

WILMAR INTERNATIONAL LIMITED

Incorporated in the Republic of Singapore
(Company Registration No.: 199904785Z)

**QUESTIONS RELATING TO THE RESOLUTIONS SUBMITTED BY SHAREHOLDERS IN
ADVANCE OF THE ANNUAL GENERAL MEETING HELD ON 15 APRIL 2021 AND THE
COMPANY'S RESPONSES THERETO**

Q1. What is the lock up period before more vendor/new shares of Yihai Kerry Arawana (YKA) can be sold to the market? Does management plan to dilute the stake in YKA further and what is the target stake that management's looking at holding? What amount of capex is planned for 2021 and for what segments?

- The lock up period for the sale of vendor/new shares is 3 years from the date of YKA's listing. We may sell additional shares after the lock up period expires, if YKA shares are fairly valued or if it is advisable for us to increase the free float of the shares when there are good M&A opportunities. We do not have a specific target stake.
- Capex for 2021 for the Wilmar Group is expected to be similar to 2020, around US\$ 2 billion. It will mostly go into integrated facilities with crushing, consumer packing plants, flour and rice milling and some dedicated oil processing and flour milling plants in China as disclosed in YKA's prospectus. In addition, we are investing in new businesses such as central kitchens. For other countries, capex will be mainly on flour, rice milling capacities and consumer packing plants.

Q2. The size of the special dividends (6.5 SG cents) is nice but modest relative to the proceeds raised by YKA, which can now finance its capex from the new proceeds raised at YKA level. Would management consider more special dividends going forward?

- The IPO proceeds from YKA are used to fund the 19 projects in China as disclosed in YKA's prospectus. In addition, we are investing in new businesses such as central kitchens. Outside of China, the Group is still expanding in many countries and regions such as Indonesia, India, Vietnam and Africa. We do not have any plans for more special dividends at the moment but we will take into consideration shareholders' feedback whilst striking a balance with our ongoing capex requirements at the Group level.

Q3. Wilmar has adopted an integrated business model as an integral part of its strategy. Is the key advantage of such a model mainly in lower cost?

- Having an integrated business model allows us to extract margins at every step of the value chain. It also gives us economies of scale and operational efficiencies, allowing us to be one of the most efficient producers in the industry.
- Apart from substantial manufacturing infrastructure, Wilmar has built an unparalleled sales and distribution network in over 50 countries and regions. The connectivity between markets is crucial for the success of a global business. It not only allows our products to reach customers efficiently, it also gives us access to market information and business opportunities.
- The benefit and resilience of our integrated business model was evident last year during the pandemic when lockdown restrictions were imposed in many of the countries where we operate. We were able to ensure continuous supply of our products during that period.

**Q4. (i) Would Mr Kuok and his management team consider taking Wilmar private?
(ii) Is there a possibility of privatisation for Wilmar by the major shareholders?
(iii) Are Mr Kuok and his management team planning to restructure Wilmar?**

Many thanks for the good work done at Wilmar.

- Thank you for your kind words of recognition of Management's efforts. We are not considering taking Wilmar private nor are we planning to restructure Wilmar.
- As to whether the major shareholders of Wilmar, namely the Kuok Group and ADM, are considering privatising Wilmar, I am unable to speak on their behalf, but as far as I am aware, there are no such plans at this point of time.

Q5. What are the Company's strategies in dealing with the current situation in Myanmar and how it plans to mitigate its effects?

- We have implemented measures to safeguard the security of our employees and facilities and have tightened credit in view of the operational restrictions that banks there now face, but other than that, our Myanmar operations have not experienced significant impact so far. We will continue to monitor the situation closely.

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