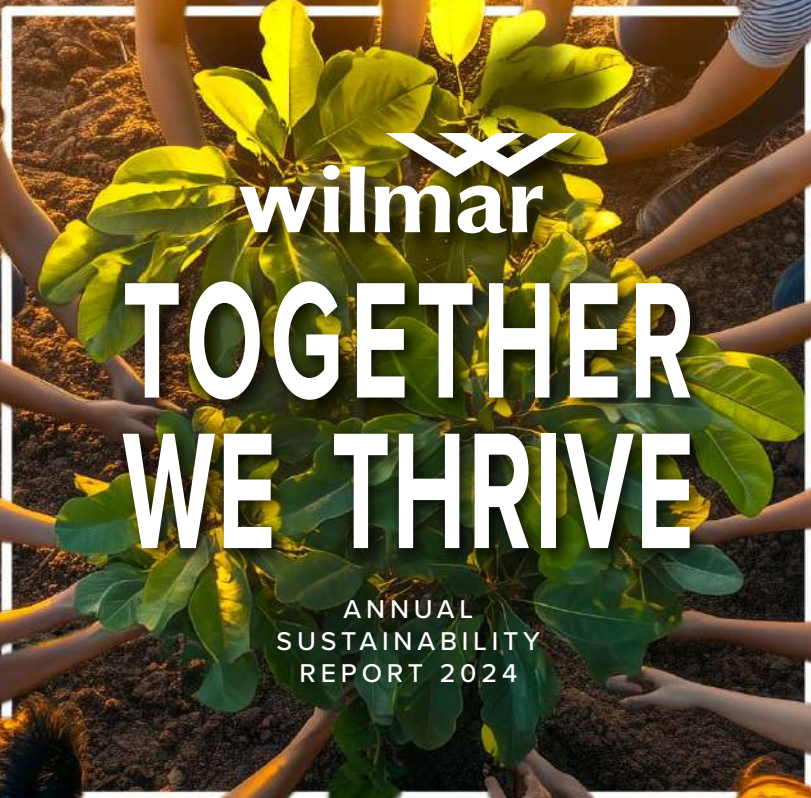




TOGETHER WE THRIVE

ANNUAL
SUSTAINABILITY
REPORT 2024

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ABOUT THIS REPORT:

13th Edition

2-1, 2-2, 2-3, 2-5

Wilmar International Limited (the “Company” or “Wilmar”, together with its subsidiaries, the “Group”) maintains a longstanding commitment to sustainability reporting, and to continuously enhancing the transparency and quality of our disclosures in alignment with international best practices. This Report marks the 13th edition of our Sustainability Report.

Understanding the need to provide our stakeholders with decision-useful, relevant and timely information, Wilmar seeks to refine our reporting practices year on year. We align closely with global best practices, applying the Global Reporting Initiative (GRI) Reporting Principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability, which are fundamental to high-quality sustainability reporting.

All content within this Report is based on material topics identified through our materiality assessment and are reviewed annually by our third-party sustainability consultants. For more information on our material topics and materiality assessment, please refer to **Materiality**.

All photos of people and places in this Report were taken at Wilmar sites and depict past and present Wilmar employees and stakeholders.

This Report is meant to be read alongside our suite of reporting materials:



ANNUAL REPORT 2024



SUMMARY OF PROGRESS



**PALM NO DEFORESTATION,
NO PEAT, NO EXPLOITATION (NDPE)
IMPLEMENTATION
ANNUAL REPORT 2024**



**SUPPORTING THE UNITED NATIONS
SUSTAINABLE DEVELOPMENT GOALS
(SDGS)**



SUSTAINABILITY DASHBOARD



BASE DATA TABLES

Scope and Boundary

2-2, 2-3

Aligned with our financial reporting cycle, this Report contains data and information in respect of the financial year (FY) ended 31 December 2024.

Unless otherwise stated, this Report covers all subsidiaries across our business segments. The Group’s business segments include the following: (1) Plantation and Sugar Milling; (2) Feed and Industrial Products; and (3) Food Products.

Performance data on social (S) and governance (G) cover all subsidiaries. Data on environmental (E) indicators cover all

subsidiaries including joint ventures (JVs) and associates where we have operational control.

With a proactive approach to data consolidation amid a rapidly expanding business, we continue to onboard recently acquired businesses and commissioned sites into our global safety and environmental data reporting platform and strive to complete these additions within six months of acquisition or commissioning. This platform centralises the approach towards consolidating information across our material topics.

Reporting Frameworks

GRI 1

To ensure high-quality sustainability reporting, we have adopted leading standards and frameworks that are among the most widely used and trusted. Aligned with best practices and comprehensive in their coverage across a range of pertinent environmental, social and governance (ESG) topics, these standards guide our reporting process and have industry-specific relevance to Wilmar’s business, where applicable.

Standard	Application of Standard	Link To Content/ Disclosure Index
GRI	Wilmar has reported in accordance with the GRI Sustainability Reporting Standards 2021 for this Report. References to the GRI disclosures are denoted throughout this Report using the notation: [XX-XX]	GRI CONTENT INDEX
SASB	Wilmar has adopted the industry-specific standards of the Sustainability Accounting Standards Board (SASB): - Agricultural Products Sustainability Accounting Standard (Industry Standard, Version 2018-10) - Processed Food Sustainability Accounting Standard (Industry Standard, Version 2018-10) These disclosures are denoted throughout this Report using the notations: [FB-AG-XXXX.X] and [FB-PF-XXXX.X]	SASB DISCLOSURE INDEX
UN Guiding Principles Reporting Framework	Since our Sustainability Report 2021, we continue to report based on the United Nations (UN) Guiding Principles Reporting Framework	UN GUIDING PRINCIPLES REPORTING FRAMEWORK INDEX
TCFD/IFRS Sustainability Disclosure Standards	Our climate change disclosures align with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). Following the disbanding of the TCFD in 2023 and Singapore Exchange’s (SGX) enhancements to sustainability reporting regulations, Wilmar seeks to progressively incorporate the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards S2 into our disclosures. This Report marks our first disclosures against IFRS S2 as well as IFRS S1, where relevant to IFRS S2 disclosures	IFRS S2 DISCLOSURE INDEX
SGX	This Report complies with the requirements of the Singapore Exchange Securities Trading Limited’s Listing Rules 711A, 711B and Practice Note 7.6 (Sustainability Reporting Guide)	

External Assurance

2-5

Ernst & Young LLP (EY) has provided independent and limited assurance for selected disclosures in this Report. To ensure accountability, Wilmar’s Board of Directors, through the Board Sustainability Committee (BSC), has oversight of the subject matter covered by the assured figures and statements in this Report.

Material disclosures pertaining to our palm value chain have undergone assurance by Control Union Certifications (CU). Additional details can be found in the Assurance Statements on pages 164 to 167.

Internal Assurance

Aligned with SGX’s sustainability reporting requirements, Wilmar’s external assurance covers all key aspects of Wilmar’s operations. Based on this approach, no further internal review has been conducted as determined by Wilmar’s internal assessment.

FEEDBACK

2-3

As we progress in our sustainability journey, we appreciate and thoughtfully consider the meaningful insights stakeholder feedback can provide. We welcome and value any comments, questions or suggestions regarding this Report and our sustainability performance. Please send your feedback to:

Post

Wilmar International Limited
28 Biopolis Road
Singapore 138568
Attention: Sustainability
Department

E-mail

csr@wilmar.com.sg

Sungai Segama in Sabah, Malaysia, which is next to Wilmar’s Sabahmas Plantation.

BOARD STATEMENT

The past year has marked a period of significant transformation and resilience for businesses like Wilmar as we navigate an increasingly complex global landscape. Amid heightened geopolitical shifts, evolving regulatory demands and an escalating urgency for climate action, Wilmar remains steadfast in our commitment to sustainability. We see these challenges not as obstacles, but as catalysts to strengthen our leadership in sustainability, drive innovation as well as to expand our partnerships and collaborations.

Sustainability is deeply embedded in our business, guiding every aspect of our strategy, operations and decision-making. We are committed to making a positive impact by focusing on four key priorities:

- Protecting the environment
- Looking after people and communities
- Delivering product excellence
- Transforming our supply chain

We are pleased to present our Sustainability Report 2024, which highlights not only the progress we have made towards our own commitments but also the broader impact we have achieved through strategic partnerships and collective action. By collaborating with a diverse network of stakeholders, we continue to champion sustainable and responsible practices across our global operations and throughout our supply chain.

This Report also marks 18 years of sustainability disclosures—a testament to our longstanding commitment to transparency, accountability and continuous improvement. We maintain our commitment to align our reporting with international standards and frameworks including the SASB Standards, the GRI Standards 2021, as well as the sector standard GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022.

We welcome and recognise the International Sustainability Standards Board's (ISSB) inaugural Sustainability Disclosure Standards and the Taskforce on Nature-related Financial Disclosures (TNFD) recommendations as global benchmarks for robust and consistent sustainability reporting.

We are committed to integrating these standards into our disclosures. To achieve this, we have conducted a gap analysis to assess our alignment with the ISSB's IFRS S1 and S2 as well as the TNFD recommendations. This Report marks our initial disclosures against IFRS S2 and IFRS S1, where relevant to IFRS S2 disclosures. We are dedicated to continuously refining our approach in line with evolving global standards and upholding our commitment to transparency.

We are proud to have our near- and long-term science-based emissions reduction targets officially validated by the Science Based Targets initiative (SBTi). These targets, approved under the SBTi Corporate Net-Zero Standard and the SBTi Forest, Land and Agriculture (FLAG) Guidance, commit us to absolute reductions in Scope 1 and 2 emissions, as well as Scope 3 emissions from our supply chain. This independent validation affirms that our climate goals are grounded in the latest scientific guidance and aligned with global efforts to address climate change.

Looking ahead, we are committed to accelerating climate action, protecting natural ecosystems, and safeguarding the well-being of the communities we serve. Guided by the strategic oversight of our Board of Directors, BSC, as well as Chairman and CEO, we will continue to uphold robust governance and clear commitment for our sustainability agenda. This dedicated leadership empowers us to address challenges proactively and deliver meaningful, long-term value to our stakeholders.

We express our heartfelt gratitude to our employees, stakeholders and partners for their unwavering support and shared commitment to a sustainable future where 'Together We Thrive'. We look forward to making even greater strides together in our sustainability journey towards a future where People are empowered, the Planet is protected, and Prosperity is inclusive.

**BOARD OF DIRECTORS,
WILMAR INTERNATIONAL LIMITED
29 MAY 2025**



From left:
Juan Ricardo Luciano,
Gary Thomas McGuigan,
Lee Huay Leng, Soh Gim Teik,
Kuok Khoon Ean, Teo La-Mei,
Lim Siong Guan, Kuok Khoon Hong,
Pua Seck Guan, Kuok Khoon Hua,
Chong Yoke Sin, Cheung Chi Yan
Louis, Jessica Cheam,
George Yong-Boon Yeo and
Tong Shao Ming

BOARD SUSTAINABILITY COMMITTEE STATEMENT



Dear Stakeholders,

Welcome to Wilmar’s Sustainability Report 2024.

Over the past year, the world has faced increasingly complex and evolving global challenges. Throughout this period, Wilmar has remained steadfast in advancing our sustainability agenda, while ensuring steady and resilient business growth. Our dedication to responsible leadership and innovation as a leading global agribusiness group underscores our mission to deliver meaningful change where it matters most.

The BSC is deeply committed to its role in developing, implementing, and overseeing the company’s sustainability strategy and disclosures. This unwavering commitment empowers us to drive sustainable development, while continuously raising the bar for responsible business practices.

Strengthening Our Global Leadership

We are encouraged by the growing global recognition of our sustainability efforts.

Wilmar remains the only Singapore company included in the Dow Jones Best-in-Class—formerly known as the Dow Jones Sustainability Indices—World Index for four consecutive years, which is a reflection of our consistent leadership in sustainable business practices. This also marks our fifth consecutive year of inclusion in the Dow Jones Best-in-Class Asia Pacific Index, under the Food Products category.

In 2024, we further enhanced our responsible sourcing practices. Notably, our No Deforestation and No People Exploitation Sugar (NDPE Sugar programme) was formally recognised as Gold Level Equivalent in the Farm Sustainability Assessment (FSA) 3.0 by the Sustainable Agriculture Initiative Platform (SAI Platform).

Our solid track record in sustainability continues to boost our access to sustainability-linked financing, demonstrating the trust that financial institutions place in our responsible business approach. As of December 2024, we have secured about US\$4.27 billion in sustainability-linked financing. This not only strengthens our access to capital, but also incentivises continuous improvement in our environmental and social performance.

2024 Performance Highlights

Accelerating Climate and Environmental Action

We remain unwavering in our commitment to environmental stewardship. In 2024, we made substantial progress in reducing our greenhouse gas (GHG) emissions and advancing supply chain transparency.

We achieved a major milestone this year when our Net-Zero Targets were approved by the SBTi. This validation affirms that our climate targets are grounded in rigorous, science-based methodologies. It highlights our dedication to aligning our climate strategies with global decarbonisation pathways and meaningfully supporting the objectives of the Paris Agreement.

Safeguarding and Empowering Our People

Our workforce and the communities we serve are at the heart of our sustainability journey. In 2024, we deepened our social responsibility efforts by safeguarding human rights, promoting fair labour practices, and expanding access to essential services like education and healthcare. Our key achievements included:

- **Attained a perfect score of 10 in the Global Child Forum Benchmark.** This is a testament to our ongoing efforts and leadership to child rights and corporate responsibility, projecting the well-being and future of children throughout our global operations and supply chain.
- **Providing access to free and quality education to over 12,000 children** of school-going age living in our plantations. By ensuring access to learning opportunities, we are empowering children in our plantation communities to build brighter futures. We firmly believe that education is a fundamental right and powerful catalyst for breaking the cycle of poverty and driving long-term socio-economic development.

Looking Ahead

As we navigate an increasingly complex and interconnected world, ethical leadership and strong sustainability values are more critical than ever. At Wilmar, we reaffirm our commitment to transparency, accountability and responsible business conduct—principles that are fundamental to long-term success.

We will continue to enhance the quality of our disclosures, not only to meet evolving regulatory requirements but also to provide our stakeholders with clear, comprehensive and accurate insights into our sustainability performance. In the year ahead, we will progressively align with the disclosure requirements of the ISSB Standards and reference the TNFD recommendations for our climate- and nature-related disclosures.

As we look towards 2025 and beyond, we remain focused on building on our achievements, strengthening partnerships and driving innovation in sustainable business practices. Our progress is made possible through the dedication of our management and staff, the collaboration of our valued stakeholders, and the guidance of our Board of Directors. We deeply appreciate your continued trust and support as we advance together on our shared sustainability journey.

We would also extend our gratitude to Mr Kishore Mahbubani, the former Chairman of our BSC, who retired from the Wilmar Board on 22 April 2025, for his invaluable leadership and guidance since the BSC’s establishment on 1 January 2022.

**BOARD SUSTAINABILITY COMMITTEE,
WILMAR INTERNATIONAL LIMITED
29 MAY 2025**

ABOUT WILMAR

Overview Of Wilmar

2-1, 2-6, FB-PF-000.B, FB-AG-000.B

Founded in 1991 and headquartered in Singapore, Wilmar is Asia’s leading agribusiness group with a **global presence** and ranked amongst the largest listed companies by market capitalisation on the SGX.

Manufacturing Plants in 35 Countries and Regions



THE SCALE OF OUR OPERATIONS

US\$67.38B
In Revenue

US\$1.17B
In Net Profit

>1,000 Manufacturing Plants in
35 countries and regions¹

Multinational
Workforce of
approximately
100,000
staff globally

Extensive distribution
network in China,
India, Indonesia and
approximately **50** other
countries and regions

¹ Includes subsidiaries, JVs and associates.

Overview Of Our Value Chain

At the core of Wilmar’s strategy is an **integrated agribusiness model** that encompasses the entire agricultural value chain, from origination, to processing, branding, merchandising and distribution of a wide range of edible food and industrial products. Our business activities include oil palm cultivation, oilseed crushing, edible oils refining, flour and rice milling, sugar milling and refining, manufacturing of consumer products, ready-to-eat meals, central kitchen products, specialty fats, oleochemicals, biodiesel and fertilisers as well as food park operations.

By leveraging scale, integration and logistical strengths of our business model, Wilmar is able to extract margins at every stage of the value chain, thereby gaining operational efficiencies and cost savings.

With a multinational workforce of about 100,000 people, Wilmar is committed to sustainability across our global operations, supply chain and communities.



ORIGINATION



PROCESSING

- Raw & refined sugar
- Bulk edible oils
- Consumer pack edible oils
- Oilseed meal
- Rice & flour
- Oleochemicals
- Noodles
- Snacks
- Ready-to-eat meals
- Bakery & dairy products
- Central kitchen products
- Plant-based protein
- Sauces & condiments
- Biodiesel
- Specialty fats



PRODUCTS



CUSTOMERS



TRADING, MERCHANDISING &
DISTRIBUTION



For more information about Wilmar’s activities, countries and regions of operations, value chain and business relationships, consumer products and brands, please refer to our **Annual Report 2024** and **corporate website**.

A drone shot overlooks our Sabahmas Observation Tower in Malaysia.

OUR APPROACH TO SUSTAINABILITY

Wilmar is committed to being a responsible business and consistently strives to advance our sustainability goals. Our efforts are aimed at contributing positively to the environment, people and the economy. To achieve this, we ensure that sustainability is firmly embedded into every aspect of our business model and decision-making process.

Our sustainability agenda focuses on four key areas where we can make the most significant impact:



PROTECTING THE ENVIRONMENT



LOOKING AFTER PEOPLE AND COMMUNITIES



DELIVERING PRODUCT EXCELLENCE



TRANSFORMING OUR SUPPLY CHAIN

These areas are identified based on our material ESG topics, which are reviewed annually to adapt to changing external conditions.



For more information on our materiality assessment process, please see pages **160-163**.

Advancing NDPE Principles Throughout Our Business and Industry

2024 marked the 11th year since we first implemented our **NDPE Policy**. As the first company to implement a comprehensive NDPE Policy across our entire palm oil supply chain, we have seen its positive impact not only on Wilmar's operations but across the whole palm oil industry, and have developed similar responsible sourcing guidelines for other commodities within our scope.

We recognise sustainability as an integral part of our business and therefore commit to a holistic approach to supporting resilient livelihoods in the rural communities where we operate. This includes the protection of human rights, consolidation of efforts to mitigate the impacts of climate change and establishing supply chains that are free from deforestation.

In 2021, we launched the **NDPE Sugar Policy** to further cement our sustainability commitments in our sugar supply chain. Building on this, in 2023, we committed to establishing a transparent coconut supply chain that is produced and sourced ethically and responsibly, through our **Coconut Responsible Sourcing Policy**.

Advancing Corporate Sustainability in Climate and Nature

As a global agribusiness player, Wilmar recognises the impact of our operations and our role in driving ambitious climate action.

In 2022, Wilmar pledged to set near-term and net-zero targets aligned with a 1.5-degree Celsius pathway. To better reflect our emissions profile, we have re-established our Scope 3 baseline and revised our baseline year from 2020 to 2022. This underscores our dedication to more accurately tracking and managing our carbon footprint as we work towards our ambitious sustainability goals.

In early 2025, Wilmar became the only Singapore-listed agriculture company to have both our near- and long-term science-based emissions reduction targets validated by the **Science-Based Target initiative (SBTi)**. The approved targets validated under the SBTi Corporate Net-Zero Standard and the SBTi Forest, Land, and Agriculture (FLAG) Guidance include absolute reductions in Scope 1 and 2 emissions, as well as Scope 3 emissions related to our supply chain.

To achieve these targets, we have developed time-bound plans for key regions and our high-level roadmap includes initiatives such as exploring power purchase agreements for renewable electricity and increasing the use of biomass fuel and solar energy to replace fossil fuels and reduce Scope 1 emissions.

We are also advancing nature-based solutions under FLAG to drive carbon sequestration and have implemented key actions within our own factory operations to reduce emissions, such as programmes to increase energy efficiency as well as vehicular fleet electrification.

In 2024, we initiated a quantitative scenario analysis to assess the potential climate change impacts on our business.

Together, these initiatives complement each other to create a robust framework for reducing our carbon footprint and addressing climate change impacts. For further details on our initiatives, please refer to the section on **Climate Change**.

Sugarcane farm in Queensland, Australia.

Wilmar collaborated closely with industry peers to refine the **Palm Oil Sectoral Roadmap** in 2024. This Roadmap provides clear guidance for the industry to collectively reduce emissions, aligned with a 1.5-degree Celsius pathway.

With biodiversity concerns gaining prominence and the finalisation of the TNFD framework in 2023, Wilmar has begun to align our disclosures with GRI 101: Biodiversity, with reference to the TNFD recommendations, to enhance our reporting on biodiversity and conservation.

Our dedication to conservation extends beyond designated conservation and High Conservation Values (HCV) areas, and our disclosures highlight the tangible, positive impacts of our long-term efforts. This integration of reporting frameworks will significantly enhance our transparency, demonstrating our unwavering commitment to safeguarding the environment and biodiversity for future generations.

More information on our biodiversity and conservation disclosure can be found in the **Biodiversity and Conservation** section. For further details on our governance of climate- and nature-related impacts and commitment to human rights, please refer to the section on **Sustainability Governance**.



Wilmar's commitments to the Palm Oil Sectoral Roadmap are detailed in our **Palm NDPE Implementation Annual Report 2024**.



A worker applying best field and harvesting practices in Sabahmas Plantation in Malaysia.

Fostering Industry Progress

As a leading global agribusiness company, Wilmar has made significant strides in implementing our NDPE Policy, supported by robust supplier engagement programmes and comprehensive monitoring systems. These proactive measures are designed to identify and mitigate potential risks of deforestation and peatland development within our supply chain.

We are also proactively preparing to meet the requirements of the European Union Deforestation Regulation (EUDR), which came into effect in 2023 and will be fully enforced from 30 December 2025, following a one-year delay from the original timeline. Despite the delay, Wilmar remains well-prepared for EUDR implementation, having consistently aligned our operations with an evolving regulatory landscape.

Wilmar is dedicated to supporting the 2030 Sustainable Development Goals (SDGs). While we acknowledge that our global operations touch on all 17 interrelated SDGs, we have prioritised six key areas where our core business operations, products, services and strategic partnerships can deliver the most significant impact. Our six priority goals are:

- SDG 4: Quality Education
- SDG 8: Decent Work and Economic Growth
- SDG 12: Responsible Consumption and Production
- SDG 13: Climate Action
- SDG 15: Life on Land
- SDG 17: Partnerships for the Goals



For more information on our efforts and initiatives, please refer to **Supporting the United Nations Sustainable Development Goals** section on our Sustainability Dashboard.

Stakeholder Engagement

2-28, 2-29

Stakeholder Engagement is a cornerstone of our sustainability approach. It enables us to drive transformation across the industry value chain and beyond our immediate activities. These interactions have helped us enhance our sustainability policies and strategies to better meet stakeholder needs. Through ongoing feedback, we gain a deeper understanding of their evolving expectations which informs the updates to our goals and processes, ensuring our sustainability strategy remains adaptable to the external environment.

Wilmar has established a dedicated **Grievance Procedure** where stakeholders can raise any sustainability-related grievances through a rigorous and transparent resolution process. We also ensure that our stakeholders are involved in the development, implementation and improvement processes of our grievance mechanism. Our Grievance Procedure was updated in 2019 following consultations with and feedback from various stakeholders.

In addition, we developed a protocol specific to our No Exploitation Policy commitments, which will define suspension thresholds for non-compliance and re-entry criteria for suppliers. This ongoing engagement ensures that our grievance mechanism remains effective, responsive to stakeholder needs and aligned with our sustainability goals.



For more information on Wilmar's Grievance Procedure, please refer to the section on **Responsible Sourcing and Supply Chain Transformation** as well as our **Palm NDPE Implementation Annual Report 2024**.

Our Stakeholders

Wilmar defines our stakeholders as individuals and groups who are significantly impacted by our operations, have a vested interest in our sustainability performance, or hold public positions that may influence our activities. They include:



Partnerships and Multi-Stakeholder Initiatives

Wilmar believes that collective progress on key sustainability issues including upholding human rights, ensuring supply chain traceability and transparency, conserving biodiversity and sustainability packaging, amongst others, can be achieved by actively collaborating with industry partners and participating in working groups. To this end, we engage with industry peers to share best practices and work towards shared sustainability goals, advancing efforts in these areas and beyond.

As a long-standing member of the Roundtable on Sustainable Palm Oil (RSPO) since its inception in 2004, we have consistently contributed to its initiatives by participating in various working groups. We currently have representation in:

- Biodiversity and HCV (BHCV) Working Group
- Compensation Task Force (CTF) 2
- Human Rights Working Group²
- Free, Prior and Informed Consent (FPIC) Working Group
- Living Wage (LW) Task Force
- GHG Task Force
- Compensation Panel

In addition, we are a member of:

- Tropical Forest Alliance (TFA)
- Business for Social Responsibility
- Bonsucro
- Round Table on Responsible Soy
- Sabah Jurisdictional Certification Steering Committee
- Palm Oil Collaboration Group

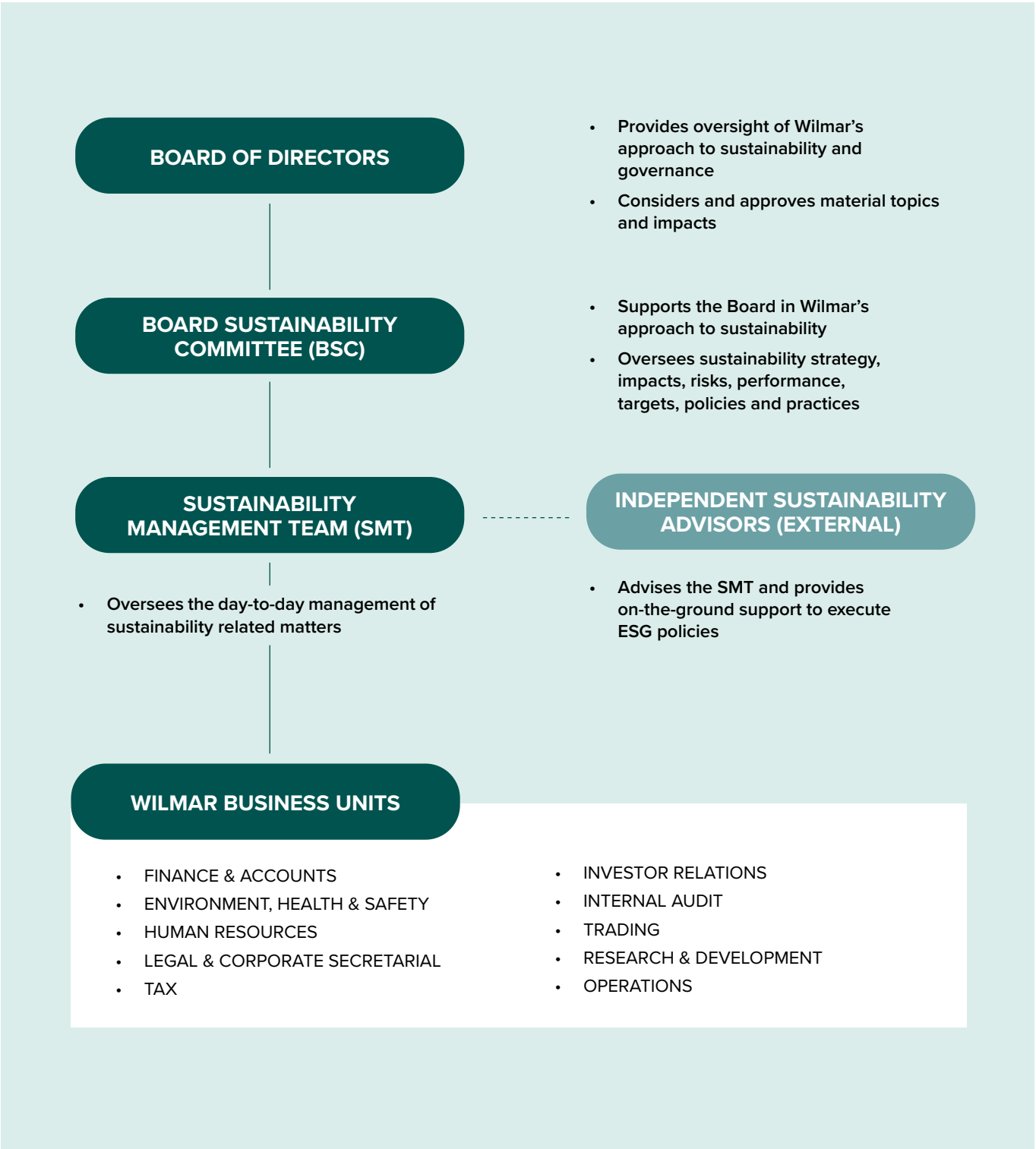
Through our consumer product businesses, Wilmar is also part of:

- Soft Plastic Recycling Scheme in New Zealand
- Australian Packaging Covenant Organisation
- Australian Association of National Advertisers
- New Zealand Food & Grocery Council
- Australian Food & Grocery Council
- Kai Commitment New Zealand
- Australian Food Pact
- SAI Platform Australia

2 This working group also includes the Labour and Free, Prior and Informed Consent (FPIC) sub-groups.

Sustainability Governance

2-9, 2-12, 2-13, 2-14, 2-16



Board of Directors

Wilmar’s approach to sustainability is overseen by the Chairman and CEO and the Board of Directors, with the support of the BSC. The BSC sets strategic sustainability goals and incorporates sustainability considerations into the Group’s business strategies and corporate policies. The Board is informed of the BSC’s decisions and activities through regular engagements.

The Board is responsible for approving material topics and impacts identified through Wilmar’s materiality assessment and stakeholder engagement process. This Report has been reviewed and approved by both the BSC and the Board, reflecting a shared commitment to robust sustainability governance.

Board Sustainability Committee

The BSC plays a pivotal role in overseeing Wilmar’s sustainability strategy, ensuring the effective integration of ESG initiatives across the Group. Its responsibilities include identifying and evaluating ESG risks and opportunities, monitoring policy implementation and assessing performance against ESG targets. Climate and nature-related impacts, risks and opportunities are considered as part of this oversight, in alignment with relevant international standards and guidelines as well as our governance framework.

The BSC holds quarterly meetings to review sustainability matters and reports outcomes from these discussions to the Board. It receives periodic updates and advisories from the SMT supported by Independent Sustainability Advisors (ISA). The BSC provides the Board with regular input on ESG issues, sustainability performance and governance. This includes identifying and addressing sustainability risks and concerns, ranging from operational matters to critical concerns. We define “critical concerns” as risks with the potential to cause immediate and catastrophic impacts on the business, operations or people.

To uphold transparency and strong corporate governance, all Directors are invited to attend Board Committee meetings, including those of the BSC. Written resolutions and minutes of these meetings are circulated to the Board to keep members informed and allow for feedback and review where necessary.

For more details on the Board’s composition, independence and tenure, please refer to the section on the **Board of Directors** in our **Annual Report 2024**.

ESG Targets

To further our commitment to sustainable value creation for stakeholders, the Group has incorporated relevant ESG targets into the annual performance reviews of Executive Directors and key management personnel.

In FY2024, key ESG targets incorporated into performance reviews were related to issues such as Climate Change, Responsible Sourcing and Supply, Health and Safety, Business Ethics and Compliance as well as Talent Retention. These targets align with the broader set of material ESG topics identified by the Group.



Measureable ESG targets help promote environmental stewardship, community well-being and guide responsible governance.

More information on our ESG targets can be found in the **Corporate Governance** section of our **Annual Report 2024**.

Sustainability Management Team and Sustainability Department

Wilmar’s Chief Sustainability Officer, Jeremy Goon, leads the SMT. He is supported by the General Manager – Group Sustainability and Assistant General Manager – Upstream in the daily management of sustainability-related matters.

The Sustainability Department, staffed with over 90 employees across global offices and sites, works in close association with all business and operational units to implement the Group’s

sustainability strategies and initiatives. With a blend of local and technical expertise across Asia, Africa and Europe, it manages the implementation of our NDPE and other sustainability policies. The department is also responsible for sustainability certification, traceability and supply chain monitoring, supplier compliance, human rights, grievance handling, conservation efforts, research and development (R&D), climate change initiatives, stakeholder engagement and reporting.

Independent Sustainability Advisors

Wilmar also consults our ISA, comprising external experts and eminent individuals, to provide on-the-ground support to execute and evaluate our ESG policies by collaborating closely with the SMT. In addition, the ISA offers valuable advice and recommendations on aligning with external stakeholder expectations and navigating global sustainability trends.



Our Wildlife Wardens at Saremas, located in Sarawak, Malaysia.

SUMMARY OF PROGRESS



BIODIVERSITY AND CONSERVATION

ZERO
DEFORESTATION
in HCS forests and
HCV areas

842 HA of
conservation areas
in our sugarcane
plantations and mills in
Australia and India

ZERO
NEW DEVELOPMENT
on peatland in Wilmar's landbank

REGULAR MONITORING
OF CONSERVATION
AREAS AND ZERO
DEFORESTATION in
Wilmar's operational areas

31,842 HA
OF HCV AREAS AND
HCS FORESTS SET ASIDE
as conservation areas in our
oil palm plantations in Indonesia,
Malaysia, Ghana and Nigeria
(10.4% of our total landbank)

A TOTAL OF 681 HA OF RIPARIAN ZONES RESTORED
AND REHABILITATED with over 264,024 trees from 52 species in
Indonesia, Malaysia and West Africa as of December 2024

150 HA were restored
and rehabilitated in 2024

PROTECT
RTE SPECIES OF
WILDLIFE
in Wilmar's operational
areas through conservation
monitoring, awareness
raising programmes
and stakeholder
engagement

As of 2024,
23 siamangs
have been reintroduced
into the wild through the
gibbon rehabilitation and
reintroduction programme
and are protected in PT KSI
from a baseline year of 2020

25 groups
of proboscis monkey
are monitored and
protected in Sabahmas
Plantation in Malaysia
from a baseline
year of 2020

4,383 EXTERNAL
STAKEHOLDERS AND LOCAL
COMMUNITIES PARTICIPATED in
the BMPs and awareness programme
in Indonesia, Malaysia and West Africa
as of 2024

1,467
stakeholders were
engaged in 2024

5,158 STUDENTS
PARTICIPATED IN THE ENVIRONMENTAL
EDUCATION AND AWARENESS
PROGRAMMES in Indonesia, Malaysia and
West Africa as of December 2024

- AS OF DECEMBER 2024, WE HAVE PUBLISHED:**
- BMPs Manual for Growers on Forest Conservation and Community Collaboration in **English** and **Bahasa Indonesia**
 - A Practical Guidance to Conservation Area Monitoring in **English, Bahasa Indonesia** and **Bahasa Melayu**
 - **Bukit Durang: Hidden Jewel of Ulu Suai, Sarawak**
 - Newsletter series on conservation efforts in Wilmar's operational areas in Malaysia – volumes **7** and **8**
 - Environment booklet on Implementation of Responsible Environmental Practices and Conservation of Ecosystems in **English, Bahasa Indonesia** and **Bahasa Melayu**

A LANDSCAPE PROJECT
OF 2,783 HA BEYOND
WILMAR'S CONCESSIONS IN
INDONESIA AND GHANA has
been initiated to support biodiversity
and community-based conservation



CLIMATE CHANGE

Reduced our Scope 1
and 2 absolute
GHG emissions by
4.3% from 2023

Reduced our Scope 1
FLAG emissions
by **18.3%**
from 2023

Our progress on supply chain performance
is detailed in the sections on **Responsible**
Sourcing and Supply Chain
Transformation and the **Palm NDPE**
Implementation Annual Report 2024



ENVIRONMENTAL FOOTPRINT OF OPERATIONS

ACHIEVED MORE THAN
8.0% REDUCTION IN
WATER CONSUMPTION
INTENSITY for below
regions:

- ♦ **Indonesia:**
0.95 m³/MT Fresh Fruit
Bunches (FFB)
- ♦ **Malaysia:**
1.25 m³/MT FFB
- ♦ **Ghana:**
1.27 m³/MT FFB

ACHIEVED
10.0% REDUCTION IN
ENERGY INTENSITY
from 2020 baseline
through the installation
of more energy-
efficient Mechanical
Vapor Recompression
evaporator systems

INCREASED THE TOTAL INSTALLED
POWER CAPACITY of PV power plants in
China from **81.0 MWp** in 2023 to
105.3 MWp in 2024

GOODMAN FIELDER NEW ZEALAND
HAS MAINTAINED 100% RENEWABLE
ELECTRICITY across its operations through
the purchase of RECs since January 2021

ANNUALLY REPORT FOOD WASTE IN AUSTRALIA
AND NEW ZEALAND via industry voluntary
commitments. In 2024, our New Zealand operations
were also part of the collaborative Kai commitment
working group tasked to map waste across the value
chain of bread. In Australia, food waste in supply chain
surpassed our 2030 roadmap target by 15.0% in 2024

FIJI HAS ACHIEVED A REDUCTION IN
FOOD WASTE OF OVER 50.0% in
2024 based on 2022 baseline. The focus
is to maintain this downward trend
of food waste in line with our
sustainability commitment



SUSTAINABLE PACKAGING

As of December 2024,
YKA has reduced
packaging waste by
17,940 MT, exceeding
our target by over
20.0%

Up to **80.0%** and **20.0%** of packaging in Fiji is
recyclable and reusable respectively. In New Zealand,
approximately **97.0%** of packaging is recyclable and
approximately **15.0%** of primary packaging by volume
is recycled content. In Australia, approximately up to
80.0% of packaging is recyclable and approximately
43.0% of all primary and secondary packaging by
volume is recycled content in Australia

Wilmar adheres to
the standards of the
Packaging Recyclability
Evaluation Portal (PREP),
and the Australasian
Recycling Label (ARL)



TALENT
MANAGEMENT

Invested around
US\$4.0 MILLION
in employee training
and development

26.6 hours
of training attended
on average per employee



HUMAN RIGHTS AND
LABOUR STANDARDS

ASSESSED 100%
OF OUR EMPLOYEES AND
CONTRACTORS
to ensure that they
are paid a living wage

BUILT
SCHOOLS AND
CRÈCHES for
children in all our oil
palm plantations

In 2024, we supported **12,370 CHILDREN**
of compulsory school-going age, equivalent to **89.8%** of
children living in our plantations



DIVERSITY AND INCLUSION

27.9% of management positions are **HELD BY WOMEN**

Female employees account for **23.8%** of our global headcount

EMPLOYED 116 EMPLOYEES WITH DISABILITIES across our global operations, which forms 0.10% of our total workforce

As of 31 December 2024, **23.1%** of our Directors, excluding an Alternate Director, were female

100% of our oil palm plantations in Indonesia, Malaysia, Ghana and Nigeria have **WOMEN'S WORKING GROUPS (WoW) OR GENDER COMMITTEES**

CONTINUED TO IMPLEMENT OUR UPDATED BOARD DIVERSITY POLICY towards meeting our quantitative targets



EMPLOYEE HEALTH, SAFETY AND WELL-BEING

47.0% REDUCTION in LTIR, from 0.91 in 2020 to **0.48#** in 2024

9# fatalities involving 7 employees and 2 contractors

140,420 cases of near misses and hazards were reported in 2024—125.8% higher than the 2020 baseline due to improved reporting, which is essential for early risk identification and preventing more serious incidents

98.1% closure rate achieved for these cases

87.7% score achieved on the HRW gap assessment, as part of the HRW campaign launched in 2024



ECONOMIC AND COMMUNITY CONTRIBUTION

Over **US\$13.9 MILLION** contributed to support community investment and philanthropic activities in China, Indonesia, Malaysia, Australia, New Zealand, Fiji, Papua New Guinea, Ghana, Nigeria, Myanmar, Vietnam and Singapore



INNOVATION AND TECHNOLOGY

- **153** patents were granted in 2024, bringing the total number of patents to **1,030** as of December 2024
- Established China's first global peanut industry research institute in partnership with Qingdao Municipal Government
- Set up a national post-doctoral research station in China
- YKA's R&D Centre and researchers of Shanghai Yangtze River Delta Technology Innovation Centre jointly established the National Technology Innovation Centre of Yangtze River Delta (NICE) - Wilmar Biology Joint Innovation Centre
- Launched a national nutrition and health system in partnership with the Chinese National Food Industry Association
- Developed a diacylglycerol (DAG) cooking oil which aids weight control and a series of low-GI staple food products which can control blood sugar levels
- Over 60 R&D projects undertaken in China in 2024
- YKA's R&D Centre has entered its fourth phase of investments, focusing on projects which explore dietary management and application, food nutrition and intervention research including the effects of oils and fatty acids and development of healthy alternatives. YKA is also exploring the development of a platform to improve consumer access to nutrition information

Limited assurance conducted by EY.



CONSUMER HEALTH AND WELL-BEING

In collaboration with the Chinese Nutrition Society, YKA pledged over **RMB100.0 MILLION** (approximately **US\$14.0 MILLION**) over 10 years to support scientific research in food science

Wilmar identified strategic focus areas including impacts of fats and fatty acids on health, dietary management, research on food and nutrition interventions and the creation of a nutrition information sharing platform

Wilmar Sugar **ACTIVELY COMMUNICATES TRANSPARENT INFORMATION ON SUGAR IN RELATION TO HEALTH** to relevant stakeholders



PRODUCT MARKETING AND LABELLING

29* out of **35** palm oil mills are RSPO-certified (**82.9%***)

82.1%* or **252,487 ha*** of our oil palm plantations are RSPO-certified

25* out of **34** palm oil mills are ISPO-certified (**73.5%***)

7* out of 11 independent palm oil mills completed ISPO certification audits (**63.6%***)

100%* of palm oil mills (**8***) and oil palm plantations (**20***) are MSPO-certified

NO INCIDENTS or **FINES** incurred in relation to non-compliance with industry codes or regulatory requirements on product labelling or marketing in 2024



PRODUCT QUALITY AND SAFETY

ZERO recalls issued for food safety reasons

87.2% of our food and food ingredient factories above 5,000 sqm are certified

34.0% of factories passed GMP inspection with no serious findings, of which 97.0% were unannounced inspections

A total of **291** inspections were conducted in 2024, of which 84.5% were unannounced



RESPONSIBLE SOURCING AND SUPPLY CHAIN TRANSFORMATION

Achieved **98.5%*** traceability to mill

Achieved **91.0%*** traceability to plantation

As of December 2024, 87 grievance cases were logged, of which 84 cases were closed while 3 are ongoing

Achieved **100%** response rate for all grievances raised since 2015



BUSINESS ETHICS AND COMPLIANCE

ZERO SIGNIFICANT INCIDENTS OF NON-COMPLIANCE WITH ANY RELEVANT ENVIRONMENTAL AND SOCIOECONOMIC LAWS OR REGULATIONS

ZERO INCIDENTS OF ANTI-COMPETITIVE BEHAVIOUR, MONOPOLISTIC PRACTICE OR CORRUPTION involving Wilmar



DATA SECURITY AND PRIVACY

Foster a cyber-aware culture by instituting sound policies and frameworks while continuously enhancing employee cybersecurity awareness to mitigate the risks associated with potential cybersecurity attacks (ongoing)

* Limited assurance conducted by CU.

PROTECTING THE ENVIRONMENT

BIODIVERSITY AND CONSERVATION

3-3, 304-1, 304-2, 304-3, 304-4, 101-1, 101-2

Wilmar is dedicated to biodiversity conservation, as demonstrated through our operations and supply chain, guided by our overarching NDPE policy. Operating in some of the world's most biodiverse regions, we recognise our responsibility to conserve and protect this rich biodiversity.

We have set clear targets to ensure effective biodiversity management and conservation in the regions where we operate. These targets are informed by HCV assessments and ongoing research. We also actively support industry-wide efforts to promote sustainable practices and improve forest stewardship through multi-stakeholder collaborations with local communities and government agencies.

Furthermore, we strive to achieve a deforestation-free supply chain and allocate substantial resources towards the identification, protection and restoration of HCS forests, HCV areas and other ecologically and culturally significant landscapes.

OUR TARGETS

- Uphold our commitment to **NO DEFORESTATION** including:
 - ◆ No development in HCS forests and HCV areas
 - ◆ Adhering to our strict no burn policy
- Uphold our commitment to **NO NEW DEVELOPMENT ON PEATLAND**, regardless of depth (ongoing)
- Uphold **BMPs** for existing plantations on peat (ongoing)
- Uphold commitment to **SAFEGUARDING BIODIVERSITY** in Wilmar's operational areas (ongoing)
- **RESTORE, REHABILITATE AND MAINTAIN 1,000 HA** of riparian zones by 2050
- **PRESERVE RARE, THREATENED AND ENDANGERED (RTE) SPECIES** to ensure their long-term viability
 - ◆ Increase the siamang (*Symphalangus syndactylus*) population in PT Kencana SawitIndonesia (KSI) to 30 by 2050
 - ◆ Maintain proboscis monkey (*Nasalis larvatus*) population in Sabahmas Plantation in Malaysia by 2050
- **ENGAGE 10,000 STAKEHOLDERS AND LOCAL COMMUNITIES** on BMPs to raise awareness of and promote conservation by 2050

2024 PERFORMANCE

- **ZERO DEFORESTATION** in HCS forests and HCV areas
- **ZERO NEW DEVELOPMENT** on peatland in Wilmar's landbank
- **31,842 HA** of HCV areas and HCS forests set aside as conservation areas in our oil palm plantations in Indonesia, Malaysia, Ghana and Nigeria (10.4% of our total landbank)
- **842 HA** of conservation areas in our sugarcane plantations and mills in Australia and India
- **REGULAR MONITORING** of conservation areas and **ZERO DEFORESTATION** in Wilmar's operational areas
- As of December 2024, a total of **681 HA** of riparian zones restored and rehabilitated with over **264,000 trees** from **52 species** in Indonesia, Malaysia and West Africa from a baseline year of 2020
- **150 HA** were restored and rehabilitated in 2024
- **PROTECT RTE SPECIES OF WILDLIFE** in Wilmar's operational areas through conservation monitoring, awareness raising programmes and stakeholder engagement
- As of 2024, a total of **23** siamangs have been reintroduced into the wild through the gibbon rehabilitation and reintroduction programme and are protected in PT KSI from a baseline year of 2020
- A total of **25** groups of proboscis monkey are monitored and protected in Sabahmas Plantation from a baseline year of 2020
- As of 2024, a total of **4,383 EXTERNAL STAKEHOLDERS AND LOCAL COMMUNITIES** participated in the BMPs and awareness programme in Indonesia, Malaysia and West Africa
- **1,467 stakeholders** were engaged in 2024

OUR TARGETS

- **CONDUCT ENVIRONMENTAL EDUCATION AND AWARENESS PROGRAMMES** for 10,000 students by 2030
- **IMPLEMENT CONSERVATION AND BIODIVERSITY INITIATIVES** in **3,000 HA** outside of Wilmar’s concessions by 2050
- Publish **BMPs GUIDELINES ON CONSERVATION** for West Africa by 2024
- **CONTINUE TO PUBLISH EDUCATIONAL SERIES AND MATERIALS TO PROMOTE BIODIVERSITY CONSERVATION** within the plantation landscape (ongoing)

2024 PERFORMANCE

- As of December 2024, a total of **5,158 STUDENTS** participated in the environmental education and awareness programmes in Indonesia, Malaysia and West Africa from a baseline year of 2020
 - Initiated a landscape project of **2,783 HA** beyond Wilmar’s concessions in Indonesia and Ghana to support biodiversity and community-based conservation
- As of December 2024, we have published:
- BMPs Manual for Growers on Forest Conservation and Community Collaboration in **English** and **Bahasa Indonesia**
 - A Practical Guidance to Conservation Area Monitoring in **English, Bahasa Indonesia** and **Bahasa Melayu**
 - **Bukit Durang: Hidden Jewel of Ulu Suai, Sarawak**
 - Newsletter series on conservation efforts in Wilmar’s operational areas in Malaysia – volumes **7** and **8**
 - Environment booklet on Implementation of Responsible Environmental Practices and Conservation of Ecosystems in **English, Bahasa Indonesia** and **Bahasa Melayu**

A key aspect of our approach involves monitoring for any incidences of non-compliant deforestation and fires within our concessions and those of our suppliers. Since 2019, we

have been a member of the NDPE Implementation Reporting Framework (IRF) and we publish our progress through our **Palm NDPE Annual Implementation Report 2024**.

OUR CONSERVATION AND BIODIVERSITY MANAGEMENT STRATEGY IS GUIDED BY FIVE CORE PILLARS:



Safeguarding biodiversity



Building ecosystem resilience



Engagement and capacity building



Smart partnerships and collaborations



Effective management

Identifying and Conserving HCS and HCV areas

The introduction of our **NDPE Policy** in 2013 marked a critical milestone in reinforcing our commitment to not developing on HCS forests and HCV areas within our palm operations and supply chain. This commitment extends to our sugar operations that prohibits conversion of legally protected or HCV areas through our **NDPE Sugar Policy**, which was launched in 2021. Conserving these forests is integral to mitigating climate change while preserving and enhancing biodiversity and ecosystem services.

Engagement with our workers and the local and indigenous communities is an essential part of our conservation efforts. To this end, we have curated a variety of programmes focused on raising awareness and building capacity.

Conservation areas in our palm operations

In line with our NDPE Policy, all new oil palm land developments, both in our own operations and across our supply base, are required to identify and safeguard HCV areas and HCS forests following international best practice guidance, including:

- RSPO Principles and Criteria (P&C)
- High Conservation Value Network (HCVN)
- High Carbon Stock Approach (HCSA)

All HCS and HCV areas within our palm oil operations are monitored and managed as conservation areas, covering 31,842

ha across our oil palm plantations. These areas are habitats for flora and fauna, including species listed on the **International Union for Conservation of Nature (IUCN) Red List of Threatened Species**.

To support our suppliers in their conservation efforts, we published a **Practical Guide to Conservation Area Monitoring** in 2021. Available in local languages, the guide provides guidance on setting up monitoring systems for identified conservation areas. This forms part of our broader programme to encourage biodiversity conservation throughout the plantation landscape.



A tree nursery in our Sapi operations in Sabah, Malaysia, helps to propagate native seedlings that are used in landscape rehabilitation and restoration initiatives.

Conservation areas in our sugarcane operations

As of December 2024, Wilmar has 842 ha of conservation areas in our sugarcane operations in Australia and India.

Operating in HCV areas or areas designated as legally protected internationally or nationally is strictly prohibited across all

Areas of biodiversity importance (ha) by region/country

Central Kalimantan, Indonesia	15,328 ha
Sumatra, Indonesia	2,988 ha
West Kalimantan, Indonesia	972 ha
Sabah, Malaysia	6,792 ha
Sarawak, Malaysia	1,725 ha
Nigeria	3,954 ha
Australia	675 ha
India	167 ha
Ghana	83 ha

Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations

	IUCN rating				
	Least concern	Near threatened	Vulnerable	Endangered	Critically endangered
Total number of bird species	44	16	6	7	2
Total number of mammal species	20	6	22	10	3

Wilmar’s sugarcane land development. In areas that have not been surveyed, plantation owners are encouraged to identify biodiversity resources and ecosystem services that may be impacted by their operations.

Areas of biodiversity importance by type

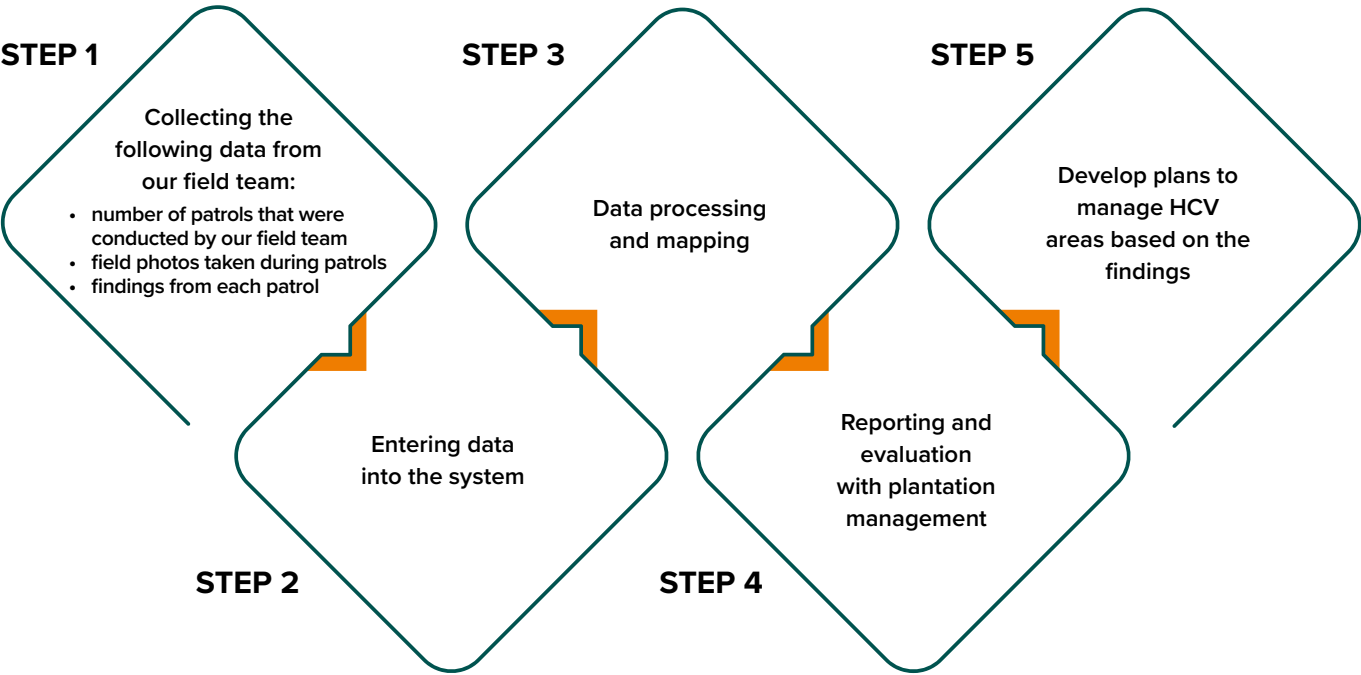
	ha	%
HCV (excluding riparian zones)	25,187	77.1%
Riparian zones	6,632	20.3%
HCS	22	0.10%
Other conservation areas	842	2.6%
Total	32,683	100.0%

Conservation Monitoring

Our conservation areas within our operations and supply chain are closely monitored as part of our commitment to Biodiversity Conservation. Since 2013, we have employed the Spatial Monitoring and Reporting Tool (SMART) in Central Kalimantan, Indonesia, to support patrol efforts in protected landscapes and data analysis. SMART captures four key data components:

- Location spatial data
- Date and time of patrol
- Wildlife observations in HCV areas
- Human activities in HCV areas such as encroachment or illegal logging

Our field team records data including the number of patrols conducted, field photos and findings into the SMART system. The data helps us to identify HCV areas and any encroachment activities within our plantations.



We also utilise an internal HCV Management Implementation Dashboard to monitor and evaluate the effectiveness of our HCV management programmes. The dashboard tracks restoration activities, signboard installations, marking poles, boreholes and socialisation efforts. All sites have formal HCV management plans in place.

Since 2015, more than 19,613 patrols, 39,177 field photos and 30,651 direct and indirect³ wildlife sightings have been logged. Amongst these, 14,219 logs were of RTE species.

Wilmar owns eight sugar mills in Australia which generate their own electricity by burning bagasse.

3 Indirect wildlife sightings include images caught on camera traps and the spotting of footprints, among others.

NATURE AND BIODIVERSITY REPORTING

The Task Force for Nature-related Disclosures (TNFD) finalised its recommendations in September 2023. Wilmar's adoption of the TNFD framework marks a significant step in strengthening our approach to identifying, assessing and managing biodiversity and nature-related risks and opportunities. This alignment not only reinforces our conservation credentials and commitment to sustainability but also enhances business resilience and long-term value creation by preserving the natural ecosystems and biodiversity upon which our operations depend.

Some of the key TNFD recommendations that we have adopted to enhance the transparency and robustness of our biodiversity and nature-related disclosures include:

- Identification of material nature-related drivers, impacts and dependencies: Key nature drivers and associated impacts and dependencies have been mapped
- Risk and opportunity identification: A comprehensive list of nature-related R&Os has been developed based on specific impact and dependency pathways
- Impact assessment: Assessed how each of our top five material nature-related risks and opportunities may affect our operations

Our disclosure covers the following components of the Locate, Evaluate, Assess and Prepare (LEAP) assessment and GRI 101:

Locate:

- L2 – Dependency and impact screening
- L3 – Interfaces between assets and nature

Evaluate:

- E1 – Assessed the materiality of nature change drivers for Wilmar
- E2 – Mapping of Wilmar's nature-related Dependencies and Impacts, by business sector
- E4 – Top five impacts and dependencies as well as the affected Business Units respectively

Assess:

- A1 – Identify list of risks & opportunities
- A3 – Materiality scoring matrix
- A4 – Risk and opportunity materiality assessment

GRI Disclosures (101):

- GRI 101-4 – Identification of biodiversity impacts
- GRI 101-5 – Locations with biodiversity impacts, incorporating the HCV methodology and disclosing HCV areas in our Biodiversity and Conservation section
- GRI 101-6 – Direct drivers of biodiversity loss
- GRI 101-8 – Identification of ecosystem services

Our approach ensures that our LEAP assessment and GRI disclosures are aligned seamlessly, providing a robust framework for identifying and managing material nature and biodiversity impacts and dependencies as well as R&Os.



Jujuhan River located within Wilmar’s conservation area in West Sumatra, Indonesia.

Identification and assessment of material nature-related drivers, impacts and dependencies, risks and opportunities 101-4

Taking guidance from the TNFD’s LEAP assessment and the new GRI 101: biodiversity disclosure, we have identified and conducted an assessment on our key assets to determine the material nature-related drivers, impacts and dependencies that may impact the business.

While our efforts to date are focused mainly on our upstream plantation operations, we recognise the need to broaden the scope of our conservation efforts beyond HCV and HCS conservation, management and monitoring, demonstrating our continued commitment to environmental stewardship.

To do this, we identified 25 key material assets across our business segments and assessed their proximity (within 30 km) to various ecosystems and protected zones with key areas of biodiversity importance. Our findings reveal that all assets have direct interfaces with water bodies, including rivers, lakes, estuaries, deltas and bays, with the majority situated adjacent to major rivers, particularly estuaries.

Following the TNFD recommendations, we then identified Wilmar’s material DIROs and assessed their potential impacts on nature and our business. Aligned with our climate scenario analysis approach, potential impacts have been assessed and classified into short-, medium- and long-term horizons. The materiality of nature dependencies and their impact was assessed using a heatmap based on ENCORE’s rating system.

Top 5 Dependencies
• Climate regulation • Mass stabilisation and erosion control • Flood and storm protection • Ground and surface water • Pest and disease control
Top 5 Impacts
• GHG emissions • Land ecosystem use • Water use • Water pollution • Solid waste

Risk and opportunity identification

Identified risks and opportunities (R&Os) were evaluated using a five-level scoring matrix that considers exposure, vulnerability, probability and anticipated benefits. This enables us to determine the most significant and impactful R&Os, and those that require immediate attention and strategic focus, ensuring effective resource allocation and planning.

Top 5 Risks
• Flooding • Reputational damage • Disruption to water supply • Changes in reporting obligations • Wildfire/hazard fire
Top 5 Opportunities
• Improved ESG rating • Shifts in supply chain, regulations and buyer preferences • Capital gain from green financing • Improved water capture/usage • Investment in effective integrated pest management

Further information on fire risks can be found on pages 35 to 36, while water-related risks are addressed in the Environmental Footprint of Operations section. These sections address overlapping risk topics between TNFD and TCFD assessments. Recognising these similarities enables us to streamline data collection efforts. The data gathered will support effective monitoring and management of both climate and nature-related risks.

Impact assessment

Our risk management practices have been expanded to cover climate- and nature-related transition and physical risks. These risks are assessed by considering factors such as business location, business segment, time horizon and regulatory requirements. This structured approach ensures that we address the most critical risks impacting our sustainability efforts.

Impact pathways are developed by reviewing how these material R&Os translate into potential business and financial impacts. This step is crucial for understanding the broader implications on our operations and supports the development of strategies to mitigate risks and capitalise on opportunities.



For more information on our risk management, please refer to the governance section in **Our Approach to Sustainability**.

Conservation Stories

To ensure effective management and conservation of Wilmar’s operations and the surrounding landscapes, we collaborate with local communities, civil society organisations, government departments and suppliers.



CASE STUDY



Wildlife Awareness Outreach Programme (WAOP)

Recognising the importance of stakeholder involvement and partnership in biodiversity conservation, we place significant emphasis on capacity building and community-based conservation.

WAOP was developed to raise awareness on the importance of conservation among local stakeholders, children and people living in or close to the oil palm landscape. In collaboration with the Sabah Wildlife Department (SWD) and local NGOs, Wilmar carried out extensive engagements under WAOP with stakeholders across the districts of Sugut, Labuk and Segama.

Through this initiative, we aim to reduce risks and strengthen the management of HCV and conservation areas by inculcating positive attitudes to conservation and sustainable practices.

Forest Education in Kalimantan

Since 2022, our Nature School (Sekolah Alam) in Central Kalimantan, located within the concession of PT Mentaya Sawit Mas and PT Karunia Kencana Permaisejati, has supported efforts to increase awareness and knowledge on conservation. The school aims to foster interest in nature stewardship among youth and children.

As part of this initiative, we constructed an 850-meter-long forest education eco-trail, providing students with an opportunity to experience the forest and its biodiversity up close. The walking trail connects three jungle trekking routes and traverses several conservation areas. Students can also participate in activities including the identification of flora and fauna, forest ecosystem, waste management, fires and tree planting.

As of December 2024, more than 1,500 students have participated in this programme.



Our Nature School (Sekolah Alam) eco-trail is equipped with informative signboards and posters.

Visit our [Sustainability Dashboard](#) to read more on Wilmar’s Conservation and Research Partnerships.

Peatlands

Peatlands are natural carbon sinks, playing a crucial role in climate mitigation. Degradation or destruction of peatlands can lead to the release of its stored carbon. To protect these vital carbon stores, we prohibit development on peat, regardless of depth. Wilmar also actively collaborates with partners to restore peatlands.

Approximately 0.74% (1,701 ha*) of our total planted oil palm area across Indonesia and Malaysia is classified as peat. We apply BMPs in peatland management which are aligned with RSPO and expert recommendations, including ensuring that water tables remain at optimal levels to minimise peat subsidence and the release of CO₂.

Conserved and planted peat area by region (ha)

	Sabah	Sarawak	West Kalimantan*	Sumatra*
Planted peat area	10*	84*	14*	1,593*
Conserved peat area	0	0	0	0.74

We encourage our suppliers to adopt similar measures and advocate for BMPs in peatland management through our [Best Management Practices Manual for Growers on Forest Conversation and Community Collaboration](#).

Wilmar also supports and contributes to peatland conservation targets set by the Ministry of Environment and Forestry and its efforts such as deforestation-free supply chain initiatives and knowledge-sharing platforms such as the Tropical Forest Alliance (TFA).

Fire and Haze

Wilmar and our suppliers are required to abide by a no burning policy in the process of land development and preparation. Wood debris is allowed to remain *in situ* to decompose, thereby enhancing soil fertility, reducing our reliance on inorganic fertilisers and decreasing GHG emissions.

Burning can only be conducted under special circumstances, deemed necessary and permissible by local laws. In the Burdekin region of Queensland, Australia, cane trash from leafy sugarcane, if left *in situ* during harvesting, can block water flow, affecting irrigation. As such, controlled burning is carried out to remove the cane trash. Wilmar also implements robust fire standard operating procedures (SOPs) and adheres to all applicable local laws and regulations. In 2024, controlled burning methods were used to burn a total of 2,827 ha within our sugar plantations.

Fire monitoring, detection and suppression⁴

Guided by the TNFD framework, we have identified fires as a material risk for Wilmar. As climate change intensifies, the frequency and severity of wildfires will increase, posing

significant threats to our plantation operations. Further details on our nature-related dependencies, impacts, risks and opportunities (DIROs) assessment are available in the [Nature and Biodiversity Reporting](#) section.

As part of Wilmar’s proactive approach to mitigate the risk of fires in our operations and surrounding areas, we have a 24/7 fire monitoring system which alerts us immediately in the event of a fire. We have also established protocols for land and forest fire management and mitigation across our global operations. The protocol encompasses planning, prevention, suppression, post-fire reporting and management as well as firefighting coordination. It also includes readiness and preventive measures for all concessions and surroundings.

Satellite imagery enables us to monitor and detect fires within our boundaries and up to five kilometres beyond. Hotspots are automatically captured by our integrated fire monitoring system and relayed to field managers and the dashboard system. Fire monitoring and detection are also supplemented by daily on-the-ground fire monitoring and verification of all identified hotspots.

4 These sections address overlapping risk topics identified in both TNFD and TCFD assessments, such as the increased severity of extreme events. Recognising these similarities enables us to streamline data collection efforts. The data gathered will support effective monitoring and management of both climate and nature-related risks.
* Limited assurance conducted by CU.

This proactive approach aids us in detecting and suppressing fires before they are detected by satellites, while also preventing misidentification of temperature fluctuations as fires.

We continue to work closely with the RSPO through its **Hotspot Monitoring Programme** to share fire-related data and verify hotspot notifications. On-site response teams are present at all our concessions and can be immediately dispatched upon verification to extinguish fires. To ensure the effective and consistent implementation of SOPs, response teams are regularly assessed and trained so they are prepared to respond swiftly and decisively to any fire incidences.

Prevention of forest fires includes increasing public awareness about responsible land management. This is achieved through community education and awareness campaigns, enhancing law enforcement against unauthorised burning, implementing early detection systems and deploying specialised firefighting teams to tackle challenges in remote or inaccessible areas and adapting strategies to address prolonged dry seasons intensified by climate change.

Recognising that many smallholders and communities continue to practice slash-and-burn methods due to perceived benefits and legal allowances for farms under two ha⁵, we complement our monitoring efforts with community education, awareness campaigns and multi-stakeholder partnerships. These include socialising land and forest fire prevention programmes and supporting local communities and smallholders that occur within a five-kilometre radius of our concessions.

We continuously monitor fire events in our suppliers' concessions through our Supplier Group Compliance Programme (SGCP). When a fire alert is received, the grievance mechanism is initiated and action is promptly taken to investigate, verify and address the non-compliance identified.

*More information on our fire prevention and management initiatives can be found in our **Palm NDPE Implementation Annual Report 2024**.*

Yield and Extraction Rates

As one of the most versatile and efficient oil crop in terms of land area, palm oil supplies 40.0% of the world's vegetable oil demand⁶. Continually enhancing yield and extraction rates can contribute to increasing our palm oil production without the need to expand into new land areas.

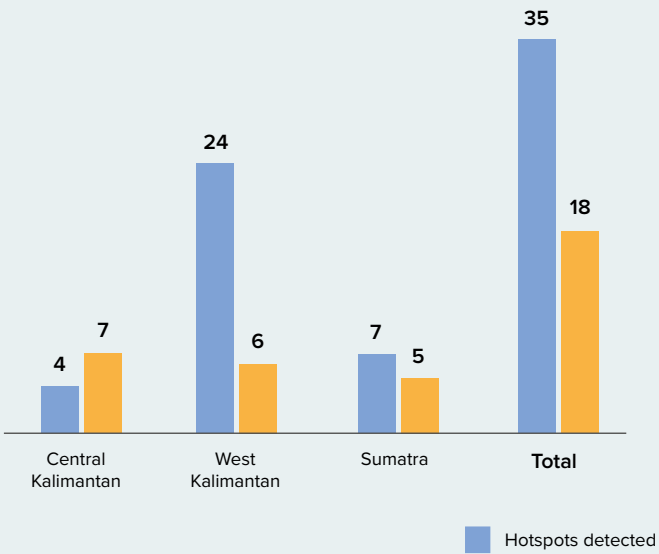
*For more information on our R&D work, please refer to the section on **Innovation and Technology**.*



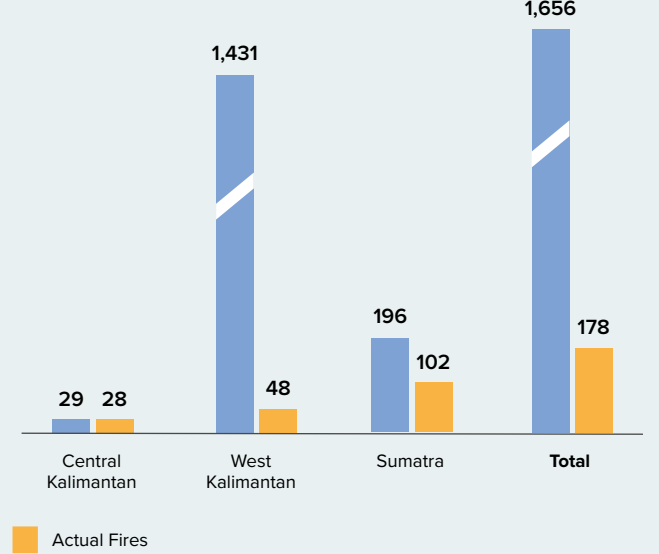
Our R&D work is carried out by around 500 scientists and researchers, based in various locations worldwide.

5 <https://peraturan.bpk.go.id/Details/149750/uu-no-11-tahun-2020>
6 <https://www.wwf.org.uk/updates/8-things-know-about-palm-oil>

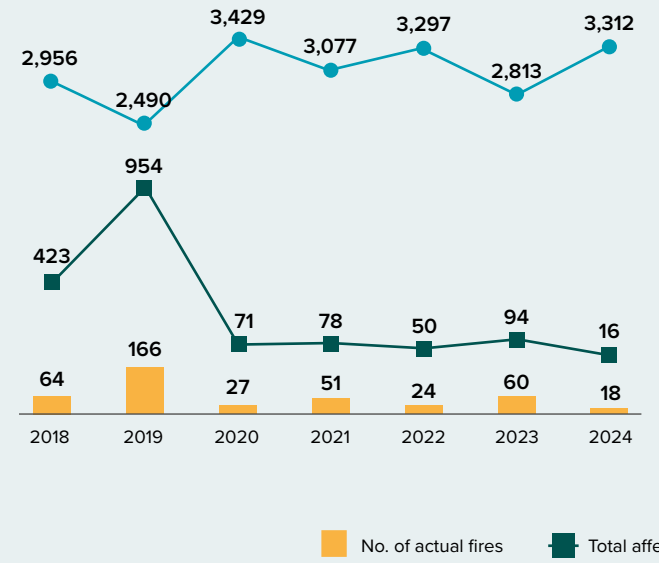
Hotspots vs actual fires in Wilmar's concessions by region in Indonesia (no.)



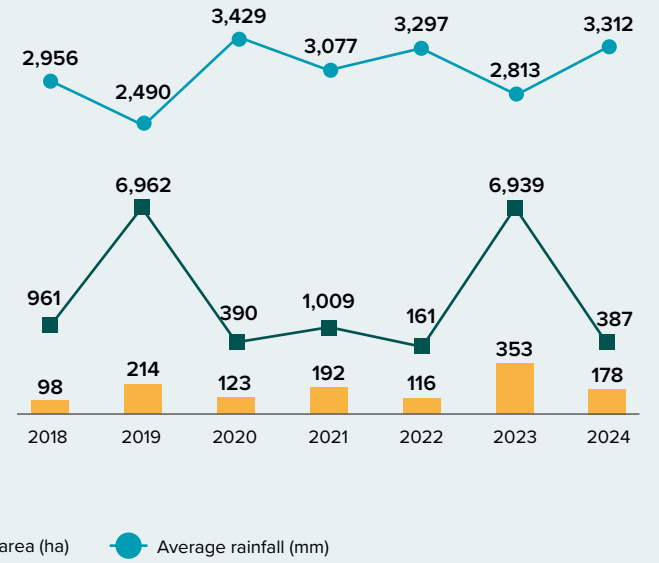
Hotspots vs actual fires within a five-kilometre radius outside of Wilmar concessions by region in Indonesia (no.)



Fires in Wilmar's concessions in Indonesia



Fires within a five-kilometre radius outside of Wilmar's concessions in Indonesia



CLIMATE CHANGE

3-3, 201-2, FB-AG-110A.2, FB-AG-440A.1

Recognising the potential impacts of climate change on our business and communities, Wilmar seeks to take tangible actions to build resilience and reduce the carbon footprint of our operations and value chain.

The majority of Wilmar’s emissions arise from our operational activities related to land use change, methane generation from effluent treatment and fossil fuel use across estates, mills and refineries. Rising global temperatures due to climate change pose a significant risk to our operations by impacting the stability of food production and in turn global food security.

We are committed to intensifying our mitigation efforts by producing commodities that are increasingly sustainable and responsibly sourced, while safeguarding food security through ongoing assessment and proactive monitoring of climate-related risks and opportunities.

Following COP26 in 2021, we collaborated with other leading agricultural commodity companies across the world to develop a roadmap for accelerating decarbonisation across our value chain—culminating in the palm oil sectoral roadmap launched at COP27. Wilmar actively advocates for the adoption and implementation of the roadmap throughout the palm oil industry.

In 2024, we reaffirmed our commitment by setting and submitting Science-Based Targets in accordance with the Science-Based Targets initiative (SBTi). The SBTi validated our targets in early 2025, aligning our approach towards a 1.5-degree Celsius pathway.



A waterfall within one of our conservation areas at Saremas Plantation in Sarawak, Malaysia.

OUR TARGETS

- Reduce **50.4% OF ABSOLUTE SCOPE 1 AND 2 GHG EMISSIONS BY 2032** from a 2022 base year[^]
- Reduce **30.0% OF ABSOLUTE SCOPE 3 GHG EMISSIONS** from purchased goods and services, fuel and energy related activities, upstream transportation and distribution, and processing of sold products **BY 2032** from a 2022 base year[^]
- Reduce **36.4% OF ABSOLUTE SCOPE 1 AND 3 FLAG GHG EMISSIONS BY 2032** from a 2022 base year^{^^}
- Reduce **90.0% OF ABSOLUTE SCOPE 1 AND 2 GHG EMISSIONS BY 2050** from a 2022 base year[^]
- Reduce **90.0% OF ABSOLUTE SCOPE 3 GHG EMISSIONS** from purchased goods and services, fuel and energy related activities, upstream transportation and distribution, downstream transportation and distribution, and processing of sold products **BY 2050** from a 2022 base year[^]
- Reduce **72.0% OF ABSOLUTE SCOPE 1 AND 3 FLAG GHG EMISSIONS BY 2050** from a 2022 base year^{^^}
- By 2025, **ALL PALM OIL VOLUMES WILL COME FROM SUPPLIERS UNDER THE “DELIVERING” CATEGORY OF THE NDPE IMPLEMENTATION REPORTING FRAMEWORK (IRF)** (ongoing)

2024 PERFORMANCE

- Reduced our Scope 1 and 2 absolute GHG emissions by **4.3%** from 2023
- Reduced our Scope 1 FLAG emissions by **18.3%** from 2023
- Our progress on supply chain performance is detailed in the sections on **Responsible Sourcing and Supply Chain Transformation** and the **Palm NDPE Implementation Annual Report 2024**

Climate-Related Risks and Opportunities

201-2

To assess the evolving potential impacts of climate change on our assets and operations under different future conditions, we employ climate-related scenario analysis to inform our assessment of climate-related R&Os. To ensure comprehensive identification of all possible climate R&Os, we conducted a materiality assessment to guide the scope of analysis. Quantitative scenario analysis was subsequently applied to a selection of assets reflective of Wilmar’s business, considering both current and anticipated potential financial impacts to determine R&Os deemed financially significant.

The outcomes of the analysis provide our internal teams with insights into the potential severity of identified material R&Os over different time horizons to enhance and refine our climate strategy.

Wilmar’s assessment utilises the Network for Greening the Financial System (NGFS) and Representative Concentration Pathways (RCP) climate scenarios to evaluate R&Os over short (one to two years), medium (two to 10 years) and long-term (more than 10 years) timeframes as follows:

- a) Transition risks and opportunities:**
 - <2°C: NGFS Net Zero 2050 at +1.4°C
 - >2°C: NGFS Current Policies at +3°C
- b) Physical risks and opportunities:**
 - <2°C: RCP 2.6 (or SSP1-2.6) at +1.3°C to +2.5°C
 - >2°C: RCP 8.5 (or SSP5-8.5) at +3.3°C to +5.7°C

The results of this assessment are summarised in the next few pages.



For more information on how we assess our climate-related R&Os, please see the **Aligning with the Recommendations from the Task Force on Climate-Related Financial Disclosures (TCFD)** section.

[^] The target boundary includes land-related emissions and removals from bioenergy feedstock.

^{^^} The target includes FLAG emissions and removals.

Physical and Transition R&Os

Our qualitative risk assessment covers the full spectrum of relevant transition and physical risks, including:

- Policy and legal risks such as mandates and regulations on existing products, which may lead to stranded assets or asset write-downs, thereby affecting impairment expenses
- Technology risks such as the substitution of existing products with lower-emission profiles, potentially resulting in stranded assets or requiring significant capital expenditure for new technologies
- Market risks such as shifting customer or investor demands that may affect profitability and long-term growth
- Reputational risks such as heightened stakeholder concerns, which may adversely impact market valuation and competitive positioning

- Physical risks, both acute and chronic, such as increased severity and frequency of extreme weather events such as floods, droughts and heatwaves, and changing precipitation patterns that may affect agricultural yields and infrastructure
- All assessed risks carry potential financial implications to varying degrees. Among these, the five most material risks have been identified and are outlined in the tables below.
- Following the materiality assessments, the five most material risks and opportunities with the most significant potential financial impact on the Group have been prioritised and are presented in the tables below.

Transition Risks

Policy and Legal	
Identified Risk	Enhanced emissions-reporting obligations
Timeframe	Short
Description	Increased emissions-reporting obligations with stricter regulations mandating more comprehensive emissions reporting
Impact	Further investments may be required to advance data collection and management systems for accurate emissions reporting. To ensure compliance throughout the supply chain, we will need to incur additional costs to engage suppliers to collect emissions data. Not meeting these obligations may incur potential penalties such as financial fines and legal action
Management approach	We will continue to closely monitor enhancements and changes to regulations and standards, ensuring good performance in alignment with international standards and key sustainability ratings and rankings through transparent disclosures. Procurement teams will communicate our expectations to suppliers who must take necessary steps to adhere to regulations. We will also provide relevant information to suppliers to raise awareness and build capacity
Cost of response to risk	An estimated annual cost between US\$300,000 and US\$400,000

Identified Risk	Increased pricing of GHG emissions or carbon pricing
Timeframe	Short
Description	Implementation or tightening of carbon pricing schemes (e.g. carbon tax, emissions trading scheme)
Impact	Any increase in carbon tax rates will directly translate into an increase in costs. In addition, the price of purchased commodities may be higher, further increasing operating costs
Management approach	We will continue to focus on developing and implementing initiatives to reduce operational GHG emissions and improve energy efficiency, optimising energy structure and reducing fugitive emissions. This can be achieved by enhancing collaboration between our technical, operational and sustainability teams to identify and assess the feasibility of initiatives from planning to implementation
Cost of response to risk	An estimated US\$90.0 million to construct methane capture plants across all palm oil mills from the start

Markets	
Identified Risk	Changing customer behaviour
Timeframe	Short
Description	Evolving preferences of customers and stakeholders towards more climate-conscious competitors resulting in potential loss of business
Impact	With a shift in stakeholder demand or preferences, a loss of existing and potential sales is foreseen. This is generally initiated by downstream stakeholders, impacting upstream operations and suppliers
Management approach	We will continue working closely with our suppliers to implement our NDPE commitments and expand the range of sustainable products for customers. Wilmar’s marketing and sustainability teams will work closely to keep abreast of customer requirements, identify solutions and inform traders of these evolving preferences
Cost of response to risk	Wilmar recognises this as an integrated market risk, with the associated cost of response incorporated into our business-as-usual (BAU) operational expenses

Identified Risk	Increased cost of raw materials and volatility in commodity prices
Timeframe	Medium
Description	Increase in input costs due to climate change-driven changes in weather conditions, inducing stress on raw material and commodity prices
Impact	Rising raw material costs and commodity price volatility may lead to changes in the pricing of our products. Should Wilmar be unable to maintain price competitiveness or be required to absorb additional costs, these factors could result in reduced sales revenue or lower profit margins, ultimately impacting overall business performance
Management approach	Wilmar’s risk, trading and procurement teams will work closely to implement appropriate solutions including securing favourable long-term contracts, adopting proactive pricing strategies and applying appropriate hedging measures. At the operational level, we will prioritise efficiency improvements and robust inventory management to minimise waste. We will also seek to strengthen supplier relationships through regular engagement and by providing the necessary information and tools to build a reliable and sustainable supply chain
Cost of response to risk	Wilmar recognises this as an integrated market risk, with the associated cost of response incorporated into our BAU operational expenses

Physical Risks

Acute	
Identified Risk	Increased severity of extreme weather events
Timeframe	Medium
Description	Increasing temperatures and frequency of extreme weather events
Impact	Extreme weather events will affect our infrastructure and assets, resulting in higher insurance premiums. In addition, any damage to our assets will require expenditure on repairs and maintenance. Disruptions to our supply chain will adversely affect production and revenues, including potential impacts on plantation operations that result in lower yields and productivity
Management approach	We invest in the R&D of palm seedlings to increase the resiliency of crops against extreme weather patterns
Cost of response to risk	An estimated US\$30.0 to US\$35.0 million to implement sustainable management and production practices, as well as to enhance infrastructure and resilience against potential physical damages

A similar assessment was conducted to identify climate-related opportunities relevant to Wilmar. These include:

- Resource efficiency such as improving operational efficiency to reduce carbon emissions and lower operational costs
 - Products and services such as developing innovative products that contribute to revenue growth
- Market access through a stronger reputation and brand value to attract capital from investors, financial institutions, and benefit from government incentives and subsidies
 - Resilience by enhancing risk management capabilities to address growing demand for resilient food supply chain solutions

Opportunities

Energy Source	
Identified Opportunity	Use of lower-emission sources of energy
Timeframe	Short
Description	Gradual replacement of fossil fuels with green or renewable energy alternatives across operations
Impact	Shifting energy supply to renewable sources will reduce our reliance on grid electricity and exposure to carbon taxes, thereby lowering operating costs. In addition, the sale of surplus energy to national grids will create new revenue streams
Management approach	We will work closely across our technical project, energy supply and sourcing teams to assess suitable initiatives, including fuel switching and increasing the utilisation of biomass, depending on fuel availability. We will also identify opportunities to accelerate the development of methane capture plants at our palm oil mills where appropriate
Cost of response to realise opportunity	An estimated US\$2.0 million to construct a new methane capture plant with biogas utilisation. The average cost of implementing solar installations is estimated at US\$0.5-0.6 per kWp of installed capacity

Products and Services	
Identified Opportunity	Shifts in buyer preferences
Timeframe	Short
Description	Improving the sustainability of existing products within our pipeline
Impact	To better align with shifts in buyer preferences, there is an opportunity to enhance sustainable practices in the production of our existing products, thereby increasing our market share in current markets
Management approach	We will continue to invest in R&D and collaborate widely to develop new and innovative products
Cost of response to realise opportunity	Wilmar's R&D Centre in China has pledged RMB100.0 million (approximately US\$14.0 million) to support scientific R&D

Markets	
Identified Opportunity	Access to new markets
Timeframe	Short
Description	Opportunities to introduce new products in new markets as a result of innovation and expansion product offerings
Impact	The strong sustainability standards of Wilmar's product offerings will create potential to access new markets through new product offerings
Management approach	We will continue to enhance our products to align with the regulatory standards and consumer preferences of new markets, such as the European Union, by obtaining relevant and appropriate certifications
Cost of response to realise opportunity	An estimated US\$40,000 to US\$50,000 to certify all relevant sites against the International Sustainability and Carbon Certification (ISCC)

Identified Opportunity	Enhanced access to capital
Timeframe	Medium to Long
Description	Improved access to capital enables greater investment in climate-resilient infrastructure and expansion into green growth areas
Impact	Enhanced access to capital will strengthen the resilience of our climate infrastructure, thereby minimising any operational disruptions from climate-related events. It will also enable us to increase investments in green growth areas
Management approach	Our finance and operational teams will work closely to identify potential opportunities to leverage sustainability-linked financing instruments for capital financing needs. These incorporate climate-related key performance indicators (KPIs), helping to reduce the cost of debt while improving our sustainability performance. The sustainability team will actively monitor and report on the KPIs to ensure alignment, track progress and address any performance gaps
Cost of response to realise opportunity	Wilmar recognises this as an integrated financial opportunity, with the associated cost of response incorporated as a BAU financial expense

Resilience	
Identified Opportunity	Business continuity and supply chain management
Timeframe	Medium to Long
Description	Improved climate resilience ensures the continuity of operations and services amid climate-related disruptions
Impact	Reduction of damages from climate events will minimise potential operational disruptions. We also anticipate a higher market valuation among investors and financial institutions due to our proactive resilience planning
Management approach	We invest in R&D to develop palm seedlings that are more resilient to extreme weather conditions. We also seek to strengthen relationships with our suppliers through regular engagement and support, providing them with the necessary information and tools to maintain a reliable and sustainable supply chain
Cost of response to realise opportunity	Wilmar recognises this as an integrated business opportunity, with the associated cost of response incorporated into our BAU operational expenses to support our suppliers

Climate Change Adaptation

The food and agriculture sectors are especially vulnerable to climate change, with risks such as extreme and frequently changing weather patterns, and global temperature rise posing direct negative impacts on the business such as lower crop yields.

Wilmar has progressively made substantial investments in R&D towards resilient and sustainable solutions. This includes enhancing crop resilience to adapt seedlings to the impacts of extreme weather patterns. We also seek to create a wider impact by engaging and selling these seedlings to smallholders and smaller plantation companies, increasing the reliability and resilience of our suppliers and the agricultural value chain. We are also exploring the viability of other mitigation solutions, such as plant-based proteins to reduce our reliance on emissions-intensive animal-based products and the utilisation of vegetable-based surfactants in producing soaps and detergents.



For more information on our R&D initiatives, please refer to the section on **Innovation and Technology**.

Climate Change Mitigation

305-5

Following a revised baselining of our Scope 1 and 2 emissions in 2023 to provide a more accurate picture of our business growth and the introduction of the FLAG guidance, Wilmar also rebaselined our Scope 3 emissions. This revised baseline of our overall emissions has formed the basis of our validated SBT. Wilmar actively seeks to reduce our GHG emissions across different scopes by identifying opportunities within our operations to implement efficient and technological initiatives.



A summary of our GHG emissions performance can be found in the **Base Data Tables**.

Our focus on decarbonising upstream palm oil operations

Our approach to reducing emissions in our palm oil business centres on several key focus areas including the implementation of renewable energy projects generating energy from biomass, installing methane capture plants for palm oil mill effluent (POME) treatment, halting deforestation and employing best practices on cultivated peatland to reduce our carbon footprint.

Arising primarily as part of the biogas generated during the anaerobic digestion treatment of POME, reducing the production and release of methane is a key priority for Wilmar due to its high global warming potential. We deploy technological solutions such as methane capture to minimise the amount of methane directly released into the atmosphere while concurrently reusing biogas to generate electricity and flaring off the excess.

Wilmar has built 25 methane capture facilities across our Indonesia and Malaysia operations, avoiding a total of 0.5 million tCO₂e⁷ of GHG emissions in 2024. We continue to assess opportunities to expand our use of methane capture facilities where effective and relevant throughout our operations and sites.

Across our milling operations, we employ the use of biomass fuels by utilising byproducts such as empty fruit bunches (EFB), palm kernel shells (PKS) and mesocarp fibre to generate electricity in our palm oil mills. For more information on our biomass initiatives, please refer to the **Environmental Footprint of Operations** section.

Recognising the need for industry-wide transition, we actively extend our climate mitigation expectations and support across our value chain. Our suppliers are required to align with our **NDPE commitments and Agriculture Sectoral Roadmap to 1.5-degree Celsius: Palm Oil Sectoral Roadmap Commitment Index**.



For more information on how we protect forests and manage peatlands to mitigate climate change, please see the section on **Biodiversity and Conservation**.

Energy efficiency and recycling of biomass and water in our sugar operations

Across our sugar plantations and refineries, we focus on energy efficiency and resource optimisation, including reusing biomass and water, alongside best practices in fertiliser and chemical application.

In Australia and India, our sugar operations mainly utilise bagasse, a by-product of crushing sugarcane, as a biofuel to power our mills, thereby reducing our reliance on non-renewable fuel. Complementing these efforts, our sugar refineries are developing an Energy and GHG Reduction Pathway towards a low-emissions future. Wilmar also explores innovative plant and process modifications, including the use of Mechanical Vapour Recompression (MVR) evaporators and process heat recovery systems.



For more information on these initiatives, please see the **Environmental Footprint of Operations** section.

Reducing GHG emissions in our factories

Wilmar's factory operations form the bulk of our total energy consumption. As we transition to a low-carbon future, we continue to implement energy efficiency programmes and tap on renewable sources to reduce our reliance on electricity from the grid and non-renewable sources.

Our sites in Asia, particularly in China, have progressively deployed rooftop solar photovoltaic (PV) installations where feasible. In 2024, Wilmar scaled up our solar energy capacity, especially across Southeast Asia such as Malaysia, achieving a combined capacity of 125 MWp. Looking ahead, we aim to expand solar PV capacity by more than 10 MWp across potential sites which are currently under review for implementation or construction.

While some operations still rely on coal due to limited alternatives, we are actively pursuing cleaner energy options. This includes reusing rice husks to generate electricity and steam, supported by a conversion plan for coal boilers across China, Indonesia and Vietnam. In 2024, YKA, our China subsidiary, commissioned new rice husk-fired biomass boilers at four factories.

Goodman Fielder Fiji has achieved 53.0% renewable electricity within factory, warehouse and office operations through rooftop solar as well as guaranteed arrangements with our electricity provider in the region through the grid. Goodman Fielder New Zealand has maintained 100% renewable electricity across its operations since 2021 through the purchase of renewable energy certificates (RECs) in line with our emission reduction pathway. In addition, Goodman Fielder also continues to pursue energy efficiency improvement measures such as heat recovery across boilers, ovens and air compressors to reduce emissions.

As part of our net-zero strategy, we are seeking opportunities to deploy electrification throughout our operations. Goodman Fielder has achieved a full fleet of hybrid leased sales vehicles in Australia and New Zealand. In New Zealand, we continue to assess the feasibility of electric distributor trucks and are working to reduce the average fleet age to further lower transport-related emissions. Goodman Fielder is also continually evaluating its supply chain network to optimise distribution routes.

Where electrification is not possible, we are assessing opportunities for fuel substitution. In New Zealand, ongoing emission reduction projects include the commissioning of a high-temperature heat pump at our Longburn factory in 2023 and a heat recovery system in our Auckland bakery in 2024.

7 These avoided emissions directly contribute to a reduction in our Scope 1 emissions. Emissions are calculated based on the GHG Protocol, the world's most widely used GHG accounting standards for companies and include the following gases: CO₂, CH₄ and N₂O. The global warming potential (GWP) rates used are from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6). The operational control approach is used to consolidate GHG emissions.

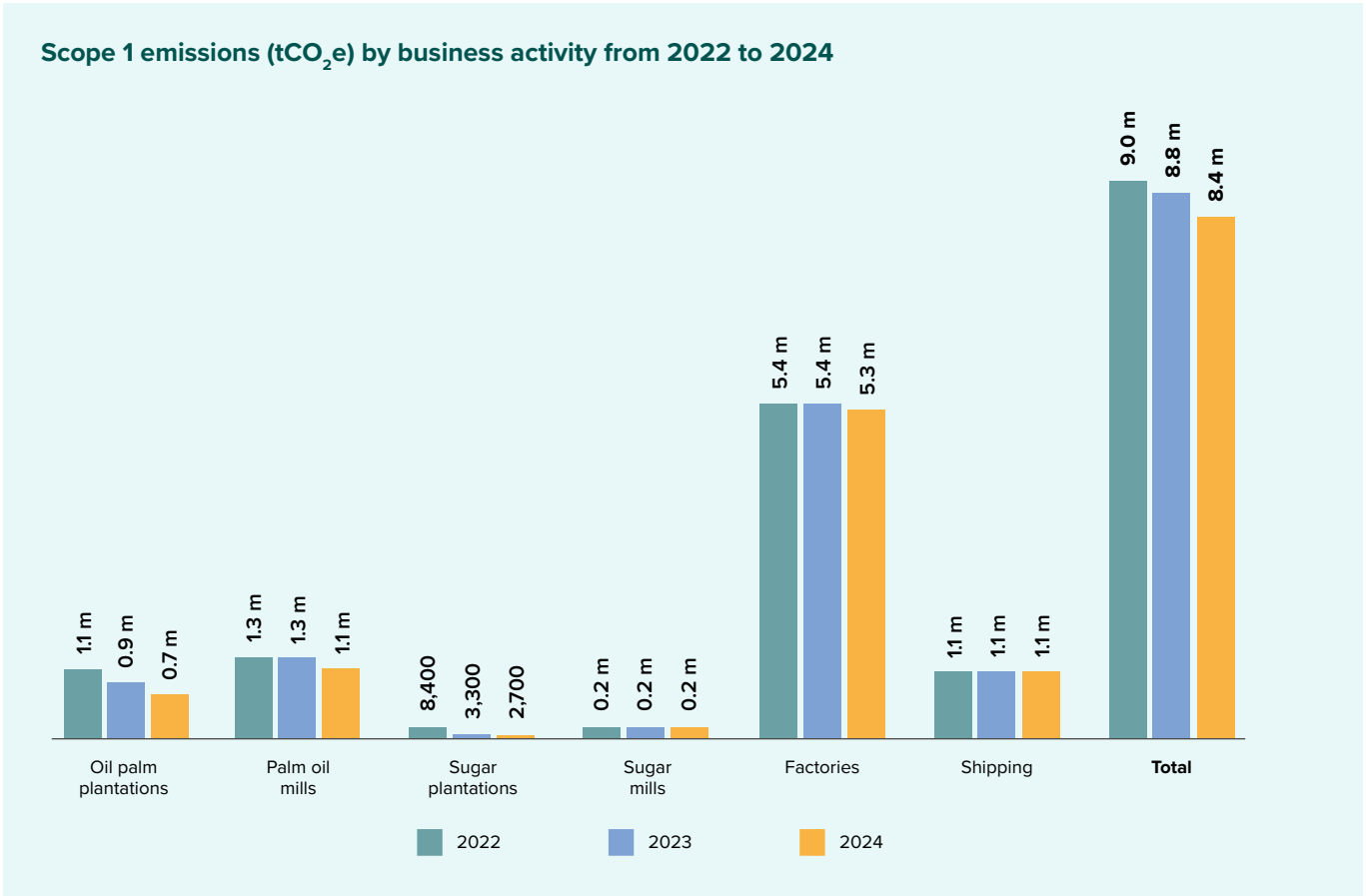
Our GHG Emissions

305-1, 305-2, 305-4, FB-AG-110a.1

The majority of Wilmar’s emissions arise from our factories and upstream palm oil operations. In 2024, our total Scope 1 and Scope 2 (market-based) GHG emissions⁸ were **12.3 million tCO₂e** (2023: 12.8 million tCO₂e⁹), including **0.5 million tCO₂e⁹** (2023: 0.6 million tCO₂e) from land use change.

Given the decrease in absolute emission in 2024, our GHG emission intensity was **126 kgCO₂e per MT of product**, excluding shipping (2023: 128 kgCO₂e per MT of product). The reduction in overall GHG emission and intensity was mainly attributable to the improved energy efficiency across our key business units. Our biogenic¹⁰ emissions were **10.8 million tCO₂e**.

In 2024, the SBTi validated Wilmar’s targets. This includes a near-term target to reduce Scope 1 and 2 emissions by 50.4% and Scope 3 emissions by 30.0% respectively by 2032 from a 2022 baseline as well as to reduce FLAG Scope 1 and 3 emissions by 36.4% within the same timeframe. Aligned with the Paris Agreement, we aim to achieve a 90.0% reduction in emissions across Scope 1, 2 and 3, and a 72.0% reduction across FLAG Scope 1 and 3 emissions by 2050 from a 2022 baseline.

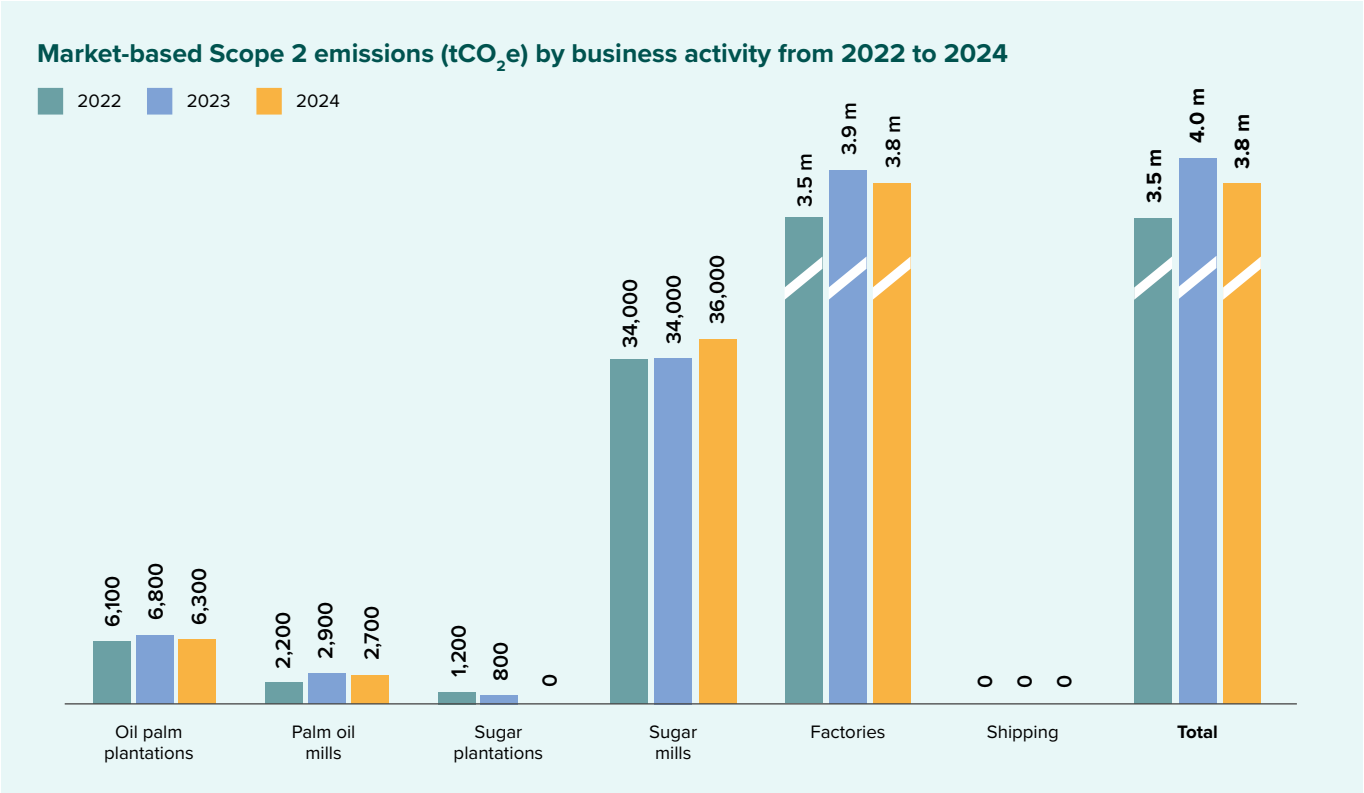


⁸ Scope 1 emissions are calculated based on the GHG Protocol, the world’s most widely used GHG accounting standards for companies, and include the following gases: CO₂, CH₄ and N₂O. The GWP rates used are from the IPCC AR6. The operational control approach is used to consolidate GHG emissions. Non-manufacturing sites such as headquarters/offices, standalone offices and R&D facilities are excluded.

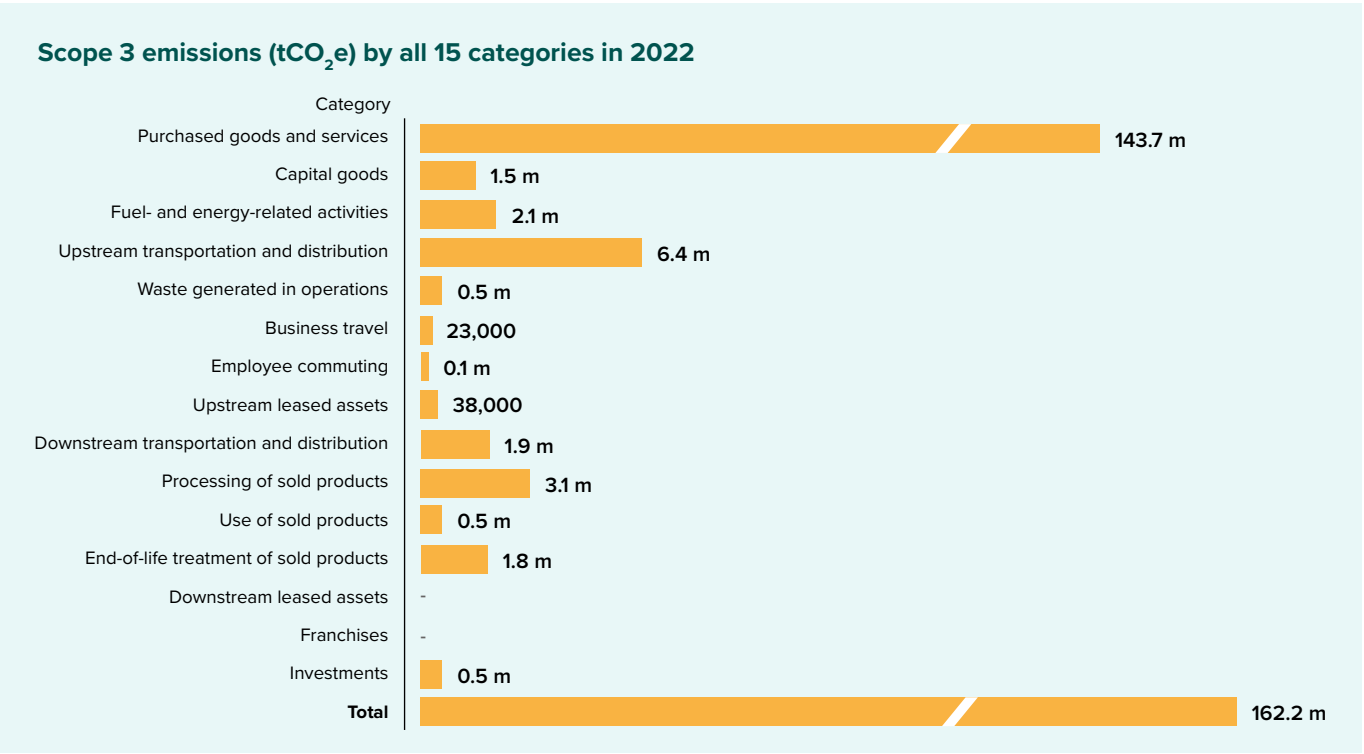
⁹ The FLAG component of our Scope 1 emissions totals around 0.7 million tCO₂e.

¹⁰ Biogenic emissions are to be reported separately from the scopes according to GHG Protocol which cover CO₂ fluxes during land use management, land use change and CO₂ emissions from biofuel combustion. As indicated in the Net-Zero Standard, energy generated from the combustion of biomass in certain cases is considered “carbon neutral” because combustion-related CO₂ emissions are balanced by CO₂ that is sequestered during the growth of bioenergy feedstock.

[^] Scope 1 & 2 emissions for 2022 and 2023 have been restated after undergoing the SBTi validation process to align on the inventory for our targets.



Note: Scope 2 emissions are calculated based on the GHG Protocol, the world’s most widely used GHG accounting standards for companies, and include the following gases: CO₂, CH₄ and N₂O. The GWP rates used are from the IPCC AR6. The operational control approach is used to consolidate GHG emissions. Non-manufacturing sites such as headquarters/offices, standalone offices and R&D facilities are excluded. Location-based Scope 2 emissions can be found in the [Base Data Tables](#).



Note: Scope 3 emissions are calculated based on the GHG Protocol, the world’s most widely used GHG accounting standards for companies and include the following gases: CO₂, CH₄ and N₂O. The GWP rates used are from the IPCC AR6. The operational control approach is used to consolidate GHG emissions. The FLAG component of our Scope 3 emissions is around 102.5 million tCO₂e while the non-FLAG component makes up the remaining 59.8 million tCO₂e.

ENVIRONMENTAL FOOTPRINT OF OPERATIONS

3-3

At Wilmar, managing our environmental impact is fundamental to our commitment to sustainability and long-term success. We recognise that our activities can entail both positive and adverse impacts on the environment and nature.

Proper resource management, including efficient use of water and waste reduction, supports sustainable production and helps minimise our carbon footprint. However, inadequate management of chemicals, waste and water can pollute and harm ecosystems and communities.

By effectively addressing these risks, we not only mitigate potential negative outcomes but also unlock opportunities for innovation and operational efficiency.



Replanting activities at our Sabahmas Plantation located in East Malaysia.

OUR TARGETS

- **ACHIEVE 3.0% REDUCTION IN WATER USE INTENSITY** for palm oil mills from a 2022 baseline by 2028
- **ACHIEVE 20.0% REDUCTION IN ENERGY INTENSITY** across our Australia and New Zealand sugar refinery operations by 2030 from a 2020 baseline
- **CONTINUE TO EXPAND THE INSTALLED CAPACITY OF PV POWER PLANTS** in our China factories, with the goal of achieving 200 MWp by 2030
- **ACHIEVE 100% RENEWABLE ELECTRICITY** across Goodman Fielder's operations by 2025
- **CONTINUE TO PURSUE EFFORTS TO HALVE FOOD WASTE** in Goodman Fielder's operations by 2030 using Champions 12.3 'Target, Measure, Act' approach

2024 PERFORMANCE

- **ACHIEVED MORE THAN 8.0% REDUCTION IN WATER CONSUMPTION INTENSITY** for below regions:
 - ◆ **Indonesia:** 0.95 m³/MT FFB
 - ◆ **Malaysia:** 1.25 m³/MT FFB
 - ◆ **Ghana:** 1.27 m³/MT FFB
- **ACHIEVED 10.0% REDUCTION IN ENERGY INTENSITY** from 2020 baseline through the installation of more energy efficient MVR evaporator systems
- **INCREASED THE TOTAL INSTALLED POWER CAPACITY** of PV power plants in China to 105.3 MWp as of 2024
- **GOODMAN FIELDER NEW ZEALAND HAS MAINTAINED 100% RENEWABLE ELECTRICITY** across its operations through the purchase of RECs since January 2021
- **ANNUALLY REPORT FOOD WASTE IN AUSTRALIA AND NEW ZEALAND VIA INDUSTRY VOLUNTARY COMMITMENTS.** In 2024, our New Zealand operations were also part of the collaborative Kai commitment working group tasked to map waste across the value chain of bread. In Australia, food waste in our supply chain surpassed our 2030 roadmap target by 15.0% in 2024
- **FIJI HAS ACHIEVED A REDUCTION IN FOOD WASTE OF OVER 50.0% IN 2024** based on 2022 baseline. The focus is to maintain this downward trend of food waste in line with our sustainability commitment

Wilmar's strategy for minimising our environmental footprint focuses on minimising chemical use, ensuring proper waste disposal and enhancing resource efficiency. We set clear targets to monitor our performance in energy and water use, waste generation and compliance with environmental standards. We believe that collaboration is essential to building a healthier environment. As such, we regularly engage with partners, suppliers and employees on environmental matters. By training our staff and encouraging eco-responsibility throughout our supply chain, we gather valuable feedback that helps shape and refine our initiatives and targets.



We ensure timely application of fertilisers to optimise crop yields and conduct soil health checks for sustainable palm oil management.

Environmental Management System

Environmental Policy

Wilmar’s **Environmental Policy** outlines our approach to minimising our environmental impact, with its implementation led by various teams across the Group. In 2024, we refreshed the policy to better align with market shifts and requirements. Our Environment, Health and Safety (EHS) teams uphold environmental compliance and oversee the implementation of the Environmental Management System (EMS) while our industrial and plantation sustainability teams focus on driving performance improvements. In addition, we uphold stringent environmental standards¹¹ across our factories, mills and crushing plants, ensuring consistent and effective enforcement of the policy.

Industrial Sustainability Programme

Our Industrial Sustainability Programme proactively identifies opportunities to enhance efficiency, reduce energy and water intensities and support the target-reduction process. Identified opportunities are tracked from concept to commissioning through periodic monitoring and expediting. Upon completion, initiatives are validated through real-time verification, comparing energy and water savings before and after implementation.

Wilmar Integrated Management System (WIMS)

WIMS provides a robust framework that ensures Wilmar’s compliance with all relevant environmental regulations in regions where we operate. Aligned with ISO 14001 standards, it integrates key environmental principles to guide our operational practices. The system enables us to effectively monitor and track our performance related to energy, water and waste management, facilitating continuous improvement and alignment with best environmental practices.

Enablon

Hazards, incidents and breaches are tracked and investigated through Enablon—our global EHS reporting platform. Through this platform, we are able to generate Critical Incident Investigation Reports that analyse root causes and contributing factors of major incidents. These insights inform the development of both immediate and long-term corrective actions to prevent recurrence and ensure continuous improvement in our environmental performance.



For further information on WIMS and Enablon, please refer to the section on **Employee Health, Safety and Well-being**.

Target Setting

Given the scale and complexity of our operations, we adopt a ground-up approach to target setting. This allows us to capture detailed and accurate data while accounting for local and site-level requirements and conditions. This approach is further strengthened by active engagement with production teams to identify and implement viable energy and water efficiency measures at the business unit level.

Specific targets for energy and water management are set at individual sites through a systematic process that includes:

- 1. An assessment conducted in 2024 to identify key production areas that account for the highest energy use.
- 2. Monthly discussions with Group heads to identify initiatives to further reduce operational footprint and set achievable annual targets.
- 3. For each qualifying sustainability initiative, a Close Out Report (COR) is developed to evaluate effectiveness. Indicators tracked include energy and water savings, cost efficiency, among others.
- 4. High-performing initiatives are further considered at the Group level for potential rollout to other sites.

Group-level targets are aggregated where applicable. However, setting a standardised Group-level intensity target is inherently complex due to varying processing parameters and constraints across business units.

Employee Engagement

Employee engagement is a critical enabler in reducing our environmental footprint. Wilmar offers targeted training programmes to raise awareness and encourage responsible practices on key issues like energy and water efficiency. These are supplemented by expert-led sessions to deepen technical knowledge. In 2022, we launched a Group-wide energy management training programme to equip our workforce with the skills needed to contribute to our energy efficiency goals.

In 2024, there were no significant fines or non-monetary sanctions related to non-compliance with environmental regulations.

¹¹ These environmental standards include our Environmental Programme Standard, Stormwater and Wastewater Standard, Spill Prevention, Control and Countermeasure Standard, and Environmental Inspection and Reporting Standard.

Energy

302-1, 302-3, FB-AG-130A.1, FB-PF-130A.1

Wilmar’s innovative programmes and initiatives are designed to optimise energy generation and utilisation wherever feasible, which in turn drives significant emission reductions across our operations. These efforts are supported by regular collaborations with external consultants for steam engineering training and audits on steam and condensate management to identify further efficiency improvements.

In 2022, Wilmar committed to setting near-term and net-zero targets aligned with the 1.5-degree Celsius pathway. These ambitions are reflected in our science-based targets that are closely linked to our energy programmes. Our targets were officially validated by the SBTi in early 2025. For more information on these initiatives, please refer to the section on **Climate Change**.

Energy Use in Our Upstream Operations

Wilmar places strong emphasis on the reuse of biomass by-products from our milling processes, such as EFB, PKS, mill fibre and bagasse, to generate energy for our palm oil and sugar mills.

Our sugar mills in Australia and India are equipped with cogeneration plants that produce both electricity and heat, with some mills designed to export renewable electricity. To maintain a steady supply of renewable energy throughout the year, surplus bagasse is stockpiled at designated storage pads during the crushing season.

In 2024, we exported 449,121 MWh of renewable electricity to the national grid from our mills in Australia and India. In addition, we implement measures to reduce energy consumption from

water pumps, which are a significant source of energy use in our plantations. These include optimised irrigation scheduling, efficient motor upgrades and the use of Variable Speed Drives to regulate pump flows.

Energy Use in Our Factories

Across our factories, we leverage and invest in diverse technologies to enhance energy efficiency and reduce consumption, with a strong focus on heat recovery and system upgrades. Key initiatives include waste heat recovery, condensate recovery, MVR, cascading heat pumps, energy efficient equipment and energy audits. These efforts help optimise energy usage while achieving electricity and steam savings, reinforcing our commitment to sustainable operations.

As part of our Industrial Sustainability Programme, Wilmar recently conducted an exercise focusing on production areas that collectively account for approximately 90.0% of our energy footprint. As part of this exercise, we are developing detailed diagrams to map major energy and water consumption patterns, allowing us to identify key areas for improvement.

Following the installation of rooftop solar panels, we continue to explore further opportunities as part of our broader renewable energy strategy. This aligns with ongoing government dialogues in several countries to expand private sector access to renewable energy. By staying responsive to global trends, we continue to seek innovative and forward-looking solutions to reduce energy consumption and optimise efficiency across our facilities.

Promoting Energy Efficiency at YKA’s Factories

To improve resource efficiency, YKA conducted audits and optimised steam trap and insulation systems across 43 factories in China.

At a factory in Fangchenggang, a steam trap fault detection system was implemented, accompanied by comprehensive operator training programmes that were subsequently introduced across all sites. This initiative successfully minimised resource waste while enhancing steam utilisation efficiency.

In addition, a factory in Fuyu introduced regular insulation integrity evaluations for steam pipelines during winter operations. This proactive measure reduced thermal dissipation, resulting in more efficient heating compared to previous seasons.

To further enhance operational knowledge and efficiency, YKA conducted over 77 training sessions on steam and condensate systems, energy saving and water treatment. Held across 15 sites, these sessions engaged more than 776 employees, accounting for a total of 1,009 training hours. The training aimed to elevate skill levels and reinforce best practices in energy and resource management, supporting continuous improvements in energy efficiency across our operations.

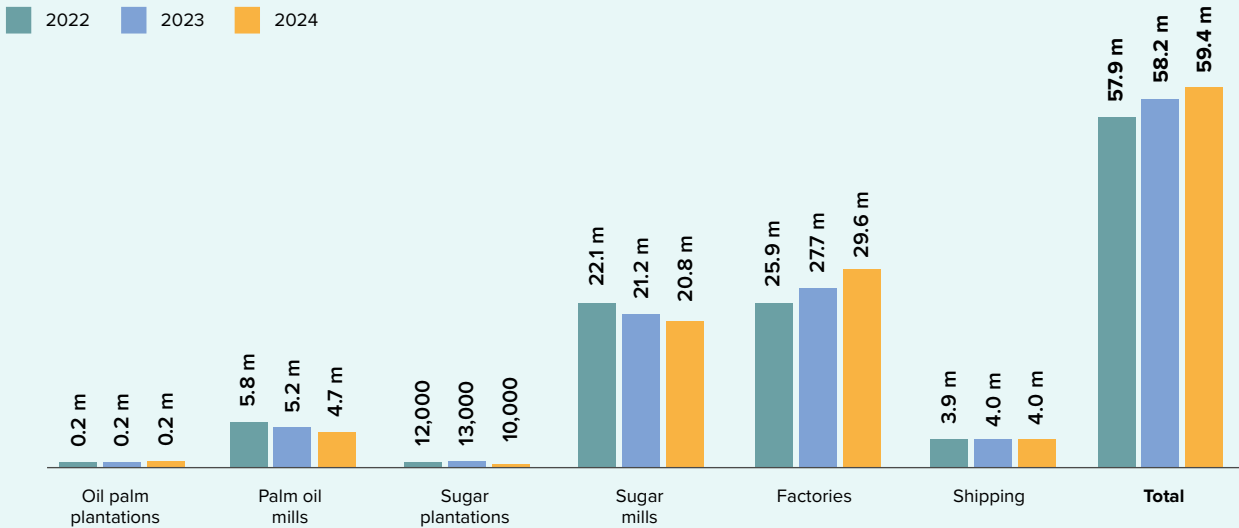


We adopt diverse technologies including rooftop solar panels to minimise our energy consumption across factories.

Group Energy Performance

In 2024, Wilmar’s total energy consumption was **59.4 million MWh**, with renewable sources accounting for **51.8%**. This was primarily driven by our palm oil and sugar mills, which met **98.7%** of their energy needs through renewable sources. At the Group level, energy intensity stood at **0.62 MWh per MT** of product excluding shipping, representing a slight **5.4%** increase from 2023.

Total energy consumption (MWh) by business activity from 2022 to 2024

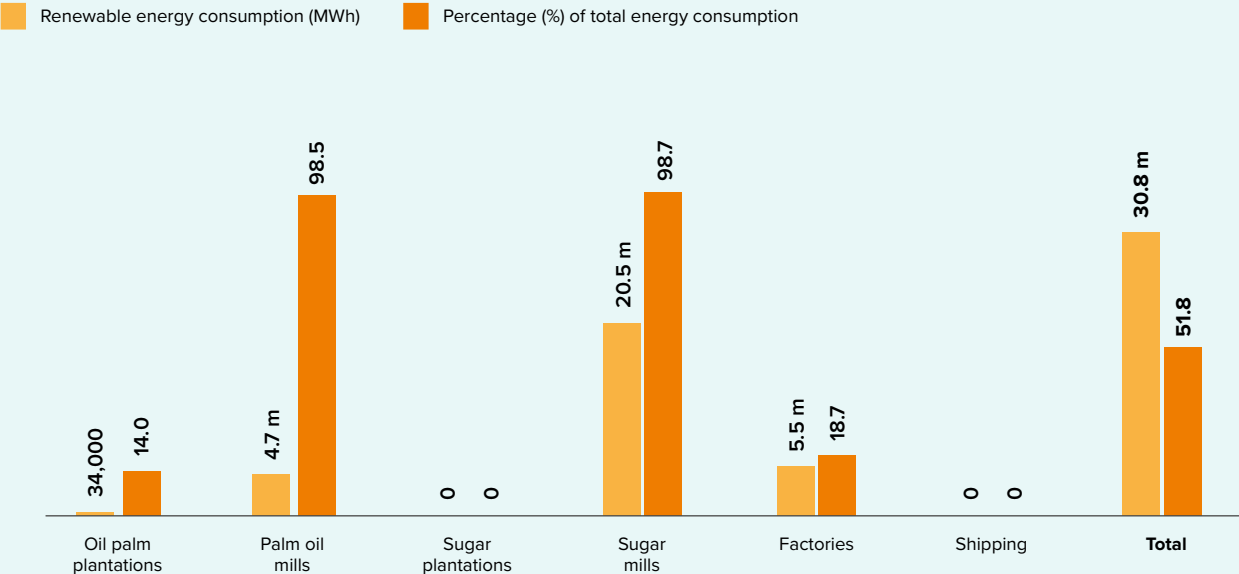


Energy intensity (MWh per MT of product)

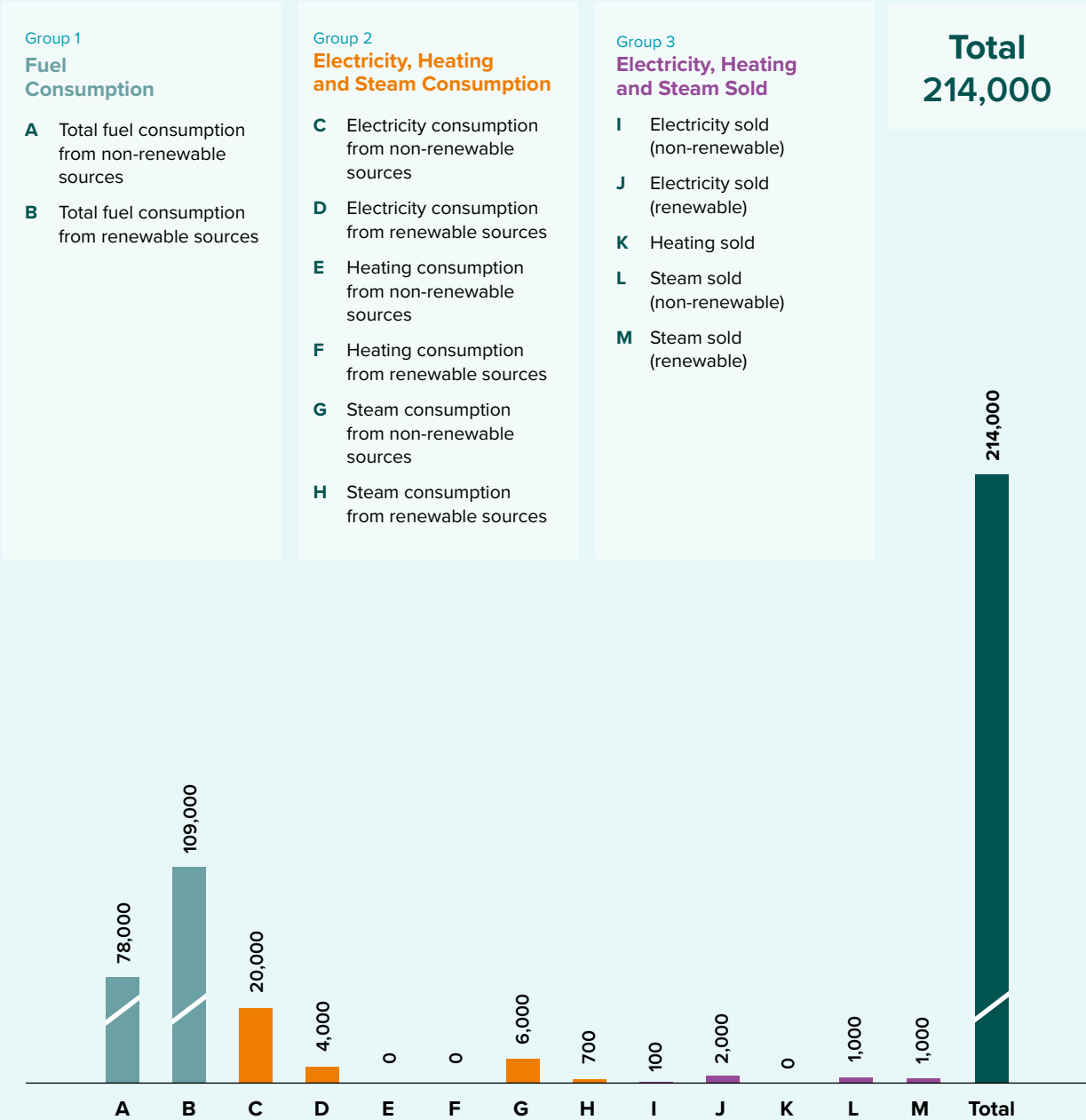


NOTE: The energy intensity figures include energy consumption from fuel, electricity, heating and steam within the Group only. Energy consumption from shipping has been excluded due to the different basis of products and services.

Total energy consumption (MWh) from renewable sources by business activity in 2024



Total energy consumption (TJ) in 2024



NOTE: Type of fuels from non-renewable sources used include diesel, natural gas, lignite coal, sub-bituminous coal, other bituminous coal, lubricants, motor gasoline, biodiesel, liquefied petroleum gas (LPG), heavy fuel oil (HFO), anthracite coal, acetylene and ethanol. Type of fuels from renewable sources include biogas, wood biomass and other solid biomass fuels.

Water and Effluent

303-1, 303-2, 303-3, 303-4, 303-5, FB-AG-140A.1, FB-AG-140A.2, FB-AG-140A.3

Through the nature-related DIROs assessment, which is further detailed in **Nature and Biodiversity Reporting**, Wilmar has identified water as a critical operational dependency. Potential material impacts include GHG emissions, land use change, excessive usage, changes to water dynamics, pollution and evolving climate regulations, while water supply disruptions pose a significant operational risk. Water-related issues, including those driven by extreme weather events such as droughts, have also been recognised as risks under TCFD climate scenario analysis.

To address these challenges, Wilmar has implemented comprehensive mitigation measures to ensure sustainable water management while streamlining data collection to monitor and manage climate- and nature-related risks.

As a major player in the palm oil industry, Wilmar recognises the intersection between our large-scale agricultural operations and natural ecosystems. Consequently, we place strong emphasis on effective water and effluent management, particularly in water-stressed regions, while ensuring that discharge limits comply with local regulations. Where regulations are absent, our Environmental Programme Standard—developed by the EHS team—sets out guidelines based on comparable frameworks across our global footprint.

We diligently track and monitor metrics related to water usage and discharge across our operations, including palm oil mills and plantations. This approach helps safeguard local ecosystems and ensures the sustainable use of water resources for communities that depend on them.

To enhance wastewater management, we utilise our Production Information Management System (PIMS) dashboard which provides real-time tracking of wastewater treatment processes. The system monitors key parameters such as plant availability, treatment capacity and discharge quality, ensuring compliance with local regulations. The PIMS dashboard improves quality control and offers a comprehensive regional overview of treatment plant performance, enabling more effective, data-driven wastewater management across our operations.

Water and Effluent Management in Our Palm Oil Operations

Wilmar adopts a life cycle approach to managing water use across our mills and plantations. A risk evaluation conducted in 2024 found water stress to be a non-material risk in our oil palm plantation regions.¹² Nevertheless, we continue to implement conservation measures, particularly at our most water-intensive sites.

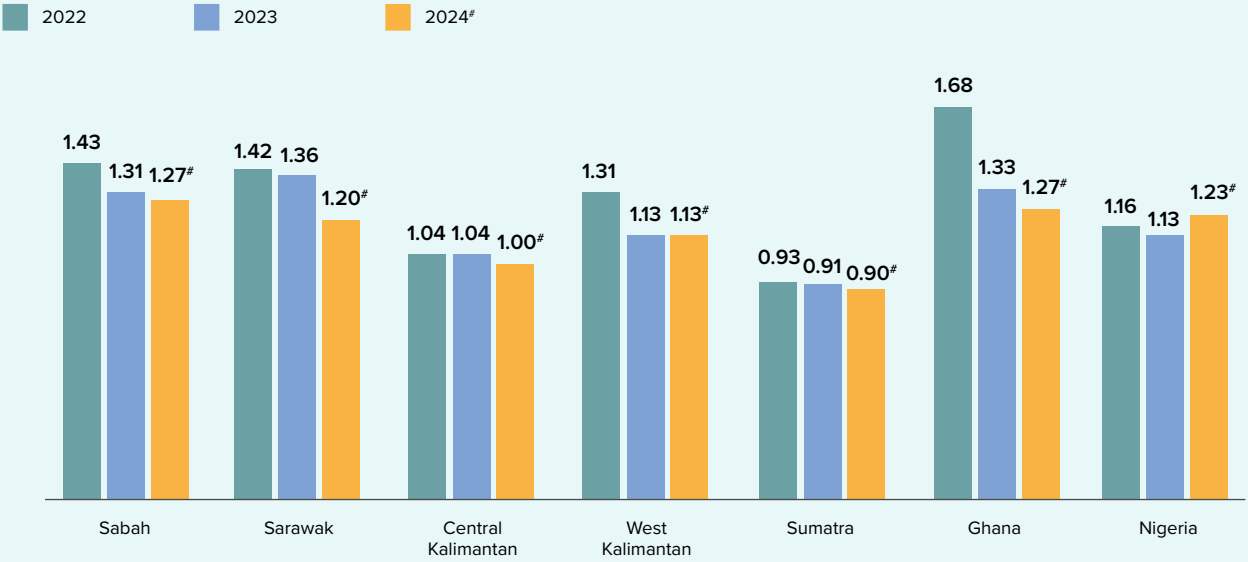
To mitigate the impact of drier seasons, we optimise the reuse of POME for land irrigation. POME undergoes rigorous treatment including anaerobic and aerobic biological digestion before reuse. Similarly, palm oil refinery effluent (PORE) from the refining of crude palm oil (CPO) is treated through chemical processes to remove oil, grease and inorganic substances, followed by aerobic biological digestion.

All operations comply with local discharge regulations, maintaining effluent discharge levels within required thresholds. We regularly monitor key water quality parameters, including biological oxygen demand (BOD) and chemical oxygen demand (COD) for both land application and river discharge[#], to ensure compliance.

Wilmar has met previous targets to reduce our water usage intensity for our palm oil mills to 1.20 m³/MT FFB processed for Indonesia and 1.30 m³/MT FFB processed for Malaysia, Ghana and Nigeria. Having successfully met these targets, we have developed a new target to achieve a 3.0% reduction in water use intensity of palm oil mills by 2028, from a 2022 baseline. This year, other than Nigeria, our sites across Indonesia, Malaysia and Ghana have achieved a reduction of more than 8.0% across our palm oil mills.

12 We have assessed water risk on a Tier 1 supply chain basis for palm and sugar, as we directly source from plantations in these commodities. Our water risk assessment does not assess the product use phase.
Limited assurance conducted by EY. Please refer to the **Base Data Tables**.

Water consumption intensity (m³/MT FFB processed) in palm oil operations from 2022 to 2024



Water and Effluent Management in Our Sugar Operations

Wilmar prioritises efficient water use across our sugarcane plantations and mills, consistently monitoring net water consumption per unit of product. In 2024, water usage in these operations remained within Bonsucro's prescribed limits.

As part of our water stress risk assessment, we utilised the World Resources Institute's Aqueduct tools and found that our sugar mills and refineries in India and Australia face high or extremely high water stress. In these regions, we adopt a circular approach to water use, reusing water where possible. For instance, our refinery in Gujarat, India, is a zero-discharge facility, where all water withdrawn is treated and reused before returning to its source. In addition, water sourced from rainfall, rivers and treated mill effluent is primarily used for irrigation, reducing reliance on freshwater.

Water and Effluent Management in Our Factory Operations

Wilmar integrates environmental considerations into the early stages of project planning and operational strategies to ensure responsible water management. Prior to initiating any new plants or significant projects, we conduct Environmental Impact

Assessments (EIAs) or equivalent evaluations in compliance with local environmental regulations, carried out by qualified local consultants approved by the country's Department of Environment. The assessments evaluate risk categories, impacts, assign severity scores, identify potential water-related risks to both ecosystems and communities dependent on the same water sources, and recommend mitigation actions. Upon the commencement of operations, we continuously monitor water usage and discharge, collaborating with local authorities to align our practices with long-term water availability strategies.

In water-stressed areas, Wilmar has implemented measures to recover and reuse effluent. A key initiative is the redirection of rejected water from reverse osmosis plants for cooling and wastewater treatment which are processes where higher dissolved solid concentrations are acceptable.

Recognising the role of employee engagement in effective water conservation and management, Wilmar launched a global Water Saving Campaign targeted at production sites. The campaign raises awareness and encourages employees to proactively identify and reduce water waste. To boost engagement and interactivity, we introduced a poster design competition in 2024, inspiring creativity while reinforcing conservation messages. Winners were awarded certificates and prizes featuring Wilmar's products.

[#] Limited assurance conducted by EY. Please refer to the **Base Data Tables**.

Effluent Treatment Plants

Wastewater recycling remains a core part of our resource efficiency strategy, driving us to seek innovative solutions. In 2023, we launched new recycling programmes in Indonesia and China, alongside the construction of wastewater recycling plants, which were commissioned in 2024.

To ensure the success of these initiatives, we maintain robust internal management systems, including regular site audits that focus on safety, SOPs and compliance with effluent treatment regulations. Each region has dedicated persons-in-charge (PICs) responsible for managing Effluent Treatment Plants (ETPs), and providing monthly updates on effluent quality and project progress. Critical data from ETPs is also monitored in real time through our PIMS to support data-driven improvements.

In China, we have implemented the Anammox process in wastewater treatment plants to lower nitrogen content more efficiently, reducing both operational costs and sludge generation compared to traditional methods.

Group Water Performance

Wilmar consumed a total of about 91,000 ML of water in 2024. Of this, approximately 6,500 ML of wastewater was successfully recycled, accounting for 3.6% of total water withdrawn.

To further strengthen our water conservation efforts, we launched a Group-wide initiative in 2023 to engage employees in identifying and reporting water wastage across our operations. Employees were encouraged to use a water-saving checklist, resulting in the submission of 620 checklists as of December 2024. These checklists identified 287 good practices and 501 observations that required resolutions.¹³

Total water consumption (ML) in 2024		
	All areas	All areas with water stress
Total withdrawal	182,000	51,000
Total discharge	91,000	42,000
Total consumption	91,000	9,000

NOTE: Total consumption is calculated by subtracting the total discharge from total withdrawal. For further information on water discharge, quality and destination, please refer to our [Base Data Tables](#).

¹³ At the Group level, we do not track the percentage of identified observations that were resolved, as the responsibility for closing gaps lies with individual sites. The campaign focuses on raising awareness and fostering a culture of water conservation rather than enforcing technical requirements. Common findings, such as open water taps or steam valves, highlight simple corrective actions but require ongoing reminders and engagement to instill lasting behavioural change.

Waste

306-1, 306-2, 306-3, 306-4, 306-5

Aligning with our broader sustainability goals, Wilmar is committed to minimising the amount of waste generated throughout our operations. We proactively apply circular economy principles, reducing waste at every stage to create a more sustainable production model that conserves resources, reduces environmental impact and supports a regenerative approach to waste management. Understanding the importance of employee engagement in waste reduction,

Wilmar conducts site-specific training to ensure practical and effective waste management across operations. In addition, Wilmar regularly engages original equipment manufacturers (OEMs) and technology suppliers to implement energy-efficient solutions and explore waste biomass conversion into value-added fuels. Our collaboration with boiler OEMs will help introduce waste heat recovery solutions for boilers, thermal oil heaters and ovens.

Waste Management in Our Upstream Palm Oil and Sugar Operations

The waste generated by our upstream operations primarily includes biomass materials such as EFB, mesocarp fibre and PKS from palm oil production, as well as bagasse, filter press mud, ash and dunder (vinsasse) from sugarcane production. These are recovered and reused as fuel or fertiliser wherever possible.

Hazardous waste, including non-reusable chemicals, is carefully collected and disposed of by licensed contractors, who handle the waste in full compliance with local regulations. Similarly, non-hazardous waste is managed internally where possible, while materials such as metals and glass are handled by licensed third-party contractors, ensuring adherence to regulatory requirements.



Molasses, a by-product of our sugar milling activities, is used as an additive for livestock feed and to produce ethanol in Australia, India and Myanmar.

Waste Management in Our Factory Operations

Wilmar strives to follow the principles of the waste management hierarchy, prioritising waste reduction, reuse and recycling as the initial steps in minimising our environmental impact. We aim to divert waste generated from our factory operations away from landfills, ensuring that materials are repurposed or recycled where possible.

In China, we have installed sludge dryers in our ETP to reduce the volume of sludge needed to be treated and disposed of. In addition, we are currently exploring opportunities to reuse steam condensate generated from the sludge drying process.

In Indonesia, we have partnered with the Oil Spill Combat Team to train employees as responders and supervisors for

oil and chemical spill management, following internationally recognised standards. This initiative also includes collaboration with neighboring companies for additional support in case of spill escalations.

Recognising the potential of biomass as a cost-effective and accessible alternative to coal, we are exploring ways to overcome transportation challenges due to its low bulk density. These include converting biomass into thermal energy, green silica and activated carbon. For further details on this initiative, please visit [YKA's website](#).



YKA employs specialised boilers to burn rice husks for energy as part of the circular economy of rice production in China.

Food Loss and Food Waste

Global hunger is a growing crisis, with the World Food Programme reporting that one-fifth of food produced globally is lost or wasted, amounting to approximately one billion meals each day. Recognising the urgency of this issue, Wilmar is committed to doing our part in addressing food loss and waste at every stage of our value chain.

We take a proactive leadership role in minimising food waste across our operations, focusing on our consumer product business. Through strategic programmes and initiatives, we aim to optimise yield, reduce unsold product volumes and unlock higher-value upcycling opportunities. These efforts are integral to our commitment to contributing meaningfully to the global fight against food insecurity.

Goodman Fielder actively repurposes production waste and unsold bread from our bakeries by converting them into breadcrumbs and animal feedstock. In Fiji, we repurpose by-products from our chicken processing into animal feed, reducing our landfill impact.

In Australia, we also support household food waste reduction through our mini loaf range for smaller households and the Praise mini range, designed to ensure complete product use. Our Pampas Re-Pie-Cling campaign encourages customers to repurpose leftovers into new meals. Since 2023, Goodman Fielder has been an active sponsor of the Saveful app which aims to reduce food waste by suggesting recipes based on what users already have in their kitchen. In New Zealand's North Island, a portion of the retail sales returns is supplied to a third-party processing plant for conversion into animal feed with the option for diversion to their renewable biogas site.

Our sugar refineries repurpose excess molasses and damaged or rejected sugar by selling them as feedstock. In line with our commitment to responsible food management, we donate and sell surplus and non-saleable products to Foodbank Australia upon request, supporting efforts to reduce food insecurity.

Demonstrating leadership in food waste reduction, Wilmar is actively engaged in government and industry initiatives aimed at minimising food waste and its associated emissions. We contribute expertise and collaborate on solutions that drive meaningful progress.

For more information on this partnership, please refer to the [Economic and Community Contribution](#) section.

For more information on our participation in regulatory and industry developments, please refer to the [Production Marketing and Labelling](#) section.

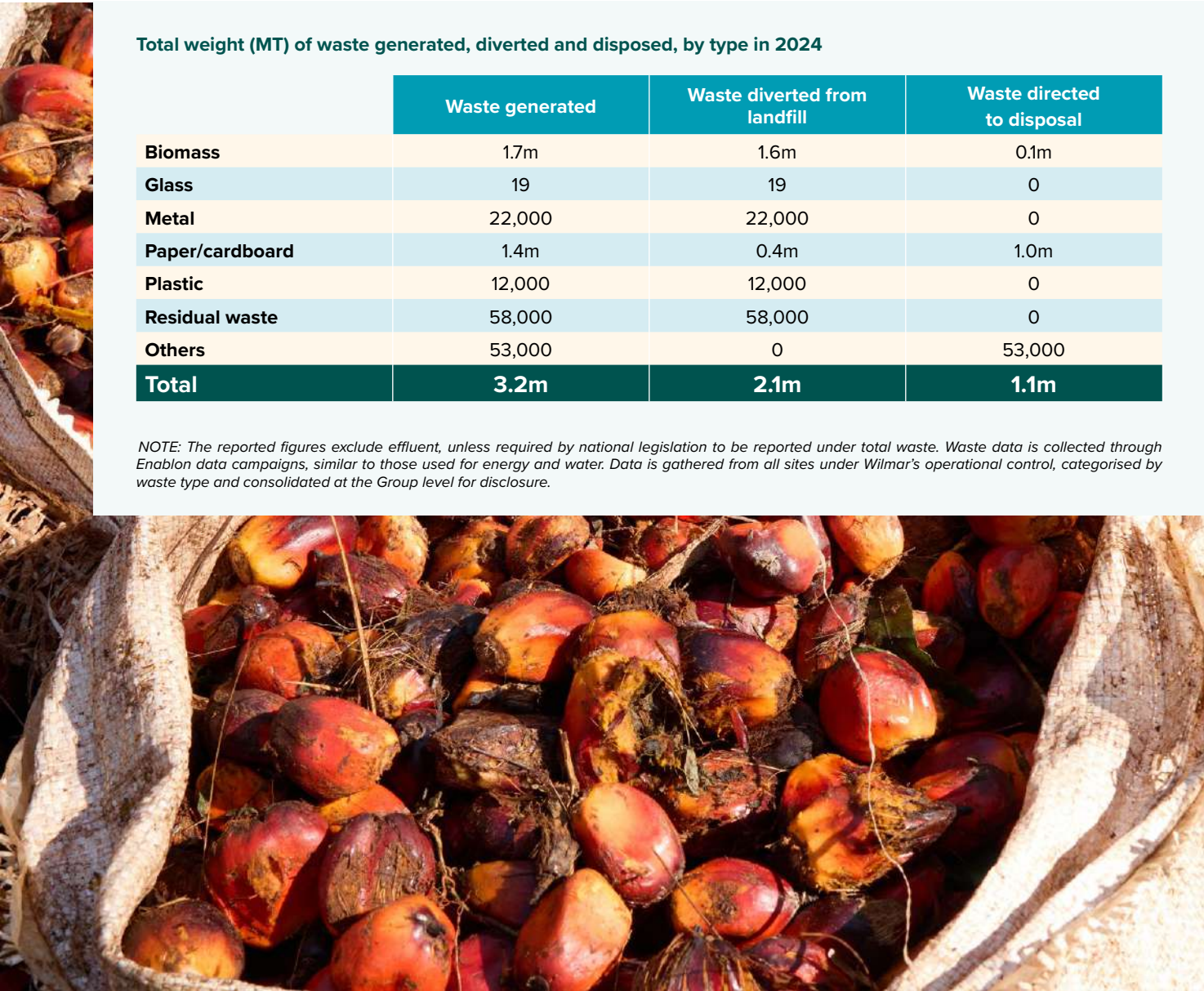
Group Waste Performance

In 2024, our operations generated a total of 3.2 million MT of waste, with 65.3% successfully diverted from disposal through reuse, recycling or recovery. Biomass constitutes a significant portion of our waste and is repurposed as fuel and fertiliser in our upstream oil palm and sugar operations. In addition, all hazardous waste is managed in compliance with local regulations by licensed contractors overseeing its safe collection and disposal.

Total weight (MT) of waste generated, diverted and disposed, by type in 2024

	Waste generated	Waste diverted from landfill	Waste directed to disposal
Biomass	1.7m	1.6m	0.1m
Glass	19	19	0
Metal	22,000	22,000	0
Paper/cardboard	1.4m	0.4m	1.0m
Plastic	12,000	12,000	0
Residual waste	58,000	58,000	0
Others	53,000	0	53,000
Total	3.2m	2.1m	1.1m

NOTE: The reported figures exclude effluent, unless required by national legislation to be reported under total waste. Waste data is collected through Enablon data campaigns, similar to those used for energy and water. Data is gathered from all sites under Wilmar's operational control, categorised by waste type and consolidated at the Group level for disclosure.





We adopt best practices in fertiliser application.

Chemical Use, Including Pesticides and Fertilisers

Wilmar is committed to minimising chemical use across our agricultural operations, including those of our suppliers, to safeguard worker health, protect communities and mitigate environmental impacts. Our approach is guided by SOPs that regulate the application of chemicals and ensure adherence to best practices. To further reinforce safety and sustainability, we undertake comprehensive risk assessments for any substances that may pose potential harm to workers or the environment.

Beyond monitoring chemical use in our oil palm plantations, we also track the application of active ingredients per hectare in our sugar operations in compliance with the Bonsucro Production Standard. This encompasses all agrochemicals such as pesticides, herbicides, insecticides, fungicides and ripeners.



For more information on chemical usage in our oil palm plantations and sugar operations, please refer to our **Base Data Tables**.

Chemicals

Wilmar upholds stringent standards for responsible pesticide use, strictly prohibiting highly hazardous pesticides classified as Class 1A or 1B by the World Health Organization (WHO), as well as those restricted under the Stockholm and Rotterdam Conventions. This policy applies across all our operations and extends to our suppliers, ensuring alignment with international best practices. Exceptions are granted only under exceptional circumstances such as in the absence of viable biological, cultural, mechanical, or other alternatives, and must comply with WHO recommendations and guidelines to safeguard human health and the environment.

Wimar also actively supports our suppliers in reducing chemical use. Through targeted training programmes, we equip oil palm smallholders with best practices for efficient pesticide application. In addition, we assist sugarcane farmers in transitioning to organic fertilisers, reinforcing our commitment to sustainable farming practices.

Paraquat

Wilmar strictly prohibits the use of paraquat in our own and suppliers’ oil palm plantations. However, its use remains permitted in our sugarcane operations under local regulations due to the lack of viable alternatives. Unlike other residual chemicals, paraquat does not leach into soil and is biologically inert, making it suitable for plantations near marine environments. All contractors handling paraquat must obtain specific licences and wear PPE. This ensures responsible agrochemical management and worker protection.

Integrated Pest Management

Wilmar emphasises sustainable and innovative approaches to pest management, integrating mechanical and biological control methods where feasible. In our oil palm plantations, rat infestations pose a significant risk to yields, necessitating effective yet environmentally responsible control strategies. To reduce our dependence on conventional rodenticides, we employ nature-based solutions such as breeding and releasing barn owls which are natural predators of rats. This approach not only enhances long-term pest control effectiveness but also supports biodiversity within plantation ecosystems.



Barn owls are incorporated as part of our Integrated Pest Management practices to reduce the negative environmental impacts related to rodenticide use.

SUSTAINABLE PACKAGING

3-3, 301-1, FB-PF-410A.1, FB-PF410A.2

Our commitment to sustainable packaging underpins the safety and quality of our products, prioritising the minimisation of food and material waste while exploring eco-friendly solutions to conserve resources and reduce our environmental footprint.

Improving material efficiency and reducing food waste through quality packaging are two key strategies for the agriculture industry to reduce its environmental impact. By investing in and collaborating on innovative sustainable packaging solutions, Wilmar seeks to reduce material usage, promote end-user reusability and encourage recycling across the value chain.



YKA's range of products.

OUR TARGETS

- **STRIVE TO REDUCE THE USAGE OF PACKAGING MATERIALS BY 15,000 MT** compared to the 2020 baseline through YKA's Sustainable Packaging 2025 Plan (ongoing)
- **CONTINUE TO PURSUE GOODMAN FIELDER'S TARGET OF 100% SUSTAINABLE PACKAGING MATERIALS BY 2030** (ongoing)

2024 PERFORMANCE

- As of December 2024, YKA has reduced packaging waste by **17,940 MT**, exceeding our target by over **20.0%**
- Up to **80.0%** and **20.0%** of packaging in Fiji is recyclable and reusable respectively. In New Zealand, approximately **97.0%** of packaging is recyclable and approximately **15.0%** of primary packaging by volume is recycled content. In Australia, approximately up to **80.0%**¹⁴ of packaging is recyclable and approximately **43.0%** of all primary and secondary packaging by volume is recycled content in Australia
- Wilmar adheres to the standards of the Packaging Recyclability Evaluation Portal (PREP) and the Australasian Recycling Label (ARL)

OUR APPROACH TO IMPROVING PACKAGING IS CENTRED AROUND THREE OBJECTIVES:



1

REDUCING
THE OVERALL
AMOUNT OF
MATERIALS USED



2

IMPROVING
THE MATERIALS
TO ENHANCE
SUSTAINABILITY



3

ENSURING THE
MATERIALS ARE
FROM SUSTAINABLE
SOURCES

¹⁴ This figure has decreased significantly since the discontinuation of the REDcycle soft plastics recycling programme in Australia. As such, there is presently no commercially viable method for recycling soft plastics in Australia, resulting in all soft plastics being categorised as non-recyclable.

Leveraging Data to Tackle Plastic Waste

Wilmar adopts a data-driven approach to managing plastic consumption and waste. To gain a comprehensive understanding of our global plastic usage, we launched an annual Global Packaging Data Questionnaire in 2020 to gather detailed information on our plastic footprint and the types of materials used. With polyethylene terephthalate, high-density polyethylene and polypropylene contributing to the majority of our footprint, we initiated a series of collaborative discussions at national and regional levels to set tangible and achievable goals through downgauging initiatives. Our efforts have collectively resulted in a reduction of over 3,000 MT of plastic.

In recent years, Wilmar has made considerable progress in optimising packaging processes and materials. Our focus has shifted to the development and deployment of recyclable and reusable packaging solutions for Goodman Fielder, in line with our goal of achieving 100% recyclable, reusable or compostable packaging by 2030.

Materials Consumption

In 2024, Wilmar’s total packaging material consumption, including plastic and non-plastic packaging, amounted to approximately 577,399 MT across our operations, of which 49.7% were made from renewable materials.

For a detailed breakdown of our packaging materials, please refer to our **Base Data Tables**.

Sustainable Packaging

Across our global operations, our local teams strive to develop packaging solutions that meet local regulatory requirements and customer preferences. Our regional sustainable packaging committees meet regularly to review progress and define next steps, fostering collaboration across diverse business units.

Developing lightweight yet durable packaging remains a significant challenge for the industry. While lighter packaging reduces material usage and increases efficiency in transportation, it can be more susceptible to damage, especially during long-distance transportation which can potentially pose a risk to food quality. To address this, Wilmar is undertaking extensive R&D to identify optimal solutions for global adoption across our business. While trials remain ongoing, they have shown positive results, including the introduction of lightweight plastic bottles and pouches in selected markets.

YKA’s Progress

YKA’s Sustainable Packaging 2025 Plan targets a reduction of 15,000 MT in packaging material use from a 2020 baseline. Since the plan’s inception, we have implemented 76 initiatives aimed at lightweighting packaging, incorporating recyclable packaging materials, reducing ink usage as well as using recyclable and reusable plastic plates where feasible. As of December 2024, we have achieved a reduction of 17,940 MT in packaging waste, exceeding our target by 20.0%.

Plastic

In partnership with ExxonMobil and our supply chain partners, Wilmar developed a high-performance polyethylene film that is 11.1% thinner than traditional PE film while maintaining durability. This resulted in savings in materials consumption as well as energy and water in the production process. To date, the implementation of our high-performance PE film in rice grain packaging has reduced PE plastic usage by 612 MT and saved up to 19,748 GJ of energy and 69,768 MT of water used upstream.

Through an assessment of materials, we also improved our rice bag handles by replacing hard injection-moulded handles with softer PE handles that maintain strength while reducing plastic use by 21.2% for 5kg bags and 16.1% for 10kg bags. We patented the new design which is now used across our rice products, resulting in an estimated annual plastic saving of 1,100 MT. In cases where hard handles remain necessary, we have redesigned the packaging to achieve a 33.3% plastic reduction. We continue to explore new designs and methods to make further progress in our product packaging.

In addition to reduction, we actively pursue reuse and recycling initiatives. By incorporating recycled materials into our feedstock packaging, we diverted 18,944 MT of plastic from disposal in 2024, translating into savings of over one million GJ of upstream energy consumption annually.

Goodman Fielder’s Progress

To make tangible progress, Goodman Fielder has in place a sustainable packaging framework, centering on three key pillars:

- Minimising packaging materials and sourcing from more sustainable origins
- Optimising functionality with least impact
- Promoting a circular economy for ‘used’ packaging

Goodman Fielder adheres to all relevant regulatory standards related to packaging and has adopted and updated on-pack labels that align with the ARL to clearly explain packaging recycling options to consumers.

In 2024, we have achieved ARL labelling on all retail facing products in Australia, ahead of our 2025 target and aligning with the Australian Packaging Covenant Organisation’s packaging commitments. We continue to expand this commitment to our food service products in Australia and are also working to enhance our data collection and increase adoption in New Zealand.

Plastic

We have implemented a variety of packaging initiatives to reduce plastic use and improve the recyclability of our product packaging. In 2024, we changed the packaging format of some of our poultry based products in Fiji, reducing plastic usage by 2.0%. We are also actively involved in industry discussions on current and potential Soft Plastic Recycling Schemes in New Zealand and Australia to divert plastic waste from landfills.

Paper

With cardboard shipping boxes forming a substantial portion of Goodman Fielder’s packaging consumption, we focus our efforts on reducing overall consumption by incorporating over 50.0% recycled content in the manufacture of these boxes.



CSR Sugar offers a variety of quality sugar products.

LOOKING AFTER PEOPLE AND COMMUNITIES

TALENT MANAGEMENT

3-3

With a global workforce of over 100,000 employees, Wilmar reflects the rich diversity of the communities in which we operate. Beyond building an engaged workforce, we are committed to fostering an inclusive and nurturing culture. We strive to hire both locally and internationally without discrimination, and we provide opportunities for employee development and upward mobility.

Upholding the highest standards of human and labour rights for our employees and contractors is vital to our operations and supply chain. This commitment is essential to maintaining a world-class workforce and attracting the expertise required to drive our global operations, enabling us to consistently deliver high-quality products and services to our customers.

Wilmar employees in Vietnam.

OUR TARGETS

- **CONTINUE DELIVERY OF CONTENT AND TRAINING MATERIALS** on Litmos (ongoing)

2024 PERFORMANCE

- Invested around **US\$4.0 MILLION** in employee training and development
- **26.6 HOURS** of training attended on average per employee

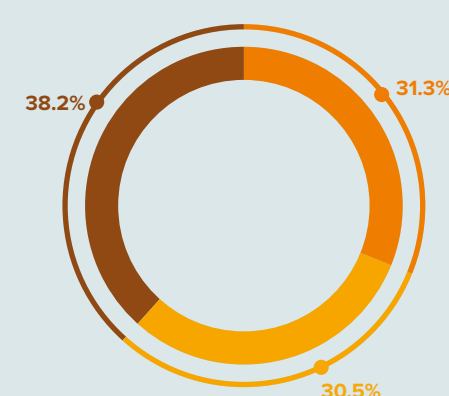
Profile of Our Workforce

2-7

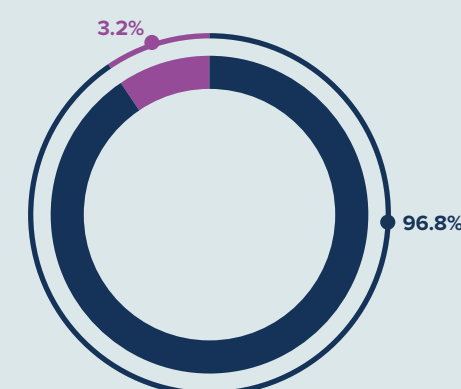
Our talent management and hiring strategy centres around hiring from the local talent pool whenever suitable and this is reflected in our diverse workforce that spans 35 countries and regions. As of December 2024, 92.6% of our workforce are hired from the respective country's local talent pool. China, Indonesia and Malaysia, where our key operations are based, account for 80.4% of our employees. Among our global workforce, 31.3% are involved in plantation activities, 30.5% in our manufacturing plants and the rest are based in our global offices. In addition, 96.8% and 3.2% of our workforce are full-time and part-time employees respectively.

Our diverse workforce spans
35
countries and regions

80.4%
are based in China,
Indonesia and Malaysia

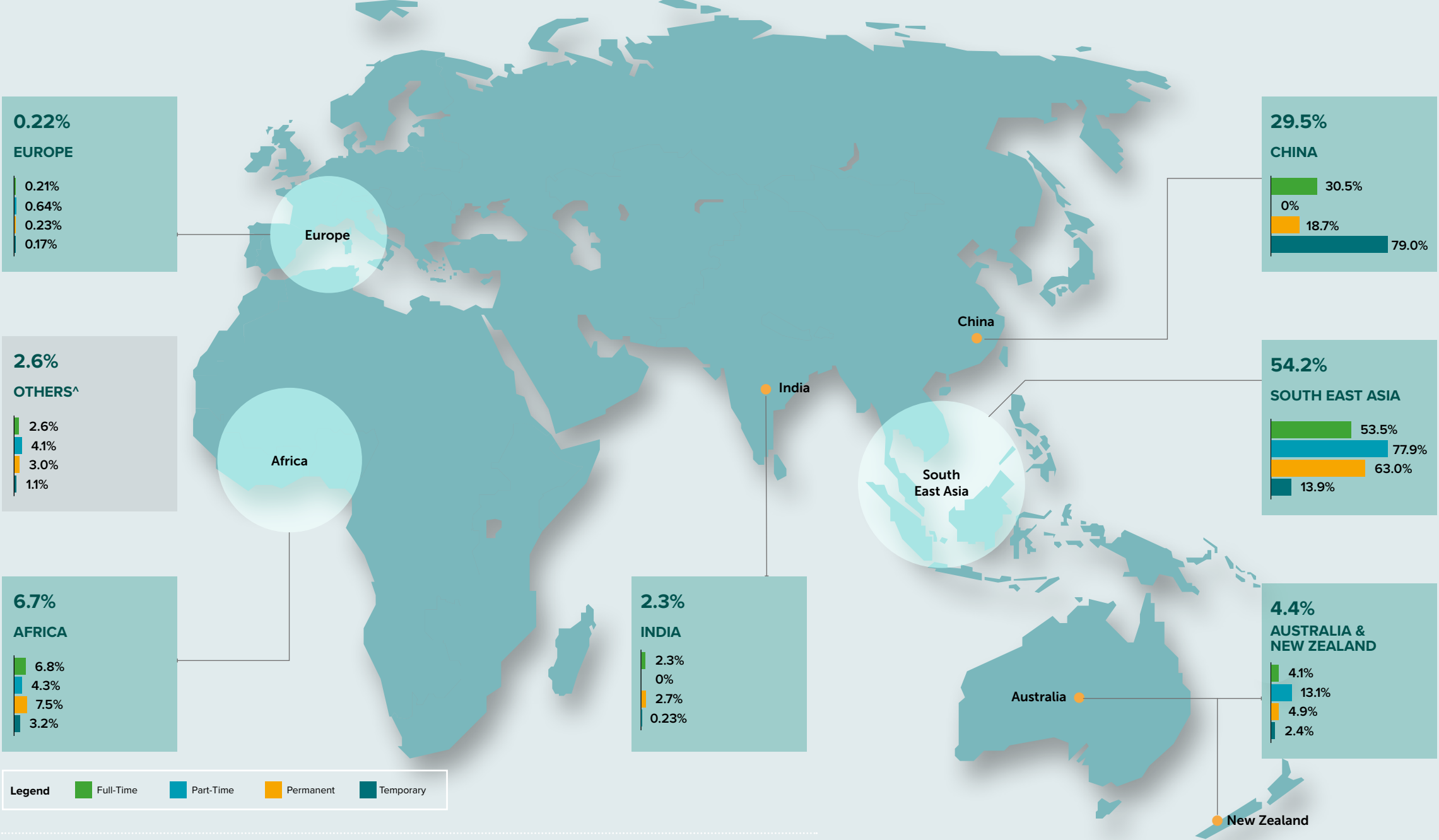


Employees in plantations
Employees in manufacturing plants
Employees based in global offices

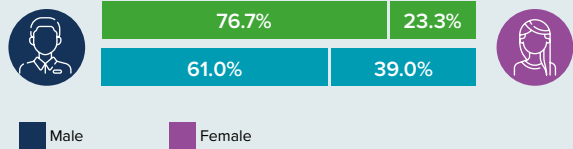


Full-time
Part-time

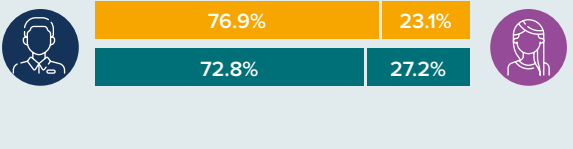
Overall breakdown of employees by region



Breakdown of full-time and part-time employees by gender



Breakdown of permanent and temporary employees by gender



Methodology for compiling data

Numbers are converted from headcount into percentages and represent our workforce at the end of this reporting period. There has been no observed significant fluctuation in the number of employees between 2023 and 2024 beyond the seasonal employees engaged as temporary workers during harvest seasons.

Temporary Workers

2-8

Temporary workers play a critical role in meeting the seasonal and time-sensitive operational needs of our upstream plantations. We do not engage temporary workers on a non-guaranteed hours basis. Instead, they are employed under temporary contracts based on seasonal harvest demands.

In our sugar operations, temporary workers typically manage their own plantations and have expressed a preference to maintain temporary contract arrangements. Similarly, in our palm oil operations in Indonesia—one of our key sourcing regions—temporary workers often include smallholders and small-scale entrepreneurs who prefer the flexibility of temporary work arrangements.

We respect the labour rights of temporary workers and remain committed to enhancing work opportunities for them. To this end, we have piloted initiatives to explore how industries can share complementary seasonal labour demands, allowing workers to benefit from a more consistent volume of work.

In 2023, we initiated a trial under the **Pacific Australia Labour Mobility (PALM)** scheme which allows businesses to hire workers from nine Pacific islands and Timor-Leste due to limited availability of local workers. The trial was well-received and we increased our engagement to 38 employees in 2024, reflecting a 65.0% growth from 2023. Whilst local labour is scarce, we will continue engaging workers from overseas locations and explore all options for filling critical production roles.

[^] Countries included are: Brazil, Fiji, United Arab Emirates, Japan, Pakistan, Papua New Guinea, Sri Lanka, Turkey, United States of America and Mexico.

Prioritising the Development and Retention of Talent

Attracting new talents

Our workforce continues to expand, with the Group observing a growth in permanent staff in two key markets—0.40% in Indonesia and 5.6% in Malaysia—as of December 2024. Permanent employees make up 82.1% of our global workforce, while the remaining are engaged as temporary or fixed-term employees.

To support our growing business, we have continued to innovate and digitalise our recruitment practices. In 2021, we implemented an e-recruitment system that allows candidates to apply for jobs, participate in virtual interviews, complete assessments and attend virtual job fairs—all from the

convenience of their digital devices. These initiatives increase the accessibility of job opportunities across the communities where we operate and allow us to attract talent regardless of location.

We organise programmes such as internships, graduate programmes, apprenticeships and traineeships for early-career candidates. These initiatives provide valuable exposure and industry experience, as well as opportunities for growth within the Group. In addition, we have established several training academies over the years to identify and develop promising employees. As of December 2024, our new employee hire rate was 11.0% at the Group level.

Europe

We offer internships in finance, production and supply chain and hire two Commercial Graduates to join our Commercial Department annually. To enhance employees’ job knowledge and personal development, we provide several training programmes through our E-Learning platform. In addition to mandatory function-specific training, employees are encouraged to discuss their learning and development interests with their managers and HR during mid-year and annual performance reviews.

Australia

At Wilmar Sugar and Renewables, we employ graduates and apprentice tradespeople across several disciplines. We also provide financial scholarships to two engineering students annually. Currently, five scholarship recipients are employed as Cadets, working towards the tertiary requirements to obtain an Associate Degree in Mechanical Engineering. In addition, we support staff development through internal internships, secondments and tailored development plans. In 2024, 41 employees advanced to more senior roles through these pathways.

At Goodman Fielder Australia, we partner with Career Seekers to provide five internships for asylum seekers annually. Internships typically last three months, with the potential for mid-career interns to transition into permanent roles following a review. Our partnership with Career Seekers also includes volunteer engagement such as conducting mock interviews for job seekers. In addition, our sites run a Bakers Apprenticeship programme, providing hands-on training and career pathways within the baking industry.

China

Our New Star Future programme focuses on developing the professional skills of college students through on-the-job training and mentorship. Since its launch five years ago, 180 college students have progressed to junior management roles while 85 have advanced to senior positions. All have continued to grow in their respective roles.

Besides professional skills, the programme places strong emphasis on cultivating good values. Participants actively engage in public welfare initiatives such as scholarship assistance, caring for underprivileged children and poverty alleviation. Through these activities, they have become ambassadors of our charitable efforts and corporate culture.

Indonesia

We offer a range of internship programmes in Indonesia to provide early-career candidates with industry exposure and to help them meet their graduation requirements. Over the past three years, we have consistently increased our internship intake, achieving an annual growth of 57.0%. Some interns go on to secure permanent roles within the Group.

As part of our commitment to supporting local communities, we prioritise the hiring of local workers from areas surrounding our operational units, including those from disadvantaged backgrounds with limited formal education or qualifications. Many are employed as operators, field workers or in other general roles.

Malaysia

In addition to our internship programme, which currently enrolls 51 interns, we relaunched our IPAS training programme in 2025 to provide technical training on BMPs in oil palm cultivation.

Vietnam

As part of our internship programme, we provide interns with training aligned with their education background. During the two-month programme, interns engage in case studies or project-based learning, and are required to submit weekly and monthly reports for feedback and evaluation. They must also submit a final report at the end of the programme.

Ghana

Our listed subsidiary, Benso Oil Palm Plantation PLC (BOPP), offers various talent management programmes including internships and training opportunities. Over the past few years, BOPP has supported workers in attending training courses at universities and research institutions, as well as participating in internship programmes in other organisations in Malaysia.

In addition, BOPP runs several employment initiatives for youths and individuals with lower education levels. Our skilled plantation work initiative and semi-skilled plantation work initiative focus on employing graduates and youths respectively. Individuals with low education backgrounds are typically hired for roles in driving, harvesting or other manual jobs.



Further details on our implementation efforts can be found in the Diversity and Inclusion section.

Compensation and Benefits

401-2

Wilmar offers competitive compensation and a comprehensive benefits package to attract and retain talent. This includes healthcare, disability and invalidity coverage for our global workforce, regardless of whether employees are full-time,

part-time, permanent or temporary. All permanent employees, regardless of full-time or part-time status, are entitled to disability and invalidity coverage and healthcare benefits. For most of our global employees, we offer an average of approximately 12 weeks of paid parental leave for primary caregivers and three weeks for non-primary caregivers. In addition, all full-time employees are provided with the option of flexible working hours. However, these benefits are not currently extended to temporary employees.

Training and Development

404-1, 404-2, 404-3

Continuous learning and upskilling of our workforce are essential for maintaining a competitive edge, not only to keep pace with technological advances and industry know-how but also to effectively address evolving expectations and enhance capabilities in sustainable and ethical operations.

We recognise that the Group’s success is driven by the talent of our people. It is therefore important that we equip our workforce with the knowledge and skills they need to succeed. Our approach includes regularly offering a diverse range of training opportunities covering leadership, communication, operational

and technical skills. These programmes are designed to provide employees with the necessary resources to thrive in their roles while gaining a deeper understanding of the broader business and operations. We view these learning and development opportunities as key to enhancing job satisfaction and career progression. By acquiring new skills, our employees are empowered not only to perform well in their current positions but also to achieve their long-term professional aspirations.

The introduction of the Litmos e-learning platform has been transformative in broadening access to training. With an extensive catalogue of courses, Litmos offers flexible learning options for all employees, regardless of role or location.

To further support career advancement, we are developing a robust training framework. This includes foundational courses for entry-level staff, available globally through Litmos, as well as advanced programmes tailored to build technical expertise and leadership capabilities.

As part of our leadership development efforts, we nominate employees identified as future leaders to attend external leadership programmes, such as those conducted by the Human Capital Leadership Institute—a renowned centre of excellence in Asia dedicated to advancing leadership and strategic human capital capabilities.

Based on positive participant feedback, Wilmar brought the programme in-house and rolled out a customised course titled The Future of Leadership in 2025, enabling more high-potential talents to benefit. As of April 2025, a total of 44 future leaders have participated in this programme. There are plans to roll out more targeted training programmes tailored to the specific development needs of different employee groups. These initiatives also encourage employees from different regions to share insights and learn from each other's experiences.

Performance and career development remain a priority at Wilmar. In 2024, 80.4% of our workforce participated in formal performance appraisals. These reviews are conducted collaboratively, involving discussions and agile conversations with line managers to set annual objectives and evaluate progress. For relevant roles, the appraisals also incorporate 360-degree feedback to assess team contributions.

For managers, appraisals are an essential tool for recognising employee achievements and identifying opportunities for improvement. Where skill gaps are identified, tailored recommendations for further training or support are provided to ensure continuous development. The insights gained through this process not only help employees grow but also enhance team performance and overall organisational effectiveness.

GLOBAL PROGRAMMES, LOCAL IMPACT

CUSTOMISED TRAINING IN CHINA

Customised programmes, between one and six months long, with specialist tracks have effectively increased our talent pool. Testament to the programmes effectiveness, several employees have been promoted to qualified managers and contributed to new projects across regions. Following this success, we are exploring the integration of professional development, learning platforms and other relevant projects to build a professional capability enhancement system and boost the efficiency of talent training activities.

70-20-10 TRAINING MODEL IN VIETNAM

We leverage the 70-20-10 training model, emphasising learning by doing, mentorship supplemented by self-learning and training activities. To support employees' training and development, we provide online and offline courses on topics ranging from persuasive communication to project management as well as a competency-based training series for marketing personnel.

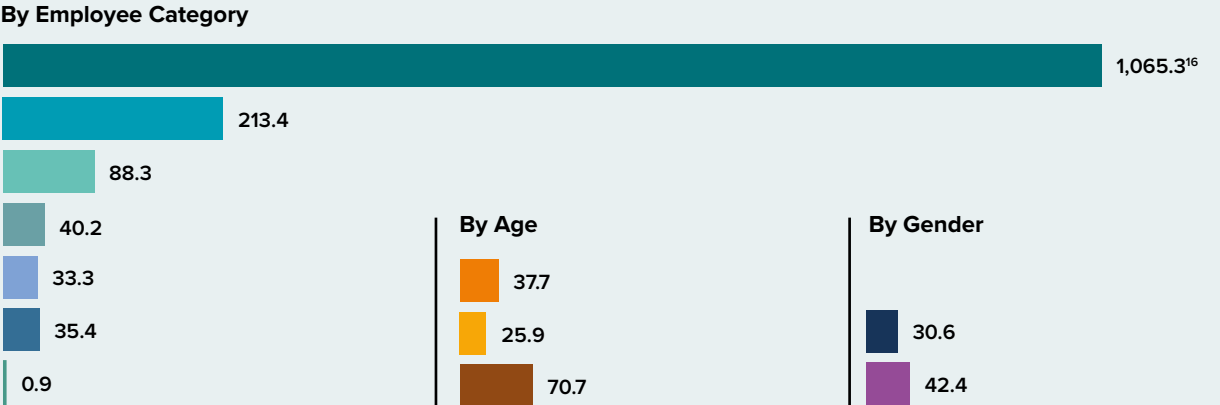
In 2024, we conducted our first Data Analysis training course for the Finance team and departments from other entities to upskill their computer skills. The course was attended by over 60 staff members offline and online. These modules will enable staff to reduce monthly data processing time, increase productivity and create visualised reports.

TRAINING PROGRAMMES IN MALAYSIA

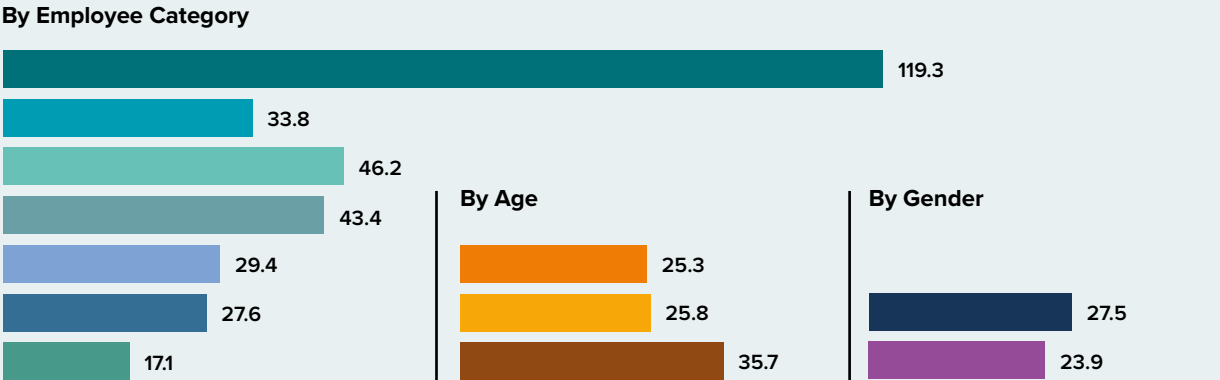
Our training programmes focus on raising environmental awareness in plantations and mills to create a conducive working and living environment for employees.



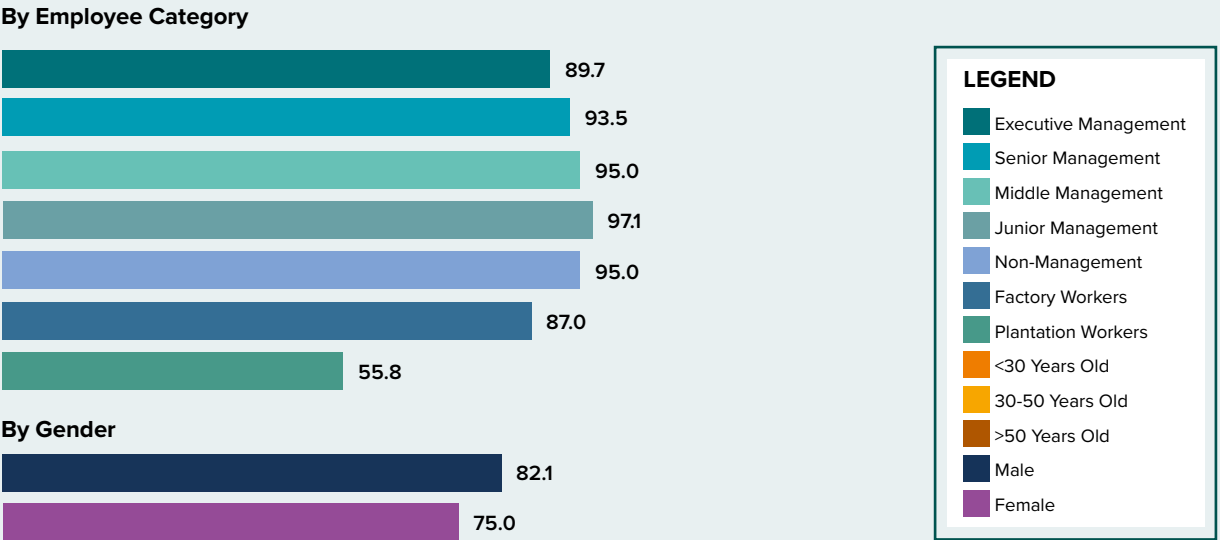
Average amount spent on training and development¹⁵ per employee (US\$) in 2024



Average hours of training per employee (hours)



Percentage (%) of employees who receive performance and career development reviews



¹⁵ Data excludes the USA due to legal restrictions in providing a breakdown of the data.

¹⁶ The Group spent a larger proportion on training projects for Executive Management employees as several training projects were rolled out in our China operations to support the strategy and development needs of the business.

Retaining talent

We recognise the value that our employees bring and actively create opportunities to enhance organic growth within our talent pool. One strategic initiative is to reduce our reliance on third-party agencies by focusing on converting contracted positions into permanent roles. This was implemented in Malaysia and has not only improved job opportunities and reduced turnover but has also helped us retain valuable staff, ensuring we continue to have an effective and experienced workforce.

Other ways we support talent retention is through creating pathways for career advancement within the Group and focusing on leadership succession. Our senior management team collaborates closely with Human Resources (HR) to assess talent strength and identify future leaders and develop them for critical roles. In 2024, 14.0% of all vacancies were filled by promoting internal candidates.

Our global presence and scale offer opportunities for employees to broaden their experience across different aspects of the business, from upstream activities to downstream operations, as well as exposure to different regions. Recognising the expertise and experience of older employees, we have adopted strategies to retain those nearing retirement, including part-time roles and flexible work options tailored to personal needs.

As the industry evolves, competition for talent intensifies, driven by the rising demands for flexibility, enhanced benefits and attractive salary packages offered by emerging sectors. To stay ahead, we regularly engage employees through check-ins and surveys, enabling us to refine our recruitment and retention strategies. These efforts underpin our commitment to fostering a positive and supportive workplace that aligns with the evolving expectations of our workforce.

We also honour employees who have made significant, long-term contributions by offering gratuity payments that exceed legal requirements, reflecting both their years of service and the impact of their work on our organisation.

Tracking Employee Engagement

Wilmar conducts regular employee surveys to assess workplace satisfaction and engagement levels.¹⁷ These surveys are instrumental in promoting a collaborative and open workplace culture, ensuring employees feel valued and heard. The feedback gathered provides actionable insights that help us refine business practices and address critical areas for improvement.

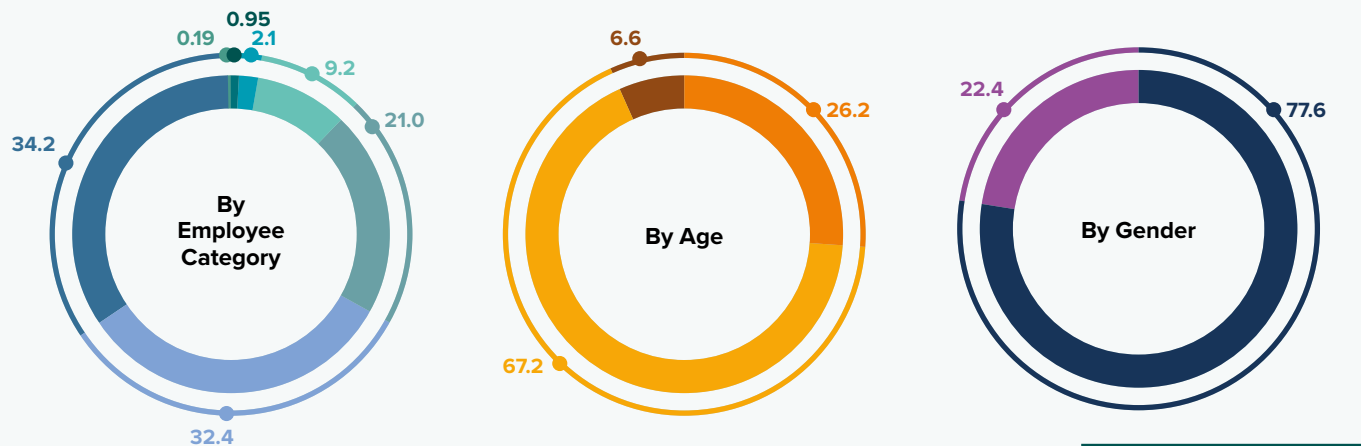
In 2024, the surveys covered 28.9% of our global workforce—an increase of 15.1% from 2023—with 96.7% of respondents indicating they felt “actively engaged”, “engaged” or “somewhat engaged”.

Our commitment to talent management has been a key factor in sustaining Wilmar’s high employee retention. In 2024, our overall employee turnover rate was 14.1%, with voluntary turnover accounting for 9.0%. To better understand and respond to turnover trends, we conduct regular reviews and exit interviews to identify areas for improvement.

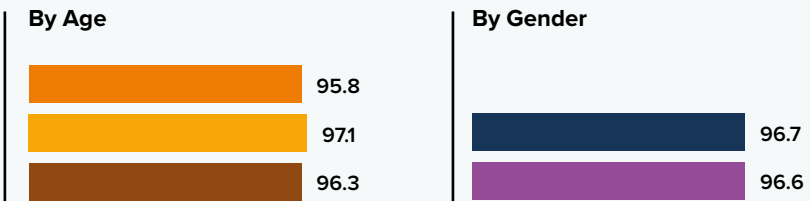
Since 2023, employee turnover has been incorporated into executive compensation decisions as part of our ESG targets, reinforcing our commitment to responsible workforce management. The integration of ESG considerations into annual performance evaluations are detailed in the section on **ESG Targets** of this Report.

¹⁷ Surveys are managed at the country level, and not all countries participate. In countries that do, the frequency ranges from biannually to annually. In addition, our subsidiary, Wilmar GBS, assesses purpose, happiness and stress alongside workplace satisfaction.

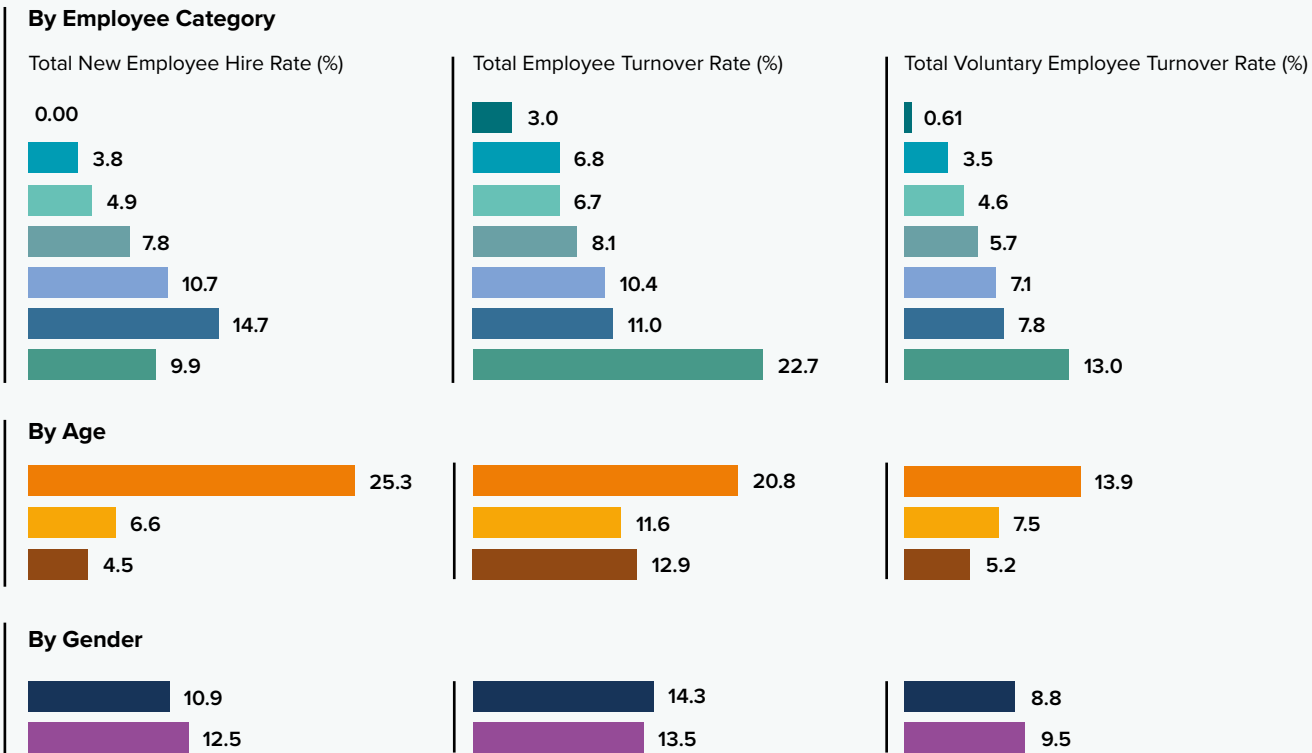
Percentage (%) of open positions filled by internal candidates¹⁸



Percentage (%) of employees who responded that they feel engaged



New employee hires and voluntary turnover rates¹⁹



¹⁸ Data excludes the USA due to legal restrictions in providing a breakdown of the data.
¹⁹ Turnover rates include total employee turnover and total voluntary employee turnover.

HUMAN RIGHTS AND LABOUR STANDARDS

3-3, 2-23

We are committed to recognising the inherent dignity of every individual and making continuous efforts to respect and safeguard the rights of all those involved in our value chain. This includes not only our employees and contractors but also temporary and migrant workers, as well as local communities in the areas surrounding our operations. Given our global reach, enhancing labour standards is a key area of focus for us.

Palm oil is essential to the livelihoods of millions, and when produced sustainably, it can help reduce poverty and significantly enhance the quality of life. By advocating for fair and ethical working conditions across our operations, we aim to contribute to the broader transformation of the industry towards more people-centred business practices.

Wilmar employees in Australia.

OUR TARGETS

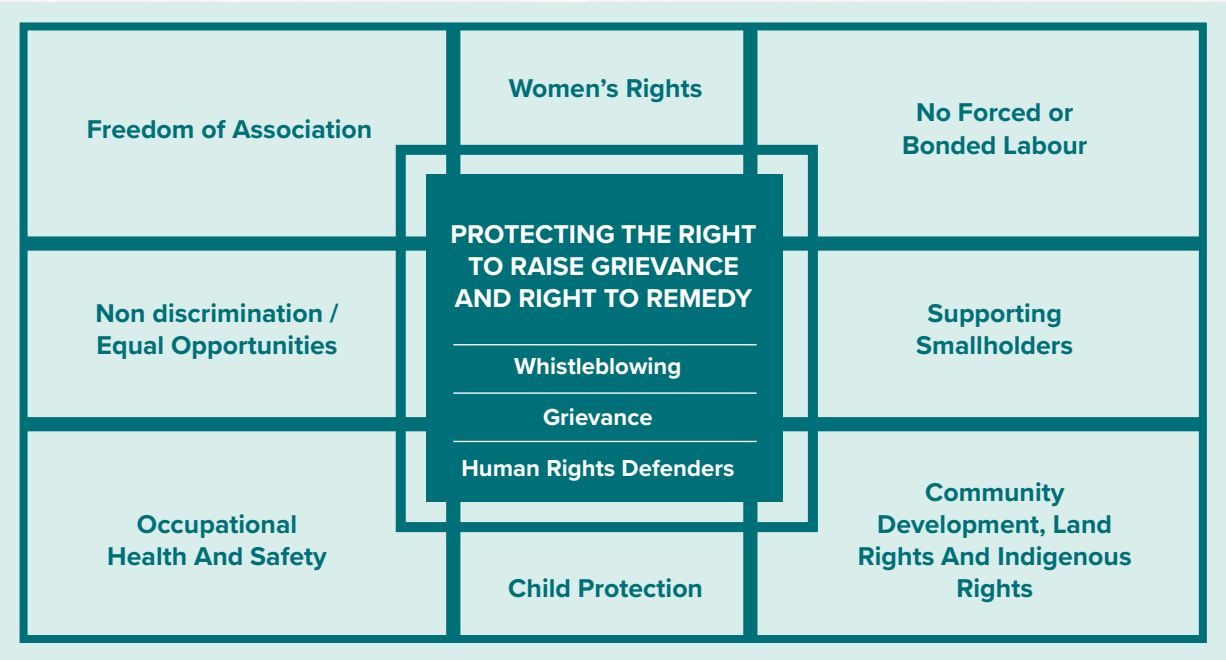
- Ensure all employees and contractors receive **AT LEAST THE APPLICABLE LOCAL MINIMUM WAGE** in line with legal regulations and **LOCAL LIVING WAGES**, where available (ongoing)
- **UPHOLD CHILDREN'S RIGHTS** across our operations by promoting and advocating for education and having zero tolerance for child labour or exploitation (ongoing)

2024 PERFORMANCE

- **ASSESSED 100% OF OUR EMPLOYEES AND CONTRACTORS** to ensure that they are paid a living wage
- **BUILT SCHOOLS AND CRÈCHES** in all our oil palm plantations
- In 2024, we supported **12,370 CHILDREN** of compulsory school-going age, equivalent to **89.8%** of children living in our plantations

Our Key Focus Areas for Human Rights

Our approach to human rights is guided by our **Human Rights Framework** which outlines key policies to identify, prevent and manage our impact. In addition, we regularly carry out due diligence as part of our Human Rights Due Diligence (HRDD) approach.



To better protect vulnerable groups, we collaborate closely with human rights experts and civil society organisations (CSOs) to gather insights and feedback on our approach and progress. We also participate in multi-stakeholder platforms, collaborating with partners from across different sectors and value chains to collectively discuss and explore resolutions to address key challenges within the industry.



More information on the partnerships and multi-stakeholder initiatives we participate in for the protection of human rights can be found in **Our Approach to Sustainability** section.

Our Human Rights Framework

Our **Human Rights Framework** is developed based on the United Nations Guiding Principles (UNGPs) on Business and Human Rights. It is also aligned with the United Nations Universal Declaration of Human Rights and the International Labour Organization (ILO) Core Conventions on Labour Standards. The framework brings together all of Wilmar's relevant policies on human rights and provides detailed instructions on the practical implementation of all principles. This includes due-diligence mechanisms for identifying, preventing, mitigating and accounting for our impact on human rights, including remediating any adverse impact.

HUMAN RIGHTS POLICY

This policy outlines our commitment to respecting and promoting human rights across all Wilmar subsidiaries and associates, including suppliers and contractors. It prioritises rights that we have identified as most pertinent, broadly classified into two areas:

- Labour rights
- Indigenous and local community rights

Our Human Rights Policy also sets out the internationally recognised standards and internal policies that guide our approach.

NDPE POLICY

This policy stipulates our pledge to uphold the No Exploitation principle towards people and local communities, ensuring that human rights are safeguarded and respected across all facets of our operations and our third-party suppliers.

GRIEVANCE PROCEDURE AND WHISTLEBLOWING POLICY

These enable stakeholders to provide information, raise grievances or flag concerns through formal channels, anonymously and without any fear of reprisal. Any issues raised against Wilmar or our suppliers through either channel will be thoroughly investigated. We ensure that appropriate remedial actions are taken for all legitimate grievances and complaints.

POLICY ON HUMAN RIGHTS DEFENDERS

This policy sets out our commitment to protecting and respecting the rights of individuals and organisations who act to promote or protect human rights across our operations, including all Wilmar subsidiaries, JVs and third-party suppliers.



The crèches established on our plantations provide a safe space for childcare while parents are at work.



School children in one of Wilmar's schools in Central Kalimantan, Indonesia.

CHILD PROTECTION POLICY

This policy reinforces our efforts in safeguarding children's rights, which include the prohibition of child labour across all operations, including our subsidiaries, JVs and third-party suppliers.

In support of our commitment to child protection and addressing children's rights and safety in the palm oil industry, we partnered with **BSR** and other consumer brand companies to develop and publish our **Child Protection Policy Implementation Manual** for Indonesia in 2020, followed by another **Child Protection Policy Implementation Manual for Malaysia** in 2023. These comprehensive manuals provide practical advice and actions that companies can take to ensure the safety and welfare of children and their rights.

To support companies in implementing their own child protection initiatives that align with international frameworks mentioned above, we have made our resources publicly available. These include the **Training Manual** which provides clear guidance on facilitating child protection sessions, and the **Training Deck** which outlines key risks, international frameworks and best practices for identifying and addressing children's rights violations.

Rural palm oil communities often face significant challenges due to poverty, social exclusion and limited access to essential government services. To address these issues, we worked alongside the Earthworm Foundation, Archer Daniels Midland Company (ADM) and other consumer brand companies to develop the **Children in Plantation (CiP) Directory**. This resource focuses on improving conditions for children in plantation settings by providing guidance and resources, with emphasis on:

- Education
- Community engagement
- Birth registration
- Other child protection-related services for children and youth living in or near plantations

NO EXPLOITATION PROTOCOL

The protocol guides our third-party suppliers in supporting our Grievance Procedure for addressing breaches that relate to the No Exploitation component of our NDPE Policy.

WOMEN'S CHARTER

This charter outlines five core areas designed to create an equitable and inclusive workplace for women. These include:

- Protection from sexual harassment and violence
- Non-discriminatory, fair and equal opportunities at work
- Female health
- Continuous education
- Family life

Human Rights Due Diligence (HRDD) Approach

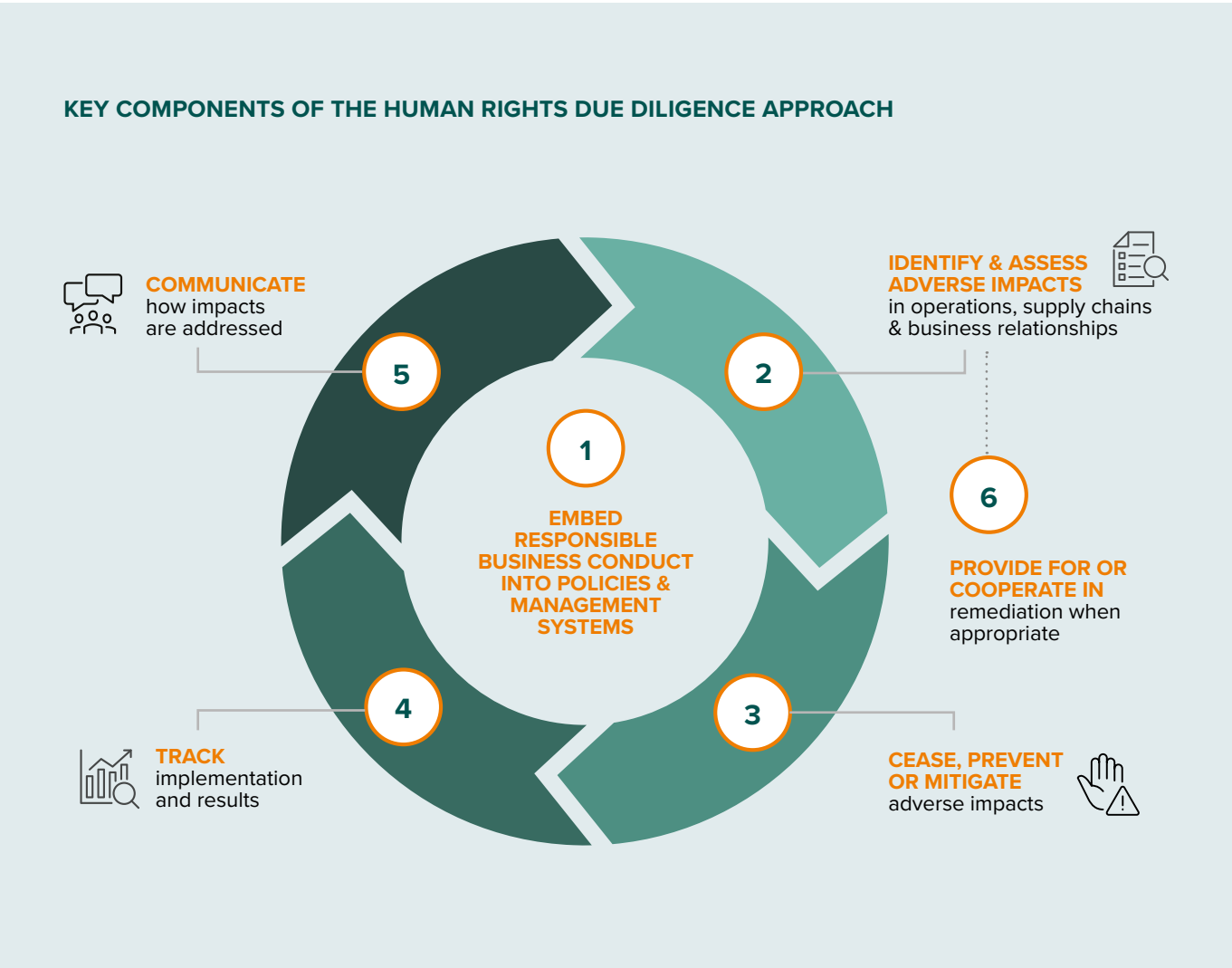
The HRDD process is an important component of our approach to respecting the rights of individuals and communities throughout our supply chain. By proactively identifying, assessing and addressing human rights risks, we aim to prevent any negative impacts on vulnerable groups such as workers, local communities and indigenous people. Wilmar has identified eight key focus areas for human rights:

- Women’s rights
- Child protection
- No forced or bonded labour
- Supporting smallholders
- Community development, land and indigenous rights
- Occupational health and safety
- Freedom of association
- Non-discrimination and equal opportunities

Our HRDD process complies with our Human Rights Framework and related policies, and is aligned with the UNGPs on Business and Human Rights. It includes the following elements:

- Policy commitment
- Assessment of actual and potential human rights impacts
- Integration of findings
- Tracking performance
- Communicating how we address impacts
- Implementing processes for remediation, when appropriate

The key components of this framework, which encompass but are not limited to the following activities, are outlined in the diagram²⁰ below:



20 <https://mneguidelines.oecd.org/OECD-Due-Diligence-Guidance-for-Responsible-Business-Conduct.pdf>

HRDD is a continuous process and we regularly review our strategies and programmes, including the risk mapping of potential issues, to ensure the effectiveness of our approach. To ensure that we retain a comprehensive view of the issues, we also regularly engage with external stakeholders to gain a comprehensive understanding of the challenges on the ground and explore ways to address and mitigate them.

For example, we developed our **No Exploitation Protocol** with input from both local and international stakeholders including NGOs, trade unions and worker unions. The Protocol offers a structured approach to address, mitigate and remedy grievances linked to human rights. In addition, our Supplier Reporting Tool (SRT) and Grievance Procedure help us monitor supplier performance, ensuring they align with our NDPE Policy. These tools enable us to identify concerns related to Wilmar or our third-party suppliers and take the necessary actions. More detailed information on our HRDD process is available in the **Palm NDPE Implementation Annual Report 2024**.

Capacity Building

We provide regular human rights training for our employees and suppliers to help them stay abreast of new developments in the palm oil sector. Topics covered include FPIC, managing forced labour risks, children’s rights and safety, improving labour practices in the palm oil industry and labour standards for specific regions. Since 2015, we have conducted more than 100 training sessions on human rights-related topics, with more than 1,000 suppliers participating globally. Through these sessions, participants were presented with opportunities to engage with experts, gain valuable insights and seek clarity on key issues.

Respecting Labour Rights

We are committed to respecting the local, national and ratified international laws pertaining to respecting the labour rights of all our workers. Where legal frameworks are not yet in place, we follow international best practices to ensure fair working conditions.



In Nigeria, smallholder farmers are empowered through our Outgrower Programme, initiated in partnership with the Central Bank of Nigeria.

Understanding and tackling labour and human rights risks in oil palm plantations

Human rights risks are multifaceted and closely intertwined with local contexts, requiring a focused and nuanced approach. Through a structured and data-driven methodology, we aim to identify and understand systemic labour and human rights risks that may arise within our oil palm plantations.

Since 2017, we have partnered with **Dignity in Work for All** (formerly Verité Southeast Asia), a technical partner and labour rights expert, to identify potential root causes of issues such as child labour, the links between work and pay practices and emerging labour challenges. Our approach is illustrated through a case study below.

CASE STUDY

PT DAYA LABUHAN INDAH (PT DLI) AND PT PERKEBUNAN MILANO (PT MILANO)



Initial Assessment

Dignity in Work for All (formerly Verité Southeast Asia) conducted an initial on-the-ground assessment at PT DLI and PT Milano in North Sumatra with the aim of building internal processes and competencies as well as developing sustainable solutions to recurring labour rights issues.



Strategy

Following the assessment, we implemented a three-year strategy to enhance our systems. A review of the strategy in 2020 showed significant progress achieved in addressing a number of issues.



Final Assessment

A final on-the-ground assessment was conducted in May 2023. This involved interviews with a total of 54 management executives in addition to 185 workers, of which 26.0% are female estate workers and 57 external stakeholders to gather information and feedback. The assessment also included a review of policies, SOPs, payroll, pay slips, training records, health and safety documents, worker attendance records and other labour related documents.

The outcome of the assessment met expectations set out in the three-year strategy plan, including 100% permanent worker status, a clear calibration system for harvesting work hours and a unionised production site. It also identified several areas of improvements in regard to worker and union consultations, child protection and engagement with suppliers, among others.



Training

Upon completion of the final assessment, training was provided to the management of PT DLI and PT Milano to address issues identified and ensure we continue to uphold labour standards in our palm oil operations in Indonesia.

Living Wage

Wilmar is committed to assessing and ensuring that all employees and contractors within our palm operations are paid a living wage based on available frameworks in the countries where we operate by following RSPO Living Wage Benchmark. In regions or countries where living wage standards are not established, we prioritise ensuring that employees and contractors are paid at least the statutory minimum wage. In 2024, we assessed 100% of our employees and contractors to ensure they are paid a living wage.

In addition to our commitment to ensuring that all our employees and contractors are paid a living wage, we also assess our suppliers on key elements of living wage using the SRT to evaluate key aspects such as the provision of:

- Food
- Water
- Accommodation
- Healthcare
- Transportation
- Education
- Daycare



For more information on the SRT and initiatives on living wage, please refer to our **Palm NDPE Implementation Annual Report 2024**.



Our employees receive benefits such as free childcare, transport and savings plans.

Human Trafficking and Forced Labour

409-1

We prohibit all forms of forced, trafficked or bonded labour within our operations and supply chain. We do not retain personal identification documents and belongings without consent. Instead, we provide secure storage lockers that are easily accessible, allowing workers to maintain full control over their property without restriction. These practices align with our overarching No Exploitation of People and Local Communities commitment and form part of our ethical recruitment and zero recruitment fee approach.

In our palm oil operations in Malaysia and Indonesia, we mitigate risks of human trafficking and forced labour through direct recruitment practices. By covering all recruitment fees and associated costs, we eliminate the potential for contract misrepresentation or debt bondage arising from recruitment fees charged by recruitment agents. When recruitment agencies are involved, their role is strictly limited to administrative and logistical support, and we work only with authorised, licensed agencies. Furthermore, all salaries and remuneration are paid directly to workers, ensuring transparency and preventing any opportunities for exploitation.

To ensure the effectiveness of our measures, we conduct regular internal audits and evaluations of human rights and labour practices throughout both upstream and downstream operations. These audits are essential for verifying compliance with our policies, identifying potential gaps and strengthening ESG-related controls. Within our supply chain, we assess and monitor our suppliers for human rights issues including forced and bonded labour through our SRT. Through stakeholder engagements and the SRT, we have identified ethical recruitment to be one of the key focuses for our Malaysia suppliers. To this end, we organise capacity building and training workshops to address challenges surrounding forced labour and ethical recruitment. By continuously strengthening our processes, we enhance our ability to address risks and build greater resilience across our operations.



Direct recruitment fosters better communication and creates healthier workplace relationships for our staff and workers.

INTERNAL HUMAN RIGHTS RISK ANALYSIS AND GAP IDENTIFICATION PROGRAMME

In recent years, there has been heightened scrutiny on human rights within the labour workforce, particularly concerning Malaysian companies.

All our plantation and mill units in Malaysia are MSPO-certified, RSPO-certified or on track to be certified in accordance with the **RSPO Time Bound Plan**.

To further strengthen our commitment to human rights beyond certification schemes, we launched the Human Rights Risk Analysis and Gap Identification (HuRRAGI) programme in February 2023. Covering all our plantation and mill units in Malaysia, this programme helps to identify potential gaps and concerns to guide the development of targeted action plans aimed at driving meaningful improvements.

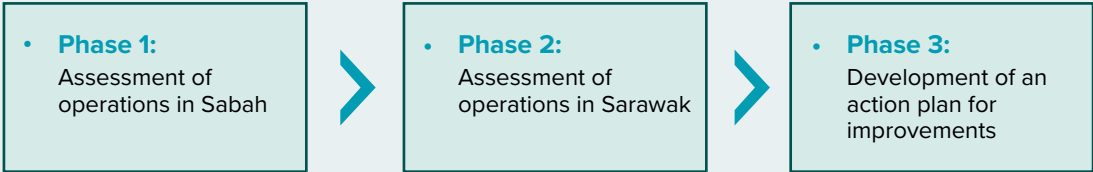
The assessments conducted under the HuRRAGI programme comprise of three key components:

- **WORKER INTERVIEWS**
 - Individual interviews
 - Focus group discussions

- **VERIFICATION OF DOCUMENTATION**

- **INSPECTION OF HOUSING CONDITIONS**

The HuRRAGI programme was implemented in three main phases:



Phases 1 and 2 were led by members of our sustainability team and EHS officers. In Phase 3, we engaged a third-party labour rights specialist organisation to provide expertise and recommend best practices for addressing the challenges related to foreign workers in Sabah and Sarawak.

During the first two phases, we interviewed 3,135 workers, representing approximately 30.0% of our total workforce. We are currently in the final stage of Phase 3 which involves developing an action plan for improvements. As part of this process, a third-party labour rights specialist conducted a field assessment of our operations, including interviews with management and workers. We also facilitated meetings to enable the direct engagement between the third-party organisation and relevant stakeholders such as recruitment agents and government agencies.

Modern Slavery

We are committed to combating modern slavery within our operations and supply chain. In line with our HRDD process, our approach involves regular evaluations of our strategies and programmes, risk mapping of potential issues and external stakeholder consultations. These efforts reflect our broader responsibility to uphold ethical labour practices and ensure respect for human rights across our business activities.

To provide transparency, we publish a **UK Modern Slavery Act Transparency Statement** and an annual Modern Slavery Statement in accordance with the Australian Modern Slavery Act 2018. These documents are available on our Sustainability Dashboard and the **Australian Government's Online Register for Modern Slavery Statements**.



More information on our partnerships and platforms can be read in our **Palm NDPE Implementation Annual Report 2024**.

Collective Bargaining

2-30, 407-1

Wilmar respects employees' freedom of association. All employees have the right to form and join unions of their choice and to bargain collectively to negotiate work relations effectively, so that both employers and workers have an equal voice in negotiations in order to achieve a fair and equitable outcome. Where such agreements or associations are absent, we facilitate parallel means of bargaining and association for all eligible personnel.

As of 31 December 2024, 96.2% of our eligible workforce worldwide was covered by collective bargaining agreements. The structures and processes for these agreements differ by region, reflecting the unique legislative and cultural environments of the agricultural and palm oil industries.

NIGERIA

While all permanent staff and management are eligible for union membership, managerial staff are excluded from union membership to prevent conflict of interest under Sections 3.3 and 4 of the Nigerian Trade Union Act.

INDONESIA

We work closely with local labour unions to strengthen social dialogue with key stakeholders in addition to updating or renewing collective bargaining agreements.

MALAYSIA

In the absence of formal workers unions, Wilmar has established social and welfare committees in all our plantations to raise and address topics or concerns related to working or living environments.

CHINA

Our trade unions in China regularly engage with union members, employee representatives and company management to discuss concerns and update bargaining agreements.

AUSTRALIA

All waged employees are covered by an industrial agreement (Award or Enterprise Agreement) while remaining staff and managerial employees are covered through stand-alone contracts.

Wilmar recognises that a diverse workforce contributes a broad range of strengths and perspectives that drive innovation and inclusive growth.

Children’s Rights and Safety

408-1

Wilmar has zero tolerance for any form of child labour, exploitation or abuse and is committed to protecting and safeguarding the rights and safety of children. While we assess and monitor our entire operations, we pay close attention to our upstream oil palm plantations where risks to children’s rights and safety are most prevalent.

Our commitment to child protection extends to our palm oil supply chain. Our suppliers are guided by our Child Protection

Policy Implementation Manual and CiP Directory. Through our SRT, we assess our suppliers’ progress in the implementation of our NDPE Policy, which includes the prohibition of child labour as part of our No Exploitation commitment.



More information on the implementation of our No Exploitation commitment can be found in the **Palm NDPE Implementation Annual Report 2024**.

Prioritising Child Safety

Many children live with their parents in worker housing and use facilities such as crèches located within our plantations. These areas may be exposed to inherent hazards, which require careful attention and proactive safety measures. To address this, we regularly conduct child safety assessments across our operations in Indonesia, Malaysia, Nigeria and Ghana to identify and document any potential or recurring risks to children. These

assessments also evaluate the effectiveness of programmes and interventions aimed at enhancing overall child safety. The assessments are carried out by our Sustainability Department, which is independent from the plantation management team. Through these efforts, we aim to minimise risks, improve living conditions and promote the overall welfare of children in plantation communities.



A smallholder family employed by Wilmar in Indonesia.

Indigenous and Local Community Rights

411-1

Upholding Free, Prior and Informed Consent

Wilmar is committed to respecting and upholding both legal and customary land tenure rights, as well as the individual rights of indigenous and local communities, in accordance with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the HCSA toolkit and the RSPO P&C. Wilmar is also an active participant in the **RSPO Human Rights Working Group (HRWG)**, working collaboratively to drive industry-wide progress on human rights issues.

As part of our commitment, we require that FPIC is obtained from indigenous and local communities before any new planting activities. This ensures that local communities have clear and meaningful avenues to negotiate the terms and conditions of any proposed projects. We conduct participatory mapping in land-related planning, engaging affected communities and their representatives, relevant stakeholders, independent experts and, where appropriate, supporting NGOs. In the event of conflicts or disputes, we are committed to addressing and remediating any adverse human rights impacts we may have caused or contributed to in a timely and transparent manner, in line with the steps outlined in our **Grievance Procedure**.

Supporting local communities

Where feasible, we also seek to support food security in local communities by helping farmers grow other crops and establish food production businesses. In Ghana, for instance, we allocate areas of land for workers to grow vegetables, improving their access to fresh food and reducing their dependency on external sources.

In addition, we provide guidance on responsible farming practices, such as the safe use of agrochemicals, to protect both health and the environment. Through this initiative, most of our workers are able to farm a variety of vegetables close to home and live a healthier and more balanced lifestyle. This has in turn improved workers’ productivity in our plantations and strengthened food security.

Our child safety assessments aim to:

REPORT ON MEASURES
aimed at creating a safer environment for children and infants

RAISE AWARENESS
and protect the health and safety of children living in our plantations

SUPPORT THE WELFARE
of children impacted by the death of a parent or guardian



More information on the care of family life and welfare can be found in the **Diversity and Inclusion** section. Our Occupational Health and Safety initiatives and progress can be found in the **Employee Health, Safety and Well-being** section.

Education as a solution to child labour

Education plays a crucial role in preventing child labour, and access to education is a fundamental pillar of our strategy to eliminate it. In our oil palm plantations, we have built schools and provide scholarships to deserving students in underprivileged regions, helping to create opportunities for children to learn, thrive and reach their full potential.

In 2024, we supported 12,370 children of compulsory school-going age in our oil palm plantations in their education. We monitor the number of children through a census at each plantation.

We have also established crèches across our oil palm plantations, providing a safe and nurturing environment for children while their parents are at work. As of December 2024, we have built 154 crèches benefiting 4,205 children, from newborns to four-year-olds, of Wilmar employees. These facilities ensure that children are well cared for during working hours, helping to promote a healthier work-life balance for families.



More information on our education programmes is available in the **Economic and Community Contribution** section.

DIVERSITY AND INCLUSION

3-3, 405-1, 405-2, 406-1

We recognise that a diverse workforce and an inclusive workplace enhance innovation, employee engagement and overall business performance. At Wilmar, Diversity, Equity and Inclusion (DEI) are not mere buzzwords but fundamental principles that underpin a resilient and successful organisation. We believe that promoting DEI empowers individuals, fosters collaboration and boosts productivity across all levels of our organisation. Our diverse workforce also mirrors the communities we serve, enabling us to better understand and respond to their needs and perspectives.

We are dedicated to advancing DEI in our workplace and throughout our supply chain. This commitment is supported by a range of policies and initiatives established to manage and promote DEI, with a focus on empowering women by creating equal opportunities and championing their representation in a traditionally male-dominated industry.

Through these efforts, we ensure that Wilmar remains competitive, adaptable and well-positioned to meet the demands of an evolving global market.



Wilmar's women employees in Ghana.

OUR TARGETS

- **UPHOLD DIVERSITY AND INCLUSIVITY IN OUR WORKPLACE** through close adherence to policies such as:

- Equal Opportunity Policy
- Women's Charter
- Human Rights Policy
- Human Rights Framework
- Sexual Harassment, Violence and Abuse, and Reproductive Rights Policy

- **CONTINUE IMPLEMENTATION OF THE BOARD DIVERSITY POLICY** to meet the quantitative gender diversity targets of increasing female representation on the Board to 25.0% by 2025 and 30.0% by 2030 (ongoing)

Diversity and Inclusion in the Workplace

Wilmar has established specific DEI policies and expects all employees and directors to comply with the frameworks outlined in these policies. Our zero-tolerance stance on discrimination and harassment ensures that all employees are treated with dignity and fairness.

Every Country Head and Business Head is accountable for implementing DEI practices. Wilmar has set clear and ambitious DEI goals to drive measurable progress, with these benchmarks shaping our leadership practices and ensuring diverse perspectives are integrated into our strategic direction.

Equal Opportunity Policy

Wilmar's **Equal Opportunity Policy** exemplifies our dedication to providing equal opportunities and fair treatment to all employees, regardless of race, colour, gender, age, social class, religion, sexual orientation, political views, nationality or disability. This principle is embedded across all human resource processes—including recruitment, promotions, training and retirement—with a strong emphasis on a merit-based approach. By fostering an inclusive and fair workplace, we ensure that all employees have the opportunity to thrive and contribute to our collective success.

2024 PERFORMANCE

- **27.9%** of management positions are **HELD BY WOMEN**
- Female employees account for **23.8%** of our global headcount
- **100%** of our oil palm plantations in Indonesia, Malaysia, Ghana and Nigeria have **WoW OR GENDER COMMITTEES**
- **EMPLOYS 116 EMPLOYEES WITH DISABILITIES** across our global operations, which forms **0.10%** of our total workforce
- As of 31 December 2024, **23.1%** of our Directors, excluding an Alternate Director, were female
- Appointed a fourth female Director in April 2025, increasing female representation on the Board to **30.8%**

Board Diversity Policy

In alignment with the Singapore Council for Board Diversity's recommended targets and SGX listing rules, Wilmar's **Board Diversity Policy** sets quantitative gender diversity targets of 25.0% female representation on the Board by 2025 and 30.0% by 2030. This policy underscores, in addition to gender diversity, the value of diverse backgrounds in driving business performance, as varied skills, qualifications and experiences contribute to better decision-making and innovation.

As of 2024, 23.1% of our Directors, excluding an Alternate Director, were female, demonstrating our steady progress towards achieving these targets and reinforcing our commitment to a diverse and effective leadership team.

As of April 2025, 30.8% of our Directors, excluding an Alternate Director, were female—exceeding the target recommended by the Singapore Council for Board Diversity.



Please refer to pages **72 to 76** of our Annual Report 2024 for detailed statistics and a comprehensive overview on the diversity and composition of our Board of Directors as of December 2024.

Gender Diversity in our Workforce

Female Representation

Wilmar recognises the importance of supporting and empowering women in a traditionally male-dominated industry. We are committed to fostering a fair and inclusive environment where women can thrive professionally.

In 2024, women made up 23.8% of our global workforce, with 27.9% in management positions. In accordance with our **Equal Opportunity Policy**, we ensure equal remuneration across all roles, regardless of gender. As of December 2024, 34.7% of our science, technology, engineering and mathematics (STEM) professionals were female, underscoring our commitment to gender equality in these specialised fields.

Our Equal Opportunity Policy ensures that all employment decisions—including hiring, career advancement, training, discipline and termination—are made without discrimination based on personal characteristics such as ethnic origin, gender, national origin, age, social class, religion, sexual orientation, gender identity, union membership, political affiliation or disability.

Workplace Harassment and Discrimination

To maintain a respectful and inclusive workplace, all new hires are required to read and acknowledge the Workplace Behaviour Policy as part of their induction. Annual training ensures that employees remain informed and are equipped to uphold these standards.

We place particular emphasis on creating a safe environment for women. In Europe, trained Confidential Officers are appointed to handle cases such as sexual harassment, with contact details made readily available to all staff. At Goodman Fielder, we implemented training and communication initiatives addressing sexual harassment and discrimination.

In 2024, there were **zero** reported incidents of harassment and discrimination.



INDONESIA

In Indonesia, Wilmar collaborates with stakeholders such as the ILO, Indonesian Palm Oil Association (IPOA) and trade unions to promote gender equality and safeguard the welfare of women and children in the plantation sector. In 2024, three new safe houses were established in West Sumatra, South Sumatra and Central Kalimantan to provide protection for women and children. In addition, task force members at these safe houses received specialised training from the Ministry of Women's Empowerment and Child Protection to strengthen case management and support services.

GHANA

In Ghana, inclusion through equal opportunity policies ensure workers of all races, genders and religions are treated fairly. We support religious diversity by allocating land for places of worship such as churches and mosques, and by making regular contributions to local festivals and cultural rituals. One of our estates contains a shrine located at its boundary, which we maintain and preserve.

CHINA

At the Yihai (Changji) factory in Xinjiang, we promote diversity by employing individuals from various ethnic groups such as Kazakh, Hui and Tujia. The factory caters to the dietary needs of all ethnic groups and has a female employee committee that advocates for women's rights and needs. We also provide stable employment for four persons with disabilities and have supported 200 cataract surgeries and customised prostheses for people with disabilities in the region.

EUROPE

Diversity and inclusion are integral to our HR practice across our European operations. To measure our progress and benchmark against industry standards, we plan to conduct an employee survey in collaboration with a renowned external research institute. The survey will evaluate our current practices and guide future improvements.

AUSTRALIA

Wilmar Sugar supports diversity and inclusion through several initiatives, including the observance of key events such as International Women's Day, Harmony Day and Diwali. We also support flexible working arrangements, conducted training on Respect in the Workplace and introduced a prayer room at the Yarraville Refinery Front Office, fostering a more inclusive and respectful work environment.

NIGERIA

The Gender Committee in Nigeria addresses workplace issues such as sexual harassment and domestic violence. In collaboration with the EHS and HR teams, the Committee conducts regular awareness sessions at muster grounds to sensitise employees and promote a safe, respectful and inclusive work environment.

Persons with Disabilities

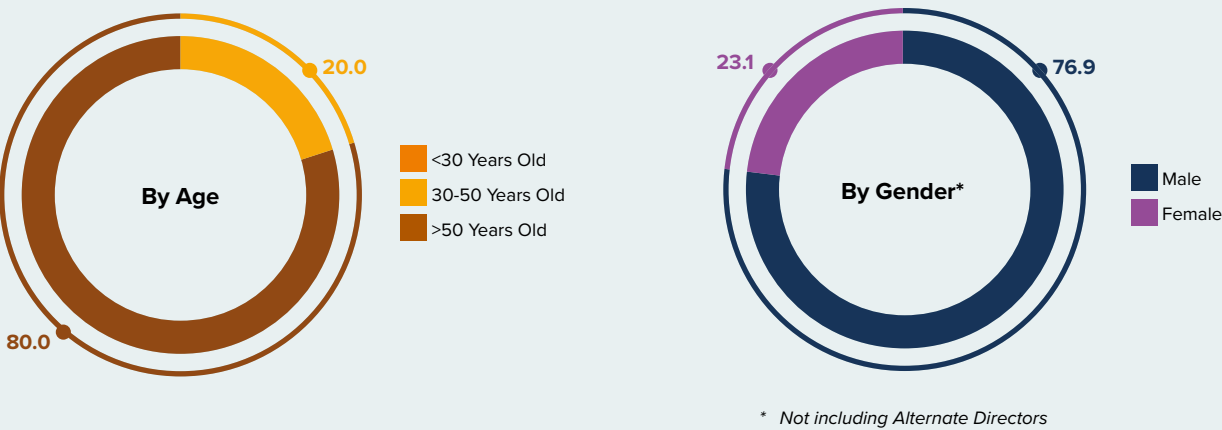
At Wilmar, we believe in providing equal opportunities for all. We are committed to building an inclusive workplace where individuals of all abilities can thrive and contribute their unique skills and perspectives to enrich our organisation.

As of December 2024, 116 persons with disabilities were employed across our global operations, representing approximately 0.10% of our total workforce.

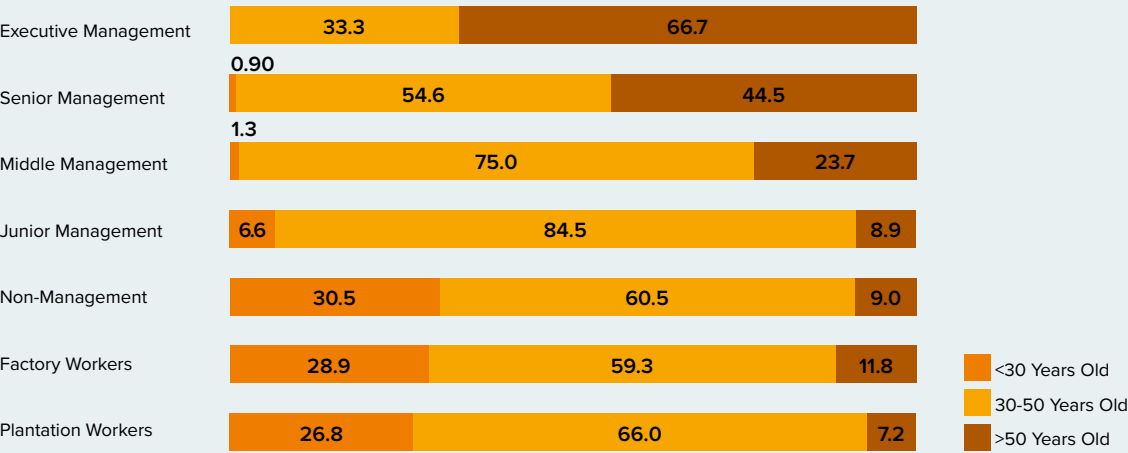
During the year, we welcomed 11 new hires with disabilities, while three left the Group. This reflects our sustained efforts to support employees with disabilities through equitable hiring practices, career development opportunities and an inclusive work environment that values their contributions.

Our Performance

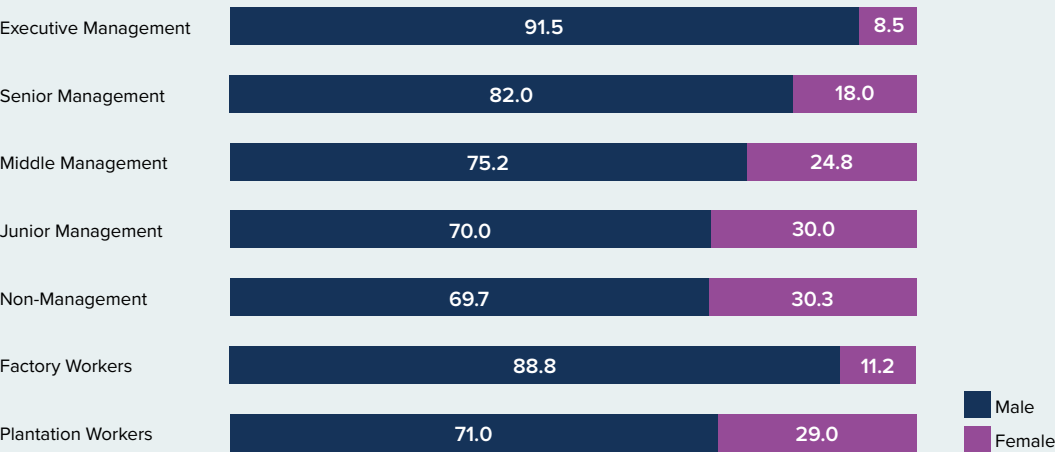
Age and Gender diversity of the Board of Directors (%)



Age diversity by employee category (%)



Gender diversity by employee category (%)

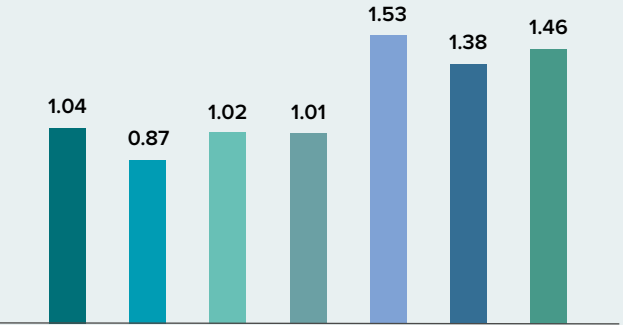


Female representation in leadership and STEM-related positions (%)

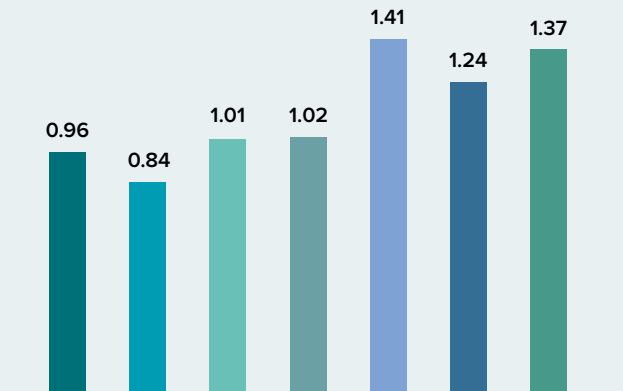


Ratio of weighted average annual basic salary for each employee category

Ratio female to male (basic salary)



Ratio female to male (annual remuneration)



Protecting Women’s Rights

Women are integral to both our workforce and the communities we serve. Recognising the unique challenges and responsibilities women often face, particularly in plantation settings, Wilmar strives to uphold their rights and foster an equitable environment. To this end, we have implemented targeted initiatives, such as the formation of WoW and Gender Committees across our plantations. These initiatives serve as platforms advocating for women’s rights, addressing gender-specific concerns and ensuring alignment between our policies and the needs of women.

Women’s Working Groups and Gender Committees

Since 2007, Wilmar has championed women’s empowerment by forming women’s committees across our oil palm plantations, regardless of RSPO certification status. By 2020, WoW or Gender Committees were operational across plantations in Indonesia, Malaysia, Nigeria and Ghana, serving as critical channels for implementing and communicating our social policies.

In 2019, the Women’s Committee Steering Group (WCSG) was formed to align efforts with the five focus areas of our Women’s Charter. The WCSG brings together women leaders from key operating regions for quarterly meetings, regular reporting and collaboration on issues affecting women throughout our operations.

Women’s Charter

Launched in 2019, our **Women’s Charter** underscores Wilmar’s commitment to respecting women’s rights and safeguarding their welfare. Acknowledging the unique societal and personal responsibilities that shape women’s career decisions, the Charter outlines our commitment to providing tailored support across our workforce and communities, including in housing estates within our operational areas. It promotes a fair and inclusive workplace while protecting the well-being of women and their families.

The Charter’s global implementation is adapted to Wilmar’s diverse operating landscapes, spanning plantations, mills and offices. Localised initiatives ensure relevance and effectiveness. In our upstream oil palm plantations, WoW play a pivotal role, reporting directly to management to ensure alignment with local needs. Complementary policies such as the **Sexual Harassment, Violence and Abuse, and Reproductive Rights Policy** further reinforce our approach to creating an equitable and supportive work environment for women.



Wilmar’s women employees at our IPAS training centre in Sapi, Malaysia.

FIVE KEY FOCUS AREAS OF THE WOMEN’S CHARTER

1 PROTECTION AND CARE OF FEMALE HEALTH

Wilmar prioritises the health and well-being of women in our plantations, with a focus on maternal health and overall wellness. Key initiatives include:

- Conducting training sessions and group discussions to raise awareness on reproductive rights, birth control options and the importance of regular screenings for breast and cervical cancer
- Ensuring equal access to healthcare services
- Introducing maternal health cards to monitor women’s prenatal health indicators

2 CARE FOR FAMILY LIFE AND WELFARE

Wilmar strives to support women in nurturing and enhancing their families’ well-being through the following efforts:

- Conducting training and awareness sessions on topics such as childhood nutrition and prevalent illnesses like hand, foot and mouth disease
- Partnering with local hospitals and health authorities to organise campaigns to promote the importance of childhood vaccinations and protect against preventable diseases such as polio
- Providing childcare facilities through crèches to offer a safe and nurturing environment for children below school-going age, enabling their mothers to work with peace of mind. These facilities maintain rigorous safety standards, through registration and attendance systems and vaccination tracking to ensure compliance with mandatory immunisation requirements

CASE STUDY

HANDBOOK ON BEST PRACTICES FOR THE PROTECTION OF CHILDREN IN PLANTATIONS

Wilmar, in collaboration with key stakeholders such as the IPOA, the Ministry of Women Empowerment and Child Protection, UNICEF and other prominent organisations, has developed a comprehensive **children’s protection handbook**, outlining best practices and offering practical guidance. The handbook addresses the rights of women workers and children and has been distributed to all IPOA member plantations in Indonesia.

Together with BSR and other leading consumer goods companies, we published a **Child Protection and Safeguarding Implementation Manual** tailored specifically to the Indonesian context. It incorporates visual aids and valuable insights from Indonesian child protection authorities, NGOs and unions to deepen a universal understanding of children’s rights. This is followed by a similar manual for **Malaysia**, which includes critical information such as birth registration procedures for foreign children living in plantations.

For further details on children’s protection, please refer to the **Human Rights and Labour Standards** section of this Report.

3

PROTECTION FROM SEXUAL HARASSMENT AND VIOLENCE

Wilmar has established robust processes for reporting and addressing sexual harassment, with WoW and Gender Committees serving as formal reporting channels. We have also refined these processes by clearly defining sexual harassment and ensuring that non-relevant cases such as extra-marital affairs are filtered out. This approach enables us to focus on legitimate cases.

Recognising the need to protect children from sexual abuse, our Good Touch, Bad Touch (Sentuhan Selamat, Tidak Selamat) programme raises awareness on child sexual abuse, grooming and inappropriate interactions. Delivered in local languages, the programme is interactive and engages children through songs and quizzes. This initiative aligns with our **Child Protection Policy** and was extended to our school partners in Malaysia in 2023. For additional details on our initiatives to protect children from sexual abuse, please refer to our **Sustainability Briefs**.

We also partnered with Indonesia's Ministry of Women Empowerment and Child Protection and Ministry of Manpower and Transmigration to establish the first women and children protection safe house, Rumah Perlindungan Pekerja Perempuan (RP3) at PT AMP Plantation in West Sumatra, Indonesia.

By 2024, three additional facilities were completed at PT KSI, PT Tania Selatan and PT Mustika Sembuluh. Personnel in charge of the safe houses at PT KSI and PT Tania Selatan have been trained by the Ministry of Women Empowerment and Child Protection on handling and receiving victims. We plan to extend similar training to personnel in PT Mustika Sembuluh.

CASE STUDY

TRAINING AND COLLABORATIONS TO ADDRESS GENDER-BASED VIOLENCE IN MALAYSIA AND INDONESIA

Wilmar has made significant strides in addressing gender-based violence (GBV) in our operations across Malaysia and Indonesia through a combination of training initiatives and strategic partnerships.

In 2021, in collaboration with the Women's Aid Organisation, we launched online training sessions in Malaysia focusing on different forms of GBV, including sexual violence, harassment, child sexual abuse and domestic violence. This was followed by a series of workshops in 2022 targeting management teams and workers with a specific focus on prevention and reporting mechanisms. These efforts were well-received, with participants expressing increased confidence in addressing GBV-related issues.

In Indonesia, we partnered with the IPOA to develop the **Protecting the Rights of Women Workers in Palm Oil Plantations** manual to protect women workers' rights in the industry and delivered training on preventing sexual harassment and exploitation within plantations.

In 2023, in collaboration with members of the Action for Sustainable Derivatives (ASD), Wilmar launched the **Respect in Palm** pilot programme in Indonesia to cultivate gender-equitable behaviours and relationships through workplace training.

The programme focused on enhancing workers' and supervisors' capacity to address GBV by promoting anti-harassment policies and providing education on grievance procedures. The training covered five

core modules addressing communication styles, gender norms and violence in relationships and the workplace—all carefully tailored to the palm oil sector's unique operating environment and Indonesia's legal and cultural context.

Participants engaged in group discussions, exploring real-life gender equality issues that one may encounter in both work and home settings. Workers also receive training on managing stress, measuring mental and emotional well-being and becoming change agents within their communities. Supervisors receive additional training on identifying different forms of harassment, supporting victims and fostering a safer workplace. This comprehensive approach ensures that leaders are well-equipped to set positive examples and uphold anti-harassment standards.

The pilot in Central Kalimantan concluded successfully in August 2024. It raised awareness of gender norms, improved communication between workers and supervisors and fostered a safer and more inclusive workplace.

In 2024, we co-organised a three-day workshop with the ILO in Palembang, Indonesia, to promote workplace equity and the prevention of discrimination and GBV. It brought together high-level management, staff and workers for in-depth dialogue to deepen their understanding of gender equity, workplace rights and practical approaches to creating safer and more inclusive environments.

4

NON-DISCRIMINATORY, FAIR AND EQUAL OPPORTUNITIES AT WORK AND IN WORKER REPRESENTATION

Wilmar places emphasis on creating a workplace where workers have fair representation. Our WoW management teams are dedicated to continually advancing diversity and inclusivity by maintaining open communication channels, sharing knowledge and addressing concerns promptly. Gender representation is prioritised at all levels, with at least one female member included on each worker representation committee. We also proactively encourage female employees to pursue internal promotions and new opportunities.

To reinforce transparency, our **Grievance Procedure** and safe **Whistleblowing Channel** enable staff and stakeholders to report instances of discrimination, while our **Code of Conduct** is regularly communicated to all employees.

5

CONTINUOUS EDUCATION FOR PERSONAL AND FAMILY LIFE IMPROVEMENT

Wilmar is dedicated to supporting women in our plantations through ongoing education and training initiatives designed to enhance both their personal and family well-being. Regular health and safety awareness sessions are held at our learning centres²¹ by WoW, focusing on essential topics such as pregnancy care and postnatal guidance. These talks equip women with the necessary knowledge on safe practices during pregnancy and provide crucial support on breastfeeding, breast care and infant care—empowering them to maintain their health and well-being during this crucial stage of life.

CASE STUDY

INCORPORATING DIVERSITY, EQUITY AND INCLUSION IN THE PALM OIL SUPPLY CHAIN

In 2023, Wilmar partnered with Nestlé and BSR to develop a training programme for suppliers in Sabah, Malaysia. The programme aimed to educate suppliers on essential DEI concepts, policies and best practices aligned with Wilmar's commitments and international standards. As a first step, BSR conducted a landscape assessment of DEI within Malaysia's palm oil industry, reviewing global DEI standards, relevant Malaysian regulations and industry benchmarks such as the RSPO and MSPO. The landscape assessment report is available publicly and can be accessed [here](#).

Building on this, BSR engaged with local stakeholders to develop customised training materials, surveys and action plan templates. This culminated in a series of workshops, beginning with an in-person session in December 2023 where our suppliers participated in breakout discussions addressing DEI challenges, assessments and strategies.

To maintain momentum, a follow-up online workshop was held in May 2024, during which suppliers completed a DEI self-assessment checklist and formulated improvement plans. The session provided an opportunity to review progress, discuss challenges and identify areas requiring additional support.

²¹ Learning centres refer to Humana, community learning centre and schools.

EMPLOYEE HEALTH, SAFETY AND WELL-BEING

3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

At Wilmar, the health, safety and well-being of our employees and workers are paramount.

We recognise that our operations involve physically demanding tasks, including harvesting, machinery operation and transportation, which can pose significant risks when health and safety protocols are neglected. Effective management of these aspects safeguards our people and ensures operational efficiency and mitigation of potential disruptions.

Wilmar is dedicated to implementing comprehensive health, safety and well-being practices that create a secure and supportive work environment. Across our plantations, factories and shipping operations, we consistently benchmark our performance against industry standards. This allows us to identify areas for improvement and adopt best practices. Our proactive approach not only reduces health and safety risks but also enhances employee productivity. It reinforces our reputation as a responsible and socially conscious business, ultimately benefitting both our workforce and stakeholders.

OUR TARGETS

- **REDUCE LOST TIME INJURY RATE (LTIR) BY 40.0%**, by 2025 from 2020 baseline (ongoing)
- Commitment to **ZERO CASES** of work-related fatalities (ongoing)
- **ENHANCE THE REPORTING RATE OF HAZARDS AND NEAR MISSES BY 40.0%** by 2025 from 2020 baseline and aim for a **CLOSURE RATE OF >90.0%** for disclosed hazards and near misses disclosed (ongoing)
- **ATTAIN >95.0% COMPLIANCE TO WILMAR HIGH RISK WORK (HRW) STANDARDS** by 2025 (ongoing)

2024 PERFORMANCE

- **47.0%** reduction in LTIR, from **0.91** in 2020 to **0.48**[#] in 2024
- 9[#] fatalities involving 7[#] employees and 2[#] contractors. Please refer to the page **112** for details
- **140,420** cases of near misses and hazards were reported in 2024, representing an increase of more than **125%** from 2020 baseline
- **98.1%** closure rate achieved for these cases
- **87.7%** score achieved on the HRW gap assessment, as part of the HRW campaign launched in 2024

Instilling a Culture of Safety Across Our Business

Wilmar's approach to employee health, safety and well-being is underpinned by six key strategies that are implemented across our operations:



- 1. Leadership and culture**
We are committed to fostering a safety culture starting with our leadership. Our leaders actively encourage employee participation to build trust and cultivate a sense of care throughout our workforce.



- 2. Risk management**
We integrate risk management into our business strategy, ensuring that high environmental standards and risk mitigation measures for human and environmental resources are consistently applied across all operations.



- 3. Monitoring, verification and reporting**
We have developed an integrated global reporting platform to collect, analyse and manage EHS data. This platform enables us to track and report progress and performance consistently.



- 4. EHS management system**
We implement a comprehensive EHS management system across our operations. This system manages environmental and safety hazards and ensures legal compliance, while enhancing efficiency and productivity and driving continuous improvement.



- 5. Capabilities and competencies**
We strengthen our EHS competencies and raise awareness among employees through comprehensive learning and development programmes.



- 6. Communication and promotion**
We develop and implement effective communication strategies to raise awareness, engage employees and foster a culture that prioritises safety and environmental responsibility.

Regular training is a key component of Wilmar's EHS initiatives.

[#] Limited assurance conducted by EY.

EHS Management System

403-1, 403-4, 403-8

Wilmar Integrated Management System

In 2017, Wilmar introduced WIMS, a global EHS management system designed to minimise workplace health and safety risks. Aligned with ISO 14001:2015 and ISO 45001:2018, WIMS provides a consistent approach to EHS management across all Wilmar employees and contractors, even in regions where such systems are not mandatory.

The performance and implementation of WIMS are reviewed annually to ensure compliance with evolving health and safety standards and enhance overall performance. Regular internal audits are conducted to assess employee and contractor adherence to our EHS programmes.

WIMS was further revised in 2023 to align more closely with ISO 14001 and ISO 45001. The update incorporated stakeholder engagement, risk and opportunity assessments and introduced Contractor Management, Procurement and Management of Change processes to meet ISO requirements.

Wilmar introduced a gap assessment tool to identify system discrepancies for individual sites, establishing a baseline for the 2023 Corporate EHS Audit programme since 2022. As of 2024, our teams across China, Indonesia, Australia and Malaysia have developed their own resources and capabilities in establishing internal audit teams.

Currently, 28.2% of Wilmar’s facilities are certified to ISO 14001:2015 and 21.4% are certified to ISO 45001:2018.



YKA conducts regular occupational health and production safety training for all employees, including employees of subsidiaries and related parties.

EHS Committees

Wilmar’s EHS policies and performance are overseen by the Group-level Safety Leadership Team, which reviews standards and drives improvements. To enhance operational EHS performance, the team regularly shares best practices and lessons learned. Quarterly Group EHS meetings provide a structured platform for discussions and continuous improvement.

EHS Committees, established at the country or site level with worker representation as well as union representatives in certain countries, facilitate transparent communication between employees and management. These committees play a crucial role in addressing EHS issues, reviewing workplace safety policies and investigating accidents.

Across our operations, we engage with worker representatives and trade unions on health, safety and well-being topics through formal consultative groups, bipartite forums and collective agreements. For example, Wilmar Sugar adheres to a strong legislative framework, where union delegates and employees raise safety concerns through structured escalation processes. A formal consultative group comprising Wilmar Management, Safety Health and Environment staff, People and Culture representatives and union delegates, meets quarterly to discuss safety issues.

In Vietnam and China, trade unions are actively involved in reviewing occupational health and safety measures through annual labour conferences and quarterly employee representative meetings. In addition, production sites in China conduct annual EHS target-setting meetings with employees and regularly collect feedback through public channels to enhance workplace safety initiatives.

Wilmar introduced the Safety & Health Committee Guidelines to support countries without national legislation to form safety committees and standardise meeting practices across all sites since November 2023. For instance, in Malaysia, occupational safety and health committees ensure worker representation in safety discussions, meeting quarterly to address EHS matters. In Indonesia, EHS topics are discussed in bipartite forums, with initiatives such as PPE awareness programmes and independent farmer training on fire safety and first aid.

EHS Policies and Standards

Employees are integral to Wilmar’s journey in improving our EHS management. We engage, consult and train our workforce to ensure their needs are considered in establishing policies, setting objectives and implementing plans for a safer workplace. Wilmar’s EHS management strategy includes robust policies to mitigate EHS risks and hazards, such as the HRW Policy, Incident and Hazard Reporting Policy and Process Safety Management Policy. These policies provide clear guidance to ensure compliance and address EHS concerns effectively. Our EHS policies and framework apply to all employees, contractors, contract workers and business partners under our supervision, ensuring safety and promoting adherence to proper EHS practices. All standards, guidelines, gap assessment tools and training materials are readily accessible on the Group’s intranet to ensure compliance.

In line with our commitment to continuously advancing EHS performance, Wilmar publishes new standards annually. In 2024, we published the Health Assessment & Surveillance Standard and the Driving Safety Standard. These standards, available on the intranet and Enablon, are executed at the site level. Sites are required to conduct gap assessments to ensure adherence, following the Plan, Do, Check & Act approach.

At Wilmar’s Singapore headquarters, our Executive Directors serve as the key liaison between the Health, Safety, Security and Environment (HSSE) Department and the Board of Directors. They are responsible for overseeing the implementation of the Group’s WSH Policy and action plan, including adherence to the principles and measures outlined in the Approved Code of Practice on Chief Executives’ and Board of Directors’ WSH Duties, issued by the Singapore government and effective from 31 October 2022.

To reinforce the importance of WSH and demonstrate leadership commitment, the Board of Directors receives regular incident reports and actively discusses WSH matters at Board meetings, including the review and approval of related policies. The Safety Committee works closely with the Board to manage and implement HSSE initiatives. With the Board’s support, Wilmar has developed a dedicated HSSE portal to ensure that all employees in Singapore have convenient access to key resources such as policies, risk assessments and incident reporting tools.

Hazard Identification and Risk Assessments

403-2, 403-3, 403-7

Risk Assessments

The first step in preventing harm is proactively identifying potential hazards and managing risks. Wilmar achieves this through Job Safety and Environmental Analysis (JSEA) standards and tools, ensuring the consistent adoption of our risk management and the effective, timely identification of EHS-related hazards across all sites.

The area supervisor and all workers involved in a job must be informed of the JSEA. This ensures:

- Awareness of the job steps, hazards and controls
- Understanding and agreement that the identified controls are appropriate and will be implemented
- Awareness that if the job scope or environment changes, or if a new hazard or risk is identified, work must stop immediately and be reported to the supervisor

RISK ASSESSMENT PROCESS FOR EXISTING AND NEW OPERATIONS AND PROJECTS

- 01

Selection of Competent Individual:
A trained individual with expertise in leading JSEA is appointed to oversee the process
- 02

Team Formation: A team is assembled, consisting of the area’s PIC or supervisor and workers with relevant expertise or knowledge of the work area, process or equipment
- 03

Documentation of Job Details:
Comprehensive documentation is carried out, detailing the site, facility and task description
- 04

Identification and Breakdown of Job Steps: Job steps are identified and listed, with each step broken down into individual tasks, recorded in sequential order. Clear instructions and sufficient details are provided to ensure easy comprehension and execution

Hazard Identification Process

Hazards and risks are identified for each step of the job on a routine and non-routine basis and are recorded on the JSEA form. Each job step may have multiple hazards and risks.

HAZARD IDENTIFICATION PROCESS

- 01

Physical inspection of the work site
- 02

Consultation with operators or the person(s) responsible for the area
- 03

Review of SOPs, work instructions, equipment maintenance and operating manuals
- 04

Discussion of the job with the work supervisor and workers

Wilmar is committed to proactively eliminating potential hazards at their source through the application of a hierarchy of controls, rather than reacting to their impacts. After implementing these measures, we monitor residual risk—the level of risk that remains after controls are in place.

To evaluate residual risk, Wilmar uses a Risk Matrix that assesses the likelihood and potential consequences of identified hazards. Our objective is to reduce risk to As Low As Reasonably Practicable. If residual risk remains high, work cannot proceed until further controls are implemented to lower the risk to an acceptable level or written approval is obtained from the Group Technical Head.

To ensure employee safety, we engage qualified personnel to conduct risk assessments following national and ISO standards. The assessments, conducted by trained individuals and audited for quality, help us identify and eliminate work-related hazards, thereby minimising associated risks.

Risk assessments play a critical role in identifying potential hazards and implementing appropriate controls to mitigate or eliminate risks. These insights continuously enhance Wilmar’s processes, including WIMS, risk controls and SOPs, while also informing targeted training initiatives.

One of the highest operational risks identified globally is falls from height, which has the potential to cause high-consequence injuries. To address this, Wilmar launched a Global Action on Fall Prevention in 2024, introducing comprehensive checklists and mitigation strategies based on the hierarchy of controls. These measures help workers proactively identify and reduce fall risks in high-risk scenarios such as rooftops, open edges, scaffolds, silos and truck or tanker operations.

The effectiveness of this initiative is evident in China, where serious injury and fatality (SIF) cases and lost-time injuries (LTI) related to falls were reduced from four in 2023 to zero in 2024.

Enhancing Risk Management through Worker Engagement

Worker participation is a core component of our risk management strategy. Employees contribute to risk assessments, near-miss reporting and incident investigations, providing valuable on-the-ground insights. We also actively solicit employee feedback on areas such as procurement and contractor services to refine hazard identification and risk management practices.

Workers are empowered to remove themselves from situations they perceive as hazardous, with the assurance of protection against any reprisals for reporting work-related risks or unsafe conditions. This right is reinforced through Wilmar’s Factory & Construction Life Saving Rules (LSR), which provide a structured approach to risk management and hazard identification across all manufacturing and construction sites.

Launched in August 2024, the LSR framework promotes incident prevention through Stop Work Authority, enabling workers to act immediately in response to potential harm. To support implementation, Wilmar has introduced key resources and guidance, including the 10 Key Life Saving Rules, an interactive Learning Management System (LMS)-LSR Module, LSR Illustration Posters and LSR Spot-on Inspections via Enablon. These tools enhance safety awareness, visualise site hazards and facilitate early interventions.

Workers receiving training on harvesting practices at our Sabahmas Plantation in Malaysia.



Safety briefings are conducted regularly at our plantations.

Health and Safety Training

403-4, 403-5

Training is central to enhancing employee EHS awareness and preventing workplace incidents, while reinforcing our established standards and systems. All employees undergo mandatory EHS induction training covering Wilmar’s policies, local legislation and risk management. We supplement this with regular training and accessible educational materials in local languages to ensure ongoing awareness of the latest requirements and best practices.

In March 2024, Wilmar launched an EHS competency development programme in partnership with the Institution of Occupational Safety and Health (IOSH). This initiative enhances the capabilities of Country EHS leaders through IOSH membership, self-assessment and continuous professional development. Selected EHS professionals have since joined IOSH, reinforcing our commitment to building a capable and resilient EHS network.

In April 2024, we launched our first global Occupational Health and Safety (OHS) campaign *From Compliance to Commitment*, engaging over 82,000 employees across 27 countries. The campaign introduced the Wilmar Desired Safety Behaviours programme which recognises employees demonstrating strong safety leadership. Key outcomes included over 3,200 leadership OHS walks, 2,100 training sessions and 439 improvement projects completed. More than 2,500 employees also received OHS awards for their contributions.

Global E-learning Programme

Wilmar’s global e-learning programme, delivered via our LMS, provides employees with comprehensive training materials and assessment tools to ensure they can perform their duties safely and effectively. Currently available in 20 countries and regions, the programme continues to expand. In 2024, we onboarded over 400 new users and added 10 new EHS courses to the existing 25 courses, comprising 67 learning modules. In 2024, a total of 4,166 employees completed EHS courses on the LMS, underscoring our dedication to building a well-informed and safety-conscious workforce.

Protecting Worker and Employee Health

403-6

Healthcare

Wilmar ensures accessible and affordable healthcare for all employees. Across most operations, we provide health insurance with some policies extending to family members. Many operations also offer group personal accident insurance for additional financial security in the event of accidents.

To deliver quality and effective healthcare, Wilmar provides free access to on-site clinics in our plantations. Where clinics are unavailable, we partner with nearby hospitals to ensure timely access to medical care. Annual medical check-ups are mandatory across most operations, and specific roles undergo ongoing medical assessments to ensure fitness for work while pre-emptively addressing potential risks related to hazardous tasks.

Recognising the unique needs of plantation environments, Wilmar has established Plantation Health and Wellness Committees at both the country and site levels. These committees enhance healthcare systems and services tailored to plantation workers, further reinforcing our commitment to the well-being of our workforce.

IN OUR AUSTRALIA AND NEW ZEALAND SUGAR BUSINESS, WE HAVE A COMPREHENSIVE EHS PROGRAMME THAT COVERS THE FOLLOWING SIX ELEMENTS²²:

- Pre-employment health assessments
- Health surveillance
- Injury management
- Drug abuse
- Alcohol and fatigue management
- Social programmes and preventative health assessments

ENHANCING WORKFORCE HEALTH THROUGH WILMAR SOUTH AFRICA'S ONSITE CLINIC TRANSFORMATION

In South Africa, over 70.0% of employees lack access to private healthcare and rely on an overstretched public healthcare system.

During the COVID-19 pandemic, Wilmar South Africa transformed its onsite Occupational Health Clinic—originally focused solely on medical surveillance for regulatory compliance—into a comprehensive healthcare facility. The upgraded clinic now provides access to a general practitioner, treatment for various health conditions, chronic medication and monthly check-ups for effective chronic disease management.

This enhancement has reduced reliance on public healthcare, improved employee productivity and allowed for early detection and management of health issues, thereby mitigating workplace incidents and long-term illnesses. In addition, face-to-face counselling has minimised absenteeism and production disruptions.

Health and Safety Initiatives

Wilmar proactively implements a broad range of health and safety initiatives across the Group, complementing our established policies and procedures.

Wilmar leverages digital technologies to enhance our EHS capabilities. By capturing and integrating EHS data into our broader organisational systems, we can monitor trends, track performance and anticipate potential risks. This data-driven approach helps us prevent incidents and reduce injury rates, ultimately improve working conditions across our operations.

We have also introduced site-specific interventions to further improve safety, such as refining harvesting procedures, upgrading tools and raising awareness of risks and safety measures among plantation workers.

²² Some elements are required by various national and state legislations in Australia or New Zealand while some are assessed, monitored and provided to our employees.

Health and Safety Initiatives Across the Group

AUSTRALIA
ENHANCING HRW COMPETENCY

Wilmar Sugar and Renewables is committed to enhancing HRW competency to ensure workplace safety. In 2024, a two-year project was launched to close competency gaps and strengthen safety protocols. Key measures include developing a structured training framework covering permit-to-work, isolation, confined space, working at heights and hot work.

A formal approval process was also introduced to verify employees' competency in issuing work permits, alongside a review of permit-to-work effectiveness and improvements to physical isolation procedures. The initiative also evaluates the Take 5 risk assessment tool and establishes a factory-level steering team to oversee HRW management. By integrating formal assessments and authorisation processes, this initiative reinforces safety controls and mitigates workplace risks.

VISIBLE SAFETY LEADERSHIP ON THE SHOPFLOOR
At Goodman Fielder, visible safety leadership is integral to fostering a strong safety culture. Our leaders conduct regular safety walks across operational sites, engaging directly with frontline employees to reinforce safety as a top priority.

In 2024, 24 safety walks were carried out across 13 manufacturing and logistics sites. These walks provide leaders with firsthand insights into workplace risks, mitigation measures and ongoing safety improvements. They also facilitate knowledge sharing and empower employees to showcase safety initiatives, strengthening engagement and communication on workplace safety.



Safety is one of Wilmar's core values.

CHINA
DIGITALISING THE MANAGEMENT OF CHANGE (MOC)
At our production site in Banqiao, China, we have successfully launched the MOC module through the Enablon system. This initiative aligns with both local government regulations and the Group's safety requirements to digitalise safety management processes.

The MOC system enables centralised change management, providing a seamless, paperless process for tracking, registering and approving changes. By implementing this digital solution, we have enhanced process safety practices, improved transparency, minimised risks and increased efficiency in safety compliance.

GHANA
ENHANCING MOTORCYCLE RIDER SAFETY
In response to the global safety risks associated with motorcycle usage, our upstream operations in Ghana have proactively introduced a comprehensive motorcycle safety training programme. Combining classroom lessons with practical sessions, the programme equips riders with defensive driving techniques and hazard awareness to foster safer riding habits. This initiative aims to reduce accident risks and enhance overall road safety for our employees.

INDONESIA
STRENGTHENING PROCESS SAFETY MANAGEMENT (PSM)
PSM has regained focus in Indonesia's downstream operations, with a renewed commitment to rigorous implementation and compliance. Relaunched last year, the programme aims to enhance personnel

competency, integrate PSM standards into site operations and conduct audits to assess and improve effectiveness. By embedding PSM principles into daily activities, the initiative reinforces efforts to prevent process-related incidents and maintain a safer working environment.

ENGINEERING CONTROLS FOR SAFER PALM OIL OPERATIONS
To enhance operator safety in FFB handling, our palm oil mills have implemented key engineering modifications.

The transfer carriage system has been improved by relocating its control switch outside the mainframe, eliminating the risk of operators being caught between FFB cages and handrails.

Similarly, the capstan system, used for moving FFB cages in and out of sterilisers, has been modified by repositioning its switches to a higher platform, reducing the risk of entanglement and unintended operator contact with moving winches. These measures have significantly enhanced workplace safety, minimised hazards and improved overall operational efficiency.

CHAMPIONING HIV/AIDS PREVENTION AND SUPPORT ACROSS OUR OPERATIONS
Wilmar has implemented a comprehensive HIV/AIDS prevention programme across our Indonesian plantations, which includes the development and annual communication of a company-wide policy on HIV/AIDS prevention. Five of our plantation companies received recognition for this programme, which includes policy documentation, employee education, non-discrimination practices, medical support and waste management protocols for workers living with HIV/AIDS. Through this programme, we aim to create a safe, inclusive workplace while supporting the health and well-being of our employees.

EHS Incident Reporting and Investigations

Our Digital EHS Reporting Platform

Since 2016, Wilmar has leveraged Enablon to develop a comprehensive global EHS reporting platform that is implemented across all sites where Wilmar has operational control. This platform empowers us to actively minimise risks and drive efficiencies by collecting and analysing data, tracking EHS action plans and ensuring compliance with relevant laws. Other key features include the Enablon Go Mobile App, which enhances field-level engagement by enabling seamless reporting of incidents and behaviour-based observations.

HAZARD AND NEAR MISS REPORTING

We have set a target to increase the reporting rate for hazards²³ and near misses²⁴ by 40.0% by 2025, using 2020 as the baseline year. In addition, we aim to achieve a closure rate of over 90.0% for all cases reported on our EHS platform.

From 2020 to 2024, over 537,000 cases of near misses and hazards were reported, with a closure rate²⁵ of 99.5% for all reported cases.

Hazard and Near Miss Reporting: Achieved a 125.8% increase in reporting compared to the 2020 baseline, demonstrating improved awareness and proactive risk identification across our operations.

Corrective Action Closure: Maintained a high closure rate of 98.1% in 2024, ensuring timely resolution of identified hazards and prevention of incident escalation.

Year	Reported Cases	Closure Rate (%)	Increase vs 2020 Baseline (%)	Year-on-Year Increase (%)
2020	62,188	99.9	–	–
2021	88,049	99.9	41.5	41.5
2022	118,111	99.8	89.9	34.1
2023	128,649	99.8	106.8	8.9
2024	140,420	98.1	125.8	9.1
Total	537,417	99.5	–	–

Our continued focus on hazard and near miss reporting reflects a strong safety culture and commitment to preventing workplace incidents before they occur.

We saw a significant advancement in our Enablon platform in 2024, focusing on User interface/User experience (UI/UX) improvements and EHS data quality:

- A software upgrade to access advanced features and improved UI/UX.
- Data consistency checks in the environmental data collection process through backend calculations and analytics. These checks analyse historical data and alert users if the information provided in questionnaires does not meet predefined criteria, significantly minimising errors and enhancing overall data quality.

As of 2024, Enablon had approximately 5,300 active users, reflecting our growing adoption and engagement with the platform. We are continually enhancing its capabilities, including the rollout of additional modules such as Management of Change, Risk Management, Audit, Inspections and GO Safety app across all operations.

²³ Hazards refer to anything that could cause harm.
²⁴ A near miss refers to undesired events or a series of events that could result in environmental damage, injury or illness to people, property loss or business interruption but are not realised.
²⁵ Closure rates refer to actions taken by the site to mitigate risks identified through reported hazards and near misses. This is to prevent hazards or near misses from becoming actual incidents in the future.

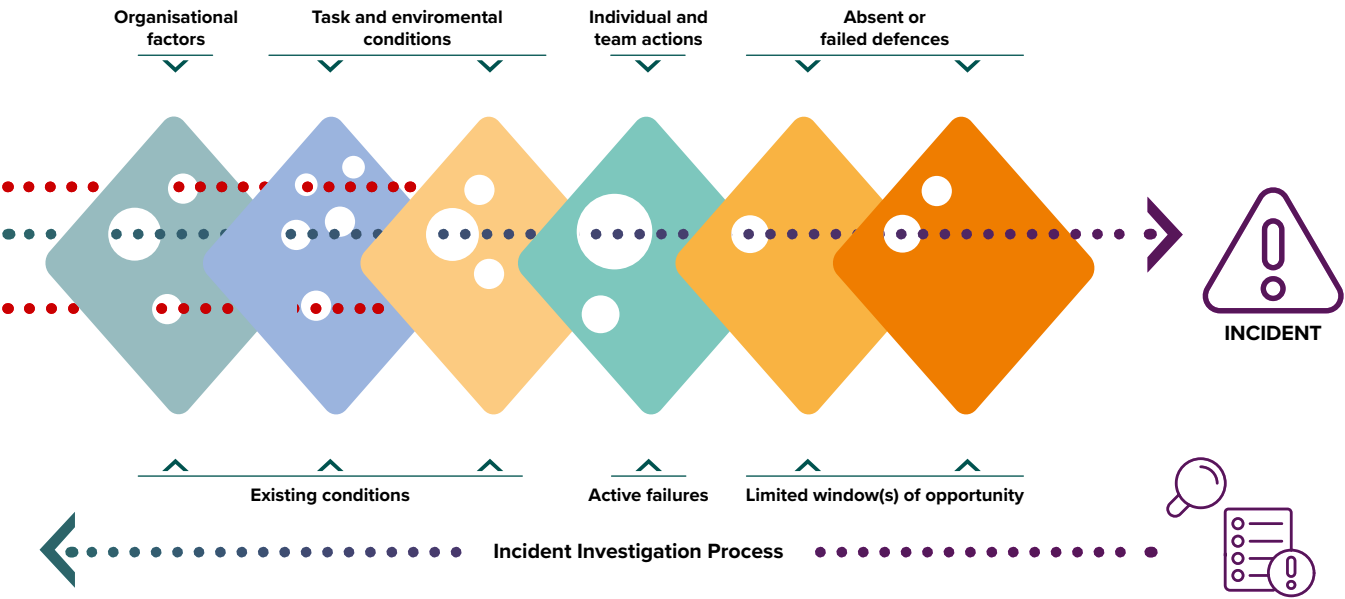
SERIOUS INJURY & FATALITY POTENTIAL (SIFp) REPORTING & INTERVENTION

Launched in 2022, SIFp reporting encourages the identification and reporting of potential serious injuries at the site level, allowing for mitigation before they escalate into real events.

In 2024, Wilmar introduced the Serious Injury Fatality (SIF) Intervention & Reporting Matrix globally. This initiative links potential SIF hazards and observations with actual incidents, enabling the analysis of hazard mitigation and intervention effectiveness. It allows both management and the EHS team to identify high-priority areas for intervention, target specific safety systems and allocate resources effectively.

Incident Reporting and Investigation Standard

Wilmar treats all incident reports with the utmost seriousness, conducting thorough and proactive investigations to identify weaknesses and gaps in our systems. An example of our incident investigation process to determine the root cause is outlined below:



Wilmar has implemented a comprehensive Incident Reporting and Investigation Standard. This standard details a clear process for:

- Reporting incidents, including hazards and near misses
- Investigating and managing incidents
- Implementing Corrective and Preventive Actions (CAPA) to address the root causes and prevent recurrences

When an incident occurs, a specialised investigation team is formed to gather evidence and perform a root cause analysis. Based on their findings, the team recommends CAPA to mitigate the identified risks. All incidents are thoroughly documented in Enablon. The implementation of CAPA is then closely monitored and verified until the issue is fully resolved.

Global EHS Audit Programme

In 2023, we launched the Global EHS Audit programme, with the implementation of phase 1 scheduled over a three-year period focusing on high-risk operations, specifically oilseed crushing plants, tropical oil refineries and flour mills.

In 2024, we audited 31 high-risk sites across China, Indonesia and Malaysia. These audits focused on crucial areas such as:

- WIMS
- HRW practices
- Environmental standards compliance

Each site received a comprehensive audit score that reflected its overall performance and highlighted areas for improvement. Audit findings were diligently tracked and monitored until resolution. Auditors subsequently verified the effectiveness of the corrective actions implemented, ensuring sustained, long-term improvements.

In addition, we provide coaching to site teams to enhance their knowledge and performance in implementing the management system and managing on-site risks.

Our Performance

403-9

Wilmar is committed to eliminating fatalities and fostering a strong safety culture across all operations. In 2023, we launched a safety leadership development programme aimed at equipping business and operational leaders with the knowledge and tools to address EHS challenges. This programme emphasises best practices and aims to instill a shared understanding of the magnitude of change required. As of 2024, 94.0% of assigned employees, equivalent to approximately 1,610 individuals, have completed the programme.

To strengthen our safety culture, we conducted tailored workshops for managers and line leaders, complemented by the roll out of additional safety behaviour programmes across various regions. These initiatives reflect our proactive approach to enhancing workplace safety and reducing risks.

Wilmar’s disclosures on reportable injuries²⁶ cover our plantations, mills, factories and warehouses. Despite our concerted efforts, we recognise the importance of continuous improvement in preventing workplace incidents. In 2024, we regretfully recorded nine[#] work-related fatalities among employees and contractors, including two[#] in oil palm plantations and seven[#] in factories. The latter includes two[#] contractor fatalities—one occurring during a silo cleaning activity and the other involving a contractor who was trapped in a conveyor. The most common causes of fatalities include confined space entry and engulfment, vehicular hazards, machine safety deficiencies and safety process lapses.

In addition, there were two fatalities recorded—one involving a contractor at a greenfield construction site managed by a third party, and another involving an outsourced security guard during patrol duties at our plantations. Any loss of life or harm caused to our workers, whether hired by us or our contractors, is deeply unacceptable to Wilmar. These incidents underscore the importance of safety initiatives and reinforce our commitment to fostering a culture of accountability, vigilance and continuous improvement.

Wilmar remains steadfast in our mission to eliminate fatalities and achieve industry-leading safety performance across all operations.

26 Reportable injuries disclosed in this Report refer to work-related deaths and/or injuries, excluding pre-existing medical conditions, violence and suicides, of our employees and contractors sustained during work activities leading to lost time at all Wilmar’s owned and controlled sites.
Limited assurance conducted by EY.

Fatalities²⁷

	Employees		Contractors	
	Fatalities	Fatality rate per 200,000 hours worked	Fatalities	Fatality rate per 200,000 hours worked
Oil Palm Plantations	2 [#]	0.004	0 [#]	0.000
Palm Oil Mills	0 [#]	0.000	0 [#]	0.000
Sugar Plantations	0 [#]	0.000	0 [#]	0.000
Sugar Mills	0 [#]	0.000	0 [#]	0.000
Factory	5 [#]	0.009	2 [#]	0.004
Wilmar	7 [#]	0.006	2 [#]	0.004
TOTAL FATALITY RATE	0.005			

Lost Time Injury

In 2024, the Group achieved a 47.0% decrease in LTIR from 2020, marking an improvement from 0.50 in 2023 to 0.48[#] in 2024, despite higher levels of reporting across our global operations. This improvement is attributed to the effectiveness of a targeted Lost Time Injury (LTI) Intervention Programme in our upstream operations.

	Employees		Contractors	
	Total LTI	LTIR per 200,000 hours worked	Total LTI	LTIR per 200,000 hours worked
Oil Palm Plantations	505	1.05 [#]	8	0.30 [#]
Palm Oil Mills	32	0.47 [#]	2	0.27 [#]
Sugar Plantations	-	0.00 [#]	0	0.00 [#]
Sugar Mills	61	1.22 [#]	10	0.40 [#]
Factory	155	0.27 [#]	42	0.09 [#]
Wilmar	753	0.64 [#]	62	0.12 [#]
TOTAL LTIR	0.48 [#]			

Permanent Disability

	Employees		Contractors	
	Permanent Disability	Permanent Disability Rate per 200,000 hours worked	Permanent Disability	Permanent Disability Rate per 200,000 hours worked
Oil Palm Plantations	1	0.002	0	0.000
Palm Oil Mills	0	0.000	0	0.000
Sugar Plantations	0	0.000	0	0.000
Sugar Mills	0	0.000	0	0.000
Factory	1	0.002	0	0.000
Wilmar	2	0.002	0	0.000
TOTAL PERMANENT DISABILITY RATE	0.001			

27 Wilmar includes fatalities as a result of work-related ill health in the calculation of the number of cases of recordable work-related ill health. Nonetheless, in 2024, there were no cases of work-related ill health that resulted in fatalities amongst both employees and contractors.
Limited assurance conducted by EY.

Promoting Employee Wellness

403-6

Wilmar prioritises the holistic well-being of our employees, recognising that physical and mental health are vital to performance and to fostering a positive work environment. Our approach goes beyond workplace safety to encompass happiness, health and work-life balance, encouraging healthier lifestyles and sustainable habits.

Across our global operations, we offer a wide range of well-being initiatives, including smoking cessation, exercise, nutrition, vaccinations, mental health and domestic violence awareness.

To support employees who are parents or caregivers, we offer flexible working hours and part-time arrangements, promoting a family-friendly culture and optimal working conditions.

Our employee support programmes include lactation and childcare facilities to support working parents. At YKA, employees at many factories are provided with free dormitory accommodation with amenities such as gyms, badminton halls, nursing rooms, reading rooms and

canteens. Shuttle bus services between dormitories and factories are also provided to ease commuting stress and living expenses.

Office-based support is equally robust. YKA's offices are equipped with baby-changing rooms and Mommy Huts—dedicated spaces that can accommodate up to five nursing mothers at a time and are equipped with essential lactation facilities. Similar lactation rooms are also available in our offices in Singapore, Australia, Vietnam and Europe.

In addition, factories in China offer nutritious maternity meals to support pregnant employees, while our European operations provide regular health check-ups and lifestyle guidance from vitality coaches.

To promote a healthy and active lifestyle, we regularly organise sports activities such as basketball, football, badminton, table tennis and yoga classes. These events not only benefit physical well-being but also strengthen team bonding and create networking opportunities through collaborations with external partners.



Employees of Saremas Plantation participating in football friendlies.

Workplace Wellness Programmes:
A Global View

AUSTRALIA: Goodman Fielder Australia launched the Health 100 workplace well-being programme across its factories and support offices. The initiative offers a wide range of wellness activities, including health seminars, seated massages, nutrition coaching, ergonomic workstation assessments, injury prevention consultations, health evaluations and personalised wellness coaching.

In 2024, the Better Me wellness programme was launched to inspire and support our employees in their holistic health and well-being journey. The programme centres around the six pillars of wellness:

- **Physical Wellness:** First aid training, health screenings and personalised coaching
- **Mental Wellness:** Mental health training and programmes
- **Financial Wellness:** Superannuation education and financial planning sessions
- **Work/Life Wellness:** Flexible work arrangements
- **Career:** Professional development and growth
- **Community:** A volunteer leave policy which enables employees to give back to their local community

CHINA: Factories such as Jinhai Food Factory have implemented comprehensive occupational disease prevention measures, including pre-employment training, annual retraining and ongoing health monitoring. Regular health examinations are provided for all employees, with enhanced monitoring for those in higher-risk roles. To ensure a safe working environment, labour protection equipment is provided. The Group also supports employee well-being by conducting canteen satisfaction surveys and distributing holiday welfare gifts. Various cultural and recreational activities such as sports events, folk festivals and parent-child carnivals are organised to foster a positive work environment.

EUROPE: We promote employee well-being through various initiatives including subsidised fitness club memberships and a tax-friendly bike leasing programme to encourage active, eco-friendly commuting. As part of our holistic approach to workplace safety, our 2024 Safety Week featured workshops focused on social and psychological well-being, equipping employees with essential knowledge on recognising and addressing such challenges. Building on this, we plan to further develop this initiative in 2025.

SOUTH AFRICA: Wilmar regularly provides balanced meals with fresh fruit to factory employees. Since 2023, we have implemented a wellness programme focusing on nutrition.

VIETNAM: To support the well-being of our night shift workers, we provide fresh milk as a nutritional supplement. In addition, we promote an active and social workplace by organising annual sports events, from friendly interdepartmental matches to large-scale festivals that bring employees together.

ECONOMIC AND COMMUNITY CONTRIBUTION

3-3, 203-2

Smallholders and the communities we serve are not only integral to our value and supply chains but also embody the principles we uphold as a responsible business. Recognising their significance, we go beyond a transactional sourcing relationship by investing in the sustainable growth and capacity-building of smallholders and their communities.

At the operational level, we implement technical assistance programmes aimed at improving agricultural practices, productivity and knowledge among smallholders. We also facilitate access to financial aid and resources for replanting and planting materials. By equipping smallholders with these tools, we enable them to manage their plots independently while setting them up for success in achieving relevant national and international certifications.

To further enhance livelihoods, we form long-term partnerships with smallholders in selected regions that include guaranteed purchases of their FFB. These efforts form part of our broader NDPE commitment and underscore our approach to empowering smallholders beyond conventional responsible sourcing.



Children at one of Wilmar's Humana Schools in Sabah, Malaysia.

OUR TARGETS

- **MAINTAIN OUR CONTRIBUTIONS TO PHILANTHROPIC ENDEAVOURS** supporting education, health, well-being and community welfare initiatives (ongoing)

Over the years, we have focused on adopting progressive socio-economic policies that improve the livelihoods of our local employees and the broader community wherever we operate. Our rural development programmes focus on expanding access to education, healthcare and infrastructure. These projects are designed in collaboration with community members and based on the principles of the UNGP and the RSPO to ensure they meet local needs while delivering lasting impacts across the landscape.

Dedicated community liaison officers act as intermediaries between Wilmar and the communities we serve, conducting community needs assessments that inform project selection and implementation. By taking a stakeholder-centred approach and fostering open communication and ongoing dialogue, we are able to adapt and refine our programmes to address evolving community challenges while providing targeted training and support.

To ensure the effective implementation of our community initiatives, we carry out Environmental and Social Impact Assessments (ESIAs) and maintain ongoing monitoring. In addition to setting and tracking timelines, budgets and resource allocation, we monitor a range of KPIs

2024 PERFORMANCE

- **OVER US\$13.9 MILLION** contributed to community investment and philanthropic activities in China, Indonesia, Malaysia, Australia, New Zealand, Fiji, Papua New Guinea, Ghana, Nigeria, Myanmar, Vietnam and Singapore

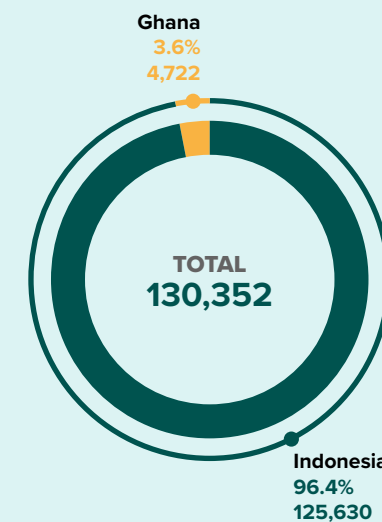
including the number of community engagements, participants involved and projects completed. Learnings from previous projects are integrated into the planning of subsequent projects to enhance effectiveness and impact.

Supporting Smallholders

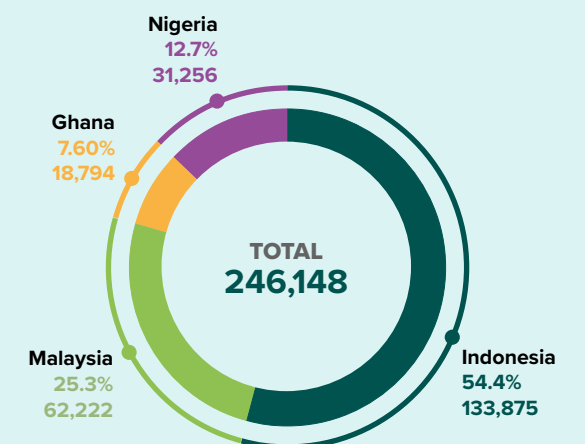
While smallholders represent a relatively modest share of Wilmar's FFB supply base, they play a significant role in driving the transition to sustainable palm oil. Globally, smallholders produce approximately 30.0%²⁸ of the world's palm oil but often face barriers in accessing the resources and support needed to improve the productivity, profitability and sustainability of their farms. Recognising this, we have prioritised targeted capacity-building initiatives to empower smallholders.

In 2024, we continued to provide support to 100% of our scheme smallholders and extended our outreach to 41.1% of independent smallholders, reinforcing our commitment to building a more inclusive and sustainable supply chain.

Volume of FFB (MT) sourced from scheme smallholders



Volume of FFB (MT) sourced from independent smallholders



28 https://www.solidaridadnetwork.org/wp-content/uploads/2024/10/Palm-Oil-Barometer-2024_Consultation_Paper-1.pdf

Our Scheme Smallholder Programmes

We implement a range of scheme smallholder programmes across our key operations to empower farmers with the training and resources needed to adopt sustainable practices, enhance yield per hectare and work towards relevant industry certifications.

GHANA

BOPP launched its smallholder scheme in 1994, benefiting 438 farmers from neighbouring communities. Under this initiative, smallholders received allocated planting areas and technical support to develop their plantations. In 2014, BOPP and its smallholders achieved RSPO certification—becoming the first company in Ghana and only the second in Africa to do so.

Building on this success, BOPP initiated the Adum Smallholder Oil Palm Project (ASHOPP), a 633-ha model project aimed at supporting 257 smallholders in the Adum region. In addition to technical assistance from BOPP, ASHOPP benefits from external funding and training provided by organisations such as Partnerships for Forests (P4F) and the Oil Palm Value Chain Fund.

P4F’s Production-Protection Agreement promotes community-led forest conservation and reforestation, while additional funding supports alternative livelihoods such as beekeeping and livestock farming. This integrated approach ensures sustainable palm oil production and uplifts local communities.

INDONESIA

Wilmar actively participates in government-regulated scheme smallholder programmes in Indonesia, where plantation companies are expected to support surrounding communities in establishing and managing plantations. Our support includes assisting smallholders in obtaining legal operating licenses, accessing financing, planting materials and training in good agricultural practices (GAPs).

Once the crops mature or plasma co-operatives are well established, ownership of the plantations are transferred to the smallholders. Over time, these scheme smallholders become independent after repaying development loans extended through partnering companies.

As of 2024, Wilmar supported a total of 34,981 ha of planted area under government-originated plasma schemes.



A harvester in Wilmar’s oil palm plantation in Indonesia.

Our Independent Smallholder Programmes

Our independent smallholder programmes are tailored to the specific needs of farmers in each country.

GHANA

Building on the success of the **Rurality Programme**, which concluded in 2019, we continue to support independent smallholders in Ghana through training in BMPs and access to organic fertiliser credits. As of December 2024, 256 smallholders benefitted from these efforts, with 18[#] smallholders actively participating in 2024.

ASHOPP has also extended support to independent smallholders within a 20-km radius of the BOPP Catchment Area Projects, allowing them to cultivate oil palm. As of 2024, we had planted 633 ha and supported 337 farmers under this initiative. Beyond oil palm cultivation, we have implemented alternative livelihood projects to diversify income sources. To date, 137 beneficiaries have received training in poultry, fish and pig farming, as well as beekeeping—enhancing household resilience and reducing dependency on a single income stream.

INDONESIA

Since 2017, Wilmar has implemented a range of initiatives to support independent smallholders in building a sustainable and traceable supply chain. Our efforts span the provision of high-yield seedlings, quality fertilisers and training in sustainable agricultural practices. We also assist smallholders in obtaining ISPO and RSPO certifications and facilitate the purchase of FFB. We leverage certifications to enable smallholders to forge more permanent relationships with our mills, as certified suppliers inherently carry lower risks.

To enhance effectiveness and reduce duplication, we collaborate with NGOs and industry partners in supplier engagement efforts. In 2024, 4,620[#] smallholders participated in our programmes. Our support includes technical training, agronomic advisory and financial assistance to offset certification audit costs. Certified FFB suppliers may benefit from special pricing schemes.

To improve supply chain traceability, we developed a tracking tool to help mills and co-operatives monitor the deforestation-free status of their FFB supply. This digital tool has been instrumental in helping 3,700 smallholders attain ISPO certification and 902 smallholders attain RSPO certification, advancing our collective commitment to sustainability. More information on this initiative can be found in our **Palm NDPE Implementation Annual Report 2024**.

MALAYSIA

In Malaysia, our programmes focus on building capacity and improving access to quality fertiliser to help farmers increase yields. By purchasing directly from manufacturers, we are able to offer fertilisers to smallholders at wholesale prices. This helps smallholders to increase or maintain yields. As of 2024, 51[#] of our smallholders participated in this programme.

NIGERIA²⁹

Wilmar’s Biase Plantation Ltd (BPL) introduced its Pilot Outgrower Programme in 2017, initially covering 150 ha of land and involving 43 farmers from the surrounding area. Encouraged by its success, BPL subsequently secured funding from the Central Bank of Nigeria to scale up the programme to 6,000 ha, benefiting 1,500 smallholders.

In 2024, a further 96 ha were planted, directly benefiting 15 farmers with a total of 96[#] of them being part of the programme in the year. Plans are underway to develop 3,024 ha under the RSPO Independent Smallholders Scheme and New Planting Procedure, with preparatory work including ESIA as well as HCV and HCS assessments conducted in accordance with RSPO requirements.

29 Smallholders in Nigeria have been re-classified from scheme to independent in line with the RSPO standards.
Limited assurance conducted by EY.

Certification of Our Scheme and Independent Smallholders

FB-PF-430A.1, FB-AG-430A.1

As of 2024, 82.1%* of our plantation area, equivalent to 252,487 ha* across Malaysia, Indonesia, Nigeria and Ghana, is RSPO-certified. In 2024, we sourced approximately 7,359 MT of certified FFB from independent smallholders, accounting for 3.0% of our total independent smallholders FFB supply. While modest in proportion, this reflects our commitment to supporting independent smallholders in attaining certification through tailored schemes and programmes.

Wilmar currently sources from over 27,500 scheme smallholders and 11,500 independent smallholders, the majority of whom are located in Indonesia. Of the 43,729 ha owned by these scheme smallholders, 6,495 ha (14.9%) in Indonesia and Ghana are RSPO-certified.

Supporting Sugar Outgrowers

We also provide our sugar outgrowers with training on best farming practices, including land preparation, planting techniques, cane nutrient management, fertiliser application, weed control and the safe handling and use of agrochemicals.

Sustainable and Climate-smart Sugarcane

Since 2017, Wilmar has worked with our subsidiary, Shree Renuka Sugars Limited (SRSL), Solidaridad Asia, Coca-Cola Foundation and other NGOs to support our sugarcane outgrowers in India to adopt more sustainable and climate-smart farming practices. While we continue to provide training and build capacity on integrated pest management (IPM), soil and livestock health, biodigester installations, weather forecasts, clean cane harvesting and accident-free supply, we have also implemented several new programmes in 2024:

01 Promotion of early plantation: We train farmers to plant a variety of sugar rich and high yielding cane in the early months of the planting season in India (August-October). Early planting provides several benefits including better yield, improved sugar recovery and increased crop days. This initiative is an important step towards ensuring adequate cane supply.

* Limited assurance conducted by CU.

02 Seed multiplication programme: In some areas of India, there is a growing demand for sugar-rich, drought tolerant and higher yielding seed-raised saplings. Under our seed multiplication programme, we raise seedlings using tissue culture foundation seed material across 100 acres of land and distribute them to farmers for commercial crushing.

03 Sale of organic manure: Organic manure has been shown to ameliorate decreasing levels of carbon and microfauna in soil and contribute to sustainable agriculture by improving soil health and productivity. Through demonstrations on the use of bio compost/press mud produced in our SRSL mills, we have convinced farmers to replace farmyard manure (FYM) and green manuring practices with organic manure. In addition to improving soil health, organic manure also benefits farmers by saving on time and cost compared to green manuring and FYM practices.

04 Distribution of sett treatment devices: Under the Smart Agri Project implemented by Solidaridad with the support from Indus Towers and Vodafone Idea Foundation, we have distributed sett treatment devices to farmers at minimal cost. Sugarcane raised using setts treated with this device have demonstrated improved germination, vigour, yield, health and ratooning ability.

05 Scientific harvesting programme: Farmers are trained in scientifically proven and safe harvesting techniques, supported by cane analysis to optimise harvesting timing. Regular inspections of harvested cane also ensure quality and yield improvements.

Supporting Our Communities

201-1, 203-1, 413-1

Beyond economic livelihoods, Wilmar aims to provide more holistic support through community investments and philanthropic activities in the following areas:



Education:
Supporting children's access to quality education



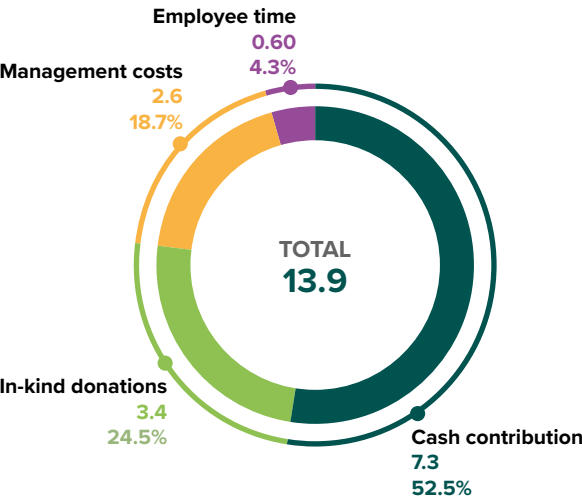
Health and Well-being:
Promoting healthy lives and ensuring the well-being of our communities by providing access to healthcare services



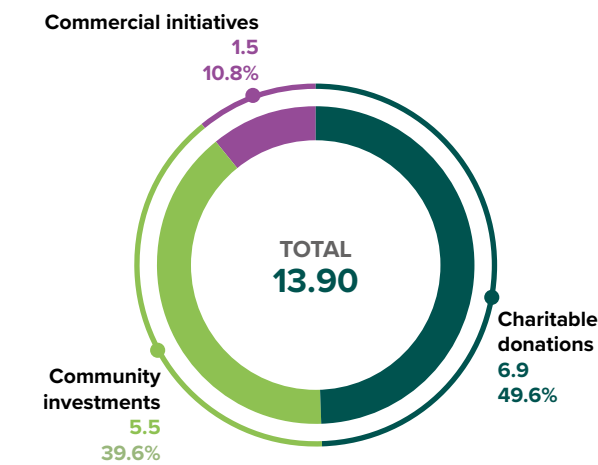
Addressing food security:
Donating food products to charity partners

In 2024, we contributed US\$13.9 million³⁰ towards these causes in China, Indonesia, Malaysia, Australia, New Zealand, Fiji, Papua New Guinea, Ghana, Nigeria, Myanmar, Vietnam and Singapore.

Contribution by type (US\$ Million)



Contribution by motivation (US\$ Million)



³⁰ The Business for Societal Impact framework (formerly known as LBG) was applied to disclose our community investments and community causes addressed by our philanthropic activities.

Education

Ensuring access to education is a key pillar of our commitment to safeguarding children’s rights and eradicating child labour. To broaden educational opportunities across the communities where we operate, we actively build, manage and support schools while also funding scholarships for students from underprivileged backgrounds or with exceptional potential. For more information on our education programmes, go to our [Sustainability Dashboard](#).

Health and Well-Being

We provide free healthcare services to improve the health and well-being of our communities, especially those in remote areas with limited access to healthcare services. Our efforts include building on-site clinics as well as sponsoring mobile clinics and medical treatments such as immunisations, cataract surgeries and circumcision surgeries, among others.

In addition, we collaborate with the Arawana Charity Foundation in China to improve living conditions for vulnerable groups, including the elderly and disabled. Our contributions include medical equipment for rehabilitation centres for disabled children and constructing orphanages and nursing homes for the elderly.

Yihai Kerry Education Aid Programme

Focused on improving educational infrastructure and standards in underserved regions of China, this programme has supported the construction of 38 schools, serving 17,000 students currently. To uphold high-quality standards, YKA’s engineering and technical teams collaborate at every phase of school development, from planning and design to construction. Stakeholder feedback is also incorporated into renovations which has been effective in ensuring modifications requested by some districts. They also work with educators to refine curriculums tailored to students’ needs.

Wilmar and Kuok Khoo Hong (KKH) Scholarships

We partner with educational institutions in Singapore to offer scholarships and bursaries to financially disadvantaged students who demonstrate strong academic potential. In 2024, 69 students benefited from the Wilmar Scholarship and the KKH Scholarship.

Goh Ing Sing Agriculture Science Scholarship

Established in memory of our former Plantations Head, this scholarship supports students pursuing degrees in agriculture science and related disciplines in Malaysia. Of the 19 awardees who have received scholarships prior to its cessation in 2022, 17 have completed their programme in 2024 while the remaining two are expected to complete their programme in 2025.

Arawana Scholarship

The Arawana Scholarship provides financial assistance to children of migrant workers in urban areas and those from impoverished rural families in western China, enabling them to continue their studies. In 2024, 1,263 students received this scholarship to pursue higher education at universities and research institutions across China.

BOPP Tertiary Scholarship and BOPP Community Scholarship

Through the BOPP Tertiary and Community Scholarships, we support students from underserved communities surrounding our operations in Ghana. A total of 201 scholarships have been awarded, of which 34 were awarded in 2024.

PZ-Wilmar Scholarship Programme

The PZ-Wilmar Scholarship aims to enhance educational opportunities for residents in landlord communities around our operations in Nigeria. It covers full tuition fees for students attending government-owned tertiary institutions in Nigeria. Since the programme’s launch in 2014, approximately 474 students from host communities in Cross Rivers State have benefited from this initiative.

Food Security

We recognise that food security and reducing food waste are also core priorities. Across Australia, New Zealand and Fiji, we collaborate with local charities to tackle food insecurity through donations of surplus food as well as direct donations of products made for our charity partners to support the needy. Our employees also lend their support through volunteering.

Donations

In 2024, Goodman Fielder Australia donated over one million meal equivalents through Food Rescue, including over 130,000 meal equivalents to our major charity partner, Eat Up, as well as local smaller charities near our factories.

In New Zealand, over 185,000 meal equivalents were donated to The Salvation Army, Auckland City Mission and other smaller partners. New Zealand Sugar, through Chelsea Sugar, also donated products to The Kindness Collective and other nonprofit organisations. In Fiji, Goodman Fielder donated approximately US\$19,600 worth of products in 2024.

Sugar Australia is similarly committed to supporting vulnerable communities through charitable contributions. This includes donating packaged sugar to partners such as Foodbank and providing products at reduced wholesale prices when requested. In a recent initiative to bolster food security and agricultural sustainability, Sugar Australia began donating powdered sugar to the New South Wales Beekeepers Association. This donation aims to aid crop pollination during challenging seasons while contributing to broader efforts within the agricultural sector.

Staff Volunteering

We encourage our staff to give back to the communities where we operate through volunteering. Across Australia and New Zealand, our employees actively volunteer with Bill Crews Foundation, Eat Up Australia, Tiritiri Matangi, The Kindness Collective and Foodbank. In 2024, we dedicated over 1,255 hours to working with these charities.

In Fiji, 692 team members dedicated over 2,760 volunteering hours to supporting the community and protecting the environment. Team members helped with maintenance projects on orphanages, schools for those with special needs and nursing homes, supporting some of the community’s most vulnerable people. Some team members also participated in beach cleanups to help preserve the beauty of the natural environment and remove litter from waterways.



Goodman Fielder continuously looks for ways to strengthen hunger relief and food donation partnerships and programmes.

DONATING BREAD TO FEED HUNGRY KIDS

To ensure vulnerable children in our communities have access to basic nutrition, Goodman Fielder has partnered with Eat Up Australia since 2018 to provide bread for school lunches for children in need across the country. Eat Up has demonstrated that the provision of regular school meals improves attendance, concentration and classroom behaviour among vulnerable students, while also minimising resource strain on schools. The outcomes of this initiative contribute meaningfully to setting children up for a healthier and brighter future.

In 2024, Goodman Fielder donated over 63,000 kg of our Wonder bread to Eat Up across Australia, providing over 817,620 sandwiches to needy children. In addition, our employees contributed over 140 volunteer hours through quarterly sandwich-making sessions to help prepare a portion of the lunches distributed nationwide.

Upholding Community Diversity, Equity and Inclusion

In 2024, Goodman Fielder Australia launched its Reconciliation Action Plan (RAP), reaffirming our commitment to advancing reconciliation with Aboriginal and Torres Strait Islander peoples. Guided by Reconciliation Australia, our RAP is founded on the core pillars of relationships, respect and opportunities. It also enables non-Indigenous Australians to enjoy the gift of rich culture, learn additional perspectives on Australia’s history and build personal and business relationships that lead to sustainable and unified success.

DELIVERING PRODUCT EXCELLENCE

INNOVATION AND TECHNOLOGY

3-3

At the core of Wilmar's business, we strive to provide our customers with healthy, nutritious and affordable food. We invest in R&D to refine our processes and develop sustainable, nutritious food products that enhance the quality of our offerings and expand our product range.

At Wilmar, we actively engage our consumers to understand their evolving needs and preferences. As consumer demand for a healthier lifestyle and diet continues to grow, Wilmar invests in R&D to innovate, refine and enhance our products. To track the effectiveness of our R&D efforts, we adopt a structured approach by setting clear targets and monitoring the performance of implemented solutions. This process involves collaborating closely with our operational teams and providing them with regular updates on R&D outcomes. The effectiveness of these implemented solutions is systematically evaluated through a robust tracking and verification process.

A clonal lab in our Indonesian operations.

OUR TARGETS

- **CONTINUALLY SUPPORT BUSINESS OPERATIONS** through R&D and foster innovation through collaborations (ongoing)

2024 PERFORMANCE

- **153** patents were granted in 2024, bringing the total number of patents to **1,030** as of December 2024
- Established China's first global peanut industry research institute in partnership with Qingdao Municipal Government
- Set up a national post-doctoral research station in China
- YKA's R&D Centre and researchers of Shanghai Yangtze River Delta Technology Innovation Centre jointly established the National Technology Innovation Centre of Yangtze River Delta (NICE) - Wilmar Biology Joint Innovation Centre
- Launched a national nutrition and health system in partnership with the Chinese National Food Industry Association
- Developed a diacylglycerol (DAG) cooking oil which aids weight control and a series of low-GI staple food products which can control blood sugar levels
- YKA's R&D Centre pledged over **RMB100.0 MILLION** (approximately **US\$14.0 MILLION**) to support scientific R&D by 2030 (ongoing)
- Over 60 R&D projects undertaken in China in 2024
- YKA has entered its fourth phase of R&D investments, focusing on projects which explore dietary management and application, food nutrition and intervention research including the effects of oils and fatty acids and development of healthy alternatives. YKA is also exploring the development of a platform to improve consumer access to nutrition information

Our R&D Centres and Teams

Wilmar embraces innovation in all aspects of our operations. We actively advance R&D projects across our global operations and processes, based on the following key focus areas:



Improving agricultural practices



Optimising factory processes



Enhancing product quality across different segments



Studying food science to understand the health benefits of various ingredients



Developing plant-based protein products

Wilmar has established two state-of-the-art R&D facilities in China and Singapore to lead our global initiatives. Collectively, eight of our own R&D centres worldwide explore advancements in food safety, food analysis, new technologies and the application of new raw materials in the grain and oil industry.

China

Singapore

CHINA:

Established in 2009, the YKA R&D Centre is equipped with state-of-the-art technology and staffed by over 300 employees. The R&D Centre seeks to create safe, nutritious and palatable products while specialising in food and bio-based chemicals innovation. Leveraging advanced technologies, it also aims to identify production efficiencies to improve product quality while lowering costs through the manufacturing process. The YKA R&D Centre engages in cross-border collaborations with Wilmar's R&D centres worldwide, facilitating the exchange of cutting-edge research.

In 2024, the YKA R&D Centre made significant progress in research developments recognised by local authorities and associations. In Hubei, the Centre's research on *Innovative technologies and commercial applications in advanced rapeseed processing* received third prize in the Hubei Province Science and Technology Progress Award, administered by the People's Government of Hubei Province. In Guangdong, its research on *Innovation and application of key technologies in processing of nutrient-rich functional components of flaxseed* received second prize in the Guangdong Province Science and Technology Progress Award presented by the People's Government of Guangdong Province. These achievements represent significant progress in advancing efficient manufacturing processes and developing nutritious, healthy products for our consumers.

SINGAPORE:

Our Singapore R&D Centre comprises over 80 employees focused on oil palm research and bioprocessing projects working in close collaboration with our global R&D and technical teams. The Centre supports R&D activities worldwide, fostering cross-regional partnerships and facilitating the exchange of best practices. These initiatives contribute to our ongoing efforts in advancing agricultural practices and enhancing the value of our products.

Strategic Partnerships with Leading Academic and National Research Centres

To foster innovation and harness ongoing synergies, we leverage strong partnerships with our valued and prominent academic and national research centres. These collaborations give us access to exceptional talent and lay the foundation for future research initiatives. Among our partners are:

- Chinese Nutrition Society
- Chinese Academy of Agriculture Sciences
- Chinese Centre for Disease Control and Prevention
- Jiangnan University
- National University of Singapore (NUS)
- Peking Union Medical College Hospital
- Shanghai Jiao Tong University
- Zhejiang Academy of Agricultural Sciences
- Zhejiang University

Beyond core business operations, Wilmar Sugar and Goodman Fielder also engage in research partnerships and/or memberships with renowned academic and research institutes in Australia and New Zealand, as well as other countries. These include:

- Baking Industry Research Trust
- Campden BRI
- New Zealand Institute for Plant and Food Research Limited
- Riddet Institute
- Sugar Research Australia
- University of Otago



A laboratory in Wilmar R&D Centre in Rozenburg, Netherlands.

Highlights of our R&D Initiatives

Advancing Agricultural Practices

01

Wilmar has set an annual target capacity of **500,000 clonal palms by 2026** and aims to increase seed production in the near future through oil palm cloning technology. To this end, we established a dedicated oil palm clonal laboratory in Central Kalimantan in 2020, aiming to scale up production and support our replanting efforts in the Central Kalimantan Project plantation and achieve a yield improvement of up to 30.0%.

Wilmar also continues to enhance traditional breeding methods in Sumatra. We aim to produce three million germinated seeds and ready-to-plant seedlings of our superior oil palm DxP hybrids (Tenera) varieties: TS1 (Deli x Avros), TS2 (Deli x Ekona) and TS3 (Deli x Ghana). To do this, we incorporate in-house molecular breeding and tissue culture capabilities to hasten improvement progress for future new DxP planting materials, including clonal-seeds production.



02

Our fermentation protein is recognised in the market for its high quality and innovative application methods. We develop and optimise application methods for fermented protein feed in various farming sectors. We also partner with expert teams in China to focus on micro-organism safety control and its impact on the feed industry. This includes the antibacterial property of microbial resource and endotoxin evaluation in feed fermentation.



Focus on microorganism safety control.

03

Wilmar Sugar and Renewables is exploring Genomic Selection technology utilising Single Nucleotide Polymorphism chips in their established sugarcane plant breeding programme. This approach aims to identify “elite” parents with additive traits that will enhance cane yields and sugar content in their offspring. It is anticipated that implementing this technology will streamline the end-to-end breeding timeline and expedite the selection-to-distribution process for new clonal material in commercial planting.

Studying Food Science, Health and Nutrition

In line with YKA R&D Centre’s pledge to provide over RMB100.0 million (approximately US\$14.0 million) to support scientific R&D, we established the National Nutrition Science Research Grant in collaboration with the Chinese Nutrition Society, to fund research on the nutritional status, requirements and interventions of specific populations and regions. The research aims to develop more targeted consumer products that improve health while contributing to the reduction of medical expenses.

In 2024, the YKA R&D Centre expanded its partnerships to further its outreach and research efforts. YKA partnered with the Qingdao Municipal Government to establish China’s first global peanut industry research institute—Orchid Global Peanut Industry Research Institute—to drive advancements in peanut production while preserving the history and heritage of China’s peanut industry. It brings together world-renowned academics, experts and scientific researchers from key peanut producing regions such as China, India, Senegal and Argentina. It is dedicated to improving the

quality and efficiency across the industrial chain including breeding, planting and processing. The Institute serves as a hub for scientific and technological innovation, fostering the strategic development of China’s peanut industry.

Building on this foundation, the Institute has embarked on research projects to study ancient techniques and traditional methods utilised in peanut production in China. It seeks to preserve the cultural heritage of peanut oil while enhancing the unique aroma and fragrance of Orchid peanut oil. By delivering high quality peanut oil to Chinese consumers and supporting the livelihoods of farmers, the industry can drive sustainable growth and long-term development.

In the same year, YKA R&D Centre successfully secured the approval of the Ministry of Human Resources, the Ministry of Social Security and the National Postdoctoral Management Committee to set up a national postdoctoral research workstation. This initiative provides a broader platform for high-level talent training and R&D.



Launch of the Orchid Global Peanut Industry Research Institute in China.

Studying Food Science, Health and Nutrition
(CONTINUATION)

In addition, YKA R&D Centre collaborated with researchers from the Shanghai Yangtze River Delta Technology Innovation Centre to jointly establish the National Technology Innovation Centre of the Yangtze River Delta (NICE)-Wilmar Biology Joint Innovation Centre. This initiative consolidates global innovation resources by facilitating cooperation among upstream and downstream enterprises in the industrial chain, fostering continuous advancements in innovation capabilities.

As a strategic partner of the China National Food Industry Association, YKA actively promotes the implementation of the *Food Industry Nutrition and Health Action Guide*. The Guide encourages food enterprises to enhance the nutritional profile of their products, supporting the Healthy China 2030 vision by improving consumer health and well-being.

Through our partnership with NUS, notable progress has been made in the development of blended cooking oils formulated to address hyperlipidaemia and hypertension, as well as products designed to support weight management and the regulation of blood glucose and lipids.

Several clinical trials have been completed, with findings published in medical journals identifying key food ingredients that contribute to healthy living and ageing.

The trials also focused on the development of nutritionally tailored meals for women with non-alcoholic fatty liver disease.

In 2024, further progress was made with the development of diacylglycerol cooking oil which aims to support weight loss.

Wilmar remains committed to meeting the growing demand for healthier food products while actively reducing the pollutants and toxicants generated in food manufacturing processes. To accelerate these efforts, Wilmar is establishing the Great Health Research Institute dedicated to advancing research in healthier and cleaner foods.

As part of our continued innovation, we also introduced the 70.0% black barley Tartary buckwheat noodle, which is low-GI to help regulate blood sugar levels while being low in fat and sodium and rich in dietary fibre.

With the increasing demand for functional health foods, YKA is transforming its approach from the production of traditional rice, noodles and oils to developing healthier, functional alternatives. Leveraging its strong R&D capabilities and technological innovation, YKA is well-positioned to explore new opportunities in the health food sector to provide consumers with increasingly nutritious and beneficial products.

Developing Plant-Based Protein Products

Through continuous R&D efforts, Wilmar aims to progressively expand and diversify our plant-based protein offerings. A successful product in this category is the Morning Cup Soy Milk, a convenient individually packaged product rich in high-quality plant protein, dietary fibre, vitamin E and collagen peptides.

Building on this success, Wilmar introduced a soy milk product fortified with phytosterol esters in 2024. Each serving contains 3.4g of plant sterol ester (equivalent to 2g of effective sterol) and more than 4.0% in protein content. Phytosterols are scientifically proven to lower LDL cholesterol levels and contribute to better cardiovascular health.

Optimising Factory Processes

The YKA R&D Centre has pioneered an environmentally friendly oil processing method, increasing nutrient retention while reducing carbon emissions and water consumption.

Through advanced technologies such as strict raw material control and enzymatic degumming, this innovation has

resulted in products with zero trans fats that retain 80.0% of essential nutrients. Moreover, our green processing technology is able to reduce steam consumption by 69.0%, wastewater discharge by 78.0% and carbon emissions by 30.0% compared to traditional methods.

Enhancing Product Quality

YKA's R&D initiatives have also driven innovation in central kitchen products, spanning student meals to functional foods. In collaboration with the China Agricultural Science and Technology Institute, YKA established the Central Kitchen Research Institute to address the challenge of retaining the freshness and flavour of industrially processed dishes. Through innovative techniques such as flash freezing and oxygen isolation, the Institute ensures consistent product quality and enhanced taste, significantly elevating Wilmar's food offerings.



For more information on our R&D initiatives in China, please refer to **YKA's Sustainability Report 2024**.



YKA products on the shelf of supermarkets in China.

CONSUMER HEALTH AND WELL-BEING

3-3, FB-PF-260A.2

Wilmar's mission is to deliver healthy, nutritious and affordable foods to consumers worldwide. By ensuring our products remain sustainable and accessible, we seek to empower communities, particularly in emerging markets.

Through continuous innovation and product enhancement, we aim to develop nutritious offerings while actively participating in programmes that promote healthier dietary habits and lifestyle. To meet evolving consumer demands, we regularly engage with customers, monitor product performance and proactively reduce ingredients that have been identified as concerns.

OUR TARGETS

- Maintain efforts to **ENSURE ACCESSIBILITY TO AFFORDABLE, HEALTHY AND NUTRITIOUS FOOD** by enhancing existing product formulations while introducing new food ranges with targeted health or nutrition attributes (ongoing)

- **ENSURE TRANSPARENCY OF PRODUCT INFORMATION** on our food labels and educate our consumers on health and well-being (ongoing)

2024 PERFORMANCE

- In collaboration with the Chinese Nutrition Society, YKA pledged over **RMB100.0 MILLION** (approximately **US\$14.0 MILLION**) over **10** years to support scientific research in food science
- Wilmar identified strategic focus areas including impacts of fats and fatty acids on health, dietary management, research on food and nutrition interventions and the creation of a nutrition information sharing platform
- Wilmar Sugar **ACTIVELY COMMUNICATES TRANSPARENT INFORMATION ON SUGAR IN RELATION TO HEALTH** to relevant stakeholders

Our Range of Edible Food Products



Vegetable Oils



Sugar



Flour



Rice



Noodles



Specialty Fats



Baked Goods



Snacks



Central Kitchen Products



Ready-To-Eat Meals



Dairy Products

Our Approach To Improving Health And Nutrition

Focus Areas:

01

Understanding the evolving science around nutrition

02

Innovating products to enhance nutritional value

03

Raising awareness of health and nutrition

R&D on the Evolving Science of Nutrition

Wilmar established the **WIL@NUS Corporate Laboratory**, a research partnership with NUS to conduct research on bioprocessing within the realm of food science.



More information on our research work is available in the **Innovation and Technology** section of this Report.

Enhancing the Nutritional Value of Products Through Innovation

Recognising the importance of innovation in health and nutrition, we continue to invest in R&D and actively explore methods to enhance the nutritional value and functional benefits of our products. By prioritising scientific research, we introduce new product ranges and refine existing products with targeted health and nutrition attributes to meet the needs of our consumers and international best practices.

As part of this commitment, YKA will continue to invest in and support research focused on developing foods beneficial to vulnerable consumers, including the elderly and individuals with diabetes.



More details on YKA's research efforts can be found in the **Innovation and Technology** section of this Report and the **YKA Sustainability Report 2024**.

GOODMAN FIELDER

Goodman Fielder's R&D teams aim to develop new and innovative products aligned with consumer demands for healthy, nutritious and affordable food. Our approach to promoting healthy eating centres on understanding evolving nutrition science and consumer preferences, enabling us to design and manufacture market-leading, nutritious food products. We also believe in transparency, providing clear on-pack product information and engaging in nation-wide campaigns, empowering consumers to make informed dietary choices.

Goodman Fielder Australia and New Zealand (ANZ) is committed to using evidence-based science and nutrition research to guide innovation and product nutrition improvements. The recently launched Nutrition Policy details these commitments through product improvements and application of the official ANZ front-of-pack labelling system Health Star Rating (HSR) to help consumers to make informed and educated choices.

- Goodman Fielder Australia uses the HSR to develop a new range of breads with a 5-star health rating. In 2024, two 5-star breads were launched under the Wonder brand. The Wonder 5-star Soft White provides



three times more fibre compared to regular white bread³¹ and the Wonder 5-Star Soft Multigrain contains prebiotic fibre with each serving contributing 30.0% of consumers' daily whole grain needs.³² Goodman Fielder Australia looks forward to expanding the range of 5-star bread products in 2025.

³¹ Wonder 5-Star Soft White contains 11.6g/100g of fibre compared to 3.2g/100g in White Bread (FSANZ (2022). AFCD-2. Canberra:FSANZ).
³² One serve (two slices) of Wonder 5-Star Soft Multigrain bread contributes 30.0% of the Grains & Legumes Nutrition Council™ 48g whole grain Daily Target Intake.

- Goodman Fielder New Zealand continues to innovate and reformulate products in all categories by reducing sodium, saturated fat and sugar. In 2024, a new 5-star white bread, Freya's Lower Carb White, was launched.
- Some of the key areas being targeted include increasing fibre, protein and adding prebiotic resistant starch to support digestive health.

Overall, Goodman Fielder ANZ is achieving a voluntary HSR uptake target of 50.0% for its retail products.

YKA

- Whole Grain Food Development:** Through research, YKA has developed a cereal potato germ rice product in alignment with nutrition and dietary guidelines. The product has an adjusted ratio of rice, whole grains, beans and potatoes of 6:4:1 to improve the health and well-being of consumers. It offers nutritional advantages above ordinary white rice, with a dietary fibre content of 7.3% and a protein content of 10.0%, while maintaining an appealing taste suitable for all age groups.
- Low GI Buckwheat Noodles:** YKA has introduced black barley Tartary buckwheat noodles, a low glycaemic index (GI=34) product. With the addition of black barley, Tartary buckwheat and whole grain powder, the

buckwheat noodles contain 25.0% less carbohydrates, twice the amount of protein and 10.0% more dietary fiber compared to ordinary noodles.

- Microwavable Instant Rice:** YKA has developed an enhanced new formula for instant rice comprising of 18 raw grain materials, including three types of quinoa, four types of beans and 11 types of cereal. Compared to ordinary white rice, this formulation provides 57.0% more protein and 166.0% more dietary fibre with no added fat or sodium.
- Multi-purpose Multigrain Powder:** YKA has developed a versatile powder made from buckwheat, oat wheat, highland barley and other grains milled together. The combination of grains provides additional dietary fibre and other nutrients for use in flour-based products such as bread, dumplings, and noodles.
- DAG Oil:** YKA's formulation of DAG oil provides a healthy alternative to traditional triglyceride cooking oil. Due to differences in metabolism, DAG oil has a lower propensity to be stored as body fat, while continuing to deliver essential nutrients. This enables consumers to improve weight management, blood lipid and blood sugar metabolism, contributing to their cardiovascular health.



The YKA research team conducting test runs based on their research.

These programmes formed a core part of our R&D initiatives undertaken in 2024. Wilmar has also implemented robust due diligence processes to identify and manage our products and ingredients while ensuring that potential risks and consumer concerns will be received, systematically reviewed and addressed.

Raising Awareness of Health and Nutrition

We believe in empowering consumers with transparent, clear and science-based information, enabling them to make informed choices about their diet and well-being.

- 1

Through Sugar Australia, we actively engage with stakeholders including employees, policy makers, health professionals, customers and consumers to raise awareness of the impact of sugar on health.
- 2

At YKA, relevant nutritional value information is available either on the product packaging or the product description pages, reminding consumers to reduce their intake of trans fatty acids and communicating the health benefits of blended oil.
- 3

Goodman Fielder New Zealand improved the HSR of its Yoplait Everyday and Yoplait Greek-Style Yoghurt ranges.
- 4

Goodman Fielder Australia launched two 5-star HSR breads under the Wonder brand. Both Wonder 5-Star Soft Multigrain + Prebiotic and Wonder 5-Star Soft White were winners in the Healthy Food Guide 2024 Awards under the bread and pantry staples categories respectively.
- 5

Goodman Fielder actively participates in providing information to regulatory government bodies such as Food Standards Australia New Zealand to help develop policy positions on emerging dietary concern such as trans fats.
- 6

Goodman Fielder ANZ increased the display of HSR on the packaging of eligible retail products from 67.6% in February to 72.6% in December 2024.
- 7

Goodman Fielder Australia displays the HSR for all retail products online.



CSR Sugar retail products are manufactured in our factories in Melbourne and Mackay, Australia.

PRODUCT MARKETING AND LABELLING

3-3, 417-2, 417-3

Wilmar believes in providing our consumers with transparent and accurate product information, ensuring that we market and label our products in accordance with all relevant regulations and best practices.

Responsible product marketing and labelling is a critical component of fostering trust, ensuring consumer safety and promoting sustainable business practices. By providing accurate information, we empower consumers to make informed choices on our products.



Goodman Fielder's range of products.

OUR TARGETS

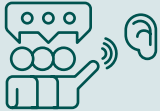
- **ACHIEVE RSPO CERTIFICATION FOR ALL OUR PALM OIL MANAGEMENT UNITS** (mills and supplying plantations) by 2026³³ (ongoing)
- **ACHIEVE ISPO CERTIFICATION FOR ALL OUR PALM OIL MILLS** in Indonesia by 2026 (ongoing)
- **COMPLETE ISPO CERTIFICATION AUDITS FOR OUR 11 INDEPENDENT PALM OIL MILLS** in Indonesia by 2025 (ongoing)
- **CONTINUE TO MAINTAIN AND ACHIEVE MSPO CERTIFICATION** for all our plantations and palm oil processing facilities (ongoing)
- **CONTINUE TO COMPLY WITH RELEVANT REGULATIONS AND INDUSTRY CODES** to ensure we meet the highest standards of responsible product marketing, advertising and labelling (ongoing)

2024 PERFORMANCE

- **29*** out of **35** palm oil mills are RSPO-certified (**82.9%***)
- **82.1%*** or **252,487 ha*** of our oil palm plantations are RSPO-certified
- **25*** out of **34** palm oil mills are ISPO-certified (**73.5%***)
- **7*** out of **11** independent palm oil mills completed ISPO certification audits (**63.6%***)
- **100%*** of palm oil mills (**8***) and oil palm plantations (**20***) are MSPO-certified
- **NO INCIDENTS or FINES** incurred in relation to non-compliance with industry codes or regulatory requirements on product labelling or marketing in 2024

Our Principles For Responsible Product Marketing and Labelling

Across relevant departments, including marketing, R&D, product safety and legal, our teams actively manage and uphold our commitment to responsible product marketing and labelling. Wilmar's approach is based on the following key principles:

 REGULATORY COMPLIANCE We comply with all relevant laws wherever our products are sold	 UPHOLDING PRODUCT SAFETY THROUGH RESPONSIBLE MARKETING We commit to responsible marketing and ensure product safety for all consumers, including children	 BEING ACCURATE AND TRANSPARENT We only make accurate and transparent product claims with factual and relevant nutritional information	 BEING OPEN TO FEEDBACK We encourage consumers to provide feedback on our social media platforms and via other avenues
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³³ Please refer to our **RSPO Annual Communication of Progress (ACOP) reports** for more details.
* Limited assurance conducted by CU.

Adhering To Regulatory Requirements and Voluntary Codes

417-2, 417-3, FB-PF-270A.3, FB-PF-270A.4

Wilmar has established robust internal procedures, systems and processes across our operations to comply with all relevant product marketing and labelling regulations.

Goodman Fielder Australia provides a wide range of ingredients and finished goods that are manufactured under strict quality food safety management systems and stringent manufacturing processes compliant with all relevant regulatory requirements, including those of Food Standards Australia New Zealand (FSANZ), and adopts Global Food Safety Initiative (GFSI) recognised standards for our Food Safety Management Systems.

At Wilmar Sugar, products that are used as ingredients in the manufacturing of consumer and food service goods are labelled in accordance with the Globally Harmonised System of Classification and Labelling of Chemicals (GHS). In addition, external consultants are engaged to classify products and prepare safety data sheets following the GHS.

In 2024, there were no incidents of non-compliance with industry codes or regulatory requirements on labelling or marketing concerning the health and safety impacts of our products. Wilmar will continue to comply with relevant regulations and industry codes to ensure we meet the highest responsible product marketing and labelling standards.



For more information on how our consumer products are responsibly marketed and labelled, please visit the [Goodman Fielder website](#) and refer to the [YKA Sustainability Report 2024](#).

Responsible marketing and labelling for children

Recognising the importance of protecting vulnerable audiences, especially children, we take a responsible approach to marketing our products so that they can be safely enjoyed by all consumers.

In New Zealand, we adhere to the Children’s Advertising Code which took effect in late 2024, replacing the Children and Young People’s Advertising Code. In Australia, our product marketing takes guidance from codes such as the

Australian Food and Beverages Advertising Code. Guided by the Australian Association of National Advertiser’s Children’s Advertising Code, we engage an external body to ensure we communicate information accurately, maintaining a high standard of advertising that may influence children.

We also regularly review our overall marketing approach as we continue to launch new campaigns and policies. In 2024, Goodman Fielder launched a new **Nutrition Policy** covering our products in Australia and New Zealand. The new policy aims to establish an improved framework for Goodman Fielder ANZ to deliver on our 2025 ambitions to improve the nutritional value of our products and increase the transparency of our product labelling. The targets set in the policy include improving the HSR of our ‘everyday’ products portfolio to 3.5 or above and displaying HSR on the packaging of 70.0% of our intended retail products by the end of 2025. Through HSR, we promote healthier choices by enabling consumers to easily compare the nutritional value of different products and choose options with a higher star rating, which indicates a healthier food choice.

STORAGE			
Store in a cool dry place, out of direct sunlight.			
NUTRITION INFORMATION			
Servings per Pack: 9.5 (17 slices and 2 crusts)			
Serving Size: 71 g (2 slices)			
	Average Quantity per Serving	% Daily Intake* (per serving)	Average Quantity per 100 g
Energy	660 kJ	8 %	930 kJ
Protein	6.8 g	14 %	9.6 g
Fat, total	1.8 g	3 %	2.5 g
- saturated	<1 g	<4 %	<1 g
Carbohydrate	23.9 g	8 %	33.7 g
- sugars	1.8 g	2 %	2.5 g
Dietary fibre	8.2 g	27 %	11.6 g
- soluble fibre	0.9 g		1.3 g
- insoluble fibre	5.5 g		7.8 g
Sodium	250 mg	11 %	350 mg

* Percentage Daily Intakes are based on an average adult diet of 8700 kJ. Your daily intakes may be higher or lower depending on your energy needs. < means less than

Responsible marketing and labelling for children.

Regulatory and Industry Engagement

Beyond aligning our marketing and labelling with industry best practices, we collaborate with governments, industry bodies and regulators to shape standards and initiatives that improve the industry and benefit consumers.

The key bodies Wilmar participates in and contributes to are listed below:

GOODMAN FIELDER

AUSTRALIAN FOOD AND GROCERY COUNCIL (AFGC) AND NEW ZEALAND FOOD AND GROCERY COUNCIL HEALTH AND REGULATORY WORKING GROUP

Goodman Fielder Australia and New Zealand actively participate in working groups to provide collective positions to government agencies on matters that may impact health and nutrition issues, including:

- FSANZ Food Act Review
- Added Sugars Definitions and Labelling
- Nutrition Information Panel Review
- Definitions for Gene Technology
- Nutrition Information Panel Review
- HSR Review
- HSR Guidance for the Industry
- Advertising Standards Authority Code Reviews

SAI PLATFORM AUSTRALIA

Goodman Fielder is a member of the SAI, a cross-industry organisation committed to supporting the development of sustainable agriculture.

KAI COMMITMENT

Goodman Fielder is a founding member of the Kai Commitment—an agreement between leading food sector businesses to reduce food waste and related emissions across New Zealand’s food supply chain.

Goodman Fielder submitted an annual food waste measurement report in 2024 as part of the commitment, with an ongoing action plan to reduce food waste within the business. In addition, Goodman Fielder is also a member of the working group to map the supply chain of bread across the industry to identify causes of waste. The results from the working group will be shared in 2025.

AUSTRALIAN ASSOCIATION OF NATIONAL ADVERTISERS (AANA)

Goodman Fielder Australia is a member of the AANA Food & Beverage Steering Committee and is committed to following the principles of the suite of codes, including the AANA Code of Ethics, Food and Beverage Advertising Code, Children’s Advertising Code and Environmental Claims Code.

Goodman Fielder New Zealand follows the principles of the New Zealand Advertising Standards Authority codes, including the Children’s Advertising Code and the Food and Beverage Advertising Code.

We will continue to adhere to all industry advertising codes and remain committed to responsible advertising and marketing to children.

AFGC NUTRITION & REGULATORY COMMITTEE

As a committee member, Goodman Fielder stays informed and actively engages in regulatory submissions and guidance.

AUSTRALIAN FOOD PACT

As a founding signatory, Goodman Fielder Australia annually submits food waste data from across its value chain, contributing to the Australian Food Pact Food Waste Data Summary for Australian food businesses as a whole. This enables the Pact to identify areas of risk and opportunity to develop solutions and implement changes at scale.

As a member, Goodman Fielder Australia sits on the GHG emissions working group that has initially focused on accurately calculating the transfer of food waste reductions into emission reductions within the carbon account of organisations.

In 2024, a national food waste behaviour change campaign, The Great Unwaste, was launched by End Food Waste Australia to support households in reducing food waste. Goodman Fielder Australia was a key industry advisor in the campaign’s development.

NEW ZEALAND PACKAGING PARTNERSHIPS

Goodman Fielder New Zealand is a member of several packaging partnerships to support our sustainable packaging ambitions.

We are founding members of the soft plastics scheme which supports drop-off locations and the transportation of soft plastics to be processed and recycled.

We are also founding members of the lids and caps scheme launched in Q4 2024. This growing initiative in New Zealand aims to expand drop-off locations, providing consumers with interim recycling options as solutions for these plastics continue to evolve.

Goodman Fielder New Zealand is also a member of the food and beverage carton recycling scheme—a voluntary product stewardship programme launched in 2024 to support drop-off locations and end-of-life solutions for food and beverage cartons.

YKA

AIDING REVIEWS BY THE GOVERNMENT

YKA has been engaging with government entities to review and exchange industrial experience in relation to the Chinese national standard *GB7718 – General Rules for the Labelling of Pre-packaged Foods*.

In China, we actively participate in discussions and seminars organised by the National Food Safety Risk Assessment Centre and the China Food Industry Association in the formulation of *GB44917-2024*, which sets hygienic requirements for the bulk transportation of edible vegetable oils. This standard outlines key guidelines for bulk transportation, covering aspects such as cleaning, maintenance, container management, oil unloading processes as well as monitoring requirements. By enhancing these regulatory measures, it aims to strengthen food safety and improve industry standards for bulk food transportation.

Sustainable palm oil and sugar certification

Wilmar actively works to obtain relevant industry certifications to meet the growing demand for sustainable and certified products in relation to palm oil and sugar.

PALM OIL

RSPO

As an active member of the RSPO, we are committed to the RSPO certification process and have developed a time-bound plan to have all our mills and their supply bases certified against the RSPO P&C. More information about our progress on RSPO certification can be found on the [RSPO website](#) and details on our progress against time-bound targets can be found in our [Summary of Progress](#).

As of 2024, 100% of our refineries are certified against the RSPO Supply Chain Certification Standard and can deliver palm oil products under the Segregated and Mass Balance supply chain models. 10.9% of all palm oil products transacted by Wilmar globally are RSPO-certified.

We also support independent smallholders in our supply chain by including them in our certification efforts.



For more information on how we work with smallholders on their certification status, please refer to the section on [Economic and Community Contribution](#).

ISPO

ISPO is a mandatory certification programme for all oil palm growers and millers operating in Indonesia. The ISPO seeks to address social and environmental issues in the oil palm industry and improve the competitiveness of its palm oil in the global market.

Currently, 18 Wilmar-owned palm oil mills and plantations and seven independent mills are ISPO-certified.

MSPO

MSPO is a national certification scheme for oil palm plantations, including smallholders, and oil processing facilities in Malaysia. Since 2020, Wilmar has successfully certified 100% of our palm oil mills and plantations in Malaysia.

ISCC

Wilmar is a member of the ISCC association, an international certification system for bio-based feedstocks and renewables catering to the energy, food, feed and chemicals sectors. The system assists Wilmar, an active user since 2011, in facilitating trade with the renewable energy market in the EU. Achieving ISCC certification enables the delivery of products compliant with the sustainability criteria set by the EU's Renewable Energy Directive.

SUGAR

BONSUCRO

Bonsucro, established in 2008, is a global sustainability standard and certification organisation for sugarcane products. Of the Wilmar-owned farms in Australia, 53.1% are certified in compliance with Bonsucro Production Standards, with three raw sugar mills certified. We have also certified downstream operations in Australia, New Zealand and Singapore in line with the Bonsucro Chain of Custody certification.

SMARTCANE

Smartcane BMP is an industry-led initiative available to all sugarcane growers across Queensland in Australia. Our farms in Burdekin were first accredited in 2015 and 100% of our Wilmar-owned farms are accredited at present.



More details on our certification progress can be found in our [Base Data Tables](#).

Genetically Modified Organisms

FB-AG-430B.1

Wilmar does not grow or produce genetically modified (GM) crops, or use GM organisms (GMOs) in our palm and sugar production process. We recognise the importance of adopting a systematic approach to managing GM ingredients in the production of downstream products such as edible oil. Our approach to using GM ingredients varies across our different businesses and product lines, aligned with relevant global regulatory requirements on the authorisation of GM crops and provision of information to consumers.

Where possible, Goodman Fielder seeks to avoid GM ingredients in retail branded products. Goodman Fielder is fully compliant with regulatory requirements on the use and labelling of GM ingredients.

YKA imports GM soybeans and rapeseeds for processing. To ensure proper handling of GM crops, we have implemented a comprehensive management system across our value chain which includes the following measures:

01
USING THE LATEST TECHNOLOGY TO CONDUCT STRINGENT TESTING OF GMOS on raw materials and finished products including checking every truck shipment that arrives

02
SEGREGATING GMO AND NON-GMO INGREDIENTS AT SOURCE for specific customer orders

03
ENSURING THAT SOME FACTORIES REMAIN STRICTLY GMO-FREE by processing only non-GMO ingredients

04
ADHERING TO LABELLING REQUIREMENTS FOR OUR GMO PRODUCTS to ensure that consumers are well-informed³⁴

We adhere to regulatory requirements where we operate, including labelling requirements for our GMO products. In China, YKA adheres to all the relevant regulations regarding GMO products, including the following:

- Regulations on the Safety Management of Agricultural GMOs (农业转基因 物安全管理条例)
- Measures for the Administration of Imports of Agricultural GMOs (农业转基因生物进口安全管理办法)
- Measures for the Administration of Agricultural GMO Identification (农业转基因生物标识管理办法)
- Measures for the Supervision and Administration of Inspection and Quarantine for Import/Export Grains (进出口转基因产品检验检疫管理办法)
- Measures for the Approval of Biological GMO Processing (农业转基因生物加工审批办法)

34 None of Wilmar's products have been restricted, banned or suspended due to a breach of regulations on GMOs.

PRODUCT QUALITY AND SAFETY

3-3, 416-1, 416-2

Wilmar strives to ensure product quality and safety across our value chain, recognising we have a critical role in driving positive impacts for consumer and industrial users. At the same time, we prioritise mitigating risks to human rights and public health, acknowledging the serious implications of any lapses.

To prevent and manage food safety incidents, we have established a robust framework of policies, processes and certified management systems aligned with international standards. Our approach includes regular inspections, clear communication between country-level and Group-level quality teams as well as active stakeholder engagement to strengthen system effectiveness. We track our progress through defined targets and indicators, incorporating insights into our operational policies to drive continuous improvement.

A food packing line in our self-operated central kitchen in Zhoukou, China.

OUR TARGETS

- **MAINTAIN ZERO FOOD SAFETY-RELATED INCIDENTS** (ongoing)
- **CERTIFY 100% OF OUR FOOD AND FOOD INGREDIENT FACTORIES** above 5,000 sqm to a food safety certification scheme accredited by the GFSI (ongoing)
- Support our factories in **PASSING ALL GOOD MANUFACTURING PRACTICE (GMP) INSPECTIONS** with no serious findings (ongoing)

2024 PERFORMANCE

- **ZERO RECALLS** issued for food safety reasons
- **87.2%** of our food and food ingredient factories above 5,000 sqm are certified
- **34.0%** of factories passed GMP inspections with no serious findings, of which **97.0%** were unannounced inspections
- A total of **291** inspections were conducted in 2024, of which **84.5%** were unannounced

Wilmar’s Food Safety Policies

Wilmar upholds the highest standards of food quality and safety through rigorous measures that surpass applicable statutory and regulatory requirements. Our key internal policies include:



1 FOOD SAFETY POLICY

Outlines our approach to ensuring that our products meet the highest food safety standards



2 FOOD FRAUD POLICY

Defines our process to safeguard our supply chain against deliberate and unintentional adulteration of food products, ingredients and product packaging



3 FOOD DEFENCE POLICY

Details measures to protect our products and supply chain from malicious threats that might compromise the safety of our food products, ingredients and packaging



Food preparation and packing line in our self-operated central kitchen in Hangzhou, China.

Ensuring The Production of Safe Food Through Food Safety Certifications

Wilmar has a dedicated Quality Assurance and Quality Control (QAQC) Department which oversees the implementation of our factories' Food Safety Management System (FSMS). The FSMS is certified under globally recognised schemes including:

- Food Safety System Certification 22000
- British Retail Consortium Global Standard for Food Safety
- Safe Quality Food

These certifications facilitate third-party reviews and feedback on our management practices, further enhancing the effectiveness of our FSMS. Regular updates are communicated to QAQC heads at both Group and country levels to ensure alignment.

To reinforce FSMS implementation, Wilmar engaged AIB International (AIB), a leading expert in food safety systems, to inspect our factories for GMP compliance and other food safety prerequisites. In 2024, AIB conducted 277 inspections while Wilmar's internal inspectors completed 14 inspections, achieving 99.0% of the target 294 inspections. The remaining 1.0% were not conducted due to factory non-enrolment or the winding down of operations.

Mature GMP-compliant factories are subject to unannounced AIB inspections to further embed food safety standards into daily operations. In 2024, 246 (84.5%) of the 291 inspections were unannounced, with 96 (39.0%) factories passing without serious findings.

Wilmar is committed to certifying all our food factories with a floor area exceeding 5,000 sqm under a GFSI-recognised food safety accreditation programme. As of 2024, 87.2% of such factories have been certified, underscoring our dedication to upholding the highest standards of food safety across our operations.

Striving for Zero Food Safety Incidents

416-2

There were zero recalls issued for food safety incidents in 2024.

There were zero reported incidents of non-compliance with regulations or voluntary codes concerning the health and safety impacts of our products, including the impact of our products on children's health and safety.

Animal Feed Safety

Wilmar upholds the highest standards of animal feed safety through robust product safety management systems. The majority of our animal feed products comply with the GMP+ certification scheme, with most GMP+ certified production facilities located in Southeast Asia.

We continue to strengthen our feed safety management systems in Ghana and Ivory Coast, while our factories exporting to Australia remain certified by the Australian Quarantine and Inspection Services, ensuring compliance with feed safety and biosecurity regulations.



Robust product safety management systems help maintain the highest standards of animal feed safety.

We partnered with AIB to develop a GMP inspection standard tailored for animal feed operations since 2023. This standard is now part of AIB's inspection menu for Wilmar's factories. While available, its implementation is currently not a priority across our factories.

Enhancing Product Quality Throughout our Supply Chain

We are committed to continuously improving product quality to meet evolving customer expectations and preferences. As part of this commitment, we have implemented strict controls to mitigate the presence of 3-MCPD³⁵ fatty esters, a chemical contaminant found in palm oil, across our entire palm oil supply chain. This encompasses plantation management, milling, refining and transportation. In addition, we continued to invest in R&D to improve the quality of our products in 2024.



For more information on Wilmar's supply chain, please refer to the section on **Innovation and Technology**.

Strengthening Our Approach

416-1

Wilmar recognises the importance of continuous improvement and proactively seeks opportunities to refine our food safety initiatives. Our goal is to further embed a strong food safety culture across all levels of the organisation, operations and practices. To achieve this, we are focusing on three key areas:

- 1 Expanding AIB inspections** across factories and **increasing unannounced inspections** to further integrate GMP into our daily operations.
- 2 Strengthening the implementation of hazard and critical control points (HACCP)** in factories through ongoing coaching and collaborative reviews.
- 3 Enhancing factory resources and capabilities** for GMP self-inspections by training all factory staff in GMP requirements. Selected internal GMP auditors receive training from the Group's QAQC auditors, enabling them to train auditors in their respective countries and regions.

35 An organic chemical compound of 3-monochloropropane-1, 2-diol or 3-chloropropane-1, 2-diol.



TRANSFORMING OUR SUPPLY CHAIN

**RESPONSIBLE
SOURCING AND
SUPPLY CHAIN
TRANSFORMATION**
3-3, 308-1, 414-1, FB-AG-430a.1, FB-AG-430A.3,
FB-PF-440A.2

When managed effectively, supply chains can drive economic growth, strengthen communities and protect the environment. At Wilmar, we recognise that a responsible supply chain is key to driving transformation in the agriculture sector. We focus on rigorous due diligence, transparency and collaboration with our suppliers to advance sustainability together.

A worker stands watch over seedlings in our Oil Palm Uganda Limited plantation, in Africa.

OUR TARGETS

- **ACHIEVE 100% TRACEABILITY TO PALM OIL MILL** by 2025 (ongoing)
- **ACHIEVE 100% TRACEABILITY TO PLANTATION** across our global operations by 2025 (ongoing)
- Maintain **100% RESPONSE RATE** for all grievances raised via Wilmar’s grievance mechanism (ongoing)

2024 PERFORMANCE

- Achieved **98.5%*** traceability to mill
- Achieved **91.0%*** traceability to plantation
- Achieved **100%** response rate since 2015. As of December 2024, **87** grievance cases were logged, of which **84** cases were closed while **3** are ongoing

Wilmar is committed to building a traceable and transparent supply chain, recognising the importance of accountability to our stakeholders. We foster inclusivity by actively engaging and supporting our suppliers through capacity-building initiatives, empowering them to meet our sustainability standards.

To create a meaningful impact, we have established key frameworks to track our progress and assess the effectiveness of our initiatives across the supply chain. We invest in new technologies which enable real-time tracking and reporting, allowing us to provide timely updates and deliver actionable insights.

Collaboration with sustainability experts is integral to our approach. These experts offer on-the-ground support, playing a vital role in the implementation of our NDPE and broader sustainability policies. They also contribute to the development of traceability targets and promoting the adoption of sustainable practices among suppliers.

Active stakeholder engagement is key to the success of our initiatives. Through scalable partnerships, we create opportunities for dialogue and feedback, ensuring that our initiatives remain effective and relevant.

Our **Supplier Guidelines** set clear expectations on fundamental principles concerning legal compliance, business integrity, human rights, labour standards, environmental protection, product quality, safety and reporting misconduct. We expect our suppliers to adhere to and communicate these guidelines throughout their own supply chains. Suppliers are also required to adhere to all applicable international, national and local laws and regulations in the countries of their operation.

Our responsible sourcing programme supports suppliers in building capacity to meet our Supplier Guidelines, with a strong focus on palm oil and sugar. By facilitating knowledge sharing and providing direct support, we actively promote responsible sourcing practices in an effort to drive long-term sustainability across these key commodities.



Cane breeding programme in Australia.

* Limited assurance conducted by CU.

Palm Suppliers

A large portion of our supply of FFB, CPO and palm kernel oil (PKO) is sourced from third-party suppliers:

46.3% of FFB supply for our palm oil mills is from third-party suppliers in Indonesia, Malaysia, Ghana and Nigeria

90.0% of CPO and PKO supply managed by our refineries is from third-party suppliers in Indonesia, Malaysia, Ghana and Nigeria



For more information on Wilmar's supply chain, please refer to our **Sustainability Dashboard**.

Sugar Suppliers

Wilmar sources sugar from a diverse network of suppliers. This includes our own operations, independent mills, refineries, traders and global sugar exchanges. Most of our sugar supply is procured from third-party suppliers around the world:

97.6% of our sugarcane processed in our sugar mills in Australia, Myanmar and India comes from third-party farmers and smallholders in their countries

97.7% of our third-party³⁸ raw sugar comes from major traders in Brazil, Thailand and Australia while the remainder is from South Africa and Latin American countries

Ensuring Sustainable Practices By Our Palm Suppliers

First introduced in 2013, Wilmar's **NDPE Policy** positioned us as a leader in sustainable palm oil. In 2019, the Policy was updated to incorporate new commitments and procedures, ensuring its effectiveness and relevance.

The NDPE Policy applies to our entire supply chain and includes key elements such as supporting smallholders, establishing a deforestation cut-off date, strengthening health and safety standards, providing strong grievance mechanisms and ensuring transparent public disclosures. Together, these elements enhance accountability and foster sustainable practices.

Through the NDPE Policy, we aim to create a positive change and promote sustainable development across the palm oil supply chain, improving our own operations and leading by example for the wider industry.



For more details on our progress, please see our **Palm NDPE Implementation Annual Report 2024**.

Ensuring Sustainable Practices By Our Sugar Suppliers

In 2021, Wilmar introduced our **NDPE Sugar Policy**, underscoring our commitment to a sustainable sugar supply chain. This aligns with our original NDPE Policy, emphasising the protection of forests, people and communities while driving operational efficiency. The NDPE Sugar Policy excludes peat as it is not a material concern in the sugar industry.

The NDPE Sugar Policy applies to our sugar operations globally—including subsidiaries, all refineries, mills and farms that we own, manage, or invest in, regardless of stake, as well as all directly contracted third-party suppliers.

Wilmar actively engages suppliers through knowledge sharing to ensure effective implementation of the Policy. Recognising the global scope of the Policy, we have tailored our approach to reflect regional and national contexts, ensuring that our practices align with the varying pace of sustainability adoption across countries.

Mapping the traceability of our sugar supply chain has been crucial in improving visibility and understanding supply origins. This process involves identifying all mills that supply our refinery

partners. Wilmar has adopted a phased approach, beginning with onboarding refineries and introducing the Sugar SRT for key mill suppliers in Australia, Thailand and India. In 2023, this was expanded to include mill suppliers in Brazil and Mexico.

We have strengthened our traceability procedures across 10 partner refineries, achieving an average traceability to mill of 98.5% in 2024. This progress has enabled a broader adoption of the SRT and enhanced risk prioritisation based on SRT outcomes. By providing action plans and guidance materials, we ensure that identified gaps are effectively addressed and that all participating suppliers have the necessary resources they need to drive continuous improvement. Wilmar will also look to facilitate webinars or regional supplier support programmes focusing on critical sustainability topics identified through the SRT.

As of 2024, 96 mills have completed the SRT—an increase of 123.3% from 2023. This progress reflects our focused efforts to engage more suppliers in aligning with and committing to our NDPE Sugar Policy. Through targeted engagement sessions, we also supported suppliers in their decarbonisation journey and adoption of no-deforestation practices.

In addition, we partnered with Geowatch to launch satellite monitoring to detect deforestation linked to sugar production in Brazil and Thailand. This initiative enhances oversight and reinforces accountability under our NDPE Sugar Policy.



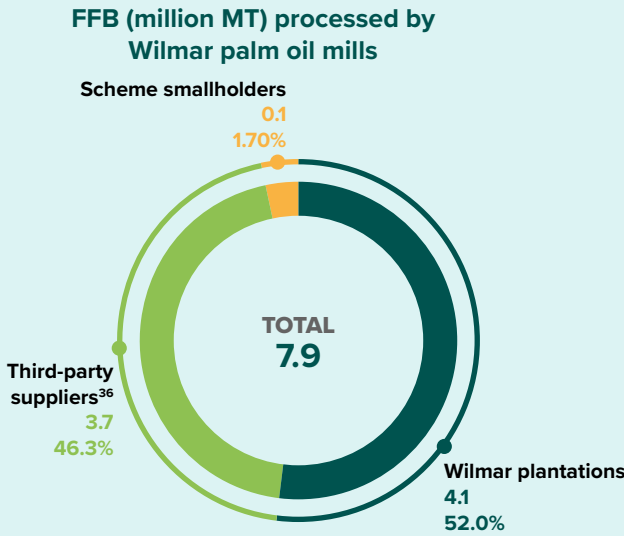
For more information on initiatives related to our sugar suppliers, please refer to the section on **NDPE Sugar** on our Sustainability Dashboard.

Screening our Suppliers and Ensuring Oversight

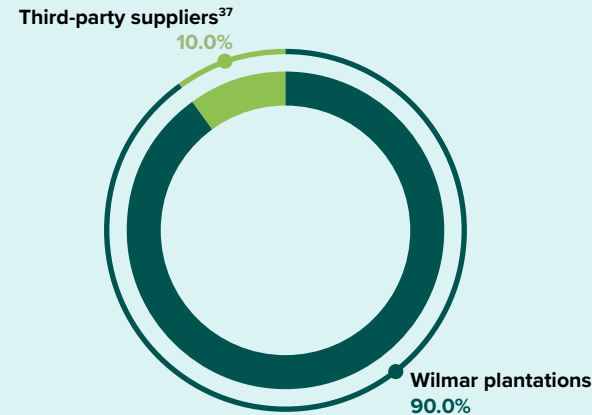
We undertake comprehensive screening and assessment of all new and existing suppliers to ensure they meet our environmental and social standards. Every new or potential supply mill undergoes a rigorous due diligence process that evaluates a range of environmental and social criteria. For existing suppliers, we use our SRT to identify potential risks and negative impacts.



More information on our due diligence procedures and SRT can be found in the **Palm NDPE Implementation Annual Report 2024**.



CPO and PKO processed by Wilmar refineries



³⁶ Include independent smallholders, FFB collection centres and agents.
³⁷ Include third-party direct mills, third-party refineries/traders/bulkers.
³⁸ Include third-party refineries/traders/direct mills.
³⁹ Include third-party farmers and smallholders.

RESPONSIBLE BUSINESS PRACTICES

BUSINESS ETHICS AND COMPLIANCE

3-3

As a global industry leader, we are committed to conducting business responsibly and upholding the highest ethical standards and ensuring full compliance with regulations wherever we operate.

We actively engage with our workers to keep them abreast of any policy updates.

Integrity, one of Wilmar's **core values**, underpins our approach to business, emphasising honesty, trustworthiness and high ethical standards. We are firmly committed to ethical business conduct, proactively mitigating risks associated with misconduct. This commitment extends beyond our own operations and applies to our business partners through clearly defined corporate policies and expectations. By upholding these standards, we are able to expand the reach of our positive impact beyond our operations and across our value chain.

Wilmar believes that our potential impact can expand over time through increased transparency and accountability. This approach drives improved identification and management of impacts on the environment, individuals, communities and human rights in regions where we operate.

In addition to corporate policies guiding the Group's responsible business conduct, we also conduct due diligence to identify, prevent and manage our impact through whistleblowing procedures and grievance mechanisms. We strive to consistently engage stakeholders and business partners through these channels and ensure that effective actions are taken to remediate any actual and potential negative impacts.

Group Policies and Guidelines on Business Ethics

2-23, 205-1, 205-2

Wilmar has implemented a set of robust policies, procedures and guidelines to ensure a comprehensive oversight of business ethics. Our ethics-related policies are approved by the Board of Directors and apply to the Group.



Code of Conduct

Wilmar's **Code of Conduct** applies to all employees and outlines key principles including information confidentiality, conflict of interest, anti-bribery and corruption, anti-trust and fair dealing, whistleblowing, and responsibility for workplace health and safety. It also reinforces respect in the workplace, covering non-discrimination, anti-harassment and anti-violence policies.

As part of Wilmar's appraisal system, core values such as integrity are factored into employee performance evaluations and remuneration decisions. Violations of the Code of Conduct may result in disciplinary action ranging from warnings to dismissals. In addition, we have established whistleblowing channels to uphold accountability and allow employees to report violations anonymously.



Anti-Bribery and Corruption Policy

Wilmar is committed to ethical and fair business conduct, strictly prohibiting all forms of corruption, bribery and extortion. Our **Anti-Bribery and Corruption Policy**, applicable to all employees of Wilmar and our subsidiaries, establishes clear guidelines, responsibilities and procedures for monitoring, implementing controls and investigating matters related to bribery and corruption. To reinforce our anti-corruption stance, we provide targeted training and communication to our leadership and employees, ensuring a shared understanding of our expectations.



Code of Ethics

Wilmar's **Code of Ethics** sets out the moral and ethical standard of behaviour expected across all our businesses. It applies to all employees including the management team.



Anti-Fraud Policy

Wilmar's **Anti-Fraud Policy** provides guidance, assigns responsibilities and establishes procedures to manage any fraudulent activities that may involve our employees and business partners.

Communication and Training on Wilmar’s Corporate Policies

2-23

Employees, including part-timers and contractors, receive training and guidance on our Code of Conduct and other corporate policies as part of the onboarding process. This training covers key ethical topics including anti-bribery and corruption. To ensure compliance with these policies, compulsory refresher sessions on compliance-related topics are regularly conducted for employees and updates are communicated through internal bulletins.

In addition, Wilmar actively communicates our corporate policies to our business partners and external entities. For instance, compliance with our NDPE Policy is monitored through the SRT across subsidiaries, joint ventures and third-party suppliers. High-risk entities are engaged through physical meetings when necessary. Wilmar’s corporate policies can be readily accessed on the [Company’s website](#) and intranet.

Wilmar’s Tax Policy

207-1

Wilmar’s tax strategy is detailed in our [Tax Policy](#), which outlines our approach to regulatory compliance across the Group. It further establishes how entities in the Group should manage tax compliance and tax risks. The policy is approved at the management level and reviewed periodically.

Our Tax Policy is grounded in the following key principles:



Commitment to fulfil all statutory tax compliance and disclosure obligations in accordance with all relevant tax laws and regulations



Pay the right and proper amount of taxes



Manage tax affairs in an efficient manner that seeks to maximise shareholder value and, at the same time, ensure all tax planning is built on sound commercial business activities and in compliance with all relevant laws and regulations



No adoption of any tax planning and structures that are aggressive, meant for tax avoidance or not in compliance with laws and regulations

These principles guide our commitment to fulfilling fiscal regulatory responsibilities and ensuring transparency in our tax practices. This approach is essential for strengthening stakeholder trust and driving the sustainable growth of Wilmar’s business and operations.

Raising and Reporting Concerns

2-25, 2-26, 2-27, 205-3, 206-1

Wilmar’s [Whistleblowing Policy](#) provides a secure and confidential platform for individuals to anonymously raise concerns about potential corporate improprieties in good faith. The Policy applies to all employees as well as external stakeholders such as customers, suppliers and contractors. It details the process for raising concerns, including the option to submit a formal Whistleblower Report anonymously.

Independent investigations are conducted for all alleged improprieties and feedback on actions taken is provided. The Policy also safeguards whistleblowers from retaliation or victimisation, ensuring they are not at risk of job loss or any retaliatory actions, even if allegations are later found to be false

but lodged in good faith. The reporting forms are available in local languages, including [Bahasa Indonesia](#) and [Chinese](#), the primary languages in our key operational regions.

In addition, Wilmar has an established grievance mechanism to address concerns related to the implementation of our NDPE Policy. A dedicated hotline is available, with detailed guidance provided through our [Grievance Procedure](#) for the implementation of Wilmar’s NDPE Policy. Grievances may be submitted anonymously in local languages through designated channels. For further information on our grievance mechanism, please refer to our [Palm NDPE Implementation Annual Report 2024](#).

Wilmar has zero tolerance for corrupt practices and does not condone any corrupt acts by any of our employees or office holders.

Regarding the indictment involving our China subsidiary, Yihai (Guangzhou) Oils & Grains Industries Co., Ltd., for allegedly colluding in a contract fraud offence in China, which was announced by its listed holding company, YKA, in January 2024, Wilmar disputes the allegations and charges and is defending the case in court. The case remains in the first instance trial process and no final judgment has been issued.

We strive to achieve no incidents of unethical business conduct.

In May 2023, the Indonesia Competition Commission ruled that two Indonesian subsidiaries of the Group, PT Multimas Nabati Asahan and PT Sinar Alam Permai, had restricted the circulation of packaged cooking oil and imposed fines on them totalling approximately US\$738,389. Disputing the decision, both subsidiaries appealed to the

Commercial Court of Jakarta. On 16 May 2024, the Court annulled the Commission’s ruling, clearing the subsidiaries of any wrongdoing and revoking all associated fines and obligations. Following such annulment, the Indonesia Competition Commission submitted an appeal to the Supreme Court on 28 May 2024 for an annulment of the Commercial Court’s decision and both subsidiaries submitted their responses on 12 June 2024. As of 13 March 2025, the Supreme Court rejected the Competition Commission’s appeal and therefore the Commercial Court’s decision to annul the Competition Commission’s ruling is now final and binding.

In 2024, there were no significant incidents of non-compliance with environmental and socio-economic laws or regulations in our operations. In addition, no instances of anti-competitive behaviour, anti-trust and monopoly practices were recorded.

Public Policy

No political involvement and contributions

In accordance with our **Code of Conduct**, Wilmar maintains a strict policy against political involvement and contributions. We do not make any direct or indirect contributions to political parties, political associations or political candidates. However, we respect the right of employees to participate in political activities as individuals, provided that such engagement complies with our Code of Conduct and other relevant Group policies.

Advocacy and engagement

As a responsible corporate citizen, Wilmar actively engages in public policy discussions that may affect our business. We take informed positions on legislation and government policies and may advocate for changes, in accordance with applicable laws and regulations.

In previous years, our subsidiary, Wilmar Europe Trading B.V. (WET), engaged Europtimum to represent our position on various sustainability policy issues within the EU under a contractual agreement. While the contract ended in 2023, we continue to engage the services of Europtimum on an ad-hoc

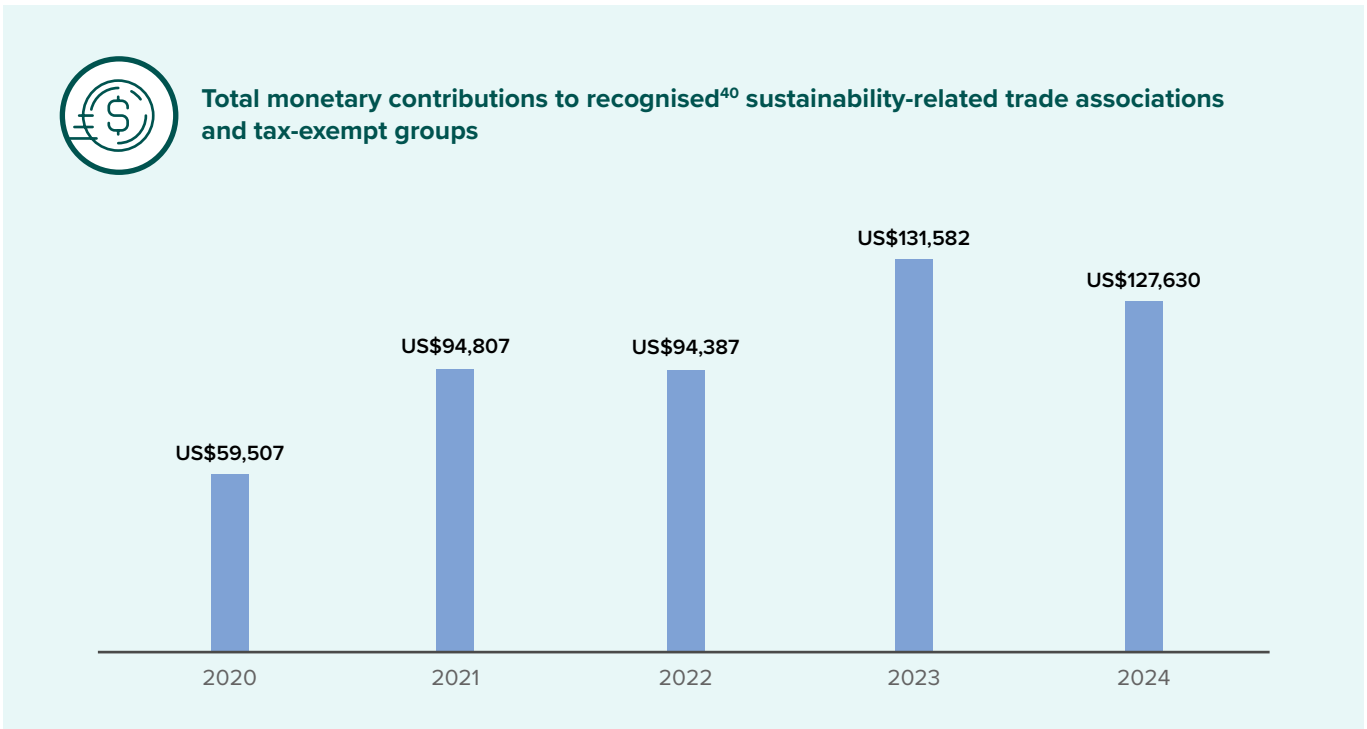
basis. A total of US\$4,081.70⁴¹ in fees was paid to Europtimum in 2024, shared equally between WET and Olenex Sàrl (Olenex), a JV between Wilmar and ADM.

We engaged with the European Commission on its proposal for a regulation on deforestation-free products as well as its proposal for a directive on corporate sustainability reporting through Europtimum. We expressed general support for the spirit of both proposals and provided practical insights on commodity flows, highlighted the potential risks of the proposals and offered solutions.

We also provided feedback, directly and via relevant industry associations such as Fediol, on the biofuels aspects of the European Commission’s Fit for 55 package, which aims to help the EU achieve its goal of reducing GHG emissions by at least 55.0% by 2030 (compared to 1990 levels).

Nothing of monetary value was offered to any government officials in the course of our advocacy work. All industry associations that Wilmar works with also adhere to similar codes of conduct, ethical and anti-trust policies.

Wilmar is a member of recognised sustainability-related trade associations, multi-stakeholder initiatives and tax-exempt groups, reaffirming our commitment to responsible corporate engagement.



⁴⁰ Based on contributions made by Wilmar’s Sustainability Department.
⁴¹ The sharp decline in monetary contributions in 2024 was due to the conclusion of WET’s contractual agreement with Europtimum at the end of 2023. Only ad-hoc engagements continued in 2024.



We regularly conduct multi-stakeholder initiatives as part of responsible advocacy and engagement.

Corporate Governance

2-9

Board diversity

Wilmar strives to foster a diverse, inclusive and collaborative culture across the organisation. This commitment begins at the Board level, ensuring that the focus and value of diversity extend throughout the Group. A diverse Board, comprising Directors with varied competencies, knowledge, perspectives, age groups, cultural backgrounds, nationalities, genders and experiences, is vital for driving effective strategies and supporting sustainable business development.

All Board appointments are premised on merit, with candidate selection aligned with Wilmar’s Board Diversity Policy. The Nominating Committee (NC) seeks opportunities to enhance diversity in expertise, nationalities, ethnicities, gender and age groups during the appointment process.

 Please refer to page 74 of our **Annual Report 2024** for further information on the diversity of our Board.

Training for our Board of Directors

Wilmar’s Board of Directors regularly participates in trainings and briefings to strengthen their skills and knowledge. These initiatives enhance their ability to fulfil their roles and responsibilities effectively while keeping them informed on business, technological, societal and sustainability developments. Directors are also encouraged to participate in seminars, conferences and training programmes relevant to their roles.

In 2024, the Board attended briefings on IFRS sustainability disclosure standards and climate action for boards. In addition, Directors engaged in professional development programmes covering climate governance, sustainable finance, corporate governance and artificial intelligence (AI) investment. Conducted by organisations including the Council for Board Diversity, PwC, Eco-Business and the Asian Corporate Governance Association, these insightful sessions helped deepen Directors’ expertise in governance, sustainability and emerging business challenges.

 Further details on the Board’s training programmes are available on page 69 of our **Annual Report 2024**.

DATA SECURITY AND PRIVACY

3-3, 418-1

Through robust frameworks and advanced safeguards, Wilmar protects the integrity of our systems, maintaining trust and resilience.

In recent years, threats to data security and privacy have become increasingly prevalent across businesses. Companies face potential impacts from operational disruptions, theft of sensitive and customer-based data and reputational damage. Wilmar understands the importance of managing these potential risks and takes the necessary steps to protect our organisation and stakeholders. Through the development of a robust risk framework as well as appropriate cybersecurity and data policies, we continuously monitor and stand ready to respond to evolving threats.

Safeguarding Data Privacy

Wilmar's approach to data privacy is governed by our key privacy policies. Wilmar's **Group Privacy Policy** sets guidelines for the collection of personal data, detailing the methods Wilmar uses to collect data, the purposes for which it may be utilised and the parties to whom the data may be disclosed. The policy also governs the establishment of individuals' rights to the processing of their personal data. Within the Group, our processes are strengthened by our Internal Privacy Policy, which addresses how employees should handle data in accordance with prevailing data privacy regulations.

In alignment with international standards, Wilmar complies with all data protection regulations required by all countries and regions where we operate. These include the General Data Protection Regulation in Europe, the Personal Information Protection Law in China and the Personal Data Protection Act in Singapore. Recognising that regulations surrounding data collection, processing and sharing vary across the jurisdictions where we operate, Wilmar engages with local regulatory authorities to better understand data residency regulations and requirements to incorporate these into our system design.

Establishing Cybersecurity Safeguards

Our Chief Operating Officer, who is also a Board Director, has oversight across cybersecurity management through the Chief Information Officer (CIO) who receives reports from the IT Security team. The IT Security team monitors and reviews overall IT and cybersecurity measures, raising key developments, initiatives and emerging issues on IT security to the Board as necessary. Where issues of concern arise, these are highlighted to the CIO's attention.

Adopting best practices, Wilmar references industry-leading cybersecurity frameworks in the design and development of our cybersecurity processes and initiatives. These include the National Institute of Standards and Technology Cybersecurity Framework and ISO/IEC 27001:2022 to prevent, detect and respond to cyberattacks effectively. Furthermore, we adopt a preventative approach, providing channels for employees to promptly report any cybersecurity issues to the IT Security team.

In 2024, there were no substantiated events concerning breaches of customer privacy or losses of customer data.

To foster a vigilant environment and increase awareness, Wilmar conducts regular cybersecurity awareness trainings and disseminates bulletins with relevant tips and advice to address emerging issues as the use of technology and digitalisation become increasingly prevalent. These initiatives help employees to cultivate good cyber awareness practices.

APPENDIX

MATERIALITY

3-1, 3-2

Materiality assessments are essential for identifying sustainability impacts, risks and opportunities that are important to our business and stakeholders. They provide valuable insights that help Wilmar manage our sustainability performance and make informed strategic decisions.

Aligning with international best practices, Wilmar adopts the GRI Standard methodology to assess the social, environmental and economic impacts of our activities on stakeholders. In 2020, the Group carried out a detailed materiality assessment to understand our impact on people and the environment. The assessment included key business segments and involved extensive stakeholder engagement, where views⁴² were carefully collected and evaluated.

In 2024, an independent sustainability consultancy conducted a review of our ESG material topics and determined that they continue to be highly relevant, with no changes necessary.

⁴² Stakeholders surveyed include Wilmar's employees from different business units, academics, banks/lenders, certification bodies, customers, governments/regulators, industry bodies, investors/shareholders, labour unions, local communities, media, multi-stakeholder organisations, CSOs, non-profit organisations, retailers, smallholders, suppliers, sustainability consultants/collaborators and third-party auditors.

In determining the material ESG topics, we referenced GRI's guidance and undertook a five-stage process:

- 1



CONTEXT AND TOPIC IDENTIFICATION
A desk-based research and benchmarking exercise identified 16 potential material topics for our key business segments.
- 2



STAKEHOLDER ENGAGEMENT: SURVEY
With an objective to obtain balanced feedback from key stakeholder groups, an online survey was conducted to gather diverse insights from both internal and external stakeholders, assessing the relevance and prioritisation of 16 topics based on Wilmar's societal impact and their importance to the Group. The survey received a total of 364 responses from employees and 521 responses from external stakeholders, resulting in a response rate of 66.5% and 42.0% respectively.
- 3



STAKEHOLDER ENGAGEMENT: INTERVIEWS
Conducted interviews with key stakeholders to gather additional context and insights on our material topics.
- 4



VALIDATION
Findings from the online survey and interviews were consolidated and analysed to produce a preliminary matrix. The results were then validated together with the Sustainability Department and approved by the Board of Directors.
- 5



REVIEW
Reviewed our material topics to see if any priorities had changed or new topics should be added. The review was done with support from an independent consultancy specialising in sustainability, using desk research and internal discussions.

Priority Topics

Priority topics are of very high importance to Wilmar and our key stakeholders. They are relevant to the Group’s ability to create long-term value and our impact on society and the environment. They form the basis of Wilmar’s sustainability strategy and reporting.

Biodiversity and Conservation

Conserving, managing and rehabilitating HCS forests, HCV areas and peatland through no deforestation, no development on peatland and fire prevention.

Climate Change

Taking actions to mitigate the impact of climate change by reducing GHG emissions and adapting to regulatory and physical climate risks.

Economic and Community Contribution

Contributing to the socio-economic development of the communities where we operate.

Employee Health, Safety and Well-Being

Promoting and safeguarding the health, safety and well-being of our workforce.

Product Quality and Safety

Guaranteeing the highest standards of product quality and safety.

Business Ethics and Compliance

Conducting business activities with the highest standards of governance and ethics and compliance with all relevant laws and policies.

Diversity and Inclusion

Fostering a diverse and inclusive workplace, free from harassment and discrimination based on an individual’s ethnic origin, gender, national origin, age, social class, religion, sexual orientation, gender identity, union membership, political affiliation or disability. Ensuring a fair and more inclusive workplace for women.

Environmental Footprint of Operations

Minimising the environmental footprint of our operations through the efficient consumption and responsible management of energy, water and waste.

Human Rights and Labour Standards

Providing fair and decent working environment and opportunities, respecting and protecting the rights, dignity and security of our workers, our communities and all who are part of our value chain.

Responsible Sourcing and Supply Chain Transformation

Ensuring responsible sourcing activities by creating a traceable and transparent supply chain. Promoting supply chain inclusiveness by monitoring and engaging with suppliers to empower them to meet high sustainability standards through capacity building.

Important Topics

Important topics are of moderate to high importance to either Wilmar or our key stakeholders.

Consumer Health and Well-Being

Contributing to the accessibility of affordable, healthy and nutritious food, especially in emerging markets.

Data Security and Privacy

Protecting personal data from any unauthorised access or malicious attacks, and ensuring the proper handling, processing, storage and usage of personal information.

Innovation and Technology

Investing in R&D and adopting new technologies to drive product and process innovation, leading to enhanced product quality and operational efficiencies.

Product Marketing and Labelling

Marketing and labelling our products accurately and with high standards for product transparency.

Sustainable Packaging

Sourcing and developing packaging solutions that minimise the use of materials and can be reused/recycled by end-users.

Talent Management

Attracting skilled individuals, providing development opportunities and maintaining an engaged workforce to build a high-performing company.



Replanting activity in our oil palm plantation in Sabah, Malaysia.

EXTERNAL ASSURANCE FROM ERNST & YOUNG LLP

Independent Limited Assurance Statement in connection with the Subject Matter Information included in the Wilmar International Limited’s Sustainability Report 2024

To the Management and Directors of Wilmar International Limited,

Scope

We have been engaged by Wilmar International Limited (“Wilmar”) to perform a ‘limited assurance engagement’, as defined by International Standards on Assurance Engagements, hereafter referred to as the engagement, to report on Wilmar’s selected sustainability information as detailed in Appendix A (the “Subject Matter Information”) as contained in Wilmar’s Sustainability Report 2024 for the period from 1 January 2024 to 31 December 2024 (“the Report”).

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by Wilmar

In preparing the Subject Matter Information, Wilmar applied the criterion of “Accuracy” as defined by GRI and specific criteria determined by Wilmar as being relevant for its sustainability performance. Such criteria was specifically designed for sustainability performance; as a result, the Subject Matter Information may not be suitable for another purpose.

Wilmar management’s responsibilities

Wilmar’s management is responsible for selecting criteria, and for presenting the Subject Matter Information in accordance with that criteria in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the Subject Matter Information, such that it is free from material misstatement, whether due to fraud or error.

EY’s responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter Information based on the evidence we have obtained.

We conducted our engagement in accordance with International Standard for Assurance Engagements Other Than Audits

or Reviews of Historical Financial Information (“ISAE 3000 (Revised)”) and the terms of reference for this engagement as agreed with Wilmar on 27 February 2025. Those standards require that we plan and perform our engagement to express a limited assurance conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter Information in order for it to be in accordance with the criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Accounting and Corporate Regulatory Authority (“ACRA”) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (“ACRA Code”), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

EY also applies International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management’s internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter Information and related information, and applying analytical and other appropriate procedures.

Our procedures included:

1. Making inquiries with Wilmar’s Sustainability teams to
 - a. Understand principal business operations,
 - b. Appreciate key sustainability issues and developments,
 - c. Map out information flow for sustainability reporting and the relevant controls,
 - d. Identify data providers with their responsibilities, and
 - e. Recognise the likelihood of possible manipulation of sustainability information and data.
2. Conducting virtual interviews with and seeking clarification from employees and management in Singapore, Indonesia, Malaysia, Ghana, and Nigeria (e.g. Sustainability team, Environmental Health and Safety team, Estate Managers, Mill Managers, Factory Managers) to understand key sustainability issues related to the selected indicators, collection processes and accuracy of reporting.
3. Conducting process walk-through of systems and processes for data aggregation and reporting with relevant personnel to understand the quality of checks and control mechanisms, assessing and testing the controls in relation to the Subject Matter Information in the Report.

4. Obtaining documentation through sampling methods to verify assumptions, estimations and computations made by management in relation to the Subject Matter Information in the Report.
5. Checking data and statements had been correctly transcribed from corporate systems and / or supporting evidence into the Report.
6. Obtaining third-party reports, invoices and confirmations in relation to the Subject Matter Information in the Report.
7. Relying on Wilmar’s management representation letter on the Subject Matter Information in the Report.

We also performed such other procedures as we considered necessary in the circumstances.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Subject Matter Information as of 28 May 2025 for the year ended 31 December 2024, in order for it to be in accordance with the criteria.

Restricted use

This report is intended solely for the information and use of the Management of Wilmar and is not intended to be and should not be used by anyone other than those specified parties.

Ernst & Young LLP
ERNST & YOUNG LLP
28th May 2025
SINGAPORE

Appendix A: Subject Matter Information

The metrics listed below constitute the selected sustainability information contained in Wilmar’s Sustainability Report 2024 for the period from 1 January 2024 to 31 December 2024 that is within the scope of this Assurance Statement.

No	Material ESG Issue	Indicators for Assurance	Countries	Scope
1	Environmental Footprint of Operations	Water use intensity (m³/MT)	Indonesia, Malaysia, Ghana and Nigeria	Palm oil mills
2	Environmental Footprint of Operations	Treatment of POME and BOD quality for mills and PORE and COD quality for refineries (mg/L)	Indonesia, Malaysia, Ghana, and Nigeria	Palm oil mills and refineries
3	Economic and Community Contributions	Number of independent smallholders involved in Wilmar programmes	Indonesia, Malaysia, Ghana and Nigeria	Palm oil mills
4	Employee health, safety and well-being	Number of reported fatalities of Wilmar’s employees and contractors	Global	Plantations, mills and factories
5	Employee health, safety and well-being	Lost Time Injury Rate (LTIR)	Global	Plantations, mills and factories

EXTERNAL ASSURANCE FROM CONTROL UNION CERTIFICATIONS

Independent Assurance Statement

Control Union Certifications was commissioned by Wilmar to conduct an independent assurance of the following disclosures: Traceability to Mill (TtM), Traceability to Plantation (TtP), NDPE Implementation Reporting Framework (NDPE IRF), Satellite Monitoring, Supplier Engagement, Certifications and Biodiversity and Conservation of Peat. The scope of this assurance covers palm oil and lauric.

The information provided for verification in both the Sustainability Report 2024 and the Palm NDPE Implementation Annual Report 2024 is the exclusive responsibility of Wilmar. Control Union Certifications was not involved in the preparation of any materials included in this Report.

The responsibility of Control Union Certifications is to express an opinion concerning the statements included in the Report regarding TtM, TtP, NDPE IRF, Satellite Monitoring, Supplier Engagement, Certifications and Biodiversity and Conservation of Peat disclosures, within the assurance scope mentioned below, with the purpose to inform all the interested parties.

Assurance Scope

The assurance engagement has been planned and performed in accordance with AA1000AS v3. The assurance process involves verification of the following aspects:

Inclusivity

Engagement with stakeholders in the Report development process and their involvement in organisational decision making

Wilmar employs various ways of engaging their stakeholders depending on stakeholder category and stakeholder location. The ways in which the different categories of stakeholders are engaged includes regular meetings, memberships and partnerships with associations, whistleblowing mechanisms and grievance processes.

Materiality

Identification of issues in the Report that are relevant and significant to the organisation’s stakeholders, the presence of and the extent to which these material issues are disclosed in the Report

The disclosures stated in this Report are a prerequisite to implement sustainability programmes within the supply chain. Thus, within the scope of this review they have been identified as relevant material topics. As a result, Wilmar has a policy in place that addresses traceability; NDPE compliance such as satellite monitoring and supplier engagements; grievance mechanism processes; and obtaining relevant sector-related certifications.

Responsiveness

Acting on stakeholder issues and provision of feedback through decisions, actions, performance and communication

Wilmar runs an annual supplier programme to assess suppliers’ progress and their implementation of the No Deforestation, No Peat, No Exploitation (NDPE) Policy. Based on the outcome of this programme, action plans are generated to assist suppliers in resolving NDPE related issues at their mills and associated estates. In addition, Wilmar also has grievance processes and whistleblowing mechanisms through which stakeholders can provide feedback.

Impact

Monitoring, measuring and providing accountability for how the actions of the organisation affect the economy, environment, society, stakeholders or the organisation itself

For 2024, Wilmar’s progress against their commitments and targets are categorised below according to the disclosures within the scope of this assurance statement.

Table 1: TtM and TtP

98.5% which translates to approximately 26.0 million MT of palm and lauric products is traceable to mill level

91.0% which translates to approximately 24.0 million MT of palm and lauric products is traceable to plantation level

Table 2: NDPE IRF

NDPE IRF profiles are published for 72 facilities globally

99.9% of palm oil and lauric product volumes to Wilmar’s Origin Refineries in Malaysia and Indonesia and 95.9% across Wilmar’s global supply chain have achieved “Delivering” status for both No Deforestation and No Peat requirements using the NDPE IRF

Table 3: Supplier Engagement

917 (100%) suppliers assessed

906 (98.8%) suppliers assessed as low-priority mills

11 (1.2%) suppliers assessed as high-priority mills

11 (100%) high-priority mills engaged (e.g. field visit, action plan follow-up, meeting, email correspondence, etc)

Table 4: Certifications

For operations in Malaysia, Indonesia, Ghana and Nigeria:

- 29 mills are RSPO-certified (82.9%)
- 252,487 ha of oil palm plantations are RSPO-certified (82.1%)

For operations in Indonesia:

- 25 mills are ISPO-certified (73.5%)
- 7 independent palm oil mills completed ISPO certification audits (63.6%)

For operations in Malaysia:

- 8 mills are MSPO-certified (100%)
- 20 oil palm plantations are MSPO-certified (100%)

Table 5: Satellite Monitoring

>23.1 million ha of land covered by satellite monitoring across Wilmar’s global operations and supply base¹

1,018 supplier groups and 7,921 plantation units monitored

Table 6: Biodiversity and Conservation (Peat Area)

Total peat area and total planted on peat in Wilmar’s concession areas in Malaysia and Indonesia were verified

	Sabah	Sarawak	West Kalimantan	Sumatra	TOTAL
Planted peat area (Ha)	10	84	14	1,593	1,701

Approximately 1,701 ha of the total planted area in Wilmar’s oil palm plantations across Indonesia and Malaysia, is classified as peat.

Level of Assurance

The level of assurance is used to determine the depth of detail that an assurance provider uses to identify if there are material errors, omissions, or misstatements. The level of assurance for this Report is moderate.

Methodology

- REVIEW of internal and external documentary evidence presented by Wilmar
- VERIFICATION of data presented in the Report including a detailed review of sample data
- INTERVIEWS of personnel within relevant divisions responsible for management of the programmes presented within the scope of this statement i.e. TtM, TtP, NDPE IRF, Satellite Monitoring, Supplier Engagement, Certifications and Biodiversity and Conservation of Peat

Independence and Quality Control

Control Union Certifications is accredited according to ISO 17021-1:2015/ISO 17065:2012 covering our global scope and operations. This includes the need to maintain a comprehensive system of quality control including documented policies and procedures on compliance to ethical and legal requirements as well as objectivity throughout our operations. The auditors

performing the data check were selected appropriately based on our internal qualifications, training, and experience. It is also reviewed by management to ensure that the applied approach and assurance are strictly followed and operated transparently.

Conclusions

Based on our moderate process, nothing has come to our attention that causes us to believe that the scope (subject matter) as detailed above and presented in the Report is not presented fairly in accordance with the criteria.

Hence, our work confirms that the information included in the Report is reliable and objective and is presented clearly and understandably.



Zulkarnain Ishak
Manager Sustainability Assurance
24th April 2025



AA1000
Licensed Report
000-779/V3-KAXOV

¹ Indonesia, Malaysia, Papua New Guinea, Brazil, Cameroon, Colombia, Costa Rica, Democratic Republic of the Congo, India, Ghana, Guatemala, Honduras, Ivory Coast, Liberia, Mexico, Nicaragua, Nigeria, Sao Tome and Principe, Sierra Leone, Solomon Islands, Sri Lanka and Thailand.

ALIGNING WITH THE RECOMMENDATIONS

from the Task Force on Climate-Related Financial Disclosures (TCFD) and IFRS Sustainability Disclosure Standards

Since 2020, Wilmar has adopted and disclosed our performance against the TCFD recommendations seeking close alignment as we build resilience against climate change as an organisation. In 2023, the ISSB released the IFRS Sustainability Disclosure Standards, which build upon the TCFD framework. Wilmar supports the adoption of these progressive standards, which enhance our internal understanding of our climate resilience and opportunities and provide our stakeholders with useful information on climate change R&Os.

This section outlines how we manage our climate-related R&Os, with reference to the four key pillars recommended by the TCFD and IFRS Sustainability Disclosure Standards. Acknowledging the culmination of TCFD requirements as part of IFRS S1 and S2, we continue to work towards fully aligning with the TCFD framework and progressively improve our climate-related financial disclosures in line with the IFRS Sustainability Disclosure Standards' climate-related requirements.

Segama River located in Lahad Datu, Malaysia.

Governance

Wilmar's Chairman and CEO, together with the Board of Directors and the BSC, are responsible for overseeing the Group's sustainability strategy, including our approach to climate-related issues. The Chairman and CEO assumes overall accountability for climate-related policies, the management of R&Os and the setting and implementation of climate targets.

The Board established the **BSC** in 2022. It is responsible for overseeing the Group's sustainability impacts and reviewing all ESG and sustainability matters through:

- Approving ESG and sustainability strategies
- Identifying ESG-related risks and assessing their financial and strategic impact
- Reviewing and monitoring the implementation of climate-related risk management guidelines, policies, systems and practices
- Evaluating ESG and sustainability performance and targets

The BSC plays a central role in integrating climate-related R&Os into Wilmar's business strategy, ensuring long-term resilience and sustainable growth. This includes the review of climate impacts on our business plans and performance objectives as part of the overall risk management approach.

Members of the BSC are selected based on their competency and knowledge of climate-related issues and R&Os in relation to Wilmar's core businesses. Board members have completed mandatory ESG training required by the SGX as well as in-house training on climate and other material ESG topics from time to time. For more information on the Board's composition and experience, please refer to our **Annual Report 2024**.

The BSC and Board receive quarterly updates from Wilmar's **SMT**. These updates, led by the Chief Sustainability Officer and supported by the **ISA**, cover the following:

- Emerging global ESG trends and developments
- Physical and transition climate-related R&Os

- Wilmar's performance on GHG reduction targets and climate commitments
- Development and implementation of Wilmar's climate transition plan

These updates underpin decision-making as the Board reviews and guides the Group's business strategy and financial planning.

The Sustainability Department plays an active role in monitoring and analysing climate-related issues, ranging from R&Os to emission reduction programmes, across Wilmar's operations and business functions. It reports to the Group Sustainability General Manager and works closely with operational teams across the Group.

The effective management of climate R&Os requires Group-wide coordination. Functional departments are responsible for identifying and assessing climate-related risks in their respective areas, which are then evaluated by the Sustainability Department and, if necessary, escalated to the Group's climate governance bodies including the SMT, BSC and/or the Board.

For example, our trading and marketing teams gather market intelligence on climate-related requirements and customer expectations which is shared with the Sustainability Department. Where relevant, this information is disseminated to other departments such as Legal or Procurement to assess regulatory alignment and engage stakeholders accordingly.



For more information on our governance approach, please refer to the **Business Ethics and Compliance** and **Our Approach to Sustainability** sections of this Report.

Strategy

Wilmar addresses climate-related R&Os by evaluating our potential impacts across timeframes using climate scenario analysis. In 2022, Wilmar conducted a qualitative climate scenario assessment to identify relevant physical and transition R&Os as well as the significance of their impact on our operations and supply chain.

To ensure completeness and relevance, a two-step approach was undertaken to refresh our identified climate R&Os in 2024.

Firstly, we conducted a comprehensive review of climate-related R&Os through an analysis of industry standards including but not limited to ISSB and CDP, peer disclosures as well as potential impacts on key operating countries.

This was followed by a materiality assessment, which included a quantitative scenario analysis and considered both current and anticipated potential financial impacts. This was crucial in identifying R&Os that are financially significant to Wilmar based on a set of macro and micro factors. Wilmar has updated our climate scenario selection in alignment with latest international best practices and assessed the quantitative financial impact of identified climate R&Os based on a sample selection of 25 material assets located in our key operating countries including China, Indonesia, Malaysia and Australia as well as main business divisions.

These assets were chosen to reflect a fair representation of Wilmar’s typical operations and their exposure to the most immediate climate risks and opportunities that we have prioritised. They spread across Wilmar’s business sectors and divisions located in medium- to high-risk countries, with a focus on our top five key commodities by revenue and asset value. More information on our operational presence can be found in the **About Wilmar** section of this Report.

While strategically selected, these material assets may not encompass all areas of potential climate-related impact across our operations. As we continue to advance in our climate R&Os assessment, Wilmar acknowledges the potential to expand the scope of our assessment in the future by incorporating additional sites and criteria. This iterative approach enables us to refine our analysis and better adapt to emerging insights, business realities and disclosure requirements.

Climate scenarios

Wilmar uses internationally recognised climate scenarios to review R&Os over short-, medium- and long-term horizons.

Temperature Alignment	Physical Risks	Transition R&Os
<2°C	RCP 2.6 (or SSP1-2.6) at +1.3°C to +2.5°C	NGFS Net Zero 2050 at +1.4°C
>2°C	RCP 8.5 (or SSP5-8.5) at +3.3°C to +5.7°C	NGFS Current Policies at +3°C

In selecting climate scenarios to support the quantification process of our climate R&Os, Wilmar considered the following:

- Ability to link climate scenario outcomes to financial impacts
- Coverage of material operational geographies
- Alignment with national commitments of operating countries
- Coverage across all business operations
- Quality and availability of data

Based on the quantitative assessment, Wilmar has refreshed our **list of climate risks and opportunities**, which will form the basis of our climate strategy moving forward. The findings will shape management and leadership discussions on business strategy and resilience, as well as guide the implementation of mitigation and adaptation measures. Looking ahead, Wilmar seeks to expand the assessment of quantitative financial impacts to cover an increasing scope of our material assets.

Wilmar adopts a long-term holistic approach to integrating sustainability into our business strategy as we seek not only to protect the resilience of our assets but also transform our business and products. This includes:

- Pursuing relevant certifications to access new and emerging markets
- Developing new products to meet growing consumer demand for environmentally and socially responsible products
- Investing in the R&D of palm seedlings that are more resilient to extreme weather patterns

For more information, please refer to the **Climate Change and Innovation and Technology** sections in this Report. For progress on our NDPE commitments, please refer to the **Palm NDPE Implementation Annual Report 2024**.

- Working closely with our suppliers to implement our NDPE commitments
- Setting near-term and net-zero emission targets in line with a 1.5-degree Celsius pathway

Risk Management

Wilmar adopts an integrated approach to risk management, guided by our Enterprise Risk Management (ERM) Framework and overseen at Board level through the Risk Management Committee and Executive Risk Committee. Operational teams are responsible for identifying and monitoring risks in their respective departments, while the ISA provides further advisory and guidance on stakeholder expectations and global sustainability trends, where required.

The assessment of climate-related risks includes both transition risks such as current and emerging regulations, technology, legal, market and reputation, as well as acute and chronic physical risks. Wilmar references internationally recognised data sources and projections such as the NGFS and the IPCC, along with internal data on emissions, energy and other factors to assess potential risks.

Any risk with potential annual implications exceeding US\$5.0 million is reported to the Sustainability Department for further assessment and the development of mitigation and adaptation measures with relevant teams. The implementation and monitoring of these strategies are delegated to the respective departments and team leads, with support from the Sustainability Department and management as required. Where necessary, cross-department working teams are established to coordinate action plans, implement solutions and monitor effectiveness and progress.

For more information, please refer to the **Climate-related Risks and Opportunities** section of this Report.

Metrics & Targets

To manage climate R&Os, we seek to reduce the environmental footprint of our operations and regularly monitor and track related metrics including emissions, energy, waste, water and other factors in our **Base Data Tables**.

In 2022, Wilmar signed up to the SBTi, pledging to set both near-term and net-zero targets in line with a 1.5-degree Celsius pathway. In 2024, we completed the re-establishment of our GHG emissions baseline, revised from 2020 to 2022 to better reflect our emissions profile, which was used in our SBTi-validated targets. In early 2025, these targets were validated by the SBTi.

- **Near-term targets:** Reduce Scope 1 and 2 emissions by 50.4% and Scope 3 emissions by 30.0% respectively by 2032 from a 2022 baseline. Reduce FLAG Scope 1 and 3 emissions by 36.4% by 2032 from a 2022 baseline
- **Net-zero targets:** 90.0% reduction in emissions across Scope 1, 2 and 3, and a 72.0% reduction across FLAG Scope 1 and 3 emissions by 2050 from a 2022 baseline
- Achieve 3.0% reduction in water use intensity for palm oil mills from a 2022 baseline by 2028
- Reduce energy intensity across our Australia and New Zealand sugar refineries by 20.0% by 2030 from a 2020 baseline
- Increase installed power capacity of PV power plants across our China factories to 200 MWp by 2030
- 100% renewable energy across Goodman Fielder’s operations through the procurement of renewable electricity certificates by 2025
- All suppliers’ palm oil volumes in the “Delivering” category of the NDPE IRF by 2025

As part of our broader climate strategy, we continue to enhance our implementation roadmap to ensure tangible progress towards our targets. Performance is evaluated annually and tied to the performance review and remuneration of Executive Directors and key management personnel.

For more information, please refer to the **Climate Change and Environmental Footprint of Operations** sections of this Report. For progress on our NDPE commitments, please refer to the **Palm NDPE Implementation Annual Report 2024**.

GLOSSARY OF TERMS

AIB	AIB international is an organisation that provides food safety audits, inspection, certification and educational seminars worldwide to the food manufacturing and distribution industry and its suppliers
ANZ	Australia and New Zealand
ASD	Action for Sustainable Derivatives
ASHOPP	Adum Smallholder Oil Palm Project
Australasian Recycling Label (ARL)	A labelling system that provides information on the recyclability of packaging in Australia and New Zealand
Bagasse	A by-product of crushing sugarcane
BAU	Business as usual
Biological Oxygen Demand (BOD)	A measure of the amount of dissolved oxygen needed by microorganisms to break down organic matter in water. Higher BOD indicates more pollution and less oxygen available for aquatic life
BMP Smartcane	A Queensland-focused voluntary accreditation system providing best practice guidance for cultivating sugarcane
BMPs	Best Management Practices
Bonsucro	A voluntary global standard for responsible sugarcane production, the Bonsucro Production Standard applies to mills and supply operations, while the Bonsucro Chain of Custody Standard applies to all products handled above mill level
BOPP	Benso Oil Palm Plantation PLC, a Wilmar subsidiary listed on the Ghana Stock Exchange
BPL	Biase Plantation Ltd, a Wilmar subsidiary
BSC	Board Sustainability Committee
BSR	Previously known as Business for Social Responsibility, BSR is an organisation of sustainable business experts that works with its global network of the world’s leading companies to build a just and sustainable world
BU	Business Unit
Carbon Dioxide Equivalents (CO₂e)	A universal metric used to compare the emissions from various greenhouse gases on the basis of their global-warming potential (GWP), by converting amounts of other gases to the equivalent amount of carbon dioxide with the same global warming potential
CDP	Formerly known as the Carbon Disclosure Project, CDP is a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts
CEO	Chief Executive Officer
CFES	Community Forest Ecosystem Services
CH₄	Methane
Chelsea Sugar	A Wilmar majority-owned sugar refining joint venture based in New Zealand
Chemical Oxygen Demand (COD)	An indicative measure of the amount of oxygen that can be consumed by reactions in a measured solution. The most common application of COD is in quantifying the amount of oxidizable pollutants found in surface water (e.g. lakes and rivers) or wastewater
CIO	Chief Information Officer
CoP	Children in Plantation
CO₂	Carbon dioxide
COP	Formerly known as Conference of the Parties, a conference brought together by the United Nations in the 1990s to convene countries from around the world for annual climate summits. Now it is best known as the United Nations Climate Change Conference. The most recently held conference is COP27 in 2022
COR	Close Out Report
Corrective and Preventative Actions (CAPA)	Actions taken to address the root cause of an incident and prevent future occurrences

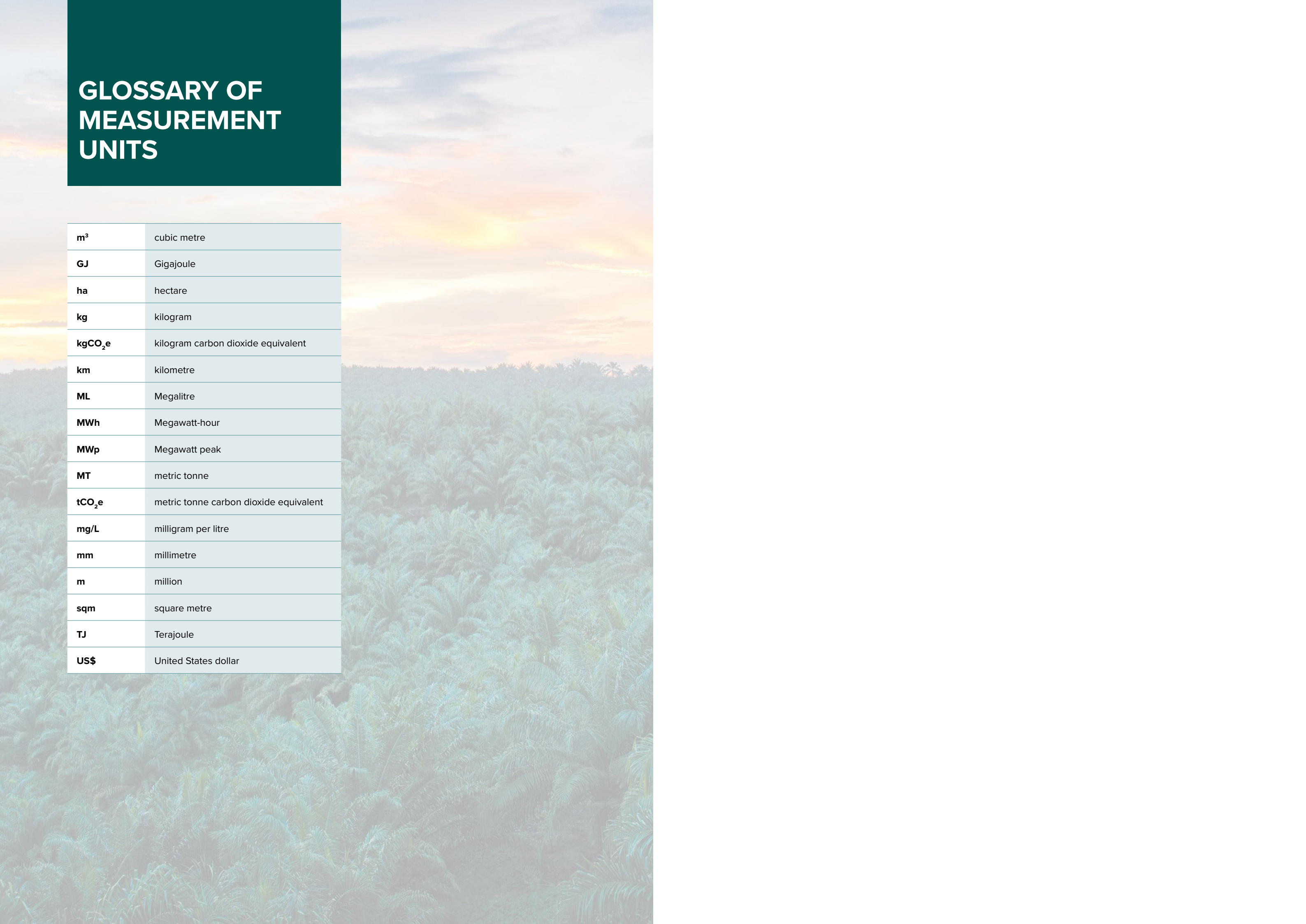
CPO	Crude palm oil
CSO	Civil society organisation
CTF	The Compensation Taskforce of the RSPO that is tasked with decisions related to the compensation procedure when High Conservation Values (HCV) have been cleared after 2005 without a valid HCV assessment
CU	Control Union Certifications
DIROs	Dependencies, impacts, risks and opportunities
Effluent	Treated or untreated wastewater that is discharged
EHS	Environment, Health and Safety
EIA	Environmental Impact Assessment
Empty Fruit Bunches (EFB)	Biomass remaining once the fruitlets been removed for oil pressing.
ESG	Environmental, Social and Governance
ESIA	Environmental and Social Impact Assessments
ETP	Effluent treatment plant
EUDR	EU Deforestation Regulation
Extraction rate	The percentage amount of product extracted from raw material
EY	Ernst & Young LLP
Fatality Rate	The number of work-related fatalities per 200,000 hours worked
FLAG	Forest, Land and Agriculture
Free, Prior and Informed Consent (FPIC)	The principle that a community has the right to give or withhold its consent to proposed projects that may affect the lands they customarily own, occupy, or otherwise use
Fresh Fruit Bunch (FFB)	The ripe fruit bunch harvested from the oil palm tree. The weight of the fruit bunch ranges between 10 kg to 40 kg depending on the size and age
FSANZ	Food Standards Australia New Zealand
FSSC 22000	Food Safety System Certification 22000
FY	Financial year
FYM	Farmyard manure
GAPs	Good agricultural practices
GHS	Globally Harmonised System of Classification & Labelling of Chemicals
GI	Glycemic index
Global Food Safety Initiative (GFSI)	A business-driven initiative for the development of food safety management systems to ensure food facilities are processing safe food for consumers
Global Reporting Initiative (GRI)	The independent, international organisation that helps businesses and other organisations take responsibility for their impacts, by providing them with the global common language to communicate those impacts. GRI provides the world’s most widely used standards for sustainability reporting—the GRI Standards
GM and GMO	Genetically modified and genetically modified organism
Good Manufacturing Practice (GMP)	Minimum quality standards that a food production or manufacturing facility must meet
Goodman Fielder	Goodman Fielder Pty Limited group of companies, subsidiaries of Wilmar
Goodman Fielder Australia	The Goodman Fielder business in Australia operated by Goodman Fielder Pty Limited and its subsidiaries
Goodman Fielder Fiji	The Goodman Fielder business in Fiji operated by Goodman Fielder Pty Limited and its subsidiaries
Goodman Fielder New Zealand	The Goodman Fielder business in New Zealand operated by Goodman Fielder Pty Limited and its subsidiaries
Greenhouse Gas (GHG)	Gases that contribute to the greenhouse effect by absorbing and re-emitting heat
GWP	Global warming potential
HCSA	High Carbon Stock Approach

HCV Network (HCVN)	Formerly known as the HCV Resource Network, the HCV Network is a member-based organisation that strives to protect HCV in areas where the expansion of forestry and agriculture may put important forests, biodiversity and local communities at risk. The HCV Network governs the quality control process for HCV and HCS assessments
Health Star Rating (HSR)	A front-of-pack labelling system used in Australia that rates the overall nutritional profile of packaged food and assigns it a rating from ½ a star to 5 stars. It provides a quick, easy, standard way to compare similar packaged foods
High Carbon Stock (HCS)	The four classes of land area differentiated by the type of vegetative cover (High Density Forest, Medium Density Forest, Low Density Forest and Young Regenerating Forest) that have been identified to contain reasonable amount of carbon and biodiversity
High Conservation Values (HCV)	Areas that are considered to be of outstanding ecological or social importance
High Risk Work (HRW)	Activities identified as having a greater potential for causing serious injuries or fatalities
HRDD	Human Rights Due Diligence
HRDs	Human Rights Defenders
HRWG	Human Rights Working Group
HSSE	Health, Safety and Security
HuRRAGI	Wilmar's Human Rights Risk Analysis and Gap Identification Programme
ILO	International Labour Organization
Independent Smallholder	Small growers with less than 50 ha of land, or less than 25 ha in Indonesia, which are self-financed, managed, equipped and not bound to a particular mill. They may deal directly with local mill operators of their choice or process their own palm oil using personal or community manual palm oil presses
Indonesian Sustainable Palm Oil (ISPO) Standard	A mandatory certification requirement for all oil palm growers and millers operating in Indonesia imposed by the government in an effort to preserve the environment, promote economic and social activities and enforcement of Indonesian statutory laws in the palm oil sector
Integrated Pest Management (IPM)	An environmentally friendly approach that focuses on long-term prevention of pests or their damage through a combination of techniques such as cultural, mechanical, biological and chemical strategies to control pests
International Sustainability and Carbon Certificate (ISCC)	A certification system that promotes the sustainable cultivation, processing and utilisation of biomass and bioenergy. It is geared towards GHG emissions reduction, sustainable land use, protection of natural biospheres and social sustainability
International Union for Conservation of Nature and Natural Resources (IUCN) Red List Of Threatened Species	The world's most comprehensive inventory of the global conservation status of biological species. It is a critical indicator of the health of the world's biodiversity
IOSH	Institution of Occupational Safety and Health
IPCC Sixth Assessment Report (AR6)	The most recent report that was finalised in 2023 by the IPCC, the leading international body for the assessment of climate change. This report provides a comprehensive scientific evaluation of the current state of knowledge on climate change
IPOA	Indonesian Palm Oil Association
ISA	Wilmar's Independent Sustainability Advisors
ISO	International Organization for Standardization
JASPO	Sabah Jurisdictional Approach for Sustainable Palm Oil
JCSC	Sabah Jurisdictional Certification Steering Committee
JSEA	Job Safety and Environmental Analysis
JV	Joint Venture
KKH	Kuok Khoon Hong, Chairman and CEO of Wilmar
KPI	Key performance indicator, a type of performance measurement for evaluating the success of an organisation or a particular activity in which the organisation engages

LEAP	A structured framework developed by TNFD to help organisations assess and address nature-related issues. It consists of four phases: Locate, Evaluate, Assess, and Prepare. Designed for all sectors, it supports due diligence for TNFD-aligned disclosures and broader nature-related risk and opportunity assessments
Living Wage (LW)	The remuneration received for a standard workweek by a worker in a particular place sufficient to afford a decent standard of living for the worker and his or her family
LMS	Learning Management System
Lost Time Injury (LTI)	An injury that results in an employee missing at least one day of work
Lost Time Injury Rate (LTIR)	The number of lost time injuries occurring in a workplace per 200,000 hours
Lost Work Days (LWD)	The total number of days an employee misses work due to an injury or illness
Lost Work Days Rate (LWDR)	A standardised metric that provides a measure of the total number of working days lost within a workplace due to occupational injury or illness per 200,000 hours worked
LPG	Liquefied petroleum gas
LSR	Life Saving Rules
Malaysian Sustainable Palm Oil (MSPO) Standard	A national certification requirement applicable to all Malaysia-based palm oil operations
Mesocarp	The middle layer of pericarp, consisting of the fleshy part of a palm fruit
MOC	Management of Change
MOU	Memorandum of Understanding
MVR	Mechanical Vapour Recompression
N₂O	Nitrous oxide
NC	Nominating Committee
NDPE Implementation Reporting Framework (NDPE IRF)	A reporting tool designed to help companies to systematically understand and track progress in delivering NDPE commitments in their palm oil supply chain
NDPE Policy	No Deforestation, No Peat, No Exploitation Policy. A commitment to adopt measures and actions to achieve no deforestation, no peat development and no exploitation within the Group's operations and supply chain
Network for Greening the Financial System (NGFS)	A group of central banks and financial supervisors that aims to accelerate the work on managing climate-related and environmental risks in the financial sector, and to mobilise finance to support the transition towards a sustainable economy
NGO	Non-governmental organisation
NICE	National Technology Innovation Centre of Yangtze River Delta
NUS	National University of Singapore
OECD	Organisation for Economic Cooperation and Development
OEM	Original Equipment Manufacturers
P&C	Principles & Criteria. Often used to reference the RSPO Principles and Criteria for oil palm production
Palm Australia Labour Mobility (PALM) Scheme	A programme that allows businesses in Australia to hire workers from Pacific Island countries
Palm Oil Mill Effluent (POME)	A by-product generated from the processing of FFB
Palm Oil Refinery Effluent (PORE)	Wastewater generated from the processing of CPO in a palm oil refinery
PDCA	Plan, Do, Check & Act

Peatland	Accumulation of partially decayed vegetation matter. Peat forms in wetlands or peatlands. This can include bogs, moors, muskegs, pocosins, mires and peat swamp forests. Land with soil consisting of over 65.0% organic matter is considered peatland
Permanent Disability	An injury or illness that permanently impairs an employee’s ability to work
Permanent Disability Rate	The number of permanent disabilities per 200,000 hours worked
PIC	Person-in-charge
PKS	Palm kernel shells
POCG	Palm Oil Collaboration Group
PPBC	Protection Beyond Concessions
PPE	Personal protective equipment
PREP	Packaging Recyclability Evaluation Portal
Press Mud	Sugarcane press mud is the residue left after the filtration of sugarcane juice during sugar processing
PSM	Process safety management
PV	Photovoltaic
PWD	Persons with disabilities
QAQC	Quality Assurance and Quality Control
R&D	Research and Development
R&O	Risks and Opportunities
RED	Renewable Energy Directive
Renewable Energy Certificate (REC)	A certificate that represents the environmental benefits of renewable energy generation
Representative Concentration Pathways (RCP)	Climate change scenarios adopted by IPCC to project future greenhouse gas concentrations
Roundtable On Sustainable Palm Oil (RSPO)	A not-for-profit organisation that unites stakeholders from the seven sectors of the palm oil industry: oil palm producers, processors or traders, consumer goods manufacturers, retailers, banks/investors, and environmental and social NGOs, to develop and implement global standards for sustainable palm oil consisting of environmental and social criteria
RP3	Wilmar’s first women and children protection safe house locally known as <i>Rumah Perlindungan Pekerja Perempuan</i>
RTE	Rare, Threatened and Endangered
RTRS	Roundtable on Responsible Soy
SAI	Sustainable Agriculture Initiative
Scheme Smallholders (or Plasma Schemes)	A programme initiated by the Indonesian government to encourage the development of smallholder plantations with the assistance and co-operation of plantation companies (the nucleus) which assist and support the surrounding community plantations (the plasma)
Science Based Targets Initiative (SBTi)	A global body that helps companies set emission reduction targets in line with climate science
SEARPP	South East Asia Rainforest Research Partnership
SGCP	Supplier Group Compliance Programme
SGX	Singapore Exchange Securities Trading Limited
SICA	Sekar Imej Conservation Area
SID	Singapore Institute of Directors
SIF	Serious Injury Fatality
SIFp	Serious Injury & Fatality Potential
SMT	Sustainability Management Team

SOP	Standard operating procedure
Spatial Monitoring and Reporting Tool (SMART)	An open source, non-proprietary, and freely available software application that enables the collection, storage, communication, and evaluation of ranger-based data on patrol efforts, patrol results and threat levels
SQF	Safe Quality Food
SRSL	Shree Renuka Sugars Limited, a Wilmar subsidiary listed on the National Stock Exchange and the Bombay Stock Exchange in India
SRT	Wilmar’s Supplier Reporting Tool
SSP1	A climate scenario that depicts a world focused on sustainability, with low inequality, green energy and sustainable economic practices
SSP5	A climate scenario that depicts a future where rapid economic growth and high energy demands are prioritised, with a strong reliance on fossil fuels and minimal efforts to mitigate climate change
STEM	Science, technology, engineering and mathematics
Sugar Australia	A Wilmar majority-owned sugar refining joint venture based in Australia
Sustainability Accounting Standards Board (SASB)	An independent non-profit organisation that sets standards to guide the disclosure of financially material sustainability information by companies to their investors
Sustainable Development Goals (SDGs)	A set of goals, also known as the Global Goals, were adopted by all United Nations Member States in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030
Task Force on Climate-Related Financial Disclosures (TCFD)	A voluntary disclosure platform, set up by the Financial Stability Board, designed to provide a framework for companies and other organisations to develop more effective climate-related financial disclosures through their existing reporting processes
Tropical Forest Alliance (TFA)	A multi-stakeholder partnership platform hosted by the World Economic Forum and initiated to support the implementation of private-sector commitments to remove deforestation from the supply chain of various commodities
TtM	Traceability to Mill
TtP	Traceability to Plantation
UNDRIP	United Nations Declaration on the Rights of Indigenous People
UNGPs	United Nations Guiding Principles on Business and Human Rights
UNICEF	United Nations Children’s Fund (formerly called the United Nations International Children’s Emergency Fund)
WAOP	Wildlife Awareness Outreach Programme
WCSG	Women’s Committee Steering Group
WET	Wilmar Europe Trading B.V.
WGs	Working groups
WHO	World Health Organization
WIL@NUS	WIL@NUS Corporate Laboratory is a research partnership between the National University of Singapore (NUS) and Wilmar and is hosted at the Yong Loo Lin School of Medicine, NUS
Wilmar Sugar	Wilmar Group’s sugar operations in Australia and New Zealand, incorporating Wilmar Sugar and Renewables, Sugar Australia and Chelsea Sugar
Wilmar Sugar and Renewables	A subsidiary owned by Wilmar, involved in sugar cane farming, raw sugar and renewable energy production
WIMS	Wilmar Integrated Management System
WoW	Women’s Working Groups
WSH	Workplace safety and health
YKA	Yihai Kerry Arawana Holdings Co., Ltd., a subsidiary listed on the Shenzhen ChiNext Stock Exchange in China

The background of the page is a photograph of a dense tropical forest, likely a palm forest, at sunset. The sky is filled with soft, orange and pink clouds, and the sun is low on the horizon, casting a warm glow over the scene. The forest floor is covered with lush green vegetation, and the palm trees are visible in the distance.

GLOSSARY OF MEASUREMENT UNITS

m³	cubic metre
GJ	Gigajoule
ha	hectare
kg	kilogram
kgCO₂e	kilogram carbon dioxide equivalent
km	kilometre
ML	Megalitre
MWh	Megawatt-hour
MWp	Megawatt peak
MT	metric tonne
tCO₂e	metric tonne carbon dioxide equivalent
mg/L	milligram per litre
mm	millimetre
m	million
sqm	square metre
TJ	Terajoule
US\$	United States dollar

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