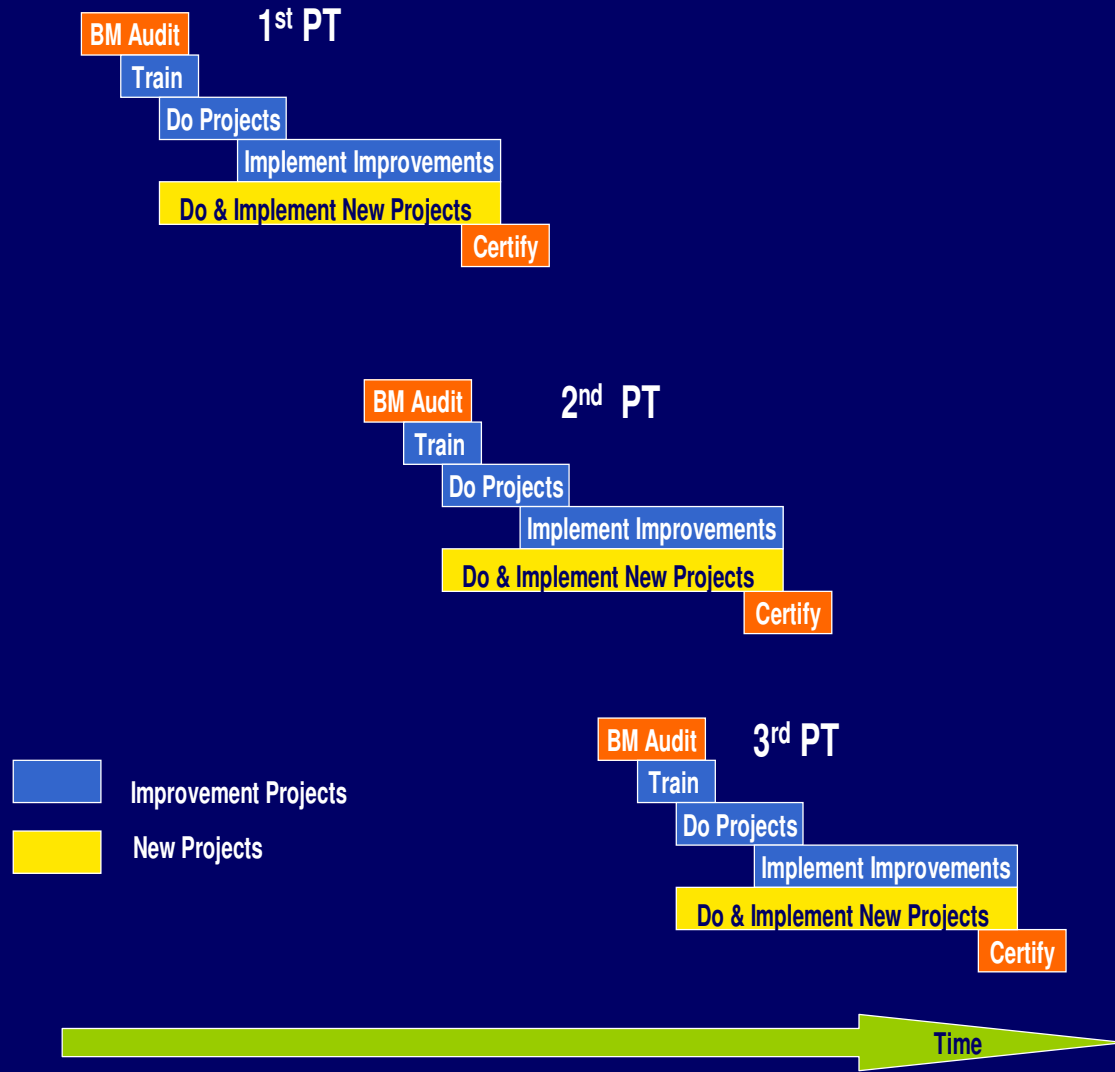


PHASED IMPLEMENTATION



- Considering that Musim Mas has a number of subsidiary plantation companies (PTs), a phased implementation plan is being adopted whereby, the management system for sustainability will be implemented on a company-by-company basis. For each company, self-assessments and independent audits will be undertaken to identify gaps between the current performance of the Musim Mas company against the requirements of the RSPO P&C.
- Improvement projects will be implemented by cross-functional teams to address any deficiencies identified the assessments. In areas where processes are not yet in place to comply with a specific RSPO P&C requirement, new projects on these aspects will be conducted and implemented.
- When sufficient progress has been made in closing gaps, each subsidiary company will be subjected to 3rd party assessments prior to application for certification by the RSPO.