tailed macaque	VU				35	Black and red broadbill	LC			
13	Oriental small-clawed otter	VU				36	Black and yellow broadbill	NT			

LAND STEWARDSHIP: AGRICULTURAL PRACTICES

GRI 13: Topic 13.6 Pesticides Use				
Report on the volume and intensity of pesticides used by the following toxicity hazard levels ²⁶				
No	Pesticide name	Type	WHO Class	Toxicity
1	Glyphosate	Herbicide	3	Slightly hazardous
2	Sodium Chlorate	Herbicide	2	Moderately hazardous
3	2,4-Dichlorophenoxyacetic acid	Herbicide	2	Moderately hazardous
4	Mancozeb	Fungicide	U	Unlikely to present an acute hazard
5	Difenoconazole	Fungicide	U	Unlikely to present an acute hazard
6	Lambda-Cyhalothrin	Insecticide	2	Moderately hazardous
7	Fipronil	Insecticide	2	Moderately hazardous

Note: Our pesticides consumption underwent annual external verification since 2020 following an SLL assessment period different to our FY reporting period. We are in the process of streamlining our reporting. We aim to disclose information in the next reporting period.

²⁵ Reference from the International Union for Conservation of Nature (IUCN), Red List of Threatened Species, <http://www.iucnredlist.org>

²⁶ World Health Organisation Recommended Classification of Pesticides by Hazard and Guidelines to Classification 2019 (116)

INCLUSIVE BUSINESS: FAIR WORKING CONDITIONS

Disclosure 2-27 Compliance with Laws and Regulations	2020	2021	2022
Total non-compliance cases	0	0	0

Disclosure 205-3 Confirmed Incidents of Corruption and Actions Taken	2020	2021	2022
Total confirmed incidents	0	0	0

Disclosure 401-1 New Employee Hires and Employee Turnover						
New Hires	2020		2021		2022	
	Number	Rate	Number	Rate	Number	Rate
Total	1,820	11.6%	1,704	10.8%	1,931	12.7%
By Age						
< 30 y.o.	546	3.5%	925	5.9%	896	5.9%
30 – 50 y.o.	982	6.2%	715	4.5%	929	6.1%
> 50 y.o.	292	1.9%	64	0.4%	106	0.7%
By Gender						
Male	1,414	9%	1,296	8.2%	1,387	9.1%
Female	406	2.6%	408	2.6%	544	3.6%
By Region						
China and Southeast Asia	1,301	8.3%	1,156	73.3%	1,265	8.3%
West and Central Africa	493	3.1%	533	3.4%	659	4.3%
Europe and Americas	26	0.2%	15	0.1%	7	0%

Turnover	2020		2021		2022	
	Number	Rate	Number	Rate	Number	Rate
Total	1,093	6.9%	2,235	14.2%	1,756	11.2%
By Age						
< 30 y.o.	582	3.7%	761	4.8%	732	4.7%
30 – 50 y.o.	483	3.1%	1,187	7.5%	842	5.4%
> 50 y.o.	28	0.2%	287	1.8%	182	1.2%
By Gender						
Male	861	5.5%	1,684	10.7%	1,320	8.4%
Female	232	1.5%	551	3.5%	436	2.8%
By Region						
China and Southeast Asia	912	5.8%	1,385	8.8%	1,335	8.5%
West and Central Africa	174	1.1%	831	5.3%	400	2.5%
Europe and Americas	7	0%	19	0.1%	21	0.1%

Disclosure 405-1 Diversity of Governance Bodies and Employees			
Governance Bodies			
Board of Directors	2020	2021	2022
	Percentage	Percentage	Percentage
Total	100%	100%	100%
By Age			
< 30 y.o.	0%	0%	0%
30 – 50 y.o.	33.3%	11.1%	11.1%
> 50 y.o.	66.7%	88.9%	88.9%
By Gender			
Male	100%	100%	88.9%
Female	0%	0%	11.1%

Senior Management	2020	2021	2022
	Percentage	Percentage	Percentage
By Age			
< 30 y.o.	0.0%	0.0%	1.2%
30 – 50 y.o.	45.8%	42.5%	39.8%
> 50 y.o.	54.2%	57.5%	59.0%
By Gender			
Male	91.6%	91.8%	90.4%
Female	8.4%	8.2%	9.6%
Employees			
By Category	2020	2021	2022
	Percentage	Percentage	Percentage
Management			
By Age			
< 30 y.o.	7.2%	7.3%	5.6%
30 – 50 y.o.	74.7%	72.5%	71.6%
> 50 y.o.	18.8%	20.2%	22.8%
By Gender			
Male	75.6%	75.5%	76.9%
Female	24.4%	24.5%	23.1%
Executives and Supervisors			
By Age			
< 30 y.o.	14.6%	15.6%	13.4%
30 – 50 y.o.	61.1%	61.6%	64.0%
> 50 y.o.	24.3%	22.8%	22.6%
By Gender			
Male	69.7%	70.7%	70.1%
Female	30.3%	29.3%	29.9%
Rank and File			
By Age			
< 30 y.o.	30.4%	30.2%	29.5%
30 – 50 y.o.	60.6%	60.8%	61.3%
> 50 y.o.	9.0%	9.0%	9.2%
By Gender			
Male	76.4%	76.5%	76.0%
Female	23.6%	23.5%	24.0%

LIST OF CERTIFICATIONS AND STANDARDS

The table below lists Halcyon Agri's third-party audited sites on international certifications and standards relevant to the Group's key ESG factors. They are accurate as of the publication date of this annual report.

No.	Name	Location	Activity	International Certifications		
				ISO9001: 2015 ²⁷	ISO14001: 2015 ²⁸	ISO45001: 2018 ²⁹
CHINA						
1	Hainan Sinochem Rubber Co. Ltd. - Hainan (AX) - Hainan (CX)	Hainan	Processing	Y	Y	Y
2	Xishuang Banna Sinochem Rubber Co. Ltd. - Yunnan Jinghong (BX) - Yunnan Mantang (MT) - Yunnan Manme (MM) - Yunnan Menglong (ML) - Yunnan Mengrun (MR)	Yunnan	Processing	Y	Y	Y
INDONESIA						
3	PT Hevea MK I (SDR)	Palembang	Processing	Y	Y	
4	PT Hevea MK II (SEA)	Palembang	Processing	Y	Y	Y
5	PT Hok Tong I Palembang (SCX)	Palembang	Processing	Y	Y	
6	PT Hok Tong II Palembang (SGO)	Palembang	Processing	Y	Y	
7	PT Remco Palembang (SDQ)	Palembang	Processing	Y	Y	
8	PT Sunan Rubber Palembang (SCY)	Palembang	Processing	Y	Y	
9	PT Remco (SBG)	Jambi	Processing	Y	Y	
10	PT Hok Tong Jambi (SCL)	Jambi	Processing	Y	Y	
11	PT Rubber Hock Lie Sunggal (SDH)	Medan	Processing	Y	Y	
12	PT Rubber Hock Lie Rantau Prapat (SCM)	Rantau Prapat	Processing	Y	Y	
13	PT Pulau Bintan Djaya (SAR)	Bintan	Processing	Y	Y	
14	PT Hok Tong Pontianak (KAZ)	Pontianak	Processing	Y	Y	
15	PT GMG Sentosa (KBM)	Pontianak	Processing	Y	Y	
16	PT Bumi Jaya (KBQ)	Tanjung	Processing	Y	Y	
17	PT Sumber Djantin Sanggau (KBP)	Pontianak	Processing	Y	Y	
18	PT Sumber Djantin Sambas (KBE)	Pontianak	Processing	Y	Y	
19	PT Sumber Djantin Pontianak (KAB)	Pontianak	Processing	Y	Y	
20	PT Sumber Alam (KBD)	Pontianak	Processing	Y	Y	
MALAYSIA						
21	Hevea KB Sdn Bhd (HL) - Hevea KB I - Hevea KB II	Perak	Processing	Y	Y	Y
22	Euroma Rubber Industries Sdn Bhd (JJ)	Kedah	Processing	Y	Y	
23	Corrie MacColl Malaysia Sdn Bhd (formerly known as Centrottrade Commodities Malaysia Sdn Bhd)	Malaysia	Trading & Distribution	Y		FSC-C152321 NC-COC-056357
24	JFL Holdings Sdn Bhd	Kelantan	Plantation			AWS V2.0 (Registered) ³⁰
THAILAND						
25	Teck Bee Hang Thung Song (H1)	Thung Song	Processing	Y	Y	Y
26	Teck Bee Hang Yala (H2)	Yala	Processing	Y		
27	Teck Bee Hang Narathiwat (H6)	Narathiwat	Processing	Y		FSC-C174498 CO-COC-885667
28	Teck Bee Hang Pattani (H7)	Pattani	Processing	Y		
29	Teck Bee Hang Surat Thani (H8)	Suratthani	Processing	Y	Y	Y

²⁷ ISO 9001: 2015 – Quality Management System

²⁸ ISO 14001:2015 – Environmental Management System

²⁹ ISO 45001:2018 – Occupational Health and Safety Management System

³⁰ AWS V2.0 – Alliance for Water Stewardship Standard Version 2.0

No.	Name	Location	Activity	International Certifications		
				ISO9001: 2015 ³¹	ISO14001: 2015 ³²	ISO45001: 2018 ³³
WEST AFRICA						
30	Societe De Developpment Du Caoutchouc Ivorien - Anguededou (SDCI-A) - Boubury (SDCI-B)	Cote D'Ivoire	Processing	Y		
CENTRAL AFRICA						
31	Hevea Cameroon S.A.	Niete, Cameroon	Processing & Plantation	Y	AWS V2.0 Core (Certified)	
32	Sud Cameroon Hevea S.A.	Meyomessala	Processing & Plantation	Y		
EUROPE AND AMERICA						
33	Corrie MacColl Deutschland GmbH (formerly known as Centrottrade Deutschland GmbH)	Eschborn, Germany	Trading & Distribution	Y		
34	Corrie MacColl Europe B.V. (formerly known as Wurfain Polymer B.V.)	Zaandam, Netherlands	Trading & Distribution	Y		FSC-C132544 NC-COC-026307
35	Corrie MacColl North America (formerly known as Alan L. Grant Polymer, Inc.)	Norfolk, Virginia, USA	Trading & Distribution	Y		
36	Kelvin Terminals B.V.	Terneuzen, Netherlands	Logistics & Warehousing	Y	Y	Y

³¹ ISO 9001: 2015 – Quality Management System

³² ISO 14001:2015 – Environmental Management System

³³ ISO 45001:2018 – Occupational Health and Safety Management System

GRI CONTENT INDEX

AR: ANNUAL REPORT

SR: SUSTAINABILITY REPORT

Statement of use	Halcyon Agri Corporation Limited has reported in accordance with the GRI Standards for the period 1 January to 31 December 2022		
GRI 1 used	GRI 1: Foundation 2021		
Applicable GRI Sector Standard	GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022		
GRI Standard	Disclosure	Location or Omission	Page
GRI 2: General Disclosures 2021	The Organisation and Its Reporting Practices		
	2-1 Organisational details	About this Report	SR: 2
	2-2 Entities included in the organisation's sustainability reporting	Coverage	SR: 2
	2-3 Reporting period, frequency and contact point	Coverage, Feedback	SR: 2
	2-4 Restatements of information	About this Report	SR: 2
	2-5 External assurance	Corporate Governance Report	SR: 4
	Activities and Workers		
	2-6 Activities, value chain, and other business relationships	Our Strategy	SR: 3
	2-7 Employees	Information on Workers	SR: 23
	2-8 Workers who are not employees	Information on Workers	SR: 23
	Governance		
	2-9 Governance structure and composition	Governance	SR: 7, 29 - 30
		Corporate Sustainability Committee	SR: 7
		Quality & ESG Council	SR: 7
		Community of Practice	SR: 8
	2-10 Nomination and selection of the highest governance body	Corporate Governance Report	AR: 47 - 48
	2-11 Chair of the highest governance body	Governance	SR: 7
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance of Sustainability Issues	SR: 7
	2-13 Delegation of responsibility for managing impacts	Governance of Sustainability Issues	SR: 7
	2-14 Role of the highest governance body in sustainability reporting	Governance of Sustainability Issues	SR: 7
	2-15 Conflicts of interest	Corporate Governance Report	AR: 33
	2-16 Communication of critical concerns	Remedy and Grievance	SR: 20
		Corporate Governance Report	AR: 45
	2-17 Collective knowledge of the highest governance body	Corporate Governance Report	AR: 37
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Report	AR: 49
	2-19 Remuneration policies	Corporate Governance Report	AR: 41
	2-20 Process to determine remuneration	Corporate Governance Report	AR: 41
	2-21 Annual total compensation ratio	Corporate Governance Report	AR: 41
	Strategy, Policies and Practices		
	2-22 Statement on sustainable development strategy	Our Strategy	SR: 3
		Tracking Progress	SR: 4 - 6
	2-23 Policy commitments	Tracking Progress	SR: 4 - 6
2-24 Embedding policy commitments			

GRI Standard	Disclosure	Location or Omission	Page
	2-25 Processes to remediate negative impacts	Remedy and Grievance	SR: 20
	2-26 Mechanisms for seeking advice and raising concerns	Remedy and Grievance	SR: 20
	2-27 Compliance with laws and regulations	Corporate Governance Report	AR: 42 - 43
	2-28 Membership associations		
	<ul style="list-style-type: none"> China Natural Rubber Association China Rubber Industry Association Federation of Malaysian Manufacturers GAPKINDO (Gabungan Perusahaan Karet Indonesia/ Rubber Association of Indonesia) Global Agribusiness Action on Equitable Livelihoods (GAA-EL) Global Platform for Sustainable Natural Rubber (GPSNR) International Rubber Study Group (IRSG) LGM (Malaysian Rubber Board Pricing Panel) Malaysian SMR Rubber Processors Associations Member/Panel of Advisor/ Signatory to SNR-i (Sustainable Natural Rubber Initiative) Rubber Trade Association of Singapore Singapore Institute of Directors Singapore International Chamber of Commerce Rubber Association (SICCRA) The Rubber Trade Association of Europe (RTAE) The Thai Rubber Association United Nations Global Compact 		
	2-29 Approach to stakeholder engagement	Stakeholder Engagement	SR: 9
	2-30 Collective bargaining agreements	Fair Working Conditions	SR: 20

GRI Standard	Disclosure	Sector Standard Reference	Location or Omission	Page
Material Topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics		Assessing Materiality	SR: 10
	3-2 List of material topics		Our Key ESG Factors	SR: 10
Ethics and Compliance				
GRI 3: Material Topics 2021	3-3 Management of material topics	13.24.1, 13.25.1, 13.26.1	Our Key ESG Factors, Inclusive Business	SR: 10, 20
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	13.25.1, 13.26.4	Corporate Governance Report, ESG Data	AR: 43 SR: 29
Fair Working Conditions				
GRI 3: Material Topics 2021	3-3 Management of material topics	13.15.1, 13.18.1	Our Key ESG Factors, Inclusive Business	SR: 10, 20
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	13.15.2, 13.15.4	Information of Workers	SR: 23
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	13.15.2	Information of Workers	SR: 23
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	13.18.2, 13.20.1, 13.21.1	Inclusive Business	SR: 20

GRI Standard	Disclosure	Sector Standard Reference	Location or Omission	Page
Workplace Health and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	13.19.1	Our Key ESG Factors	SR: 10
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	13.19.2	Health and Safety	SR: 16
	403-2 Hazard identification, risk assessment, and incident investigation	13.19.3	Hazards and Controls	SR: 16
	403-3 Occupational health services	13.19.4	Health Services and Promotion	SR: 16
	403-4 Worker participation, consultation, and communication on occupational health and safety	13.19.5	Health Services and Promotion, Worker Engagement and training	SR: 16
	403-5 Worker training on occupational health and safety	13.19.6		
	403-6 Promotion of worker health	13.19.7		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	13.19.8	Hazards and Controls	SR: 16
	403-9 Work-related injuries	13.19.10	Work-related Injuries	SR: 17
Traceable Supply Chain				
GRI 3: Material Topics 2021	3-3 Management of material topics	13.22.1, 13.23.1	Our Key ESG Factors	SR: 10
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken		Supply Chain Transparency	SR: 11 - 12
		Traceability	SR: 13	
Pricing Equity				
GRI 3: Material Topics 2021	3-3 Management of material topics		Our Key ESG Factors	SR: 10
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported		Economic Inclusion	SR: 21 - 22
Eco-Efficiency				
GRI 3: Material Topics 2021	3-3 Management of material topics	13.1.1	Our Key ESG Factors	SR: 10
GRI 302: Energy 2016	302-1 Energy consumption within the organisation		Energy Consumption, ESG Data	SR: 17, 24 - 25
	302-3 Energy intensity			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	13.7.2	Water, ESG Data	SR: 17, 25
	303-2 Management of water discharge-related impacts	13.7.3		
	303-3 Water withdrawal	13.7.1, 13.7.4		
GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022	13-8 Waste	13.8.1	Information unavailable. Halcyon Agri aim to report on waste in 2024.	
Climate Change				
GRI 3: Material Topics 2021	3-3 Management of material topics	13.1.1	Our Key ESG Factors	SR: 10
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	13.1.2	ESG Data	SR: 24 - 25
	305-2 Energy indirect (Scope 2) GHG emissions	13.1.3		
	305-4 GHG emissions intensity	13.1.5		

GRI Standard	Disclosure	Sector Standard Reference	Location or Omission	Page
Quality Excellence				
GRI 3: Material Topics 2021	3-3 Management of material topics		Our Key ESG Factors	SR: 10
			Operations Excellence	SR: 16
Other Disclosures	HeveaPro Quality Standards		Operations Excellence	SR: 16
Land Stewardship				
GRI 3: Material Topics 2021	3-3 Management of material topics	13.1.1, 13.6.1, 13.6.2	Our Key ESG Factors, Land Stewardship	SR: 10, 18
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	13.3.2, 13.13.1	ESG Data	SR: 26 - 27
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	13.3.5	ESG Data	SR: 28
Human Rights				
GRI 3: Material Topics 2021	3-3 Management of material topics	13.16.1, 13.17.1	Our Key ESG Factors	SR: 10
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been subject to human rights reviews or impact assessments		Respect for Human Rights	SR: 20
Community Investment and Empowerment				
GRI 3: Material Topics 2021	3-3 Management of material topics	13.9.1, 13.12.1, 13.14.1, 13.15.1	Our Key ESG Factors	SR: 10
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	13.9.1, 13.12.2, 13.14.1, 13.15.1, 13.22.1	Economics Inclusion	SR: 21 - 22
Topics in the applicable GRI Sector Standards determined as not material				
Agriculture Aquaculture and Fishing Sectors 2022		Explanation		
GRI 13	13-10 Food safety	Not Applicable. Halcyon Agri's business does not concern the handling of food and feed products.		
	13-11 Animal health and welfare	Not Applicable. Halcyon Agri's business does not involve rearing of terrestrial animals for protein consumption.		

MAPPING TO COMMITMENTS

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

	Recommended Disclosure	Section	Page
Governance	a. Describe the organisation's governance around climate related risks and opportunities	Governance, Climate Change	SR: 7-8, 14-15
	b. Describe management's role in assessing and managing climate-related risks and opportunities		
Strategy	a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	Approach, Climate Change	SR: 3-6, 14-15
	b. Describe the impact of climate-related risks and opportunities on the organisation's business, strategy and financial planning		
	c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario		
Risk Management	a. Describe the organisation's process for identifying and assessing climate-related risks.	Risk Management, Climate Change	AR: 26-27, 42 SR: 14-15
	b. Describe the organisation's process for managing climate-related risks		
	c. Describe how the process for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management		
Metrics and Targets	a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with strategy and risk management process	Operations Excellence, ESG Data, Climate Change	SR: 14-15, 17-18, 25-30
	b. Disclose Scope 1, Scope 2, and if appropriate, Scope 3 GHG emissions and related risks		
	c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets		

UN GLOBAL COMPACT

Principle	Description	Section	Page
Human Rights			
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights	Respecting Human Rights	SR: 20
Principle 2	Make sure that they are not complicit in human rights abuses	Respecting Human Rights	SR: 20
Labour			
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Inclusive Business	SR: 20
Principle 4	Elimination of all forms of forced and compulsory labour	Inclusive Business	SR: 20
Principle 5	Effective abolition of child labour	Inclusive Business	SR: 20
Principle 6	Elimination of discrimination in respect of employment and occupation	Inclusive Business	SR: 20
Environment			
Principle 7	Businesses should support a precautionary approach to environmental challenges	Eco-efficiency	SR: 17
Principle 8	Undertake initiatives to promote greater environmental responsibility	Renewable Energy	SR: 17
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	Renewable Energy	SR: 17
Anti-corruption			
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	Ethics and Compliance	AR: 43

GPSNR POLICY FRAMEWORK³¹

No	Policy Component	Section in GPSNR Policy Framework	Response/Section	Page
1	Commitment to Legal Compliance	1.1	Ethics and Compliance	AR: 43
		1.2		
2	Commitment to Healthy, Functioning Ecosystems	2.1.1	Traceability	SR: 13
		2.1.2	Traceability	SR: 13
		2.2	Deforestation	SR: 18
		2.3	Fire Prevention & Suppression	SR: 19
		2.4	Biodiversity	SR: 18
		2.5	Water	SR: 17
		2.6	Soil Management	SR: 18
3	Commitment to Respecting all Human Rights	2.7	Soil Management	SR: 18
		3.1	Respect for Human Rights	SR: 20
		3.2	Respect for Human Rights	SR: 20
		3.3	Respect for Human Rights	SR: 20
		3.4.1	Respect for Human Rights	SR: 20
		3.4.2	Respect for Human Rights	SR: 20
		3.4.3	Respect for Human Rights	SR: 20
4	Commitment to Community Livelihoods	3.5	Economic Inclusion	SR: 21-22
		3.6	Inclusive Business	SR: 20
		4.1	Economic Inclusion	SR: 21-22
5	Commitment to Increased Production Efficiency	4.2	Economic Inclusion	SR: 21-22
		4.3	Economic Inclusion	SR: 21-22
		5.1	Economic Inclusion	SR: 21-22
6	Commitment to Systems and Processes to Drive Effective Implementation of Policy Components	5.2	Eco-Efficiency	SR: 17
		5.3	Eco-Efficiency	SR: 17
		5.4	Climate Change	SR: 14-15
7	Commitment to Supply Chain Assessment, Traceability, and Management	6.1	Our Strategy	SR: 3
		6.2	Our Strategy	SR: 3
		6.3	Stakeholder Engagement	SR: 9
		6.4	Stakeholder Engagement	SR: 9
8	Commitment to Monitoring and Reporting on Progress Towards, and Conformance with, Policy Components	7.1	Supply Chain Transparency	SR: 11-12
		7.2	Traceability	SR: 13
		7.3	Supply Chain Transparency	SR: 11-12
		7.4	Supply Chain Transparency	SR: 11-12
		7.5	Supply Chain Transparency	SR: 11-12
8	Commitment to Monitoring and Reporting on Progress Towards, and Conformance with, Policy Components	8.1.1	Tracking Progress	SR: 4-6
		8.1.2	About this Report	SR: 2
		8.2	About this Report, Tracking Progress	SR: 2, 4-6

³¹ <https://sustainablenaturalrubber.org/policy-framework/>



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