MESSAGE
FROM OUR CHAIRMAN

Performing with Integrity

Since its inception, Sinar Mas has demonstrated a commitment to performance with integrity. But past record matters little if each of us does not continue to make the right decisions and take the right actions - it takes only one lapse and one person to blemish our reputation. This is why we are introducing an updated GAR Code of Conduct which spells out the standards we expect all our employees to follow and the behaviors we expect them to adopt.

As we focus on becoming the best integrated global Agribusiness and Food company, we must recognize that there is no conflict between excellent business performance and high standard of integrity. In fact, the two are mutually reinforcing. Guidance by the Code of Conduct will maintain our customers’ confidence in our products and services and this enables us to grow our reputation and our business. This is performance with integrity.

I ask each person in the GAR family to make a personal commitment to follow our Code of Conduct. You can act on this commitment by reading, understanding and being guided by the Code of Conduct. GAR leaders have an even greater responsibility - they are expected to serve as role models and nurture a culture in which compliance with the Code of Conduct is at the core of business activities.

We want the Code to be more than a collection of high sounding statements. It must have practical value in our day-to-day business and each one of us must follow these principles in spirit as well as in letter. Performing with integrity is everyone’s responsibility.

FRANKY OESMAN WIDJAJA
Chairman
VISION
“Be the best, fully-integrated, global agribusiness and consumer product company – the partner of choice.”

MISSION
“We efficiently provide sustainable and superior quality agribusiness and consumer products, solutions and services to create value for all our stakeholders.”
SHARED VALUES
INTEGRITY
We put statements or promises into actions so that one can earn the trust of others

POSITIVE ATTITUDE
We display encouraging behaviour towards the creation of a mutually appreciative and conducive working environment

COMMITMENT
We perform our work whole heartedly in order to achieve the best results

CONTINUOUS IMPROVEMENT
We continuously enhance the capability of self, working unit and organization to obtain the best results

INNOVATION
We come up with ideas or create new products/ tools/ systems that can increase productivity and the Company’s growth

LOYALTY
We cultivate the spirit of knowing, understanding, and implementing the Company’s core values as part of the GAR family
COMPANY CULTURE
PERFORMANCE
We deliver outstanding results

COLLABORATION
We work as a team

OWNERSHIP
We do what is best for the Company

PEOPLE
We realise our people’s potential
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WHY DO WE HAVE A CODE?

Our Code of Conduct (“Code”) serves as a guide for conducting ourselves ethically and in compliance with the law as we perform our work, everywhere, every day. It explains the standards we are all expected to follow in living our core values, as well as specific laws, regulations and policies that apply to us.

WHO IS REQUIRED TO FOLLOW OUR CODE?

All full-time, part-time and temporary employees have a duty to follow our Code and comply with all Company policies and procedures, and with all applicable laws, rules and regulations where Golden Agri Resources Ltd and subsidiaries (“GAR”) including PT SMART Tbk (“the Company”) conducts business. Our Code also applies to our Board of Commissioners and Board of Directors with respect to all activities they engage on behalf of the Company. Any consultants, contractors and other business partners working on behalf of the Company are expected to uphold the principles of this Code.

By knowing and following our Code, each of us does our part to maintain and further build trust with our various stakeholders including our colleagues, customers and business partners, shareholders and communities. It is important that we fulfill our commitments to these groups and uphold integrity in our interactions at all times.

What is expected of me?

We are all expected to know and adhere to our shared values, our Code and other Company policies, procedures and guidelines that apply to our work, as well as all applicable laws and regulations regardless of where we operate. We must never ignore or try to work around the Code for any reason, even meeting business goals.

Failure to comply with our Code and the Company policy can have severe consequences for both our Company and the people involved. In addition to potentially damaging the Company’s reputation, conduct that violates the Code may also violate the law. Violations of our Code or the Company policies may lead to disciplinary action, up to and including termination of employment. When appropriate, the Company may also refer cases to government authorities, which may result in personal liability for individuals involved.

What we expect of our managers and supervisors?

Following our Code and all applicable laws and regulations is the foundation of our Company’s continued success and positive reputation. While each of us has a duty to follow our Code, managers and supervisors have an even greater responsibility as you are the ambassadors for our Code to your team members. You must ensure that the Code is communicated to everyone who works for you, and that they receive appropriate training on the Code and the policies that impact their jobs.

As a manager, you are expected to create an environment that encourages employees to come to you with questions or reports, and address colleague questions and concerns appropriately and in a timely manner. If you do not know or are unsure of the answer to an employee’s question, you should help to obtain the answer. You must never take any form of retaliatory action against any employee for raising a question or concern, and you must never tolerate retaliatory actions by others.
WHAT LAW DO I NEED TO FOLLOW?

The Company conducts business globally and our employees are citizens of many countries. As a result, our business activities are subject to the laws of many different jurisdictions. We are each responsible for following all of the laws that apply to our businesses. At times, you may encounter a conflict between various laws that apply to our business activities. If you encounter a conflict or have any concerns on whether something is legal, please contact the Legal Department for guidance.

Assisting a third party to engage in illegal activities can damage our reputation and result in serious legal consequences for both you and the Company, including charges that we aided or conspired with the third party. In addition to obey the laws that apply directly to us, we cannot take actions which we know, or ought to know, will assist a third party in violating the law. We are each responsible for recognising signs that indicate third parties are engaging in potentially illegal activities and using the Company to assist them. If you have any concerns that a third party with whom you are doing business might be using the Company to assist it in violating the law, resolve your concerns before proceeding with the transaction.

HOW DO I ASK QUESTIONS AND RAISE CONCERNS?

When you raise questions and concerns, it will enable the Company to detect potential problems early. This helps minimize potential harm to our Company, our stakeholders and our reputation. If you ever have any questions or concerns about the ethics or integrity of any aspect of our business, you should address the issue as soon as possible.

The Company is committed to uphold the Company’s values and standards, and has put in place arrangements by which employees may, in confidence and without fear of retaliation, bring to the Audit Committee’s attention, concerns about possible improprieties relating to matters of financial reporting or other matters. You may raise your concerns through the hotlines as below:

By e-mail: TellUs@sinarmas-agri.com
Phone: +62 88 1111 8000 (Indonesia)
       +65 9183 3694 (Singapore)
       +86 139 1706 6334 (China)
       +91 77299 96815 (India)
WHAT IF I AM WORRIED ABOUT RETALIATION?

It is important that you feel comfortable and safe raising your questions and concerns. The Company will not tolerate any form of retaliation against you for making a good faith report of actual or potential misconduct. Making a report in “good faith” means your report is honest, sincere and complete to the best of your knowledge.

HOW ARE REPORTS HANDLED?

The Company will promptly respond to all reports of misconduct. As employees, we may be called upon to assist with investigations of alleged misconduct. We should always cooperate and provide complete and accurate information related to investigations. You must never interfere with an investigation by altering or destroying related documents or evidence.

The Company will keep details of investigations confidential to the maximum extent possible, consistent with resolution of the issue and in compliance with applicable laws.

WHAT ARE THE CONSEQUENCES OF CODE VIOLATIONS?

By working for the Company, you have committed to uphold our Code. Anyone who violates our Code or related requirements will be subject to disciplinary action, up to and including termination. All discipline will be applied fairly, equitably and in accordance with local law.
**Question**  Why should I speak up about the misconduct of others that doesn’t affect me directly?

**Answer**  Unethical behavior by any employee, supervisor, client, contingent worker, supplier or other third party can significantly compromise the trust of our clients, shareholders and the public and lead to regulatory or criminal consequences. It is up to each of us to protect our reputation by reporting issues immediately. Our reputation and success depend on all of us doing the right thing.

If you believe your concern has not been appropriately resolved, or if you would prefer to report your concern through other channels, you may report to the hotlines. Your concerns may be reported anonymously, if you wish, and will be treated confidentially, as appropriate.

For matters involving your employment relationship with Company, you should not use the hotlines to report, as those matters should be reported to your supervisor or Human Resources (“HR”) representative or through other reporting mechanisms established under the relevant HR policies.

**Question**  If my supervisor asks me to do something that I think is wrong, what should I do?

**Answer**  Express your concerns directly to your supervisor. Never do anything that you believe is wrong. If you are not able to communicate to your supervisor, you may speak with another manager, your HR representative or any of the resources mentioned in the Hotlines Page.
**Question** If my concerns relate to the conduct of the Chief Executive Officer (“CEO”), what should I do?

**Answer** If your concerns relate to the conduct of the CEO, or any other senior executive or a member of the Board of Directors of the Company, you can raise your concerns to the Audit Committee.

**Question** If I raised a concern I have about a colleague’s misconduct, will I be treated differently because I spoke up?

**Answer** You will not be treated differently because you raised a concern about a colleague’s misconduct. Supervisors are prohibited from retaliating against anyone who makes such a report, and are expected to guard against retaliatory conduct by others. If you suspect retaliation by anyone, speak to your manager or another manager you trust or HR representative. You may also raise your concern via the hotlines.
UPHOLDING INTEGRITY FOR OUR EMPLOYEES
RESPECT IN THE WORKPLACE

Diversity
The diversity of our employees is our greatest asset. The Company is firmly committed to provide equal opportunity in all aspects of employment and will not tolerate any discrimination or harassment based on race, colour of skin, religion, gender, national origin or any other class. We are all expected to treat one another fairly and respect the unique contributions of others.

Discrimination
We each have a responsibility to do our part to create an environment in which our colleagues can grow and succeed. We, and all applicants for employment at the Company, will be evaluated based on our qualifications, demonstrated skills and achievements. The Company prohibits any form of unlawful discrimination.

We therefore must not make any employment-related decisions (such as hiring, promotion and salary decisions) based on any legally protected characteristics. Such factors may vary by local law, but generally include race, colour, religion, gender, national origin, disability, age, sexual orientation and marital status, union membership and political affiliation. Nevertheless, we understand that certain jobs are more suited for male employees than female employees due to the manual labour required in our field operations.

Harassment and violence
Preventing harassment in the workplace is an important aspect of fostering a respectful work environment. It refers to unwelcome conduct related to a person’s legally protected characteristics that creates a hostile or abusive work environment. At the Company, we will not tolerate:

- Harassment in any form
- The use of physical force intended to cause bodily harm
- Acts or threats that are intended to intimidate someone or cause them to fear bodily harm

Harassment may be verbal, visual or physical. It may be non-sexual or sexual in nature. It may include many types of conduct, such as insults, abusive language, threats, intimidation, slurs, offensive jokes or visual displays, or unwelcome touching. Actions or words that could be taken as abusive, derogatory, discriminatory, hostile, improper, or offensive must be avoided. Behaviour (or lack thereof) that is offensive or unwelcome or that unreasonably disrupts another colleague in his/her work amounts to harassment that is inappropriate and unacceptable. If you witness or learn about harassment, violence or threats of violence, you should report it immediately. Managers are responsible for maintaining a work environment that is free of violence and unlawful harassment, which includes acting promptly to investigate all allegations in accordance with laws and our policies. Each of us is responsible for maintaining a work environment free from any kind of conduct which intimidates or harasses.
Employee privacy
In the course of business, we may collect, hold or process personal information on employees and others in an employment context. We treat such personal information with care and take responsibility for protecting it and using it lawfully and properly. While the Company respects our privacy, the Company does reserve the right to inspect its facilities and property, such as computers, telephone records, lockers, emails, files, business documents and workplaces. Unless otherwise provided by applicable law, we should not expect privacy when using the Company-provided services or equipment.

SAFE WORKING CONDITIONS
The Company conducts all business activities in a manner that protects the health and safety of our employees, along with contractors and visitors at our facilities. We comply with all health and safety laws in addition to our own strict health and safety requirements, strive to continuously improve our performance, and insist that all work, however urgent, be done safely.

You are obliged to carry out your work in a safe manner, without causing harm to yourself, fellow employees, and visitors to our facilities and report any unsafe practices or incident immediately to your manager.

The Company managers must provide employees with training, programs and resources to do their jobs safely and design and maintain our processes and facilities in a manner that ensures safe working conditions. On a regular basis, the Company will also conduct Health & Safety Risk Assessment and ensure that the risks identified are sufficiently mitigated.

Substance abuse
Drugs and alcohol can impair an individual’s capacity to perform his/her job safely, efficiently and with respect for colleagues and customers. The use of such substances may result in injury or a threat to the well-being of an individual, colleagues, customers or members of the public.

If you report to work under the influence of drugs or alcohol, you threaten the safety and health of yourself and others. As employees, we are prohibited from possessing, using or working under the influence of alcohol, illegal drugs, and controlled substances or misused over-the-counter or prescription drugs in the workplace. Involvement with the manufacture, possession, distribution, sale, purchase, or transfer of illegal drugs is strictly prohibited.

FAIR EMPLOYMENT PRACTICES
The Company is committed to honoring the rights of our employees, as well as complying with all applicable wage and employment laws in all areas of the world where we have operations. In addition, the Company expects our business partners to treat their employees with dignity and respect, and follow local employment laws. We will never knowingly use any suppliers who illegally employ or exploit underage workers or forced labor. We do not condone such practices.
Question & Answer

**Question**  You witness Sari, your manager, often losing her temper and making unprofessional and inappropriate comments to her staff. At first, you don’t say anything but couple months later the behavior is still continuing and has gotten worse. What should you do?

**Answer**  It’s important that you report the concern so it can be addressed. If you feel not comfortable talking to her in this instance since she is the subject of the concern. You can contact another member of management or HR representatives. You may also report through the hotlines.

**Question**  There is an opening position in another department in my company, since it’s match with my career aspiration, I applied for this job. I have a reason to believe that I was not selected because I’m a woman. What should I do?

**Answer**  Company requires that employment decisions be made without regard to a person’s gender. You may raise your concern through any convenient reporting line available immediately.

**Question**  Joko sometimes share funny stories and jokes to make work environment fun and friendly. One morning, Satya, Joko’s colleagues, received a joke from Joko, that made fun of certain ethnic group. What should you do?

**Answer**  Comments or jokes that considered inappropriate and against Company policy, will need to be reported to a member of management and/or HR.

**Question**  You are working in the IT Department, your friend asked you for a list of all of the Company e-mail addresses. He wants to use the e-mail addresses to promote a new business. What should you do?

**Answer**  You should inform and explain to your friend that it is against Company policy to share Company e-mail addresses for non-Company related purposes. You must decline his request.

**Question**  I found out that a safety guard is broken in my refinery, but we have a tight production schedule and it will take time to fix it. What should I do?

**Answer**  The safety of our employees is more important than meeting a tight production schedule. You should report the concern immediately for evaluation and correction.
UPHOLDING INTEGRITY FOR OUR COMPANY
PROTECTING THE COMPANY ASSETS

As employees, we should protect the Company assets and ensure their responsible use. Theft, loss, damage, unauthorized use and waste have a direct impact on the Company. The Company assets include physical property, such as facilities, supplies, equipment, inventory, vehicles and the Company funds. The Company assets also include intangible assets, such as confidential and proprietary information, intellectual property and information systems. You should safeguard the Company assets entrusted to you, use them efficiently and protect them from unauthorized use. We must handle the Company funds honestly and in accordance with applicable Company policies.

All employees should protect the Company assets and ensure their efficient use. Theft, carelessness and waste have a direct impact on the Company profitability. All Company assets are to be used for legitimate Company purpose. Any suspected incident of fraud or theft should be immediately reported for investigation. Company assets should not be used for non-Company business.

Appropriate use of Company technology

The Company provides many of us access to various electronic communications systems, including computer and telephone systems, so that we may do our daily work. We have a duty to always safeguard these systems and the technologies provided to us, such as computers, mobile devices and software. This means we must each do our part to prevent damage, harm, loss and unauthorized access to these resources. Be sure to follow all security measures and internal controls in place for the resources you use. If you need to use a technology resource for personal use, your use should be limited and appropriate. Use of any Company resource should never interfere with your job duties.

Remember that electronic messages (such as emails, instant messages and text messages) are permanent records of your communications. Electronic communications may be altered and forwarded without your permission. For these reasons, take particular care when drafting any electronic messages on the Company letterhead or when using the Company resources.

It is strictly prohibited to use the Company resources (including email, instant messaging, the Internet or Company portal) for activities that are unlawful, unethical or otherwise contrary to our Code or the Company policy. These include accessing sexually explicit websites, online gambling and betting services and other inappropriate contents.

Social media

You must separate your personal and professional profile on social media. However, any statement pertaining to Company matters made in any online forum, including web logs or blogs or social networking sites, whether using personal or professional profile, are considered to be public statements. You must not make any comment regarding the Company, its business, products, services, strategy or practices without prior approval from Management. If you participate in blogs or any other online space, even personal sites maintained outside of work hours, you must ensure that it is not in conflict with the best interests of the Company.
There are a number of laws around the world that regulate what our Company can and cannot say about itself and its products. Therefore, if your position with the Company involves posting on social media sites, you must follow applicable policies and guidance from the Legal and/or the Corporate Communications Department.

**Confidential information**

In the course of employment, you may have access to intellectual property, trade secrets, proprietary information and confidential information, which is the exclusive property of the Company. You must not copy, reproduce, extract, translate, disclose, publish, or deal with confidential information in a manner that is not authorised. You must not directly or indirectly communicate the confidential information to any unauthorised person. In addition, we must avoid discussing confidential information in places where we can be overheard, including restaurants, restrooms, taxis, airplanes, elevators or the Company common areas.

If you encounter legal or regulatory rules that require you to disclose confidential information, please contact your direct Supervisor for guidance.

Any staff leaving the employment of the Company are to surrender all confidential information in their possession to their manager and if the same cannot be surrendered, to destroy such confidential information. They may not retain any copy of any confidential information in whatever form for themselves. Former employees are absolutely and strictly prohibited from disclosing or using any confidential information for any reason whatsoever.

**Intellectual assets**

Some of the Company’s most valuable assets include our confidential business and technical information and other intellectual property like patents, copyrights and trademarks.

To protect the Company’s intellectual assets, never disclose it to anyone outside the Company unless you have explicit approval and it is covered by a non-disclosure agreement, if appropriate. Even inside of the Company, do not share such information unless the person has a business need to know it. Confidentiality continues even after you have left the Company. All Company properties in employees possession, records of any kind, confidential or not, must be returned/remain in the Company.

To the extent permissible by law, the rights to all intellectual property created with the Company materials, on the Company time, at the Company expense or within the scope of our duties belong to the Company. Just as we expect others to honor our intellectual property rights, we must respect the rights of others, including compliance with licensing and other similar agreements.
CONFLICTS OF INTEREST

To maintain the trust of our shareholders, we need to act in the best interests of the Company at all times. Decisions related to the Company’s business must always be based on the Company’s objectives and priorities, made with proper authority and without a conflict of interest in the decision. A conflict of interest arises when our personal interests, including those of our family members, friends and associates, could harm our ability to make sound, objective decisions on behalf of the Company. We should avoid potential conflicts of interest whenever possible because the mere appearance of a conflict may cause an employee’s motives to be questioned.

If you are involved in a conflict of interest situation, or suspect that you may be, you have a duty to disclose this to your supervisor as soon as possible. You may be asked to disclose potential conflicts in writing on an annual basis, but the obligation to disclose conflicts of interest that arise exists throughout the year. Additionally, you should follow any local processes and procedures for reporting conflicts of interest. When in a position to influence a decision and a conflict of interest arises, you should abstain from influencing the decision and declare such interests.

Employees must obtain approval from Management before accepting officer or director positions with an outside business, including not-for-profit board positions.

It is not feasible to specify all activities that may give rise to a conflict of interest, or the appearance of one, in this Code. The following sections reflect some of the more common situations in which conflicts may arise.

Outside employment and business affiliations

Each of us is responsible for ensuring that activities outside of the Company does not negatively affect work performance or create a conflict of interest. Without prior approval from the Management, you shall not have an interest in any organization which has or is seeking business dealings with the Company where there is an opportunity for preferential treatment, except where the interest comprises securities which are publicly-listed, shall not serve, whether for reward or otherwise, as an officer of other organizations, or be in any management capacity for or as consultant to, any individual or organization and shall not buy, sell or lease any property, facility or equipment from or to the Company or any organization doing or seeking business with the Company and shall not undertake any part-time or contract work which will, in the opinion of the Company, interfere with or affect the performance of his/her duties.
Financial interests
Ownership by you or your immediate family member of a financial or other beneficial interest in any Company which does business with or is a competitor of the Company is prohibited, unless you receive approval in writing from the Management.

Corporate opportunities
In order to make objective business decisions on the Company’s behalf, we must never compete with our Company. This means we cannot take for ourselves any business or investment opportunities that we discover through our position at the Company or through the Company property or information. Specifically, you may not personally speculate in agricultural commodities processed by the Company. In addition, you may never help anyone else take such business or investment opportunities for personal gain, including family members and friends.

GIFTS AND ENTERTAINMENT
Business gifts and entertainment are often used to strengthen business relationships. While developing strong working relationships with our customers and business partners is important, we must exercise particular caution when offering or accepting business courtesies. Exchanging gifts and entertainment can result in conflicts of interest. If not handled properly, it may even lead to the appearance of bribery or other improper payments. You may not accept or provide any gift, favor or entertainment if it will obligate or appear to obligate the recipient. Employees should not accept discounts for personal gain from suppliers and service providers if they are not offered to the general public. Any activity that might be considered extravagant or embarrass the Company is not permitted. Any offer of meals or entertainment which involves travel or overnight lodging requires prior approval by your manager. Common sense and good judgment must be exercised when giving or accepting business related courtesies to avoid any perception of impropriety or a conflict of interest.

During traditional gift-giving seasons, in areas where it is customary to exchange gifts, employees may exchange gifts with non-governmental business associations in nominal amounts. When giving, extra care should be taken to ensure that the gift is not in cash or item easily exchangeable for cash. Gift within Company’s policy threshold may be given to an organization for customary goodwill purpose. Prior approval should be sought from the Management before the exchange or giving of gifts. All gifts received should be declared and handled in accordance to the Company’s policy. However, employees should not request or solicit gifts from any business partners.
Question I am blogger and I often blog about food and fashion, can I blog about the quality of food in the factory cafetaria?

Answer You must separate personal and professional profile on social media. If you need to make statement pertaining to any Company matters, prior approval must be sought from your Management.

Typical confidential information and trade secrets such as:
- Non-public financial information
- List of employees, customers or vendors
- Unpublished price lists
- Unauthorized pictures/videos

Question I handle the disbursement of investment funds for plasma plantation development. My friend asked me the investment cost of building plasma plantation. What should I do?

Answer Data and information regarding disbursements to plasma plantation development investments are confidential. You must not inform other people about this information.

Question The caller ID at your desk phone showed an external incoming phone number, but the caller identified himself as “Budi”, a financial analyst in the Accounting Department, requesting for information regarding a customer’s account for a meeting with his boss later that day. What should I do?

Answer You must verify the identity of the caller by either looking up for his contact information in the Company’s directory or calling his supervisor. You should call him back and ask him to officially submit his request to you via company email. If you suspect that the caller maybe a scammer or impostor, you must notify your manager and alert the rest of the team of the potential scam to obtain customer information.

Question As a new employee, am I allowed to bring confidential information that I developed while working for my previous employer?

Answer No. Doing so would breach this Code. You must protect your past employer’s confidential information just as company employees are obligated to protect our confidential information. Similarly, if your employment at the Company ends, you are prohibited from taking confidential information with you or using or divulging such information.
**Question**  My daughter is graduating from the university with excellent results. And I know one of vendors providing service to the Company has a job vacancy with a good prospect. Can I get the vendor to hire my daughter?

**Answer**  You are not allowed to influence the vendor to hire your daughter. Hiring decisions must be based on the merits of the employment candidate and all candidates should proceed through the standard hiring process. Candidates should not be hired in exchange for obtaining, maintaining or retaining business.

**Question**  My immediate family members intend to invest in a palm plantation business. Am I allowed to do so?

**Answer**  Both you and your immediate family members are strictly not allowed to participate in any business that potentially have business conflict with the Company. This could harm our ability to make sound, objective decisions on behalf of the Company. We should avoid potential conflicts of interest whenever possible because the mere appearance of a conflict may cause an employee’s motives to be questioned.

**Question**  A new vendor is having a meeting discussing a new business opportunity with you as a trade marketing director and your team, after a meeting this new vendor sent to each of the meeting’s participants a $25 gift card in appreciation for the productive meeting. Is it right to keep the gift cards?

**Answer**  No. The giving of a gift card, regardless of its value, can be perceived the same as receiving cash. Accepting cash or cash equivalents (gift cards) is prohibited. The gift cards should be returned to the vendor with a note indicating our mutual appreciation for the ideas exchanged during the meeting and notifying the vendor that the acceptance of the gift card would be a violation of our gifts & entertainment policy. Supplier Code of Conduct should also be provided to the vendor for future reference.

**Question**  A vendor offers you two tickets to a professional soccer game for you and your guest. The vendor will not be attending the event. The value of the tickets is $250. Before accepting the tickets, you decide to contact your manager to discuss the situation. Am I doing the right thing?

**Answer**  Since the vendor will not be attending the game, it is clear that there is no business objective associated with your attendance at the game. Accepting the gift may create, or have the appearance of creating, a conflict of interest or undue influence. It is right for you to contact your manager to discuss the matter before making a final decision on whether to accept the tickets.
UPHOLDING INTEGRITY FOR BUSINESS PARTNERS

04
PROVIDING SAFE, HIGH QUALITY PRODUCTS AND SERVICES

We are all responsible for preserving our customers’ trust by making certain that our products and services are always safe and of high quality. All of our processes, products and services will meet, or exceed, all applicable safety and health regulations. Maintaining our exceptional quality and safety standards means we must work together to ensure that our products meet or exceed legal and regulatory requirements.

TREATING OTHERS FAIRLY

Dealing fairly with customers
The Company is committed to treating our customers ethically, fairly and in compliance with all applicable laws. Customer agreements reflect the value we place on their business. All statements about products and services must be fair, factual and accurate. We must never deceive or mislead current or potential customers.

Fair treatment of suppliers
We are committed to dealing fairly with all our suppliers. We choose our suppliers based on legitimate, business-related criteria, not on personal relationships or interests. This includes criteria such as quality of products and services, cost, reliability and experience, among others. In addition, we never take unfair advantage of our suppliers through manipulation of our position or relationship, concealment of important facts, abuse of confidential information, misrepresentation of material facts or any other unfair dealing practice.

Government customers
Many countries place strict legal requirements on companies that do business with the government. When selling to, buying from, negotiating with or working with government customers, we must carefully comply with these requirements. These rules are often much stricter and more complex than those that govern our sales to commercial customers. If your work involves government contracts, it is your responsibility to know and follow the particular rules that apply to your work. If in doubt, please contact the Legal Department for more guidance.

COMPETING FAIRLY

The Company is subject to competition laws in all countries where we do business. We must always compete with integrity and follow applicable laws. It is critical to our success that we never take actions that could undermine our Company’s reputation for high standards of commercial integrity and ethical business conduct.

Sales and marketing
We must always engage in fair and ethical sales and marketing practices. This means we emphasize the quality of the Company’s products and services, and never disparage or discredit our competitors or their products or services. If you are involved in any oral or written statements about competitors, ensure they are fair and factual.
Competition and Antitrust Laws

At the Company, we are encouraged to compete aggressively for business and sales opportunities. However, it is just as important that we compete lawfully and with integrity. Many of the countries where we do business have enacted competition, or “antitrust,” laws that regulate how we can compete in the marketplace. These laws aim to stop unfair business practices that restrict competition, ensuring that our customers and the public have an opportunity to buy high-quality goods and services at fair market prices.

Competition laws may vary from one country to the next, and we may be subject to more than one jurisdiction’s laws at once. It is important that you know your responsibilities under applicable competition laws wherever you are operating. At the Company, we are expected to recognise situations that may conflict with competition laws. When these cases arise, you should seek guidance from the Legal Department before taking further action.

To ensure that you are acting in compliance with competition laws, be especially careful when interacting with the Company competitors. In particular, avoid any discussions with competitors that could be viewed as an agreement to restrain trade in any way. This is true whether the conversation is written, oral or informal. However, when transacting business with a competitor to serve the Company’s legitimate commercial needs or objectives, agreements with that competitor on the specific terms of a transaction are necessary and acceptable. That exception for discussing transactional terms with competitors is limited. Contact the Legal Department if you have questions.

Competition laws do not merely govern our interactions with competitors. They also prohibit entering into formal or informal agreements with customers, suppliers or other business partners that may unfairly restrict competition or participate in other abusive behaviour.

Competitor information

It is important for the Company to gather timely information about the industry, including information about our competitors, in order to stay competitive. While this practice is appropriate and permissible, you may only use information obtained by fair and legal methods. For example, you may always review any public information, such as trade journals, press releases or the Company websites. You may not obtain non-public information by illegal or unethical activities. Similarly, you must never engage a third party to obtain competitive information in the same manner.

If you are offered confidential or proprietary information that you believe was obtained improperly, you must immediately inform your direct Supervisor
Protection of third-party information
At times, our customers, suppliers and other business partners may share confidential information about their operations with the Company. It is our responsibility to use, store and carefully safeguard any such information in a manner that complies with all applicable laws and/or any applicable agreements. We must take appropriate steps to keep this information secure and make sure it is used only for approved business purposes.

REFUSING BRIBERY AND CORRUPTION
We pursue our business objectives with integrity and in compliance with the law, no matter where we are operating. We comply with applicable laws in all the countries, in which we do business, that are designed to prevent bribery and corruption, including all the anti-bribery and corruption law.

ANTI-MONEY LAUNDERING
We comply with all laws that prohibit money laundering or financing for illegal or illegitimate purposes. This means, in part, that we cannot enter into transactions involving funds generated through criminal activities such as fraud, terrorism or drug-dealing. Doing so may violate anti-money laundering and anti-terrorism laws.

Money laundering occurs when persons or groups attempt to conceal the proceeds of illegal activities or try to make the sources of their illicit funds appear legitimate. We must ensure the Company is conducting business with reputable customers or business partners, for legitimate purposes, with legitimate funds. Therefore, we should be aware of “red flags,” such as requests for cash payments or other unusual payment terms.

Money laundering and anti-terrorism issues can be complicated. If you encounter any transaction that does not seem right, you should contact the Authorities.

DOING BUSINESS INTERNATIONALLY
Handling imports and exports
We are careful to follow all rules that regulate our international business activity. Each of us involved in the import or export of goods or services should understand and follow the laws relating to exports, re-exports or imports.

Economic sanctions and boycotts
As a global corporate citizen, the Company complies with all applicable economic sanctions and anti-boycott laws. Economic sanctions are restrictions imposed against targeted countries and persons or entities by governments and international organizations. Restricted activities may include transfers of assets, monetary payments, provision of services, financial dealings, exports and imports, and travel to certain countries.
**Question** I’m in the final stage of signing a contract with a customer. Time is running short and I need to get the contract signed soon. But I don’t feel right about agreeing to product, knowing that the product specifications we’ll supply, does not meet them. Even though, I am confident our product will work well and functionally equivalent for the customer’s application. What should I do?

**Answer** It conflicts with our guiding principle of honoring our business obligations, which includes being honest with our customers. You’ll need to make sure the correct specifications are included even if that means that the contracting process takes a little longer. And we must supply product meeting the specifications provided in the contract. If we do not, we may be supplying false information or breaching the contract.

**Question** I was recently at a trade association meeting and overheard one of our competitors talking about their pricing strategy. I immediately left the room. Was that the right thing to do?

**Answer** Yes. Contact your direct Supervisor to report the incident and do not share any information you may have heard at the meeting. Removing yourself from the meeting reduces the risk that someone might think you were trying to fix prices or engage in other inappropriate activity.

**Question** At a supplier conference a counterpart from a competing company suggests that the two of you get together for an ‘off-the-record’ lunch to talk about pricing. Your counterpart indicates that their margins are way too tight and thinks ours probably are too because prices were not increased after the last cost increase from the vendor. What should you do?

**Answer** Discussing pricing with a competitor is inappropriate and may be illegal, so you decline the invitation and report the incident to your manager.

**Question** I have a customer who demanded to alter an invoice. He stated that he would no longer do business with us unless I agreed to falsify the invoice. The customer wanted the invoice to show a higher price than what was actually paid and to show delivery to a different location. What should I do?

**Answer** Losing a customer with questionable ethics is much better than compromising the Company’s integrity. You have to refuse to make the changes because it’s a violation to the Code of Conduct.
UPHOLDING INTEGRITY FOR OUR SHAREHOLDERS
ACCURATE BOOKS AND RECORDS

Accurate accounting practices
Our shareholders rely on us to maintain accurate and complete books and records. These documents form the basis for all of our public disclosures and filings, which aim to give our shareholders and the public an accurate view of our Company’s operations and financial standing. In addition, the Company uses these documents to analyze the Company operations, produce financial and governmental reports, and make important business decisions.

We have a duty to ensure that the information we submit in all Company records is complete, accurate and understandable. This includes all of the information we provide in payroll documents, timecards, travel and expense reports, measurement and performance records, customer and supplier records, and design and engineering records. We must never make a false representation in the Company documents.

Financial disclosures and fraud
Those of us with finance and accounting responsibilities have an added responsibility to ensure that the Company’s consolidated financial statements are true and fair. It is critical that these documents are accurate and timely. Therefore, if you have related responsibilities, you must comply with the legal and regulatory requirements that govern these reports, and know and follow the Company’s internal controls that govern the same. Remember, inaccurate, incomplete or untimely records or reporting may result in legal liability for those involved.

Anyone who engages in financial fraud will be subject to disciplinary action, consistent with local law, as well as the potential for civil and criminal liabilities. You must report any suspected accounting or auditing irregularities as soon as possible.

Records management
The Company’s records are subject to laws and regulations, such as occupational health and safety requirements and accounting standards. The information Company produces is considered a business record, regardless of how the information is maintained. The business records you work with should be maintained, retained and destroyed in accordance with our internal guidelines. If you are aware of any records in your control that are related to a legal proceeding or investigation, you must not alter, conceal or destroy any relevant documents until you are notified otherwise. If you are in doubt, please contact the Legal Department.

Audits and investigations
We have a responsibility to cooperate with external and internal auditors, as well as government investigators who are conducting an inspection or review of our Company’s products or activities. We may never attempt to interfere with or improperly influence their review. Be sure to provide auditors and investigators the information to which they are entitled. If you have any questions about what information a given auditor or investigator is requesting, consult your supervisor, manager or the Legal Department. If a governmental investigation occurs, local management must contact the Legal Department as soon as possible before proceeding.
DEALINGS IN SECURITIES

The Company complies with the Stock Exchange best practices on dealings in securities, and has devised and adopted its own internal compliance code to provide guidance with regard to dealings in the Company’s securities by the Company, its Commissioners, Directors and officers. Dealings in the Company’s securities are prohibited during the period commencing (i) two weeks before announcement of the Company’s first, second and third quarter results and (ii) one month before the announcement of the Company’s full year results, and ending on the date of the announcement of the results. Such dealings in the Company as well as other listed companies’ securities are also prohibited whilst in possession of unpublished material price-sensitive information in relation to those securities.

INSIDER TRADING

Insider trading is the buying or selling of a Company’s securities based on inside information, that is, important information about the Company that the public does not yet know. The laws of many countries and our own internal policies prohibit insider trading. These laws remind us that confidential Company information is not for personal gain. If you have material inside information about the Company, you may not legally trade in the stock of the Company and related listed subsidiaries or tell others to trade until a reasonable time has passed after the information has been made public. This guidance also applies to trading on material inside information of third parties that you might learn in the course of your employment at the Company. If you violate these insider trading laws, both you and the Company may suffer severe consequences, including large fines and imprisonment. In addition, you may be subject to disciplinary action, including termination.

What is material inside information?

Information is considered material if it would influence a reasonable investor to buy, sell or hold a stock. Information is considered inside if it has not been made public. It is also important to note that material inside information can be either positive or negative.

Tipping

Insider trading laws also apply to the sharing of material non-public information with friends or family. Making recommendations to others about trading is called a tip. Tipping is considered a form of insider trading and both the provider and recipient may face severe fines or imprisonment.

CORPORATE GOVERNANCE

The Company and its subsidiaries remain committed to observing high standards of corporate governance, to promote corporate transparency and to enhance shareholder value. The Company has complied substantively with the principles and guidelines required by Stock Exchange or other Financial Authority through effective self-regulatory corporate practices.
Shareholder Rights
The Company recognizes the importance of maintaining transparency and accountability to its shareholders. The Company ensures that the Company’s shareholders are treated equitably and their rights are protected. The Company is committed to providing shareholders with adequate, timely and sufficient information pertaining to the Company’s business which should have a material impact on the Company’s share price.

Communication with Shareholders
Transparency and communication are the heart of our Investor Relations activities. We aim to timely deliver thorough and up-to-date information to the global investing community, to support informed investment decisions. The Company does not practice selective disclosure of material information. The Company conveys material information and its quarterly results through announcements made on Stock Exchange platform, and is required to comply with any laws and regulations for listed companies. Results and annual reports are announced or issued within the specified/ stipulated period. All announcements are posted immediately on the Company’s website, upon release via Stock Exchange platform.
**Q&A**

**Question** The year is coming to a close, as the manager of one of the Company’s manufacturing facilities, I realized the operation has already exceeded the annual business plan. Can I ask the plant controller if the remaining profit for the year can be reported at a later date in order to have a head start on the next year?

**Answer** No. This action is inappropriate and a violation of our accounting standards and Code of Conduct. Doing so would cause false and inaccurate information to be recorded. All income and expenses must be recorded in the period in which they are earned or incurred.

**Question** As a secretary, I heard a rumor that the Company would be acquiring a small publicly traded consumer products company. Can I purchase the stock of the said company before the transaction is finalized and made public?

**Answer** No, you cannot do that. Individuals who obtain non-public information may not purchase or sell securities until such time after public disclosure of the information as required under the applicable laws of the country concerned.
UPHOLDING INTEGRITY FOR THE COMMUNITIES

06
SOCIAL AND ENVIRONMENTAL SUSTAINABILITY

The Company are committed to achieving the highest standards of quality and integrity, embedding sustainability across all our operations, and empowering society and community. We are adopting enhanced sustainability policy to assist us in achieving these goals throughout our entire supply chain. Furthermore, we are fully committed to following the Roundtable on Sustainable Palm Oil (RSPO) and Indonesia Sustainable Palm Oil (ISPO) Principles and Criteria for the production of sustainable palm oil.

Our principle commitments

The Company ensure its upstream and downstream palm oil operations are deforestation-free, traceable and bring benefits to the people and communities where we operate. Core areas are:

- Environment Management
- Social and Community Engagement
- Work Environment and Industrial Relations
- Marketplace and Supply Chain

(For more detail please refer to GAR Social and Environmental Policy)

POLITICAL ACTIVITIES

Some of us choose to support the well-being of our communities by participating in the political activities of our choice. However, we may only participate in such activities on our own time and at our own expense. We may never use the Company’s property or resources for personal political activities. In addition, we should never engage in any political activities on the Company’s behalf, unless authorised. Never attempt to coerce a coworker, especially one who reports to you, to support your particular causes.

EXTERNAL COMMUNICATIONS

Media requests for interviews or information

Our communications with the public must present a complete, accurate and truthful picture of our business. Only designated company representatives may share information and news about the Company. All media requests for information and interviews should be referred to the Corporate Communications Department.

Inquiries from investors

News that may influence investors or have an impact on the securities markets may only be released though designated company representatives. If an investor, securities analyst or other financial contact requests information from you, even if the request is informal, please refer them to the Investor Relations Department..
Question I have a good friend who is running for political office and has asked if I would endorse him at a rally being held outside of business hours. Is that a problem?

Answer No. Just be sure to make it clear that your endorsement is your own personal action and that you are not speaking on behalf of the Company.

Question A local newspaper reporter contacted me about the Company’s plans for expansion in the area. How should I respond?

Answer Unless you have been given the authority to speak about this topic on behalf of the Company, you should refer the reporter to the Corporate Communications Department.

Question Some colleagues from other companies asked about the Company’s involvement in forest fires. How should I respond?

Answer You should not make any comment on the company’s involvement. You should refer any question to the Corporate Communications Department.
Hotlines

By e-mail:
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