

GLOBAL CONFERENCE 2026

FROM CHAOS TO COMMAND:
RISK LEADERSHIP IN INDUSTRY 6.0

**NEXT-GEN SUPPLY CHAINS:
RESILIENCE, SUSTAINABILITY, AND
ETHICAL LEADERSHIP**

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The short shadow of oil palms.

Land allocation to oil crops, 1961–2021

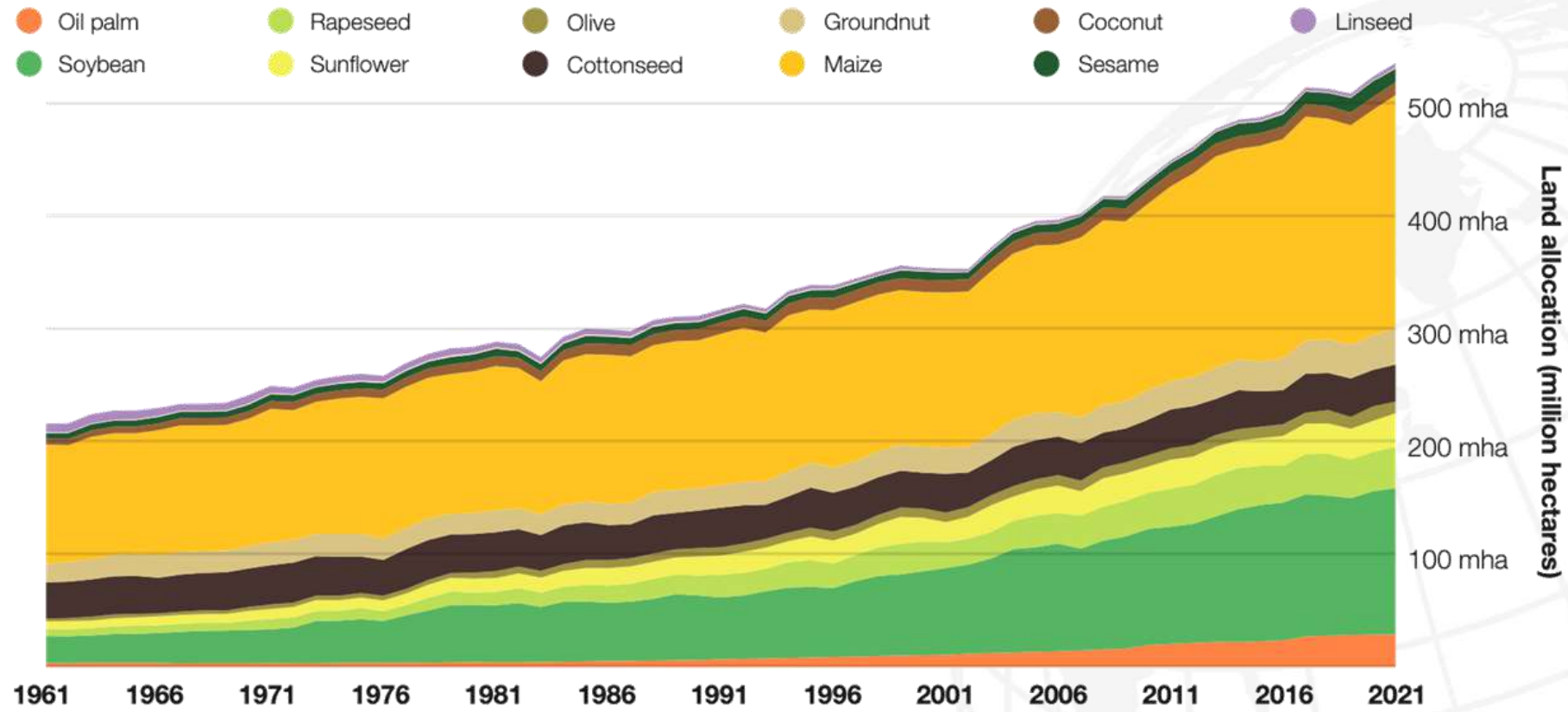


Figure 14 Land globally allocated to different oil crops between 1961 and 2021. Source: Data compiled by the report editors, based on FAO (n.d.)¹⁵.

Source: IUCN 2024

The long shadow of palm oil.

Global oil production, 1924–2023

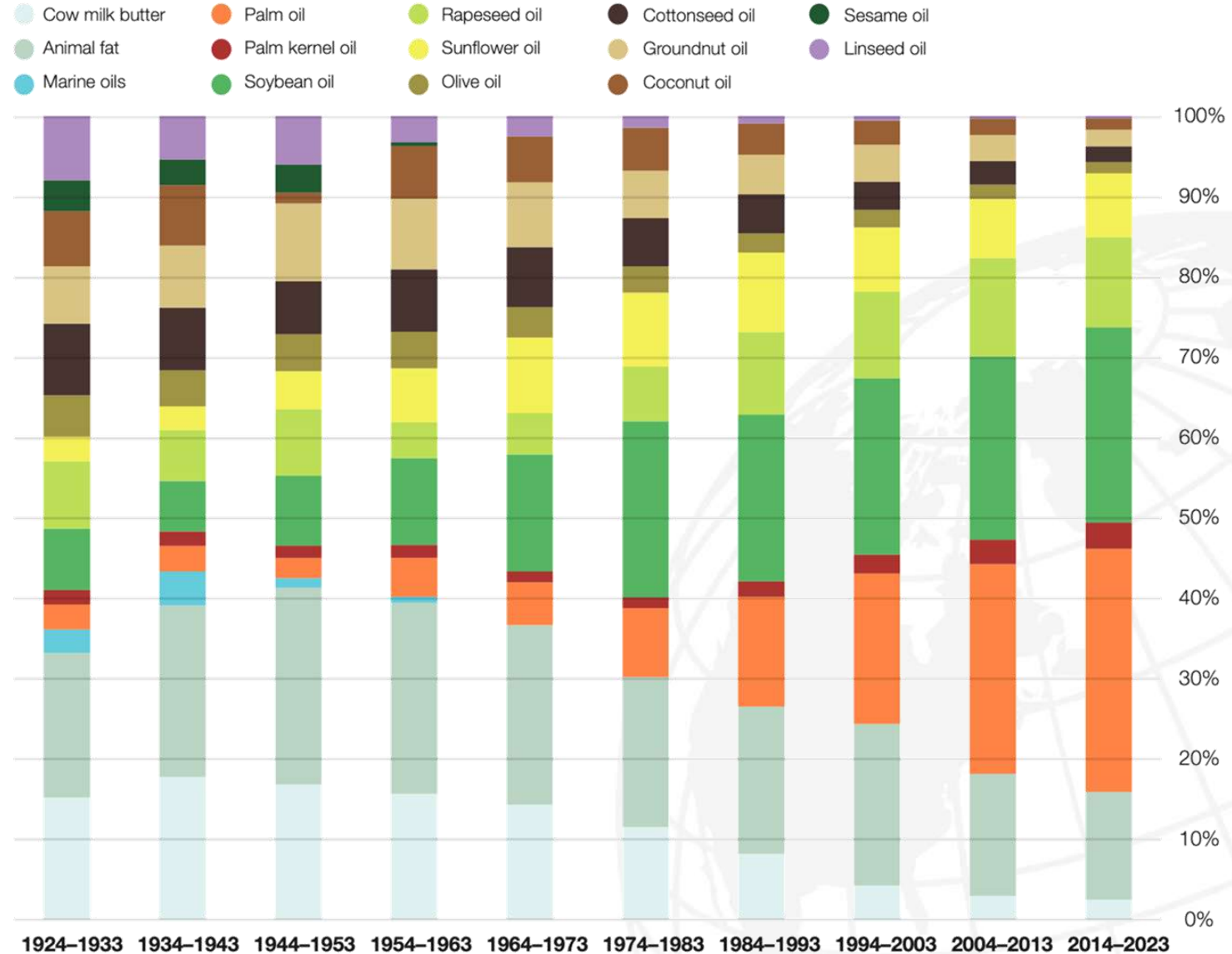


Figure 8 Relative contribution of different oils and fat sources to total global production over the past 100 years. Source: Data compiled by the report editors, based on FAO (n.d.)¹⁵.

Source: IUCN 2024

Musim Mas ?



Singapore

Headquarters



~40,000

Worldwide Employees



14 Countries

Operational presence



Products sold globally



~10 USD billion

Total sales

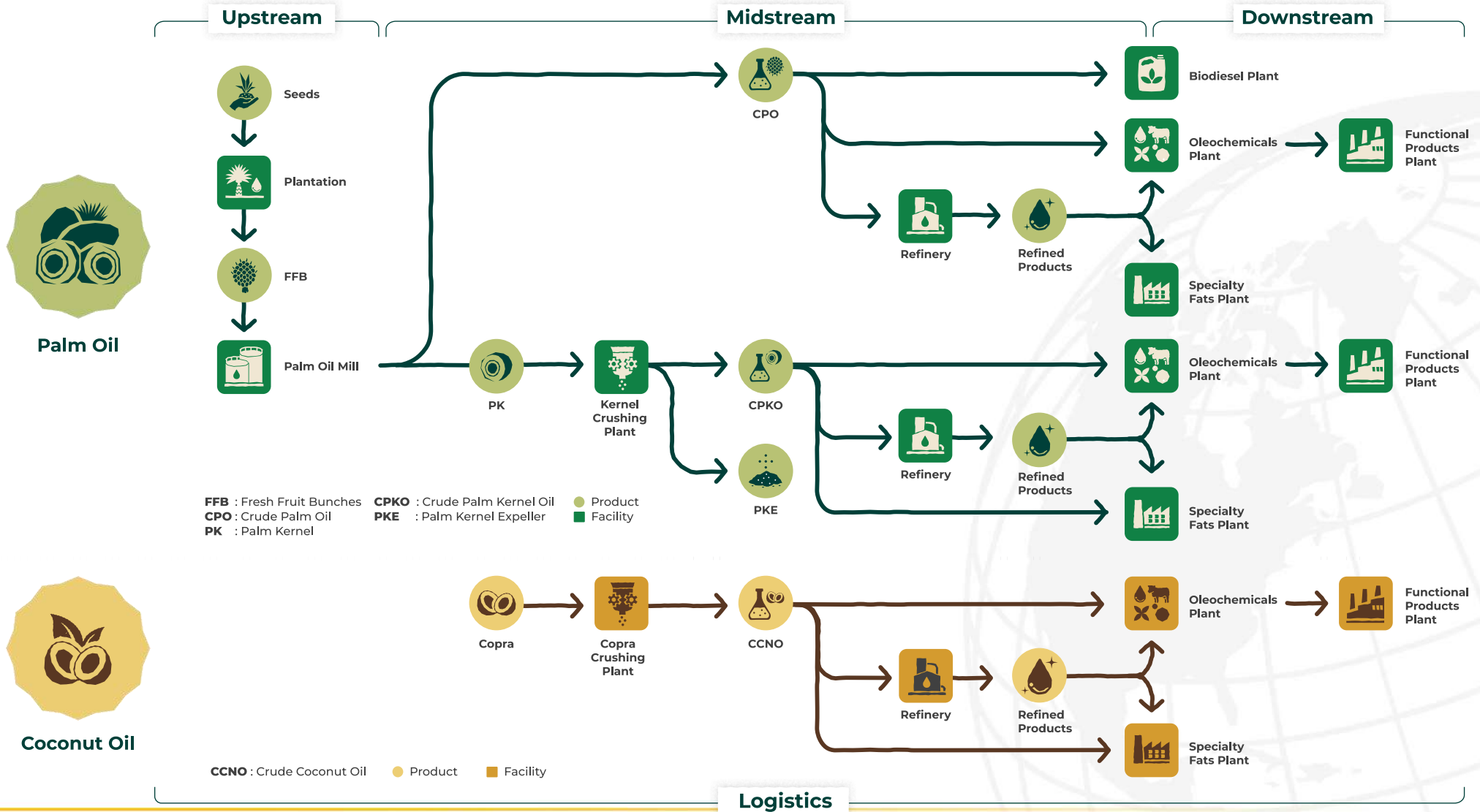


~10 million tonnes

Sales volume



A long Value Chain



One ingredient, Thousand opportunities



- Animal Nutrition



- Biofuels



- Commodities



- Consumer Products



- Food & Beverage



- Health & Dietary Supplements



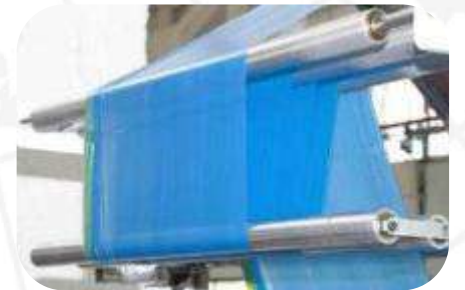
- Home Care, Personal Care & Cosmetics



- Industrial



- Pharmaceutical



- Polymers & Plastics

Our Supply Base

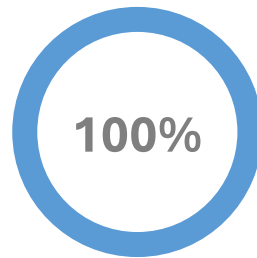
Supplier mills : ± 600

Smallholders : ± 800'000

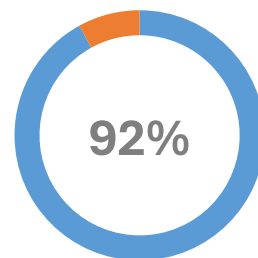
>10.8

Million Ha

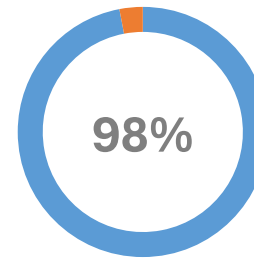
Monitored across Indonesia,
Malaysia and Thailand



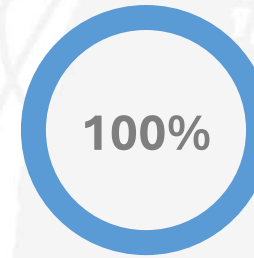
Traceable to
mills since
2015



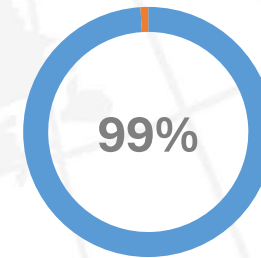
Suppliers
completed SAT



Traceable to
Plantation



Suppliers monitored
for deforestation and
peat clearing
(Mills with concessions)



Verified
Deforestation
Free

A resilient supply chain is not one without risk.

**It is one in which risk can be seen, assessed,
accepted, and mitigated.**

Trust me.

Trust = **Engagement** + **Assessment** + **Accountability** + **Verification**



Engagement

Work with suppliers
to gather data and
address gaps



Assessment

Find and evaluate risk
using data
and/or proxies



Accountability

Set expectations and
consequences when
progress fails



Verification

Test whether information
and claims can be relied
upon

Trust is a business proposition.

Engagement : transparency is not a threat

Suppliers are more likely to disclose when they believe disclosure will lead to a fair, structured response — not automatic exclusion.

What suppliers may be facing

- Commercial sensitivity
- Limited staff capacity
- Fragmented sourcing networks
- Smallholders data availability
- Land legality and documentation gaps
- Wariness of how data will be used

How Musim Mas engages

- Supplier workshops
- Self-Assessment Tools and data collection
- Site visits and ground verification
- One-to-one technical support
- Time-bound improvement plans
- Local government and landscape collaboration

“Trust opens the door to honest, accurate disclosure.”

Assessment : How to assess risk without excluding ?

Perfect or practical assessment ?

Musim Mas approach : Risk Management Framework.



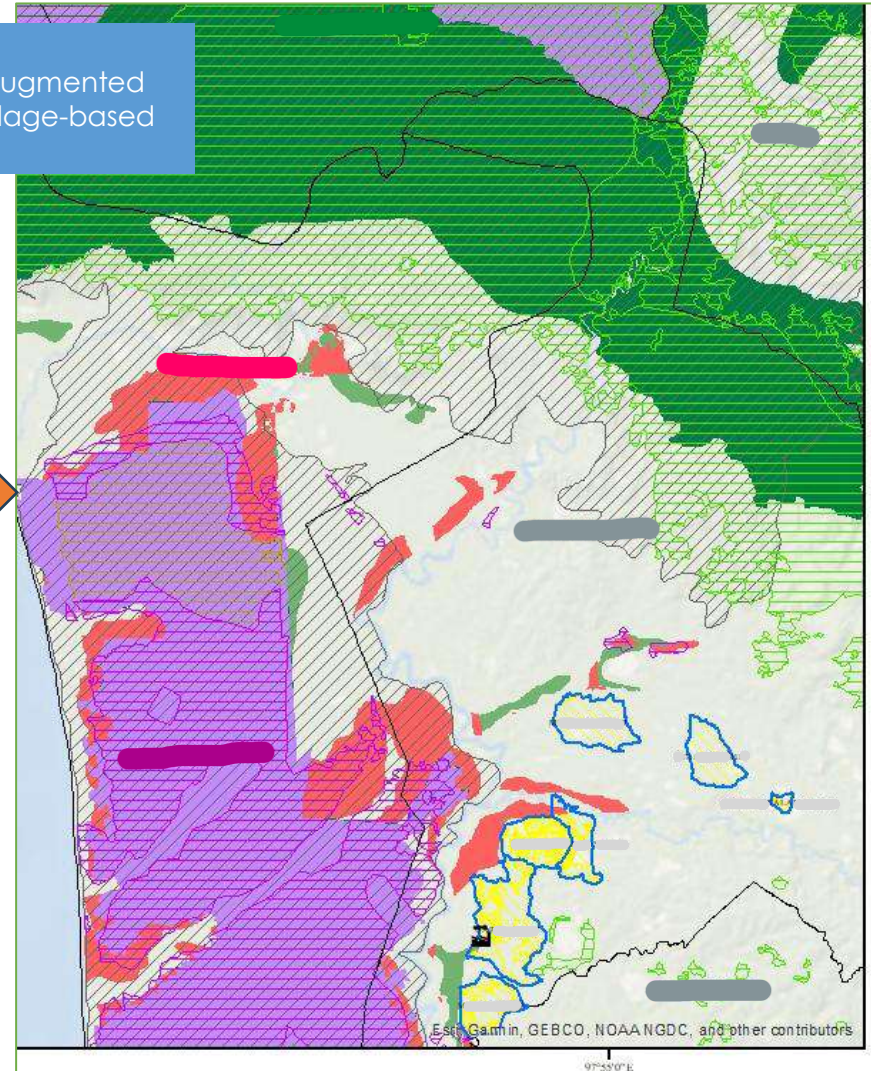
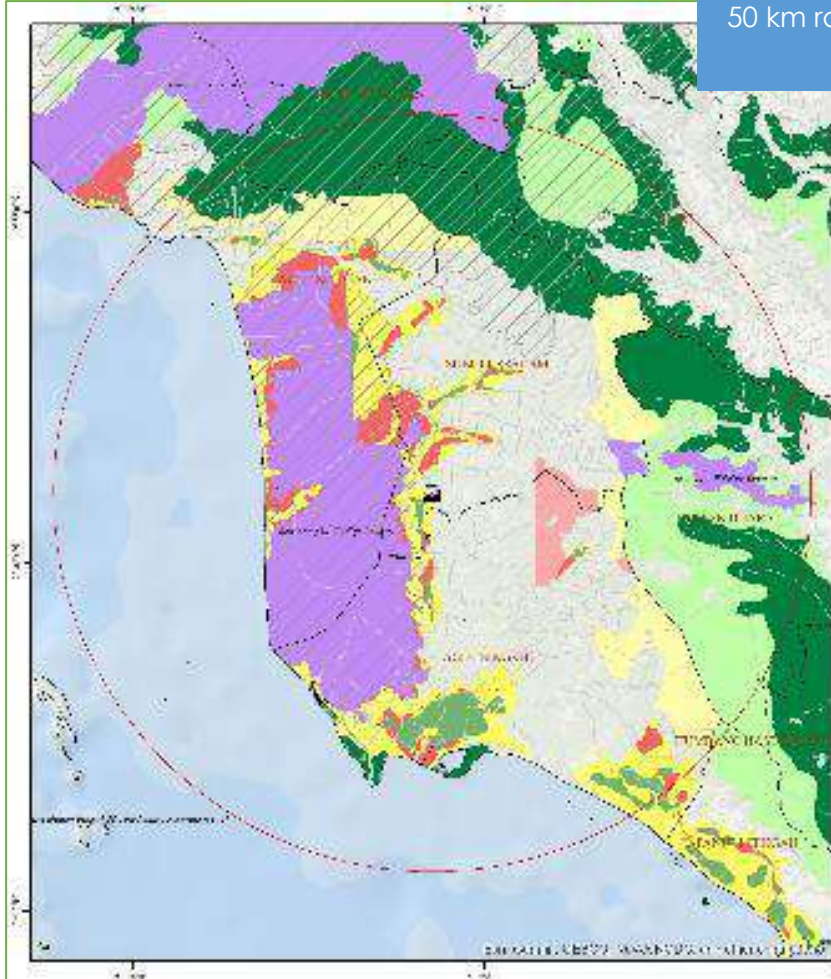
Our RMF converts available data into decision-grade risk information.

It is inclusive, and allows for data improvements over time. Not waiting for perfect data.

“One hundred percent remains a goal, but resilience cannot wait.”

50 km radius

Augmented
village-based



RMF : adaptive assessment approach.

Accountability : the Controlled Purchase Protocol

Our Controlled Purchase Protocol (CPP) is a framework to address grievances and ensure supplier compliance.

Controlled Purchase Protocol

Willingness to engage

+

Commitment to act

+

Measurable progress

**Outcome : continued engagement when progress is credible ;
escalation or exclusion when necessary ;
re-entry when possible.**

**“Responsible sourcing requires the patience to support transformation
and the discipline to act when transformation does not occur.”**

Verification : “Sharing without sharing”

“We may not be able to share every underlying data point, but we can share confidence in the methodology and results through independent verification.”

Confidential supplier and farm data

Commercially sensitive information,
geolocation, boundary files, supplier
records

Independent verification

Methodology checked, samples
tested, assumptions challenged,
results assured

**Customer and stakeholder
confidence**

Credible assurance without
transferring every raw data point



**Verification allows assurance to travel further
than the raw data.**



What value is created by trust-based risk management ?

Operational value

- Earlier risk identification
- Targeted resources allocation
- Suppliers loyalty

Regulatory value

- Due-diligence readiness
- Evidence and documentation
- Clearer internal accountability

Reputational value

- Credible sustainability claims
- Stronger stakeholder confidence (suppliers, buyers, CSO, employees)

**Trust is not a “Sustainability” principle.
It is a strategic asset.**

Trust

–earned through engagement, visibility, accountability
and verification–

**A resilient supply chain is not one without risk.
makes resilient and responsible supply chains
possible.**

**It is one in which risk can be seen, assessed,
accepted, and mitigated.**

Trust me.

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THANK YOU



SCAN THE QR CODE
TO KNOW MORE ABOUT US!

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