

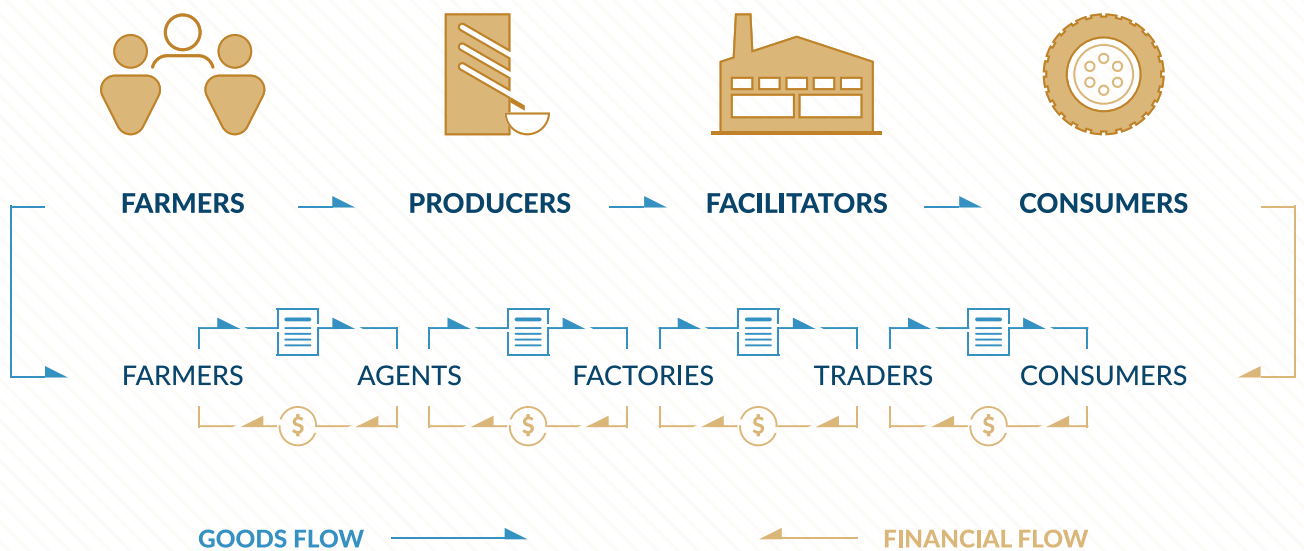
# STRATEGIC SPOTLIGHT

## HeveaConnect

### CHANGING THE GAME

In our 2017 Sustainability Report, we wrote about how the natural rubber industry is not sustainable at current market prices. Volatility has to be reduced, and the traditional natural rubber supply chain has to change. In August 2018, we incorporated HeveaConnect, a digital marketplace for sustainably-processed natural rubber that could help restore fair prices that truly reflect the cost of supply of a critical resource, where all natural rubber stakeholders, be it farmers, producers or consumers, can benefit. In 2018, South East Asia’s largest financial institution DBS Bank announced their partnership with us in HeveaConnect. By March of this year, Japan’s leading trading house ITOCHU Corporation and two natural rubber processors in Indonesia and Thailand confirmed their adoption of HEVEAPRO, to be sold on HeveaConnect.

HeveaConnect intends to set the industry standard in the natural rubber supply chain – HEVEAPRO at the factory level, HEVEAGROW at the farmer level and HEVEATRACE which will map the source of the raw material used in the production of HEVEAPRO, from tree to the customer.



HeveaConnect will provide price visibility and fair pricing, as well as a responsible and traceable supply chain, helping to address Environmental, Social and Governance (ESG) factors of material to us. Last but not least, HeveaConnect will provide the tools to help ensure the implementation of our Sustainable Natural Rubber Supply Chain Policy across the value chain. Please do visit HeveaConnect’s website for more details and updates.