

WILMAR INTERNATIONAL LIMITED

ANNUAL GENERAL MEETING

26 April 2017




wilmar

We Invest • You Harvest

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AGM

1. Business Update

By Ho Kiam Kong
Chief Financial Officer



Vertically Integrated Across Business Segments



Tropical Oils		Oilseeds and Grains		Sugar	Others
Plantation	Manufacturing & Merchandising	Manufacturing	Consumer Products	Milling, Merchandising, Refining and Consumer Products	Others
One of the largest listed palm plantation companies in the World	Largest global processor and merchandiser of palm and lauric oils with distribution network in more than 50 countries	Leading soybean crusher in China and one of the largest flour mills globally	World's largest producer of consumer pack edible oils with leading positions in many Asian and African countries	Largest raw sugar producer and refiner in Australia and leading sugar refiner in Indonesia Leading consumer pack sugar manufacturer in Australia and New Zealand	Fertiliser Shipping
Almost 100% of output is supplied to the Tropical Oil (Manufacturing) segment		Almost 100% of edible oil is supplied to Consumer Products			

Strong Volumes and Profitability Across All Segments (FY2016)					
FFB: 3.8 m MT Revenue: US\$64.1 m	Volume: 23.4 m MT Revenue: US\$16.79 b	Volume: 24.0 m MT Revenue: US\$11.40 b	Volume: 5.5 m MT Revenue: US\$6.42 b	Volume: 13.5 m MT Revenue: US\$5.86 b	Revenue: US\$1.87 b
Results: US\$689.2 m		Results: US\$251.1 m		Results: US\$125.3 m	Results: US\$100.6 m*



* Excluding the gains/(losses) from investment securities, profit before tax for Others segment would be US\$62.6 million for FY2016 (FY2015: US\$46.6 million)

Continue to Invest in Our Businesses

Development	Highlights
Tropical Oils	• Wilmar and ADM completed the transition of Olenex from a marketing and sales partnership to a full-function joint venture with its own assets. • Olenex will leverage the combined capabilities of ADM and Wilmar to serve as a single, integrated solutions provider for customers. • It will offer a comprehensive portfolio of oils and fats, from commodities to specialty products, along with unparalleled customer service and innovative solutions to meet customer needs. • Customers will also benefit from streamlined sourcing and increased supply efficiency.



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Development	Highlights
Tropical Oils	• One new edible oil refinery in Vietnam and one under construction. • Three new edible oil refineries in India.
	• Two new biodiesel refineries in Indonesia.
	• One new compound chocolate factory in China.



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Development	Highlights
Consumer Products	- Entered into a joint venture with Singapore Food Industries Pte Ltd to supply high quality food to the Chinese market. - First central kitchen in Kunshan has obtained its production license.
	Two new edible oils packing plants in China
	One new rice packing plant in China
	One new dry noodle plant in China



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Development	Highlights
Oilseeds & Grains Manufacturing	- Announced a three-party joint venture in Vietnam with Bunge and Wilmar as equal 45% shareholders and Quang Dung – a leading soybean meal distributor in Vietnam and majority owner of Green Feed – retaining its existing 10% stake in the operations. - This establishes a strategic collaboration by connecting Bunge's upstream crushing capabilities to Wilmar's downstream oil refining and consumer products business, and to Green Feed's feed milling and marketing activities.



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Development	Highlights
Oilseeds & Grains Manufacturing	• One new flour mill in China and one in Thailand. Another under construction in Vietnam.
	• One new rice mill in China
	• One silica factory, using rice husk as raw material, to be built in China.



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Development	Highlights
Sugar	• Announced a new joint venture with Raizen Energia S.A. (Raizen) called “Raizen and Wilmar Sugar Pte Ltd” (RAW) to meet growing global demand for Brazilian very high polarization (VHP) sugar. • Raizen’s output and Wilmar’s existing origination in Brazil will make RAW one of the largest exporters of Brazilian sugar to the world with a total volume of approximately 4.5 million MT annually.



Corporate awards in 2016

▪ Fortune Global 500 (ranked 254 th)	Fortune Magazine
▪ Forbes Global 2000 (ranked 359 th)	Forbes Magazine
▪ World's Most Admired Company in Food Production Industry (ranked 3 rd)	Fortune Magazine
▪ Top 100 Singapore Brands (ranked 5 th)	BrandFinance®
▪ Ranked 17 th out of 631 companies on the Singapore Governance and Transparency Index	The Business Times and the Centre for Governance, Institutions and Organisations
▪ Best Investor Relations Awards (Silver)	Singapore Corporate Awards



Recognised for its Leading Brands and Quality Products

China: Arawana	Consumers' Favourite Food Brand awarded by China National Food Industry Association
Russia: Monpari	Gold Medal for toilet soap and laundry soap awarded at International Exhibition Forum Inter Expo Show 2016
Indonesia: Sania	Top Brand Award (Cooking Oil Category) by Frontier Consulting Group and Majalah Marketing
Vietnam: Simply	"Trust & Use" Award awarded by Vietnam Economic Times
Bangladesh: Rupchanda	Retained No. 1 position in Edible Oil category of the Best Brand Award in 2016, awarded by Bangladesh Brand Forum in Collaboration with Millward Brown Bangladesh.
Ghana: Frytol	Most Valuable Brand awarded by Premier Brands Ghana, 2016 Brand Leadership Awards
Uganda: Fortune Butto / White Star	- Best Cooking Oil by People's Choice Quality Awards - Best Laundry Soap by People's Choice Quality Awards - Best Detergent by People's Choice Quality Awards
Nigeria: Devon King	No. 1 Equity Brand in Vegetable Oil Category awarded by Kantar Millward Brown
Zimbabwe: Pure Drop	Super Brand of the Year in Cooking Oils Category



Leadership in consumer products has led to Wilmar's inclusion in the FTSE ST Consumer Goods & Services Index and FTSE ST Consumer Goods & Services Liquid 20 Index

2. 2016 Financials



2016 Results at a Glance

		vs 2015
Net Profit	US\$ 972.25 million	(5.0%)
Core Net Profit	US\$ 976.60 million	(14.1%)
Total Revenue	US\$ 41.40 billion	6.8%
EBITDA	US\$ 2.24 billion	6.9%
Earnings per share	US\$ 0.154	(4.3%)
Dividends per share	S\$ 0.065	(18.8%)
Net Debt/Equity	0.81x	0.82x
Net Cash Flow from Operating Activities	US\$1.12 billion	US\$2.23 billion

Key Segment Results

US\$ Million unless otherwise stated		2016	2015
Tropical Oils (Plantation and Manufacturing)	Volume (M MT)	23.4	23.5
	Revenue	16,855.1	15,607.3
	PBT	689.2	491.5
Oilseeds and Grains (Manufacturing and Consumer Products)	Volume (M MT)	29.5	28.7
	Revenue	17,813.2	17,705.1
	PBT	251.1	689.8
Sugar (Milling and Merchandising and Processing)	Volume (M MT)	13.5	13.1
	Revenue	5,861.8	4,404.4
	PBT	125.3	84.3
Others	Revenue	1,868.4	2,252.3
	PBT	100.6	17.4
Share of results of Associates & Joint Ventures	PBT	141.0	104.6
Unallocated Expenses	PBT	(7.2)	(8.3)
	Total PBT	1,300.0	1,379.3

Cash Flow Highlights

US\$ million	FY16	FY15
Operating cash flow before working capital changes	2,021	2,042
Net cash flow from operating activities	1,124	2,232
Less : Acquisitions of subsidiaries, joint ventures and associates	(145)	(511)
Capital expenditure	(777)	(865)
Net decrease from bank borrowings*	(695)	(2,111)
Decrease in other deposits and financial products with financial institutions	774	1,254
Dividends	(371)	(381)
Share buy-back	(9)	(149)
Others	140	(144)
Net cash flow	41	(675)
Free cash flow	592	1,067

* Net bank borrowings include proceeds/repayments of loans and borrowings net of fixed deposits pledged with financial institutions for bank facilities and unpledged fixed deposits with maturity more than 3 months.

Note: Free Cash Flow = Cash flows (used in)/generated from operations – Capital Expenditure – Acquisitions / Disposals of subsidiaries, joint ventures and associates

3. Business Outlook



Business Outlook

- The strong performance in the fourth quarter enabled the Group to overcome the losses incurred in the second quarter of the year and achieve satisfactory performance for the full year.
- All segments achieved good volume and margin growth during second half of the year.
- Looking ahead, the recent lifting of restrictions in China on oilseeds and grains processing on foreign companies is expected to benefit our operations.
- Barring unforeseen circumstances, performance in 2017 is expected to be satisfactory.

4. Sustainability Update

By Jeremy Goon
Chief Sustainability Officer



Wilmar's NDPE Policy

NO DEFORESTATION, NO PEAT, NO EXPLOITATION POLICY

No Deforestation



No development on High Carbon Stock (HCS) Forests



No development on High Conservation Value (HCV) Areas



No burning

No Development on Peat



Progressively reduce greenhouse gas (GHG) emissions on existing plantations



Best Management Practices for existing plantations on peat



Where feasible, explore options for peat restoration by working with expert stakeholders and communities

No Exploitation of People & Local Communities



Respect and recognise the rights of all workers including contract, temporary and migrant workers



Facilitate the inclusion of smallholders into the supply chain



Free, Prior and Informed Consent (FPIC) from indigenous and local communities to operations on lands to which they hold legal, communal or customary rights

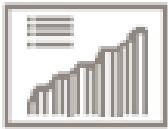


Resolve all complaints and conflicts through an open, transparent and consultative process

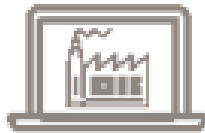
Achievements Since NDPE Policy Launch

1st

IN THE INDUSTRY



to launch a sustainability dashboard



to publish supplying CPO mills online



to disclose traceability of mills



to launch a grievance procedure



Achieved **95% traceability** to mills in Malaysia and Indonesia



Over **80%** of planted areas **certified to the standards of the RSPO**



Completed field assessments on **68 mills**



Completed engagements with **over 200 international and local NGOs**

Sustainability Dashboard & Grievance Procedure

TRANSPARENCY & ACCOUNTABILITY

Sustainability Dashboard

NDPE Policy Progress Updates



- Full list of suppliers



- Supply chain maps



- Traceability statistics



- Grievance list & progress updates

Grievance Procedure

Nature of Grievance Cases Raised

19

Deforestation

4

Human/labour rights violation

3

Social conflict

3

Deforestation & social conflict

3

Deforestation, social conflict & human rights violation

Conservation Programme

PLANTED
AREA

240,956 ha



12.3%

CONSERVATION
AREA

Wilmar's Conservation Initiatives



Palm Oil and NGO Alliance

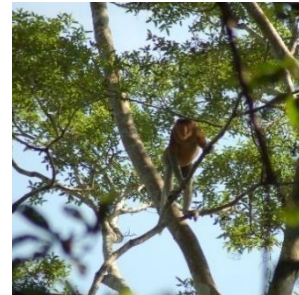
A collaborative platform that supports managing orangutans and other wildlife within plantations

Wildlife Ranger Programme



Wilmar's staff appointed as Honorary Wildlife Rangers by the local government

Riparian Rehab Programme



Collaboration with Sabah Forestry Department

Over **68,000** trees planted along **71 km** of riparian area to restore the Proboscis Monkey and Silver Langur habitats

Conservation of Orangutan Habitats



Tripartite partnership with the provincial government of Central Kalimantan and Borneo Orangutan Survival Foundation

3,979 ha of HCV area within Wilmar concession conserved

Conservation Programme

SOME SPECIES FOUND IN WILMAR'S CONSERVATION AREAS:

Endangered Species



Borneo Elephant

Elephas maximus



Borneo Orangutan

Pongo pygmaeus



Proboscis Monkey

Nasalis larvatus



Banteng

Bos javanicus

Protected Species



Malayan Sunbear

Helarctos malayanus



Marbled Cat

Pardofelis marmorata



Leopard Cat

Prionailurus bengalensis

* All photos are from Wilmar's camera traps

Fire Management

ZERO TOLERANCE



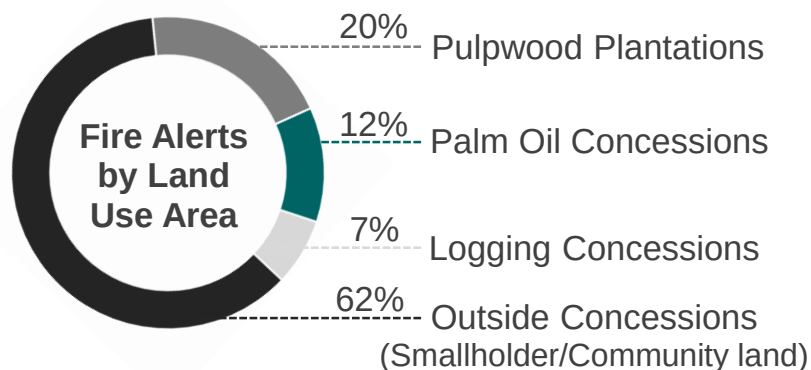
COLLABORATION

Zero Tolerance to the use of fire for land preparation or development



- 24/7 fire monitoring & daily fire updates to HQ
- Robust fire prevention & suppression programme
- Community engagement & education
- Supplier engagement

GLOBAL FOREST WATCH



Fire Free Alliance

Seeking a Long-term Solution to forest fires

- Wilmar is a **founding member** of the FFA
- Completed socialising “Fire Free Community” programme to **61 villages**
- Signed MOU with **42 communities** in South Sumatra and Central Kalimantan
- Goal: To **halve the mean average incidence of fires** in Indonesian plantation operations



Labour Transformation

PARTNERSHIPS TO STRENGTHEN LABOUR RIGHTS

Business for Social Responsibility

- Wilmar and Golden Agri-Resources collaborate with BSR to formulate practical approaches to improving labour practices



Verité

- Collaboration to develop robust and sustainable solutions to address recurring and systemic labour issues

SCHOOL UPGRADING PROGRAMME



- Programme launched across Wilmar's Indonesia operations – 2 pilot schools have been completed and are being replicated across the 22 schools within Wilmar's concessions
- Target completion date: 2020
- Scholarship programme will also be launched to support university studies



School upgrading programme will also be replicated across Wilmar's global operations



Smallholder Empowerment Programmes

Support for RSPO Certification



- Sustainable Palm Oil & Traceability with Sabah small producers (SPOTS)
- Collaboration with L'oreal, Clariant, Global Amines and Wild Asia to incentivise and facilitate RSPO certification of **500** smallholders through premium prices and agronomic advice.



- Facilitated **world's largest individual group** of independent smallholders for RSPO certification in South Sumatra

2,700 independent smallholders - **5,500** ha

Capacity Building Programmes



- Wilmar Smallholder Support in Honduras (WISSH)
- Partnership with the Industrial Association of Palm Oil Producers in Honduras (AIPAH) to strengthen good agricultural and environmental practices of smallholders in Honduras
- On-track to train **4,000** smallholders (**25%** of smallholders in Honduras) by 2018

5. AGM

