



wilmar

ANNUAL
SUSTAINABILITY
REPORT

20
23

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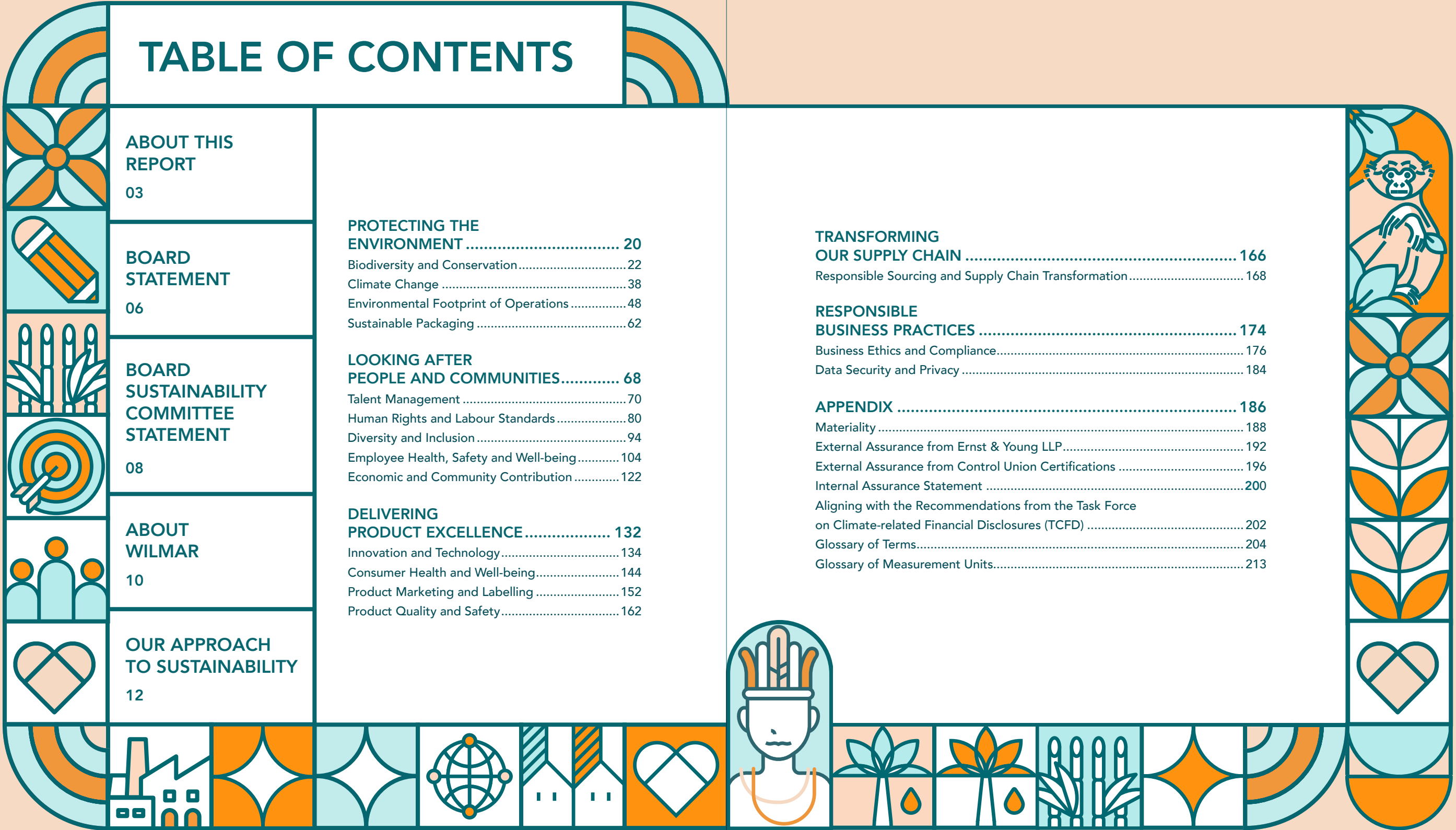
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Women workers in one of Wilmar's oil palm plantations in Sabah, Malaysia.

ABOUT THIS REPORT

2-3, 2-5

12TH
EDITION

Wilmar International Limited (the "Company" or "Wilmar", together with its subsidiaries, the "Group") is proud to present our 2023 Sustainability Report. Since 2007, we have demonstrated a firm commitment to high quality sustainability disclosures and this Report marks the 12th edition of our Sustainability Report.

At Wilmar, we continuously refine our reporting practices to ensure that we provide decision-useful and transparent information that is relevant, data-driven and timely to our stakeholders. To do so, we align closely with global best practices on reporting and apply the GRI Reporting Principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability, which are fundamental to high-quality sustainability reporting.

i 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

i All photos of people and places used in this Sustainability Report are photographs of Wilmar sites and of past or present Wilmar employees and stakeholders.

THIS REPORT IS MEANT TO BE READ IN CONJUNCTION WITH OUR SUITE OF REPORTING MATERIALS:



ANNUAL REPORT 2023



SUMMARY OF PROGRESS



PALM NDPE IMPLEMENTATION ANNUAL REPORT 2023



SUPPORTING THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)



SUSTAINABILITY DASHBOARD



BASE DATA TABLES

SCOPE AND BOUNDARY

2-3, 2-2

Aligned with our financial reporting cycle, this Report contains data and information in respect of the financial year (FY) ended 31 December 2023.

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	<p>Wilmar has reported in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2021 for this Report</p> <p>References to the GRI disclosures are denoted throughout this Report using the notation: [XX-XX]</p>	GRI CONTENT INDEX
SASB	<p>Wilmar has adopted the industry-specific standards of the Sustainability Accounting Standards Board (SASB):</p> <ul style="list-style-type: none"> Agricultural Products Sustainability Accounting Standard (Industry Standard, Version 2018-10) Processed Food Sustainability Accounting Standard (Industry Standard, Version 2018-10) <p>These disclosures are denoted throughout this Report using the notations: [FB-AG-XXXX.X] and [FB-PF-XXXX.X]</p>	SASB DISCLOSURE INDEX
UN GUIDING PRINCIPLES REPORTING FRAMEWORK	<p>Since our Sustainability Report 2021, we continue to report based on the UN Guiding Principles Reporting Framework</p>	UN GUIDING PRINCIPLES REPORTING FRAMEWORK INDEX

STANDARD	APPLICATION OF STANDARD	LINK TO CONTENT/ DISCLOSURE INDEX
TCFD	Our climate change disclosures are based on Task Force on Climate-Related Financial Disclosures (TCFD) recommendations	TCFD 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 [192-199](#).

INTERNAL ASSURANCE

In line with the enhanced sustainability reporting regime by the Singapore Exchange (SGX), Wilmar's Internal Audit Department will progressively conduct internal assurance on the Group's sustainability reporting process. The internal audit is complementary to our external assurance, by assessing material topics that are not externally assured.

For more details on the internal assurance conducted for this reporting cycle, please refer to the Internal Assurance Statement on pages [200 - 201](#) of this Report.

CONTACT

2-3

We fully appreciate and acknowledge that meaningful advancements in our sustainability journey and reporting are fostered through being aware, responsive and inclusive in our stakeholder engagements. We therefore welcome and value any comments, questions or suggestions regarding this Report and our sustainability performance.

POST

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

E-MAIL

csr@wilmar.com.sg

BOARD STATEMENT



Our Sustainability Report 2023 is published against the backdrop of a world grappling with geopolitical conflict and accelerating climate change. At the same time, economic uncertainty and cost-of-living pressures continue to pose challenges for governments, business and society at large.



KUOK KHOON HONG
Chairman and Chief Executive Officer

With the world counting on this pivotal decade of action to address the escalating climate emergency, businesses are facing increasing pressure to play a larger role in addressing our urgent environmental and societal challenges. Concurrently, amid the mainstreaming and streamlining of ESG reporting standards, there is a growing expectation for businesses to raise the level of their disclosures on climate and nature-related commitments and actions. This also comes at a time when the agrifood sector is facing new regulatory requirements on deforestation-free supply chains.

At Wilmar, we welcome these developments as necessary guidance for the industry to contribute towards a more sustainable future. Wilmar has been a long-time adopter and advocate of sustainability and no-deforestation commitments through our No Deforestation, No Peat, No Exploitation (NDPE) Policy, implemented in 2013. We were the first company in the industry to implement such a policy across the entire supply chain.

Sustainability is entrenched in our business and influences every decision we make. This is reflected across every level of our organisation, from strategic reviews and guidance from the Board of Directors, to the running of our global operations. Taking a sustainable and responsible approach not only improves

the resilience of our business, but also positions us for long-term success amid changing market and operating conditions.

We will persevere in delivering our sustainability commitments while adapting to evolving trends and requirements, including those related to disclosures. We continue to align this Report with the updated GRI Standards 2021, including the sector standard GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022; the SASB Standards; and the TCFD recommendations, to enhance the comparability and quality of ESG disclosures for different stakeholder groups. Concurrently, we are preparing to meet the International Sustainability Standards Board (ISSB) Standards and assess the requirements of the Taskforce on Nature-related Financial Disclosures (TNFD) for our future reports.

We also conducted an internal review of our sustainability reporting process, in accordance with the International Standards for the Professional Practice of Internal Auditing, to ensure that our reporting framework remains robust and our disclosures continue to meet our stakeholders' needs.

We will continue to monitor the Group's sustainability strategy and performance, focusing on four priority areas: protecting the environment, looking after people and communities, delivering product excellence and transforming our supply chain.

Cognisant of the significant global impact that Wilmar has on people and planet, the Board of Directors (Board), working hand-in-hand with the Chairman and Chief Executive Officer (CEO), continues to oversee the Group's approach to sustainability. With the guidance and support of the BSC, the Board identifies and determines the ESG factors material to our Group, as well as related policies and practices that are vital to managing our business performance and impact.

Despite the short-term challenges, we remain unwavering in our sustainability commitments. We firmly believe that sustainability is an ongoing effort that demands dedication, perseverance and diligence, and is necessary for creating long-term value for society. Last but not least, we would like to take this opportunity to thank our business associates, partners and stakeholders for your support on this journey.

BOARD OF DIRECTORS, WILMAR INTERNATIONAL LIMITED 30 MAY 2024



PUA SECK GUAN
Executive Director and
Chief Operating Officer (Part-Time)



TEO LA-MEI
Executive Director, Group Legal
Counsel and Company Secretary



KUOK KHOON EAN
Non-Executive and
Non-Independent Director



KUOK KHOON HUA
Non-Executive and
Non-Independent Director



GREGORY MORRIS
Non-Executive and
Non-Independent Director



LIM SIONG GUAN
Non-Executive and
Lead Independent Director



KISHORE MAHUBANI
Non-Executive and
Independent Director



SOH GIM TEIK
Non-Executive and
Independent Director



DR CHONG YOKE SIN
Non-Executive and
Independent Director



DR LOUIS CHEUNG
Non-Executive and
Independent Director



JESSICA CHEAM
Non-Executive and
Independent Director



GEORGE YONG-BOON YEO
Non-Executive and
Independent Director



JUAN RICARDO LUCIANO
Alternate Director to
Mr Gregory Morris



TONG SHAO MING
Alternate Director to
Mr Kuok Khoon Hua

BOARD SUSTAINABILITY COMMITTEE STATEMENT

Dear Stakeholders,

We are pleased to present the 2023 edition of our Sustainability Report.

At Wilmar, we recognise and embrace the opportunities that corporates have in upholding ESG responsibilities. As a leading global agribusiness group, we demonstrate stewardship by conducting our business through a sustainability lens, as well as establishing and implementing robust corporate governance practices to ensure these responsibilities are fulfilled throughout our operations and business partnerships.

Taking a steadfast and data-driven approach, we strive not only to advocate sustainability values, but also to integrate them into our business ethos and decision-making processes in a meaningful manner. As a reflection of our unwavering commitment, we have consistently invested in building and strengthening our sustainability initiatives across our global footprint.

We are proud to share that we made strides in establishing a more sustainable supply chain in our sugar business in 2023. Our efforts have been well-received by the industry and gained formal recognition from the Sustainable Agriculture Initiative Platform (SAI Platform) for the alignment of our No Deforestation and No People Exploitation Sugar (NDPE Sugar) Policy with the Gold Level Equivalent in the Farm Sustainability Assessment (FSA) 3.0.

In addition, we were awarded a perfect score of 10 in the Global Benchmark 2023 Food, Beverage & Personal Care sector category of the Global Child Forum for our efforts in safeguarding children and advancing their rights, and we also topped the Global Benchmark 2023 Leaderboard.

Wilmar continues to be the only Singapore company under the Food Products category included in the Dow Jones Sustainability Indices (DJSI) World Index – our third consecutive inclusion. 2023 also marked our fourth straight year on the DJSI Asia Pacific Index.

Our sustainability track record has positioned us well to secure sustainability-linked financing. Wilmar successfully secured an additional **US\$200 million** sustainability-linked trade finance facility from Standard Chartered Bank in January 2023, bringing the aggregate amount of sustainability-linked financing secured from various financial institutions such as Oversea-Chinese Banking Corporation Limited, United Overseas Bank Limited and The Bank of East Asia, Limited since our first sustainability-linked loan in 2017 to approximately **US\$3.37 billion** as at December 2023.



THE ONLY SINGAPORE COMPANY IN THE DJSI WORLD INDEX UNDER THE FOOD PRODUCTS CATEGORY

≈US\$3.37 BILLION

TOTAL AMOUNT OF SUSTAINABLE FINANCING SECURED SINCE 2017

2023 PERFORMANCE

ACTION ON CLIMATE AND ENVIRONMENT

In 2022, we signed up to the Science Based Target initiative (SBTi) and committed to setting both near-term and net-zero emission targets in line with a 1.5-degree Celsius pathway under the Paris Agreement as part of the palm oil sectoral roadmap launched at the United Nations' COP27 meeting. To meet these commitments, we have made significant progress on analysing our emissions footprint, including the completion of a mapping of the Group's Scope 1 and 2 greenhouse gas (GHG) emissions to determine our total GHG emissions for the new baseline year of 2022. We are also undertaking a process to identify the key categories in our Scope 3 GHG emissions for inclusion in our SBTi commitment.

We are pleased to report that we have successfully achieved our target of reducing water intensity in our palm oil mills in Indonesia and Nigeria in 2023. Water is a crucial resource for the agriculture industry and its usage is one that we diligently track and monitor, especially in water-stressed areas. Through constant monitoring and the implementation of water efficiency measures, we were able to meet our target of below **1.30 m³/MT Fresh Fruit Bunch (FFB)** for water usage intensity across these mills.

SAFEGUARDING AND EMPOWERING OUR PEOPLE

Our people are our greatest assets, especially for a multi-national organisation like Wilmar. In 2023, through the adoption and implementation of strategic shifts in our talent attraction programmes, we successfully expanded our pool of permanent staff across China, Malaysia and Indonesia by **20.2%**, **12.5%** and **2.2%** respectively. The improvements in talent acquisition attest to Wilmar's adaptability to remain attractive to highly qualified candidates across our global workforce.

Wilmar also formally adopted an updated Board Diversity Policy in 2023. This Policy includes quantitative gender diversity targets for increasing female representation on the Board of Directors, as we fully appreciate the varied skill sets and insightful perspectives a diverse Board can offer.

In relation to gender diversity, the Board of Directors ensures that there is always a mix of male and female candidates put up for consideration when identifying suitable candidates for new appointments to the Board.

On the community front, we continue to support key stakeholders such as smallholders who are an integral part of the palm oil supply chain. In addition to providing financial aid and planting materials, our programmes across Asia, Latin America and Africa aim to empower smallholders by sharing knowledge on best management practices (BMPs) as well as providing resources to improve their yields and livelihoods, as well as meet sustainability regulatory requirements.

LOOKING AHEAD

In line with growing expectations and requirements on corporate disclosures, we will not only ensure that our disclosures are transparent and of a high quality, but also work on reporting more comprehensively across our businesses.

We expanded the scope and coverage of our Sustainability Report to include all our key business segments in 2020. Since then, concurrent with the introduction of more stringent disclosure requirements, we have been conducting the relevant assessments and are preparing to further meet new sustainability disclosure requirements such as the ISSB's International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards (IFRS S1 and IFRS S2) and the TNFD recommendations, amongst others.

In 2024, we will continue to strengthen the implementation of our sustainability endeavours, with a focus on initiatives related to conservation, climate and community, including empowering women, safeguarding children and supporting smallholders.

While we are motivated by the progress we have made, we recognise that our achievements are only possible with the support from our key stakeholders such as our implementation partners, industry peers, researchers, civil society organisations (CSOs) and the broader industry. We look forward to continuing our partnerships and close collaborations with our stakeholders as we pursue our goal of achieving commercial success and growth, built upon a strong foundation of sustainable business operations and practices.

BOARD SUSTAINABILITY COMMITTEE, WILMAR INTERNATIONAL LIMITED
30 MAY 2024



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.

THE SCALE OF OUR OPERATIONS

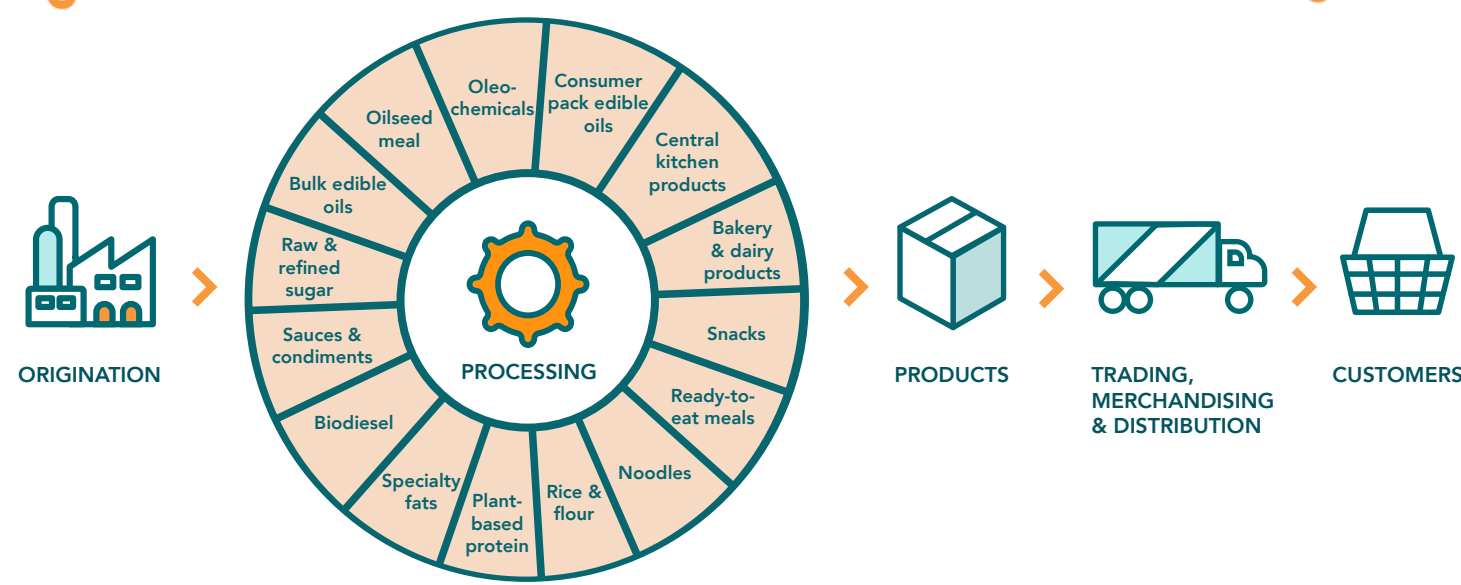
<p>>1,000 MANUFACTURING PLANTS IN 32 COUNTRIES AND REGIONS¹</p>	<p>MULTINATIONAL WORKFORCE OF ABOUT 100,000 STAFF GLOBALLY</p>	<p>EXTENSIVE DISTRIBUTION NETWORK IN CHINA, INDIA, INDONESIA AND SOME 50 other countries and regions</p>	<p>US\$67.16 B IN REVENUE US\$1.52 B IN NET PROFIT</p>
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OVERVIEW OF OUR VALUE CHAIN

At the core of Wilmar's strategy is an **integrated agribusiness model** encompassing the entire agricultural commodity value chain. The Group's 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.

¹ Includes subsidiaries, JVs and associates



Through scale, integration and the logistical advantages of our business model, Wilmar is able to reap operational synergies and cost efficiencies, while embracing sustainability in every aspect of our business. Our diverse global portfolio of consumer products includes edible oils, rice, wheat flour, noodles, sauces, condiments, margarine, sugar and plant-based protein.

i For more information about Wilmar's activities, countries and regions of operation, value chain and business relationships, consumer products and brands, please refer to our **Annual Report 2023** and **corporate website**.

OUR APPROACH TO SUSTAINABILITY

As a responsible corporate citizen, we are dedicated to delivering meaningful progress towards our sustainability commitments, which are embedded into our business model. These initiatives contribute positively to the environment, people and the economy.

OUR OVERALL SUSTAINABILITY AGENDA REMAINS FOCUSED ON FOUR KEY AREAS WHERE WE CAN MAKE THE GREATEST IMPACT:



PROTECTING THE ENVIRONMENT



LOOKING AFTER PEOPLE AND COMMUNITIES



DELIVERING PRODUCT EXCELLENCE



TRANSFORMING OUR SUPPLY CHAIN

These key areas are determined based on our material ESG topics, which are reviewed annually to account for changing external contexts.



For more information on our materiality assessment process, please see pages [188 - 189](#)

Sekar Imej Conservation Area in Sabah, Malaysia.

LEADING AND EXPANDING NDPE COMMITMENTS ACROSS THE BUSINESS

Over the years, we have continued to lead the broader industry through our NDPE commitment. 2023 marked the 10th anniversary of Wilmar's NDPE Policy. As the first company to launch a NDPE Policy across the entire palm oil supply chain, we have witnessed the positive impact of this Policy and have established similar responsible sourcing guidelines for the other commodities that we are involved in.

In 2021, Wilmar launched our **NDPE Sugar Policy** which focuses on promoting sustainability in our sugar supply chain. In 2023, we established the **Coconut Responsible Sourcing Policy** which aims to establish a transparent, ethical and responsible coconut supply chain that supports resilient livelihoods in the rural communities where we operate.

OUR COMMITMENT TO CORPORATE CLIMATE ACTION

As a global agribusiness player, Wilmar recognises the impact of our operations and the role we play in contributing to bold climate action. In October 2022, Wilmar signed up to the **SBTi** and committed to setting near-term and net-zero emission reduction targets in line with a 1.5-degree Celsius pathway. Work is currently underway to develop time-bound plans that outline our strategy to achieving these targets.

We also recognise the importance of advocating and committing to climate action beyond our own operations. Following COP27, we worked closely with our peers to develop the Palm Oil Sectoral Roadmap which serves as a blueprint for the industry to collectively achieve emission reduction goals and enhance supply chain actions consistent with a 1.5-degree Celsius pathway.



Wilmar's commitments to the Palm Oil Sectoral Roadmap are detailed in our

PALM NDPE IMPLEMENTATION ANNUAL REPORT 2023

SUPPORTING PROGRESS WITHIN THE INDUSTRY LANDSCAPE

Wilmar welcomes the new EU Deforestation Regulation (EUDR) as a positive step that aligns with our deforestation-free commitments. We have worked extensively to meet our commitment to zero deforestation over the years and have implemented various initiatives including engagement programmes and monitoring systems that proactively track any potential deforestation and peatland development in our supply chain. As we transition towards deforestation-

free supply chains, in alignment with the EUDR, we remain committed to advocating for and embracing zero deforestation as outlined in our NDPE Policy.

Wilmar also supports the SDGs, as reflected in our overall approach to sustainability. We are committed to the shared global agenda of achieving a sustainable future by 2030. While we recognise that our global operations touch on all 17 interrelated SDGs, we have narrowed our focus to six priority goals where we can pursue the greatest impact by leveraging our core business operations, products and services, as well as collaborations and partnerships.

The 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 the

SUPPORTING THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

section of our Sustainability Dashboard



FFB grading process in Sabah, Malaysia.

Our stakeholders



Stakeholders have been identified as those whom our operations have a significant impact on, those with a vested interest in our sustainability performance and those in public positions who can influence our activities. They include:



STAKEHOLDER ENGAGEMENT

2-28, 2-29

We proactively engage our stakeholders to gather their feedback and this enables us to have a deeper understanding of their evolving needs and expectations. These insights can then be translated into updated goals and processes that form the basis of an effective sustainability strategy that adapts to the external environment.

To ensure meaningful interactions with our stakeholders, Wilmar has established a **Grievance Procedure** where stakeholders can raise any sustainability-related grievances through a rigorous and transparent resolution process. Further details on our Grievance Procedure can be found in the **Responsible Sourcing and Supply Chain Transformation** section and our **Palm NDPE Implementation Annual Report 2023**.



For more information on how we engage with different stakeholder groups, their interests and key concerns, and the frequency and outcome of these engagements, please refer to the

STAKEHOLDER ENGAGEMENT

section of our Sustainability Dashboard

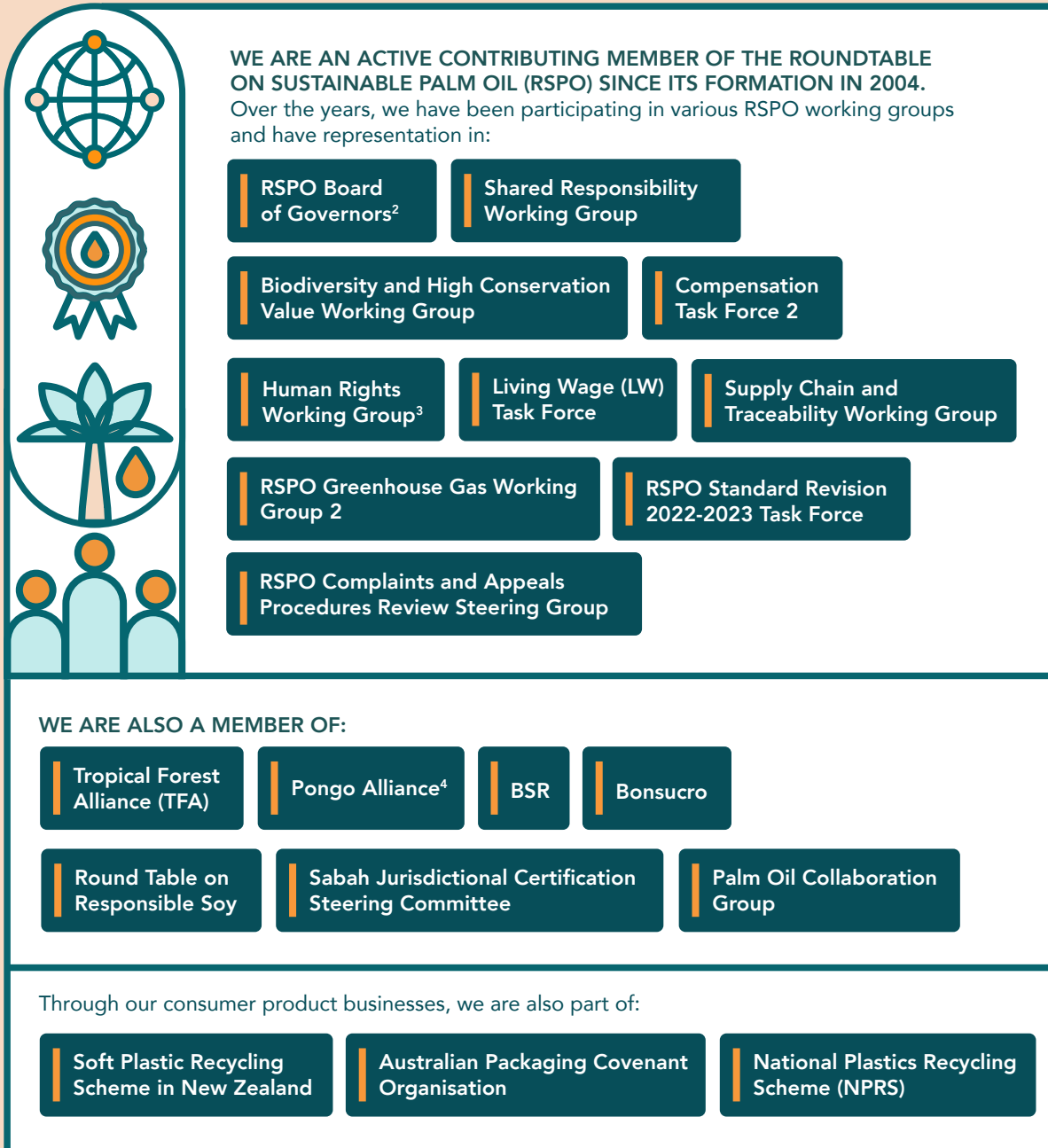


We proactively engage our stakeholders to gather their feedback and this enables us to have a deeper understanding of their evolving needs and expectations.



PARTNERSHIPS AND MULTI-STAKEHOLDER INITIATIVES

Through actively collaborating within the industry and participating in working groups, we strive to make progress collectively on sustainability issues such as upholding human rights, ensuring traceability and transparency within supply chains, biodiversity conservation, promoting sustainable packaging and more.



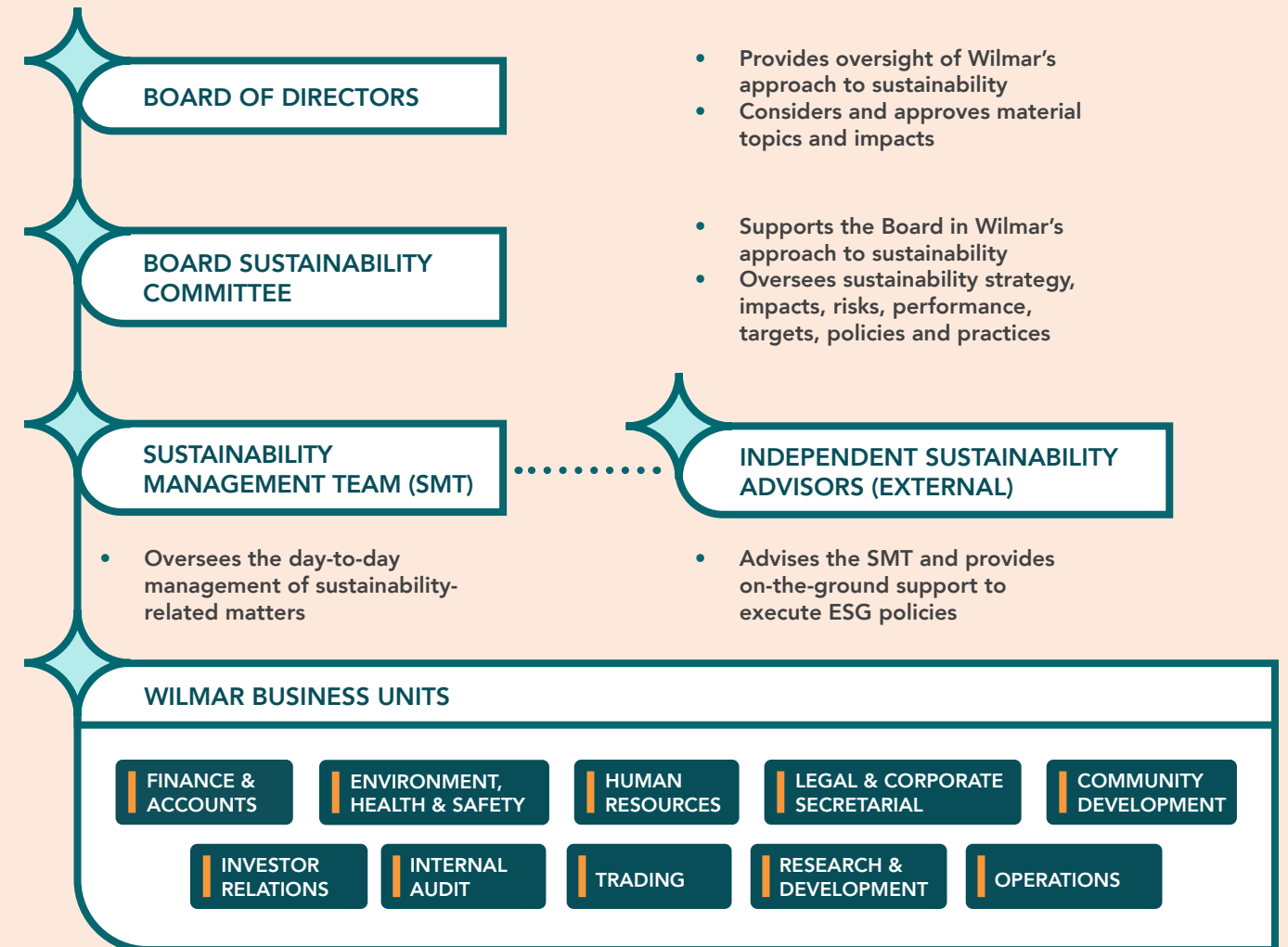
² Wilmar is honoured to have served on the RSPO Board of Governors since 2017 and had voluntarily stepped down and not sought re-election in November 2023. Nonetheless, we remain highly committed to the RSPO and continue to participate in existing and new working groups.

³ This working group also includes the Labour and Free, Prior and Informed Consent (FPIC) sub-groups.

⁴ 2023 marked the final year of Wilmar's participation in the Pongo Alliance as its Steering Committee have decided to conclude the operations of the organisation.

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 goals for sustainability and considers sustainability issues in the formulation of business strategies and corporate policies of the Group. This includes approving material topics and impacts identified through the materiality assessment and stakeholder engagement process. The Board is kept abreast of the BSC's decisions and proceedings. This Report has been reviewed and approved by the BSC and the Board.

BOARD SUSTAINABILITY COMMITTEE

The BSC plays a crucial role in ensuring the effective integration and implementation of sustainability initiatives across the Group. The BSC's primary responsibilities include overseeing Wilmar's sustainability strategy and impact, identifying ESG-related risks and opportunities, evaluating ESG targets and performance as well as monitoring the implementation of ESG-related policies and practices.

The BSC meets quarterly to review sustainability matters and receives periodic reports and advisories from the Sustainability Management Team (SMT) with

support from the Independent Sustainability Advisors (ISA). The BSC provides input to the Board on ESG issues as well as Wilmar's sustainability performance and governance, including identifying and addressing relevant sustainability risks and concerns. These can range from operational matters to critical concerns – where "critical concerns" are defined as risks that have potential immediate and catastrophic impact on our business, operations and people. Issues of critical concern are disclosed in the **Risk Management** section of our Annual Report 2023.

In the spirit of upholding transparency and good corporate governance, all Directors are invited to attend meetings held by the Board Committees, including the BSC. Additionally, to ensure that the Board remains updated, all written resolutions which have been passed and minutes of Board Committee meetings are circulated to the Board for information and review.

i

For more information on the Board's composition, independence and tenure, please refer to the section on **BOARD OF DIRECTORS** in our Annual Report 2023



ESG TARGETS

As part of the Group's continuous efforts to create sustainable value for stakeholders, we have taken into consideration relevant key ESG targets in the annual performance review of Executive Directors and key management personnel. The key ESG targets which were incorporated in the performance review for FY2023 include Climate Change, Responsible Sourcing and Supply, Health and Safety, Business Ethics and Compliance as well as Talent Retention. These targets form part of a larger set of ESG topics that have been identified as being material to the Group.

i

For more details, please refer to the **Corporate Governance** section of our Annual Report 2023



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

SUSTAINABILITY MANAGEMENT TEAM AND SUSTAINABILITY DEPARTMENT

The SMT is led by the Chief Sustainability Officer, Jeremy Goon. He is assisted by the General Manager – Group Sustainability, General Manager Sustainability - External Engagement and Assistant General Manager – Upstream in the day-to-day management of sustainability-related matters.

Staffed by over 80 employees across our global offices and sites, the Sustainability Department supports the SMT in collaborating with all business and operational

units to implement the Group's sustainability strategies and initiatives. A combination of local and technical expertise throughout Asia, Africa and Europe enables the department to oversee the implementation of the NDPE and other sustainability-related policies, sustainability certification, traceability and supply chain monitoring, supplier compliance, human rights, grievances, conservation efforts, research and development (R&D), climate change, stakeholder engagement and reporting.

INDEPENDENT SUSTAINABILITY ADVISORS

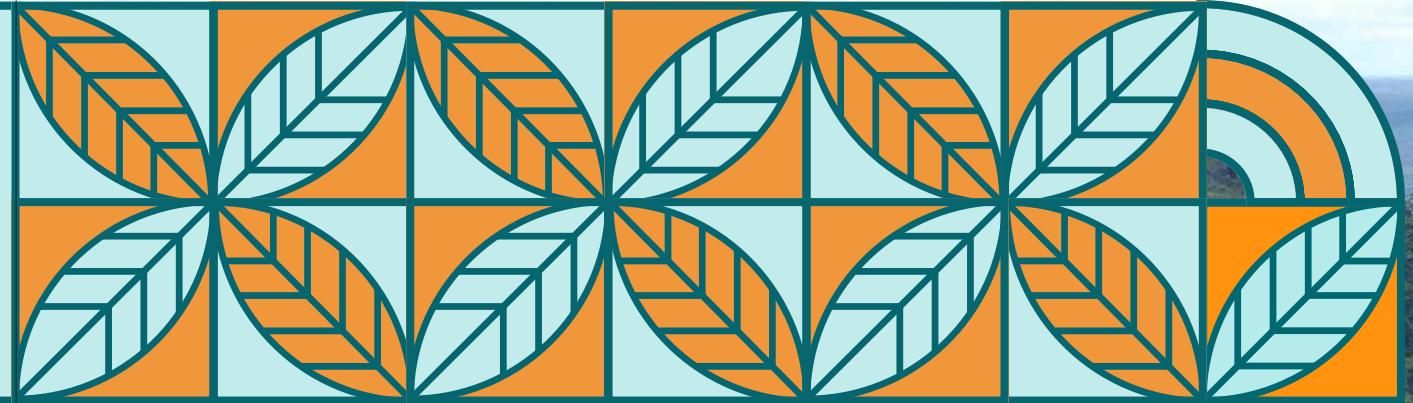
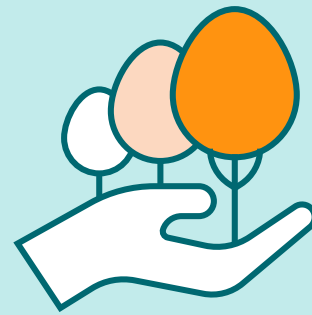
The ISA comprises external experts and eminent individuals. They work with the SMT to provide on-the-ground support to execute and evaluate the implementation of our ESG policies. The ISA also

provides advice and recommendations related to external stakeholder expectations and global sustainability trends.

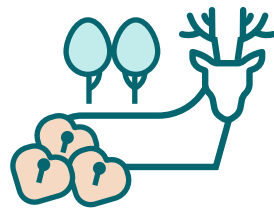


Smallholder training in Indonesia conducted by the Sustainability team.

PROTECTING THE ENVIRONMENT

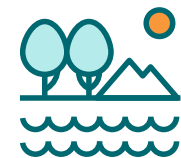


BIODIVERSITY AND CONSERVATION



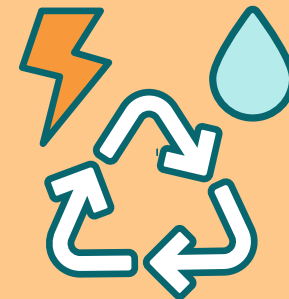
ZERO DEFORESTATION
IN HCS FORESTS AND HCV AREAS

ZERO NEW DEVELOPMENT
ON PEATLAND IN WILMAR'S LANDBANK



>32,000 HA

CONSERVATION AREAS IN WILMAR'S OIL PALM AND SUGAR OPERATIONS



ENVIRONMENTAL FOOTPRINT OF OPERATIONS

4.8%
REDUCTION IN ENERGY INTENSITY FROM 2022 TO 2023

81.0 MWp
TOTAL INSTALLED CAPACITY OF PV PLANTS IN CHINA AS OF 2023

52.2%
OF GLOBAL ENERGY CONSUMPTION FROM RENEWABLE SOURCES

65.8%
OF TOTAL WASTE GENERATED DIVERTED FROM LANDFILLING



CLIMATE CHANGE



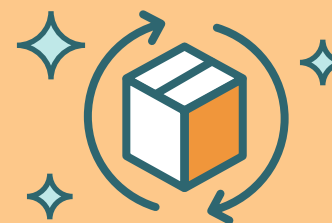
IN THE PROCESS OF SETTING BOTH NEAR-TERM AND NET-ZERO EMISSION TARGETS IN LINE WITH A 1.5-DEGREE CELSIUS PATHWAY FOR **SUBMISSION TO SBTI BY 2024**



4.1%
REDUCTION IN GHG EMISSIONS INTENSITY ACROSS THE GROUP FROM 2022 TO 2023



INDONESIA AND NIGERIA
ACHIEVED WATER CONSUMPTION INTENSITY TARGETS



SUSTAINABLE PACKAGING



11,447 MT
PACKAGING WASTE REDUCED, REACHING 76.3% OF YIHAI KERRY ARAWANA'S (YKA) TARGET



BIODIVERSITY AND CONSERVATION

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

Wilmar is **committed to biodiversity conservation** in our operations and supply chain which extends from our overarching NDPE Policy. As a leading agribusiness group operating in some of the world's richest biodiversity hotspots, we recognise our role in conserving and retaining the rich variety of biodiversity.

As part of our approach, we aim to support the industry, including local communities and government agencies, in promoting sustainable practices and forest stewardship through multi-stakeholder collaborations and initiatives. We continue to uphold our commitment to a deforestation-free supply chain and channel significant resources towards identifying, protecting and restoring High Carbon Stock (HCS) forests, High Conservation Value (HCV) areas and other ecologically and culturally important lands.

OUR TARGETS	2023 PERFORMANCE
<ul style="list-style-type: none"> • NO DEFORESTATION <ul style="list-style-type: none"> » No development in HCS forests and HCV areas » No burning in the preparation of new planting and re-planting of any other development • NO NEW DEVELOPMENT ON PEATLAND, regardless of depth • MAINTAIN BMPs for existing plantations on peat 	<ul style="list-style-type: none"> • ZERO DEFORESTATION in HCS forests and HCV areas • ZERO NEW DEVELOPMENT on peatland in Wilmar's landbank
<ul style="list-style-type: none"> • SAFEGUARD BIODIVERSITY in Wilmar's operational areas 	<ul style="list-style-type: none"> • 31,799 HA⁵ 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) • 835 HA of additional 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
<ul style="list-style-type: none"> • RESTORE, REHABILITATE AND MAINTAIN 1,000 HA of riparian zones by 2050 	<ul style="list-style-type: none"> • A TOTAL OF 531 HA OF RIPARIAN ZONES RESTORED AND REHABILITATED with over 228,000 trees from 52 species in Indonesia, Malaysia and West Africa as of December 2023. 103 HA were restored and rehabilitated in 2023
<ul style="list-style-type: none"> • PROTECT RARE, THREATENED AND ENDANGERED (RTE) SPECIES of wildlife for long-term viability of the species: <ul style="list-style-type: none"> » Increase the siamang (<i>Symphalangus syndactylus</i>) population in PT Kencana Sawit Indonesia (KSI) to 30 by 2050 » Maintain proboscis monkey (<i>Nasalis larvatus</i>) population in Sabahmas Plantation in Malaysia, by 2050 	<ul style="list-style-type: none"> • PROTECT RTE SPECIES OF WILDLIFE in Wilmar's operational areas through conservation monitoring, awareness raising programmes and stakeholder engagement • AS OF 2023, A TOTAL OF 22 SIAMANGS have been reintroduced into the wild through the gibbon rehabilitation and reintroduction programme and are protected in PT KSI • A TOTAL OF 25 PROBOCIS MONKEYS are monitored and protected in Sabahmas Plantation in Malaysia
<ul style="list-style-type: none"> • ENGAGE 10,000 EXTERNAL STAKEHOLDERS AND LOCAL COMMUNITIES ON BMPs to raise awareness of and promote conservation by 2050 	<ul style="list-style-type: none"> • A TOTAL OF 2,916 EXTERNAL STAKEHOLDERS AND LOCAL COMMUNITIES PARTICIPATED in the BMPs and awareness programme in Indonesia, Malaysia and West Africa as of 2023. 736 stakeholders were engaged in 2023

⁵ The total conservation area has decreased slightly from 32,544 ha in 2022 due to operational boundary changes.

OUR TARGETS (CONTINUATION)	2023 PERFORMANCE (CONTINUATION)
<ul style="list-style-type: none"> CONDUCT ENVIRONMENTAL EDUCATION AND AWARENESS PROGRAMMES FOR 10,000 STUDENTS by 2030 	<ul style="list-style-type: none"> A TOTAL OF 1,670 STUDENTS PARTICIPATED IN THE ENVIRONMENTAL EDUCATION AND AWARENESS PROGRAMMES in Indonesia, Malaysia and West Africa as of December 2023. 1,463 students participated in 2023
<ul style="list-style-type: none"> IMPLEMENT CONSERVATION AND BIODIVERSITY INITIATIVES IN 3,000 HA outside of Wilmar's concessions by 2050 	<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> PUBLISH BMPs GUIDELINES on conservation for Indonesia, Malaysia and West Africa by 2024 PUBLISH EDUCATIONAL SERIES AND MATERIALS to promote biodiversity conservation in the plantation landscape by 2030 	<ul style="list-style-type: none"> PUBLISHED: <ul style="list-style-type: none"> BMPs Manual for Growers on Forest Conservation and Community Collaboration in Bahasa Indonesia and English A Practical Guidance to Conservation Area Monitoring in Bahasa Melayu and Bahasa Indonesia Bukit Durang: Hidden Jewel of Ulu Suai, Sarawak Newsletter series on conservation efforts in Wilmar's operational areas in Malaysia – volumes 5 and 6 Guidance on Development of Recovery Plans

A fundamental part of our conservation work is the monitoring of both our own concessions and those of our suppliers to detect any instances of non-compliant deforestation and fires. To further our commitment

to sustainability, Wilmar has been a member of the NDPE Implementation Reporting Framework (NDPE IRF) initiative since 2019 and reports annually on our progress.

OUR CONSERVATION AND BIODIVERSITY MANAGEMENT EFFORTS ARE GUIDED BY FIVE KEY STRATEGIES:



SAFEGUARDING BIODIVERSITY



BUILDING ECOSYSTEM RESILIENCE



ENGAGEMENT AND CAPACITY BUILDING



SMART PARTNERSHIPS AND COLLABORATIONS



EFFECTIVE MANAGEMENT

IDENTIFYING AND CONSERVING HCS FORESTS AND HCV AREAS

Our NDPE Policy has been instrumental in ensuring sustainable practices across our palm operations and supply chain. Since introducing our NDPE Policy in 2013, we have upheld our commitment to not develop in HCS forests and HCV areas. This commitment similarly extends to our sugar operations as outlined in our NDPE Sugar Policy launched in 2021, which prohibits the conversion of legally protected or HCV areas as well as preserves and enhances biodiversity and ecosystem services.

We also recognise the important role played by our workers, as well as local and indigenous communities, hence we developed a range of programmes to raise awareness while building capacity to further strengthen our conservation efforts.

CONSERVATION AREAS IN OUR PALM OPERATIONS

Our NDPE Policy requires all new oil palm land developments by Wilmar and our suppliers to identify and protect HCV areas and HCS forests using international best practice guidance from the:

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

A total of 31,799 ha in Wilmar's oil palm plantations are conservation areas.

Recognising the presence of wildlife species including birds and mammals from the International Union for Conservation of Nature (IUCN) Red List of Threatened Species in these areas, we monitor and manage all HCS forests and HCV areas within our oil palm operations as conservation areas.

To encourage biodiversity conservation throughout the plantation landscape, we have released a publication titled "A Practical Guide to Conservation Area Monitoring" in two local languages to provide guidance to our suppliers in setting up monitoring systems for identified conservation areas. We are working on the English edition of the guide.

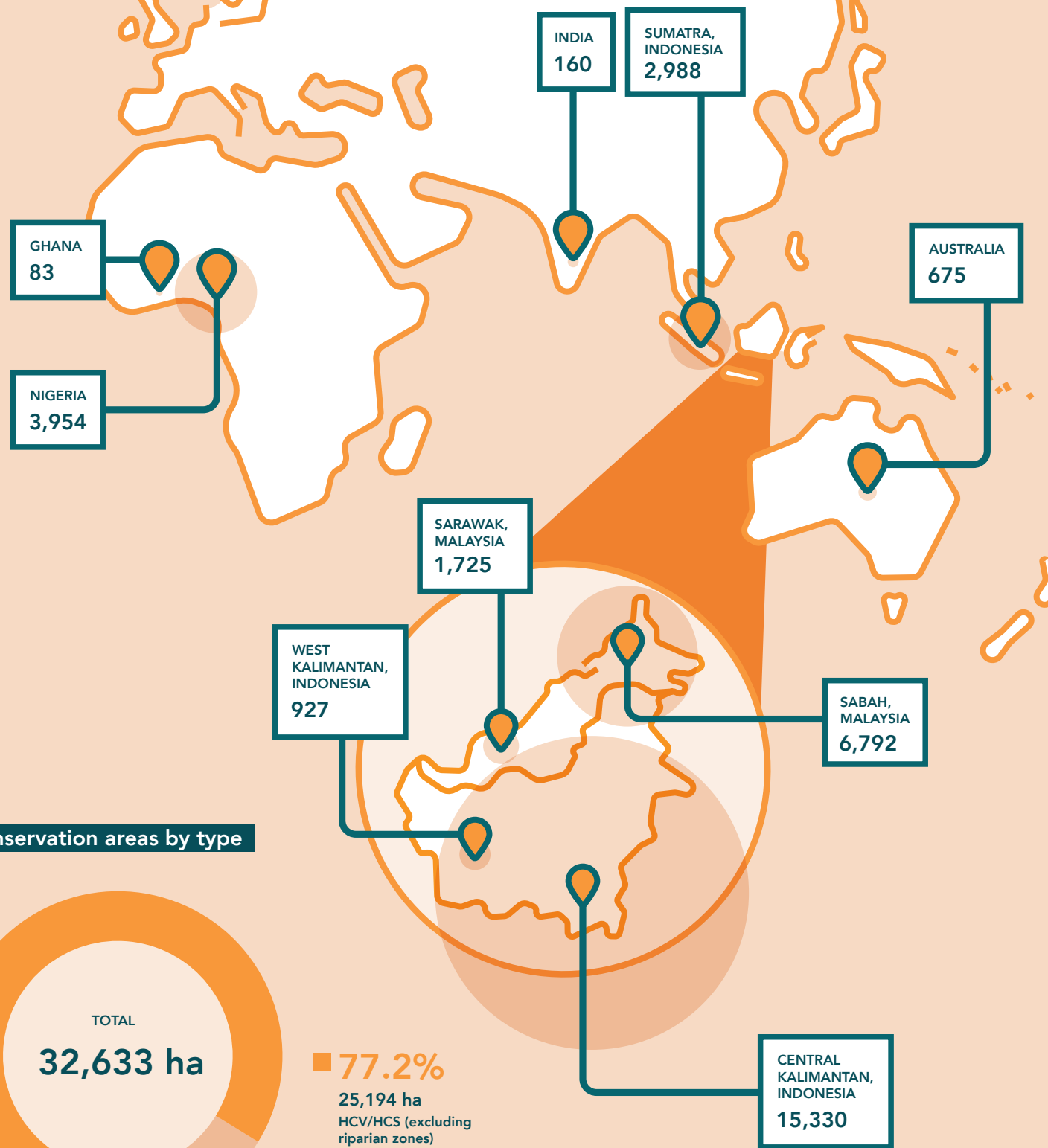
CONSERVATION AREAS IN OUR SUGAR OPERATIONS

We require all sugarcane land development within our own and our suppliers' operations to demonstrate that they do not operate in HCV areas or areas that are defined internationally or nationally as legally protected. Where protected areas or ecological areas of importance have not yet been identified, we encourage plantation owners to identify biodiversity resources and ecosystem services that may be impacted by their operations.

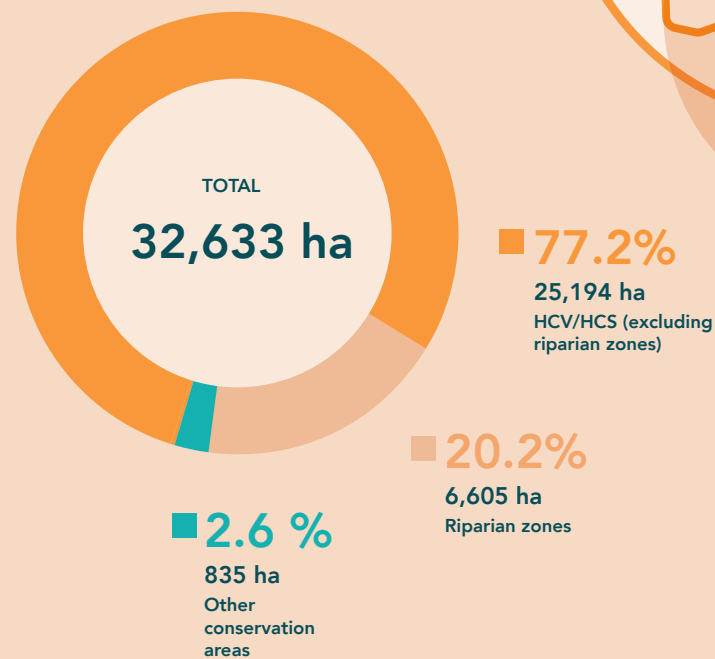
As of December 2023, Wilmar has 835 ha of conservation areas in our sugar operations in Australia and India.



Conservation areas (ha) by region



Conservation areas by type



Total number of IUCN Red List species potentially found in Wilmar's conservation areas

	IUCN RATING				
	LEAST CONCERN	NEAR THREATENED	VULNERABLE	ENDANGERED	CRITICALLY ENDANGERED
TOTAL NUMBER OF BIRD SPECIES	44	16	16	7	2
TOTAL NUMBER OF MAMMAL SPECIES	20	6	22	10	3

	TOTAL NUMBER OF BIRD SPECIES	TOTAL NUMBER OF MAMMAL SPECIES
TOTAL RECORDED IUCN RED LIST SPECIES	85	61

CONSERVATION MONITORING

Our conservation areas are monitored closely as part of our **commitment to biodiversity conservation** in our operations and supply chain. A notable example is the **Spatial Monitoring and Reporting Tool (SMART)** which is used to monitor and patrol our protected landscapes as well as for data analysis in Central Kalimantan, Indonesia, since 2013.

SMART provides four main data retrieval components:



LOCATION SPATIAL DATA



DATE AND TIME OF PATROL

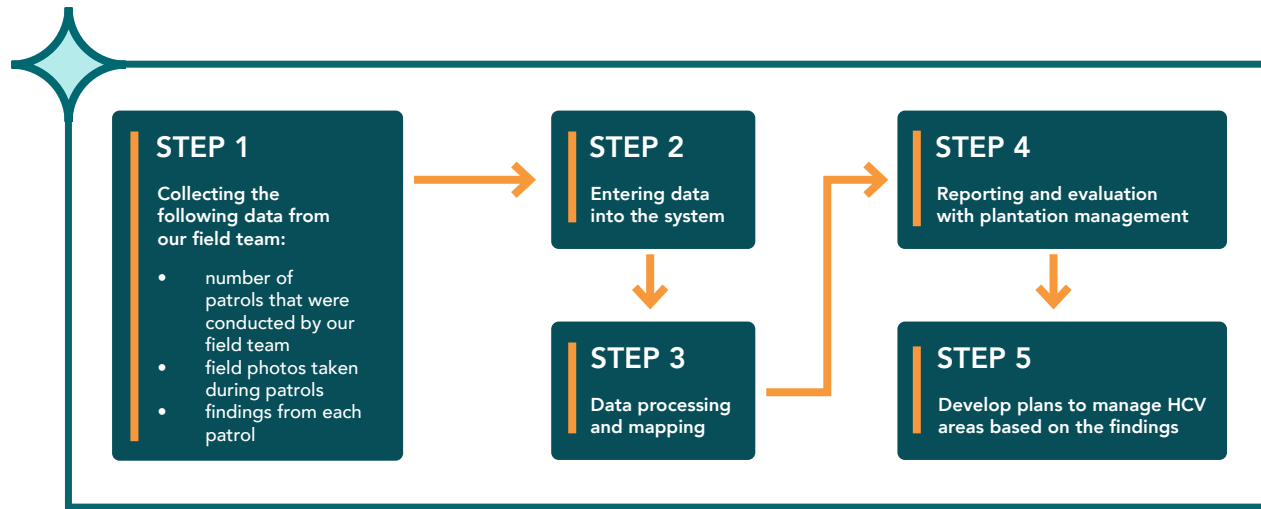


OBSERVATION OF WILDLIFE IN HCV AREAS



HUMAN ACTIVITIES IN HCV AREAS such as encroachment and illegal logging

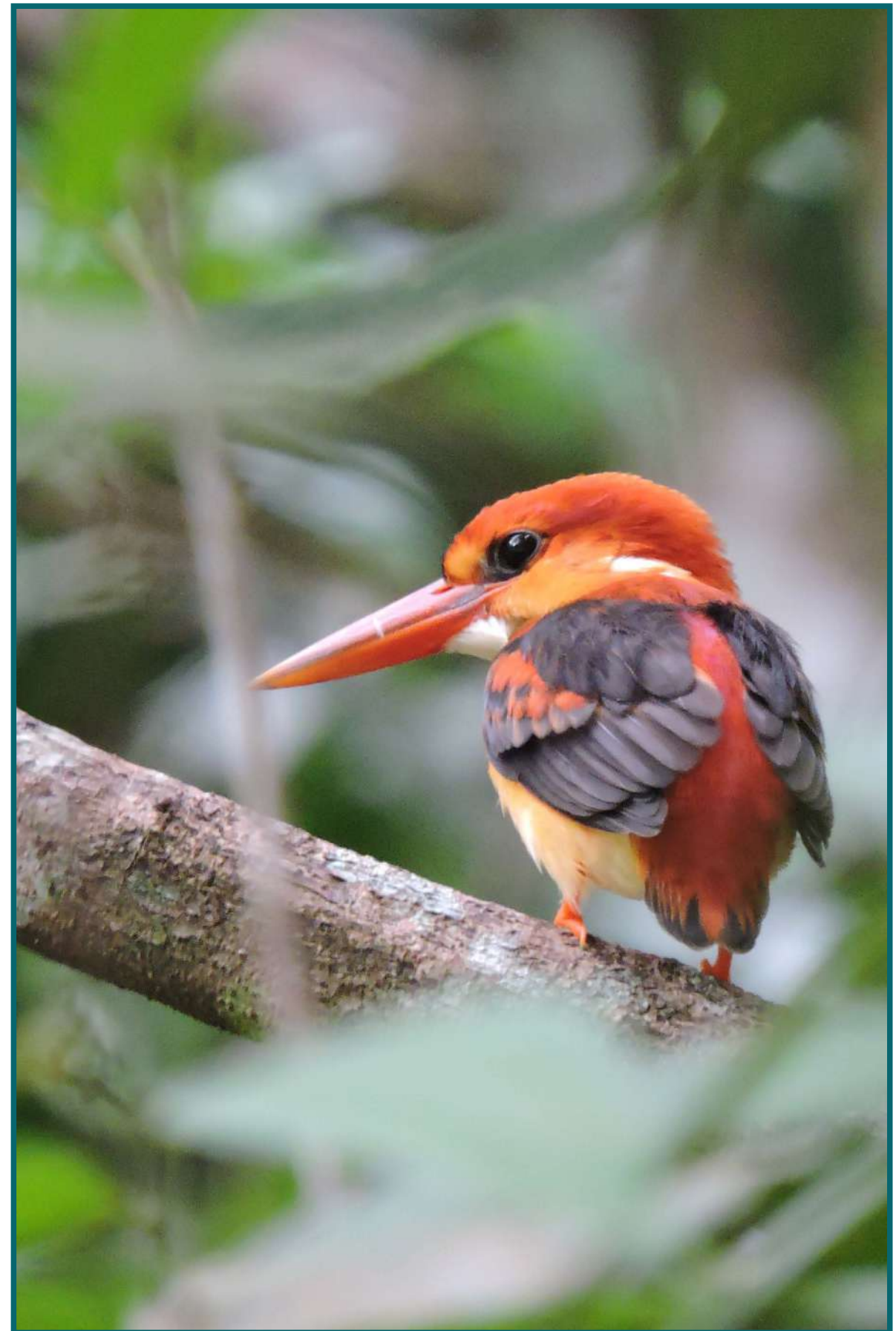
Data collected from our field teams, including the number of patrols conducted, field photos and findings, is logged into the system to help us identify HCV areas and encroachment within our plantation operations. With this information, we are able to evaluate and adapt our management and monitoring plan for conservation activities in Indonesia.



To quantify the progress and success of our management plans for each plantation and identify areas for improvement, data on our HCV management programmes, including restorations, signboard installations, marking poles, boreholes and socialisation efforts, is also collated on our internal HCV Management Implementation Dashboard.

		<p>Since adopting the SMART system, we have logged more than 15,189 PATROLS, 32,512 FIELD PHOTOS and 27,626 DIRECT AND INDIRECT⁶ wildlife sightings where 14,965 LOGS WERE OF RTE SPECIES.</p> <p>For more conservation monitoring examples, please see the CONSERVATION STORIES on pages 30 - 33.</p>

⁶ Indirect wildlife sightings include images caught on camera traps and the spotting of footprints, among others.



A black-backed dwarf kingfisher (*Ceyx erithaca*) in Central Kalimantan, Indonesia.

CONSERVATION STORIES

We work with local communities, CSOs, government departments and suppliers to ensure the effective management and conservation of Wilmar's operations and the surrounding landscapes.

CASE STUDY AFRICA

INTEGRATING BIODIVERSITY CONSERVATION WITH SUSTAINABLE PALM OIL PRODUCTION IN GHANA

We established the Adum Smallholder Oil Palm Project (ASHOPP) in Ghana to build a unique model that integrates biodiversity conservation with sustainable palm oil production. ASHOPP adheres to RSPO standards and actively protects nearby forests through community engagement and restoration efforts. This win-win approach empowers local communities by ensuring land rights, offering income diversification opportunities and providing training in sustainable practices.

To achieve this, ASHOPP has implemented a Production-Protection Agreement sponsored by **Partnerships for Forests**. This agreement involves the communities directly in protecting the nearby Neung South forest and participating in forest restoration activities.

One key aspect of this collaboration is the planting of native forest tree species in riparian buffer zones to safeguard the health of nearby rivers. Since 2022, approximately **3,000** trees comprising **12** species were planted under a dedicated forest restoration project to revitalise a degraded portion of the forest.

ASHOPP's success has inspired neighbouring communities and served as a model for responsible palm oil production. Read more about ASHOPP in the **Economic and Community Contribution** section.



Visit our Sustainability Dashboard to read more on Wilmar's

CONSERVATION AND RESEARCH PARTNERSHIPS



Engagement with smallholders in Ghana.

CASE STUDY INDONESIA

EDUCATIONAL PROGRAMME FOSTERING FUTURE STEWARDS

Wilmar has designated parts of our conservation areas as a learning ground for students in Indonesia. Spanning over **20,000 ha**, the dedicated area is home to a diverse range of wild animals and plants, such as the red leaf monkey (*Presbytis rubicunda*), Bornean white-bearded gibbon (*Hylobates albibarbis*), siamangs (*Symphalangus syndactylus*) and many more. We aim to provide children with an opportunity to experience the forest and its biodiversity up close, while raising awareness and fostering an interest in the stewardship of nature among future generations.

Wilmar has been spearheading this concept in Indonesia since 2022 by constructing walking paths connecting three jungle trekking routes that cut across several conservation areas. As of 2023, **616** students have participated in this programme.



A siamang (*Symphalangus syndactylus*) after it was released into the wild in Central Kalimantan, Indonesia.



Elementary school children from SD Bina Bangsa in our Nature School located in Central Kalimantan, Indonesia.

CASE STUDY
MALAYSIA

SEKAR IMEJ
CONSERVATION AREA

The Sekar Imej Conservation Area (SICA) is the largest conservation area in Wilmar's operations in Malaysia. The SICA project is an ongoing joint effort between Wilmar and our stakeholders, including the surrounding local communities, to protect and preserve the area's unique biodiversity.

As part of our plan to develop SICA as a Biodiversity and Carbon Research Centre, Wilmar partnered with the **South East Asia Rainforest Research Partnership** to carry out the first expedition of the area in 2022. Preliminary findings from the expedition highlighted the importance of SICA for local wildlife and provided valuable baseline data of SICA for biodiversity conservation.

To promote the rehabilitation and restoration of these vital HCV areas and the protection of wildlife habitats, we established a forest nursery to serve as a seed propagation and distribution centre for forest tree seedlings. The nursery will support our forest rehabilitation efforts and the Remediation and Compensation Procedure project which will help to restore carbon stocks and the ecological function of SICA.

Recognising that local communities play an important role in biodiversity conservation, we also place significant emphasis on capacity building and community-based conservation. In addition to our **Wildlife Awareness Outreach Programme** and Junior Ranger Programme, we conducted various training sessions for SICA Rangers. These sessions included technical visits to conservation sites and organisations to further develop their field monitoring skills and improve their understanding of conservation efforts. Drone and camera trap trainings were part of the efforts to introduce the SICA team to new tools and technologies for better monitoring and detection. Read our SICA Newsletter volumes **5** and **6** to learn more about the progress made in 2023.



Wilmar's Conservation and Operations teams at SICA in Sabah, Malaysia.



Apart from the SICA project, we have implemented other conservation initiatives such as the gibbon rehabilitation and reintroduction efforts and the Riparian Rehabilitation Project. For more information, please visit the

BIODIVERSITY

section on our Sustainability Dashboard

RESEARCH PARTNERSHIP WITH
UNIVERSITY OF MALAYSIA SARAWAK

Wilmar has been collaborating with the University of Malaysia Sarawak (UNIMAS) since 2014 to study the diversity and abundance of flora and fauna in HCV areas within our plantation operations in Sarawak. As of 2023, over **20** undergraduate and postgraduate students have conducted research in our HCV areas.

In 2023, we published a book titled **"Bukit Durang: The Hidden Jewel of Ulu Suai, Sarawak"** jointly with UNIMAS. It details research conducted on the Bukit Durang Conservation Area, a 994-ha site located inside Wilmar's oil palm operations that is home to a significant number of species, including the critically endangered pangolin (*Manis javanica*) as well as the Malayan sun bear (*Helarctos malayanus*) and marbled cat (*Pardofelis mamorata*). This collaboration is a significant milestone in the conservation of biodiversity in Sarawak, demonstrating Wilmar's commitment to sustainability and the preservation of natural resources.



"Bukit Durang: The Hidden Jewel of Ulu Suai, Sarawak" book launch at the 2023 East Malaysia Palm and Lauric Oils Price Outlook Conference held in Sarawak, Malaysia.

PEATLANDS

Peatlands play an important role in climate change by storing almost a third of the world's total carbon.⁷ To protect these vital stores of carbon, Wilmar prohibits any new development on peat regardless of depth and collaborates with partners to restore peatlands.

0.74% of the total planted area in our oil palm plantations across Indonesia and Malaysia, approximately **1,702 ha**^{*}, is classified as peat. In these areas, we apply BMPs defined by experts and the RSPO, including measures to ensure water tables remain at optimal levels to minimise peat subsidence and the release of CO₂.

We encourage our suppliers to implement similar measures and promote BMPs in peatland management via the publication of our **Best Management Practices**

Manual for Growers on Forest Conversation and Community Collaboration to support peatland conservation efforts in their own estates.

We also have **0.74 ha** of peatlands in our conservation areas. Where feasible, we participate and contribute towards peatland conservation targets and efforts in these areas under the supervision of and support from the Indonesian Ministry of Environment and Forestry, as well as deforestation-free supply chain initiatives and knowledge-sharing platforms such as the TFA.

Conserved and planted peat area by region (ha)

- PLANTED PEAT AREA
- CONSERVED PEAT AREA



* Limited assurance conducted by CU.

⁷ Global assessment reveals huge potential of peatlands as a climate solution (unep.org).



Oil palm plantation in Sabah, Malaysia.

FIRE AND HAZE

We adhere to a strict no burning policy in land development and preparation by Wilmar and our suppliers. We achieve this by using mechanical methods that allow woody debris to remain in situ to decompose and enhance soil fertility. This approach also reduces our reliance on inorganic fertilisers and decreases our GHG emissions.

In special situations where burning is necessary and permissible under local laws, it is carried out under strict supervision and prescribed circumstances. In the Burdekin region of Queensland, Australia, we carefully carry out controlled burning to remove cane trash from leafy sugarcane, which can block water flow and result in poor irrigation if left in situ during harvesting. We implement robust fire standard operating procedures (SOPs) and adhere to all applicable local laws and regulations. In 2023, controlled burning methods were used to burn a total of 3,113 ha within our sugar plantations.

FIRE MONITORING, DETECTION AND SUPPRESSION

We take active measures to mitigate the risk of fires in our operations and the surrounding areas. We have in place a 24/7 fire monitoring system which alerts us to any fires in addition to a protocol for land and forest fire management and mitigation across our global operations. The protocol covers planning, prevention, suppression, post-fire reporting and management as well as firefighting coordination. It also includes readiness and preventive measures for all concessions and their surroundings.

We use satellite imagery to monitor and identify fires within and up to five kilometres outside our boundaries. Our integrated fire monitoring system automatically captures and relays hotspot alerts to field managers and onto our dashboard system. Monitoring and detection efforts are supplemented with daily on-the-ground fire monitoring and verification of all identified hotspots.

This proactive approach helps detect and suppress fires even before they are detected by the satellite and rules out temperature fluctuations that could be incorrectly identified as fires. All our concessions are staffed with on-site response teams who are immediately dispatched once fires are confirmed. Personnel are regularly evaluated to ensure the effective implementation of SOPs and are trained to be prepared and to respond to fires quickly and decisively.

We also work closely with the RSPO through the **RSPO Hotspot Monitoring Programme** to share fire-related data and verify hotspot notifications. Our response teams are immediately dispatched to extinguish fires when there are confirmed incidences.

Preventing forest fires involves increasing public awareness about responsible land management, strengthening law enforcement against unauthorised burning, addressing difficulties in remote or inaccessible areas through early detection and specialised firefighting teams and adapting to prolonged dry seasons exacerbated by climate change.

As such, we supplement our monitoring efforts with community education, awareness campaigns and multi-stakeholder partnerships to entrench sustainable practices throughout the industry. These include socialising land and forest fire prevention programmes and supporting local communities and smallholders in managing fires that occur within a five-kilometre radius of our concessions.

We regularly monitor for fires in our suppliers' concessions through our Supplier Group Compliance Programme. Upon receiving alerts, we seek clarification and work with community leaders and local governments to routinely conduct awareness campaigns and basic fire management training at the grassroots level.

i More information on our fire prevention and management initiatives can be found in our **PALM NDPE IMPLEMENTATION ANNUAL REPORT 2023**

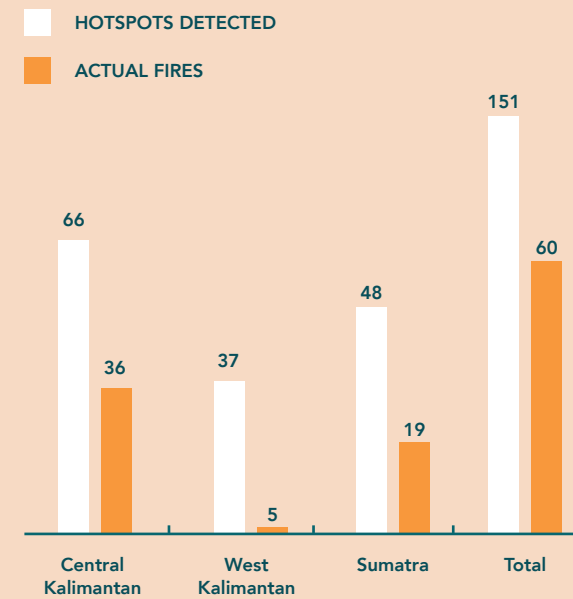
YIELD AND EXTRACTION RATES

As one of the most efficient oil crops in terms of land use⁸, we believe that palm oil has the greatest potential to meet the growing global demand for vegetable oil without putting additional pressure on land resources. Through ongoing efforts to improve our yield and extraction rates, we are continuously exploring opportunities to increase our palm oil production without expanding onto or developing new land areas.

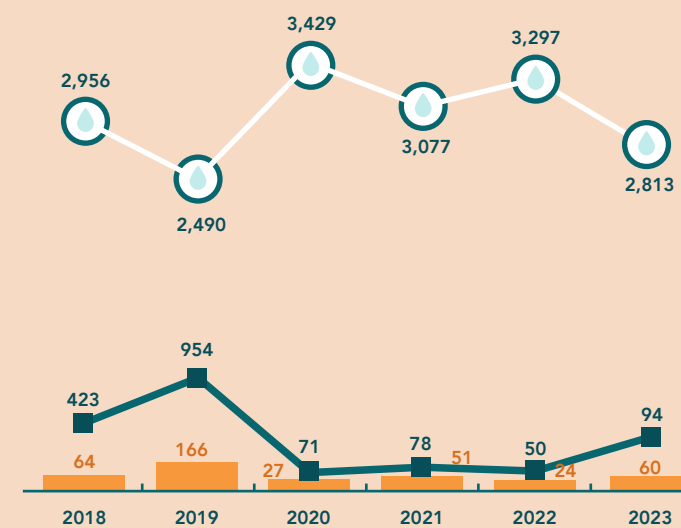
i For more information on our R&D work, please refer to **INNOVATION AND TECHNOLOGY**

⁸ <https://palmoilalliance.eu/facts-on-palm-oil/>

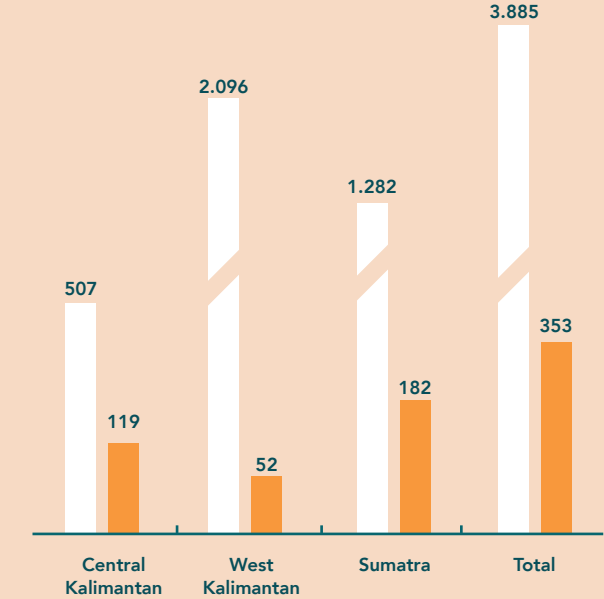
Hotspots vs actual fires in Wilmar's concessions by region in Indonesia (no.)



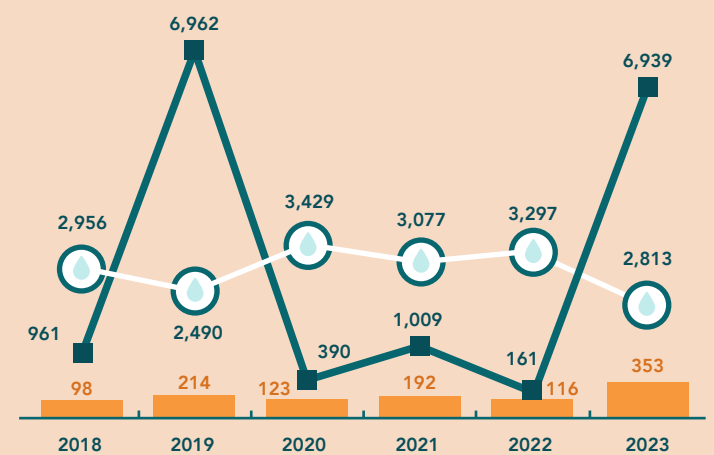
Fires in Wilmar's concessions in Indonesia



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



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

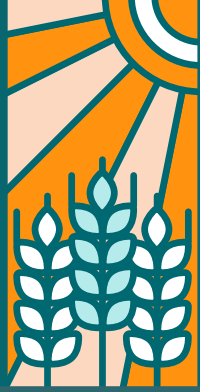
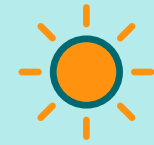


NO. OF ACTUAL FIRES TOTAL AFFECTED AREA (HA) AVERAGE RAINFALL (MM)



CLIMATE CHANGE

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



Wilmar is committed to progressively reduce GHG emissions from our operations while supporting global efforts in mitigating the impacts of climate change.

Emissions from land use change, effluent generation and fossil fuel use across estates, mills and refineries contribute to a rise in global temperatures which can in turn pose risks to food production and food security. To build resilience of our business and key stakeholders, we seek to shift towards responsibly and sustainably produced commodities while continuing to identify and assess the risks and opportunities that climate change presents.

As the world transitions to a low-carbon economy, we seek to expand our mitigation efforts throughout the wider landscape. Following COP26, Wilmar worked closely with some of the world's biggest agricultural commodity companies to develop a roadmap to accelerate supply chain action and reduce emissions from our value chain. We will continue to advocate for the recognition and adoption of the **Palm Oil Sectoral Roadmap** launched at COP27.

To ensure we play our part in championing the shift towards sustainable production, Wilmar signed up to the SBTi in 2022, committing to set both near-term and net-zero emission targets in line with a 1.5-degree Celsius pathway. We plan to submit our targets to the SBTi for validation in late 2024.

OUR TARGETS

- **DEVELOP COMPREHENSIVE TARGETS** consistent with a 1.5-degree Celsius pathway and aligned with the SBTi. These targets will also be linked to our energy and water efficiency programmes
- Ensure **ALL SUPPLIERS' PALM OIL VOLUMES ARE IN THE "DELIVERING" CATEGORY OF THE NDPE IRF** by 2025 and the progress is reported annually

- **REDUCE OUR GHG EMISSIONS INTENSITY BY 15.0%** for all our palm oil mills in Indonesia, Malaysia, Ghana and Nigeria, regardless of RSPO certification status by 2023, against a 2016 baseline of **0.82 tCO₂e PER MT CPO**

2023 PERFORMANCE

- **COMPLETED THE MAPPING OF THE GROUP'S SCOPE 1 AND 2 GHG EMISSIONS** for the new baseline year of 2022
 - » We have **IDENTIFIED THE TOP FIVE GEOGRAPHIES THAT CONTRIBUTE TO OUR GHG EMISSIONS AND ARE ESTABLISHING AN IMPLEMENTATION ROADMAP** which will outline our progress and the initiatives we will implement to meet our targets
- **IDENTIFIED THE KEY CATEGORIES IN OUR SCOPE 3 GHG EMISSIONS** for inclusion in our target submission to the SBTi
- Our progress on supply chain performance is detailed in the section on **RESPONSIBLE SOURCING AND SUPPLY CHAIN TRANSFORMATION** and in the **PALM NDPE IMPLEMENTATION ANNUAL REPORT 2023**

- **REDUCED OUR GHG EMISSIONS INTENSITY BY 17.3%** for our palm oil mills

CLIMATE-RELATED RISKS AND OPPORTUNITIES

201-2

We use climate-related scenario analysis to evaluate our climate-related risks and opportunities (R&Os). The assessment is based on a 2-degree Celsius scenario over the short term (two years), medium term (two to 10 years) and long term (more than 10 years). The results of this assessment are summarised in the table on the following page.



For more information on how we assess our climate-related R&Os, please refer to

ALIGNING WITH THE RECOMMENDATIONS FROM THE TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

Physical and Transition R&Os

	PHYSICAL RISKS				TRANSITION RISKS			
CATEGORY	ACUTE PHYSICAL RISK	CHRONIC PHYSICAL RISK	CURRENT REGULATIONS	EMERGING REGULATIONS	TECHNOLOGY	LEGAL	MARKET	REPUTATION
TIMEFRAME	MEDIUM	LONG	SHORT	SHORT	LONG	MEDIUM	SHORT	SHORT
DESCRIPTION	Increasing temperatures and frequency of extreme weather events, such as floods and droughts, which can increase the volatility of crop production and spread new diseases and pests causing disruptions to the wider ecosystem	Increasing pressure on fertile soils which can lead to long-term damage to crops and impact the feasibility of continual planting of crops, which in turn poses risks to land use, food production and food security	Existing rules and regulations on emissions or climate change mitigation such as the Paris Agreement and regulations mandating the incorporation of methane capture systems by operators	New regulations which restrict emissions or promote adaptation to climate change such as carbon tax, EUDR or Nationally Determined Contributions (NDCs)	Disruptive new technologies such as alternatives for commodity products	Litigation claims such as failure to meet our customers' climate-related terms in procurement contracts	Increasing consumer awareness of climate change and expectations on businesses to manage climate-related impacts such as deforestation and emissions	Reputational risk can lead to boycotts by stakeholders such as consumers, banks and investors
IMPACT	Decreased revenue due to lower yields and productivity	Decreased revenue due to lower yields and productivity	Increased investments required to meet requirements	Increased investments required to meet requirements and restrictions in expansion of production lands	Decreased revenue due to lower customer demand for products	Increased operating costs from litigations	Reduced supplier pool due to non-compliance and reduced demand for commodities not aligned to market expectations	Decreased demand and disrupted access to financing
MANAGEMENT APPROACH	Invest in the R&D of palm seedlings that are more resilient to extreme weather patterns	Implement sustainable agronomic practices, including the proper application of fertiliser and analyse the health of the soil for optimum growing conditions	Continue to focus on finding and implementing initiatives to reduce our operational GHG emissions	Continue to focus on finding and implementing initiatives to reduce our operational GHG emissions and maximising crop yield on existing production lands	Invest in R&D to stay abreast of technological developments and ensure our strategic plans can pivot to turn potential technology risks into opportunities	Commit to science-based targets and ensure we put in place plans to meet our commitments	Continue working closely with our suppliers to implement our NDPE commitments	Close monitoring of changes and continuing good performance in key sustainability ratings and rankings through transparent disclosures
COST OF RESPONSE TO RISK	The total cost to implement sustainable management and production practices and improve our infrastructure to make it resistant against negative climate impacts is estimated to be US\$34.0 million	The total cost to implement sustainable management and production practices and improve our infrastructure to make it resistant against negative climate impacts is estimated to be US\$34.0 million	The total capital cost to implement the system in all mills in Malaysia, Indonesia, Nigeria and Ghana is estimated to be around US\$90.0 million	The total capital cost to implement the system in all mills in Malaysia, Indonesia, Nigeria and Ghana is estimated to be around US\$90.0 million	The financial impact of this risk has not yet been quantified	The financial impact of this risk has not yet been quantified	The financial impact of this risk has not yet been quantified	The financial impact of this risk has not yet been quantified

Physical and Transition R&Os (continuation)

OPPORTUNITIES

CATEGORY	MARKETS	ENERGY SOURCE	PRODUCTS AND SERVICES
TIMEFRAME	SHORT	SHORT	LONG
DESCRIPTION	Access to new markets due to regulatory requirements for renewable energy to be part of the energy mix. An example would be using sustainable biofuel to replace fossil fuel	Utilisation of lower-emission sources of energy available in our operations. For example, biogas, which is mainly generated during palm oil milling and has a high proportion of methane, can be used as an alternative energy source to non-renewable fuels	Development through R&D and innovation to meet growing consumer demand for products and services with a reduced negative environmental and social footprint
IMPACT	Increased revenue through access to new and emerging markets	Decreased operating costs through the reuse of biomass and biogas to generate electricity and steam	Increased revenue through access to new and emerging markets
MANAGEMENT APPROACH	Continue to ensure supply to markets such as the European Union (EU) are certified accordingly	Continue building methane capture plants in palm oil mills and modify/replace facilities and equipment to provide flexibility to use more biomass-based fuels (fuel switching)	Continue to collaborate widely and invest in scientific research to create new and innovative products
COST TO REALISE OPPORTUNITY	The total cost to certify all our relevant sites against International Sustainability and Carbon Certification (ISCC) is estimated to be US\$40,500	The estimated cost to construct a new methane capture plant with biogas utilisation is US\$2.0 million	Our R&D Centre in China have pledged over RMB100.0 million (approximately US\$14.0 million) to support scientific R&D

CLIMATE CHANGE ADAPTATION

The food and agriculture sectors are especially vulnerable to climate change which can negatively affect crop yields as a result of increasingly extreme weather patterns, including prolonged droughts or periods of heavy rainfall. As such, we invest substantially in the R&D of palm seedlings that are resilient to extreme weather patterns. To ensure the reliability and resilience of our future suppliers, these seedlings are also sold to smallholders and smaller plantation companies across our supply chain.

As the world transitions to a low-carbon economy and customers increasingly favour responsibly and sustainably produced commodities, we are also exploring other environmental friendly solutions. These include plant-based proteins to reduce our reliance on animal-based proteins and producing soaps and detergents using vegetable-based surfactants which are more consumer and environmental friendly.



For more information on our R&D initiatives, please refer to

INNOVATION AND TECHNOLOGY

CLIMATE CHANGE MITIGATION

305-5

In 2023, we revised our baseline year from 2020 to 2022 to better reflect the recent increase in emissions as a result of delayed projects earmarked for execution in 2020 as well as to better align our data with the Forest, Land and Agriculture (FLAG) guidance that was launched in September 2022. Having completed our Scope 1 and 2 inventory for our new baseline year, we are now working on completing our Scope 3 baseline. Nonetheless, our 2020 baseline has helped us identify the key categories in our Scope 3 GHG emissions for SBTi target setting.



A summary can be found in the **BASE DATA TABLES**



REDUCING GHG EMISSIONS IN OUR UPSTREAM PALM OIL OPERATIONS

GHG emission reduction in our palm oil business is primarily achieved by generating electricity from biomass, treating palm oil mill effluent (POME), halting deforestation and employing best practices on cultivated peatland to reduce our carbon footprint.

Methane capture is an important element of our strategy to reduce our GHG emissions. It enables us to minimise the amount of methane directly released into the atmosphere by reusing biogas to generate electricity and flaring off the excess. As of 2023, we have built **25** methane capture facilities across our Indonesia and Malaysia operations. With all methane capture plants in operation, we managed to avoid a total of **0.5 million tCO₂e⁹** of GHG emissions in 2023.

In addition to biogas, we use biomass, including by-products from the milling process such as empty fruit bunches (EFB), palm kernel shells (PKS) and mesocarp fibre to generate electricity in our palm oil mills.

Our commitment to minimising our climate impacts similarly extends to our value chain. Suppliers are expected to adopt climate change mitigation practices in line with our NDPE commitments and the **Agriculture Sectoral Roadmap to 1.5-degree Celsius: Palm Oil Sectoral Roadmap Commitment Index**.



For more information on reusing biomass, please refer to

ENVIRONMENTAL FOOTPRINT OF OPERATIONS



For more information on how we protect forests and manage peatlands to mitigate climate change, please refer to

BIODIVERSITY AND CONSERVATION

⁹ 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.

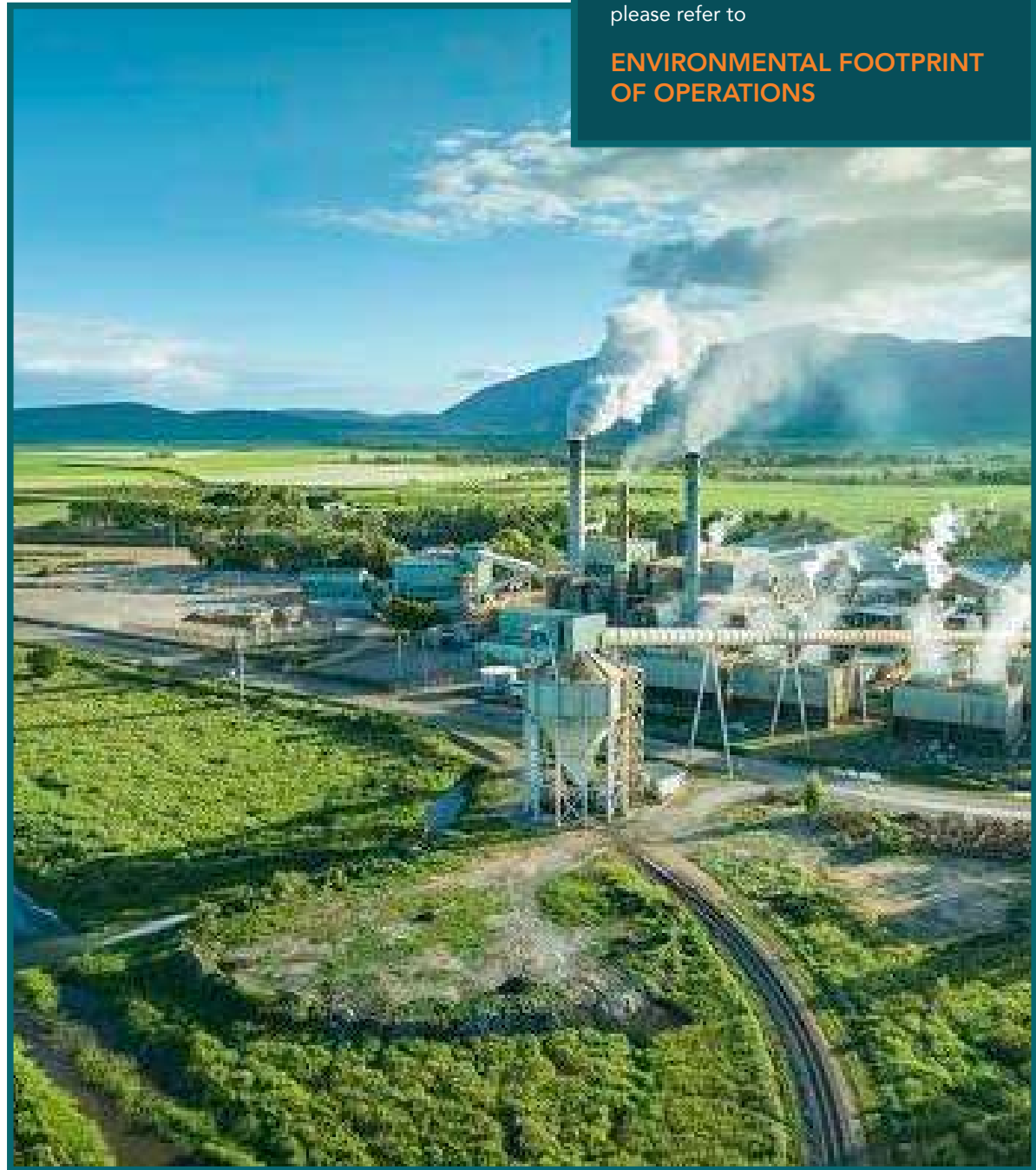
REDUCING GHG EMISSIONS IN OUR SUGAR OPERATIONS

We also implement energy and resource initiatives in our sugar operations, including reusing biomass and water where possible and adopting BMPs in fertiliser and chemical usage.

Our sugar operations in Australia and India rely primarily on bagasse, a by-product of crushing sugarcane, to power our mills. As part of continued efforts to ensure efficient energy use in our sugar operations,

our refineries are developing an Energy and GHG Reduction Pathway towards a low-emissions future. To this end, Wilmar is currently in the process of modifying our plants and processes and introducing more energy efficient equipment such as mechanical vapour recompression evaporators and process heat recovery systems.

i For more information on these initiatives, please refer to **ENVIRONMENTAL FOOTPRINT OF OPERATIONS**



Wilmar's palm oil and sugar mills rely mostly on renewable energy that is generated from biomass.

REDUCING GHG EMISSIONS IN OUR FACTORIES

Recognising that our factories contribute to a significant portion of our total energy consumption, we focus on reducing our reliance on electricity from the grid and non-renewable sources.

We continue to roll out solar photovoltaic (PV) installations across our sites in Asia. While initially focused on our operations in China, we have now identified solar projects with a potential combined generation capacity of **117 MWp** which are under construction or proposed for implementation across our global operations over the next five years. The focus in 2023 was on our Indonesian and Malaysian operations, which contribute materially to the Group's overall emissions due to the scale of our operations in these countries.

As some of our sites rely primarily on coal to generate electricity, we also seek opportunities to replace coal with cleaner alternatives. Our operations in China, Indonesia and Vietnam continue to reuse rice husks to generate electricity and steam. Our China subsidiary, YKA, has converted two coal boilers to rice husk firing. In Indonesia, we have commissioned a new and more efficient biomass-fired boiler in 2023 to support expanded energy demands. In addition, another two biomass co-fired boilers and a **100%** biomass boiler are expected to be operational in 2024.

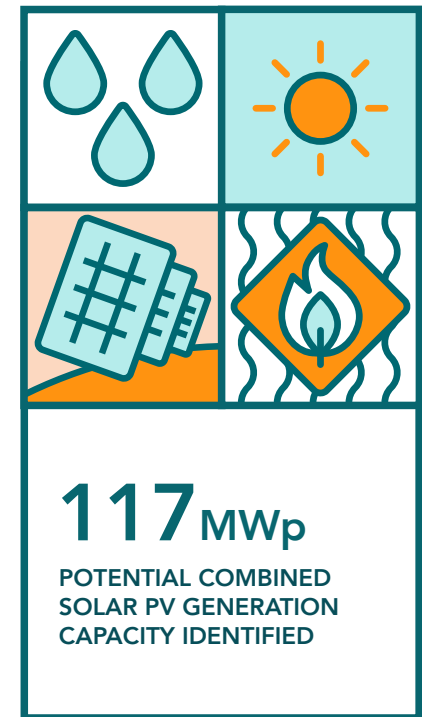
We also invest in renewable energy certificates (RECs) to reduce our emissions where our electricity requirements are greater than our potential for renewable energy generation. Our subsidiary, Goodman Fielder, has maintained 100% reliance on renewable electricity across its operations in New Zealand through the purchase of RECs since January 2021 and achieved a similar feat through the purchase of RECs across its Australian operations between July 2021 and December 2023.

Goodman Fielder is currently in the process of reviewing its approach to renewables, focusing on how it can transition its own operations via insetting instead of offsetting where possible in Australia. We look forward to sharing the finalised plan in 2024. In the meantime, we are pursuing energy efficiency improvement measures such as compressed air heat recovery and heat pumps to reduce emissions.

Apart from lowering emissions, we view renewable energy as a fundamental component of our strategy to achieve net-zero emissions across our factories and seek opportunities to electrify our operations to further reduce emissions. Since its electric truck trial in 2021, Goodman Fielder continues to explore the feasibility of electric trucks and their applicability in its operations. In addition, it has achieved a full fleet of hybrid leased sales vehicles in Australia and New Zealand.



We focus on reducing our reliance on electricity from the grid and non-renewable sources.



As a company operating an extensive national food distribution business, Goodman Fielder is aware of the impact of its supply chain and logistics network. It is constantly assessing opportunities to optimise its network in New Zealand and to reduce the total distance travelled to deliver its products across its baking and grocery networks in Australia.

OUR GHG EMISSIONS

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

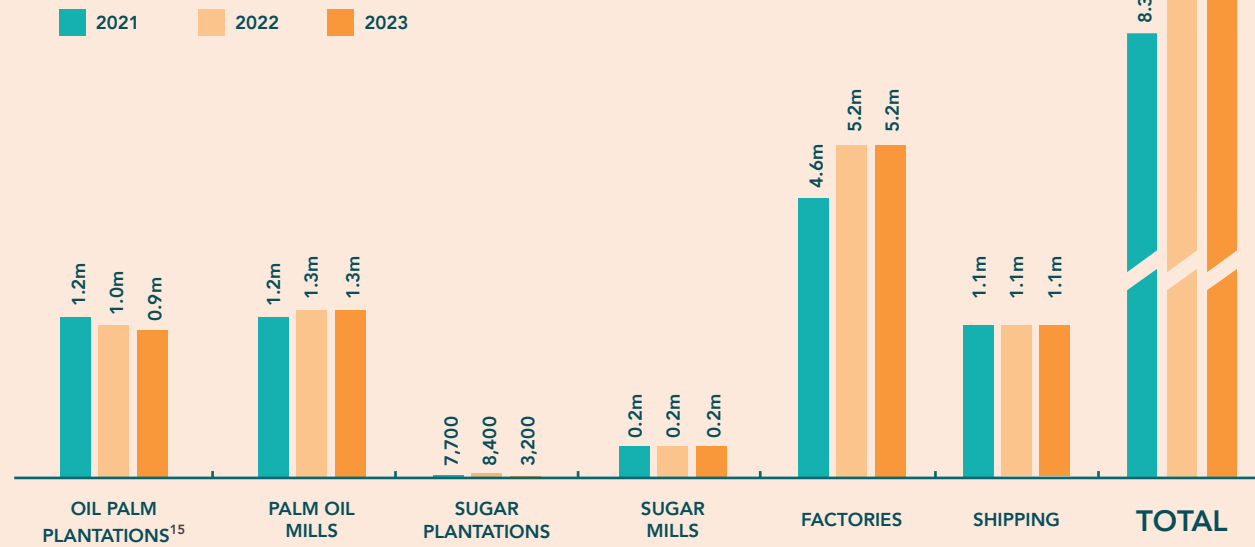
The majority of our emissions come from our factories and palm oil operations. In 2023, our total Scope 1 and Scope 2 (market-based) GHG emissions¹⁰ were **13.9 million tCO₂e** (2022: 13.7 million tCO₂e¹¹), including **0.6 million tCO₂e** (2022: 0.7 million tCO₂e¹²) due to land use change.

Despite a slight increase in absolute emissions in 2023, our GHG emissions intensity was **139 kgCO₂e per MT of product**, excluding shipping (2022: 145 kgCO₂e per MT of product¹³). The **4.1%** reduction in overall GHG emissions intensity was mainly attributable to the improved energy efficiency across our key business units such as sugar, oleochemicals, soy protein and tropical oil refining. Our biogenic¹⁴ emissions were **10.9 million tCO₂e**.

Our target is to reduce our GHG emissions intensity by **15.0%** for all our palm oil mills by 2023, against a 2016 baseline of **0.82 tCO₂e per MT CPO**. This target applies to all our mills in Indonesia, Malaysia, Ghana and Nigeria, regardless of RSPO certification status. Our GHG emissions intensity in 2023 was **0.68 tCO₂e per MT CPO** which is a reduction of **17.3%** against the 2016 baseline. This is the result of our continued efforts to increase the use of biomass as fuel and operating our methane capture plants at maximum efficiency.

Scope 1 emissions (tCO₂e)

by business activity from 2021 to 2023



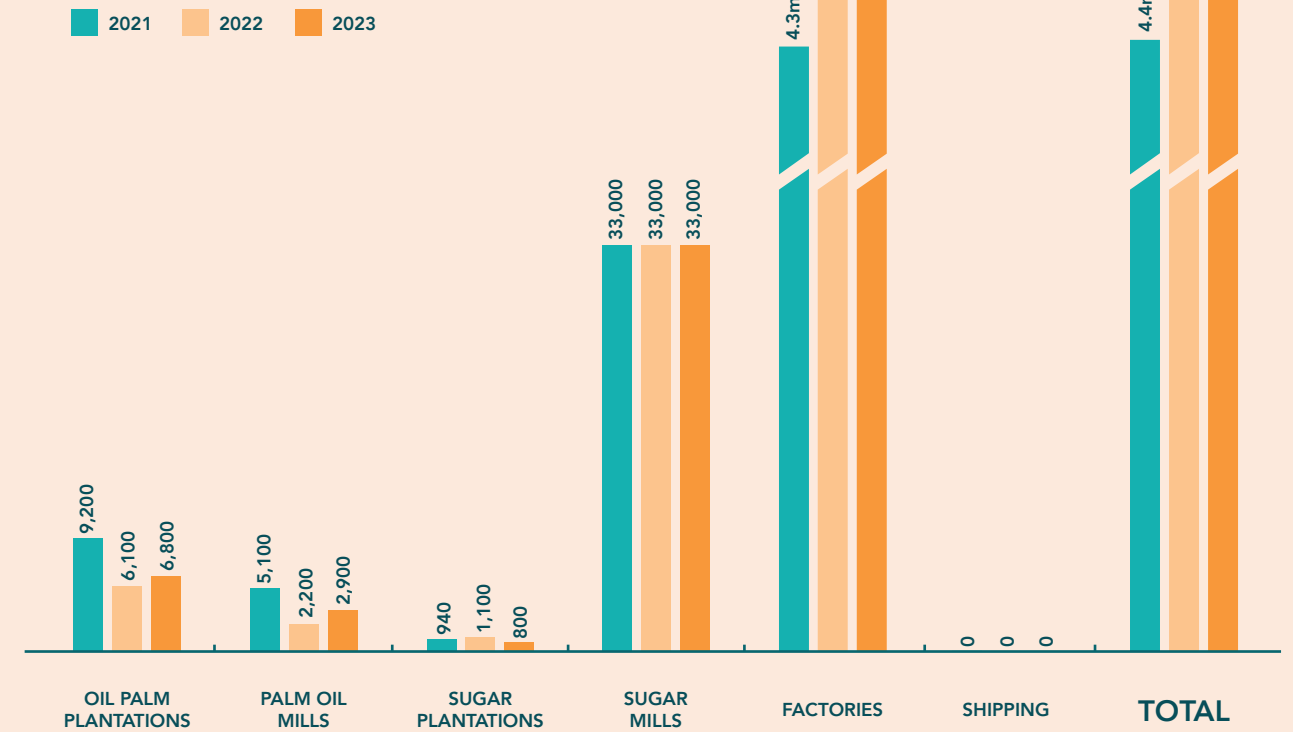
¹⁰ Scope 1 and 2 emissions are calculated based on the GHG Protocol, the world's most widely used GHG accounting standards for companies and include the following gases: CO₂, CH₄ and N₂O. The GWP rates used are from the IPCC AR6. The operational control approach is used to consolidate GHG emissions. Non-manufacturing sites such as headquarters/offices are excluded.

^{11, 12, 13, 15} Land use change emissions under oil palm plantations in 2021 and 2022 have been restated to ensure consistency with the latest SBTi's FLAG criteria. As a result, total Scope 1 emissions and emissions intensity have changed accordingly.

¹⁴ Biogenic emissions are to be reported separately from Scope 1 and 2 according to the GHG Protocol which include 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.

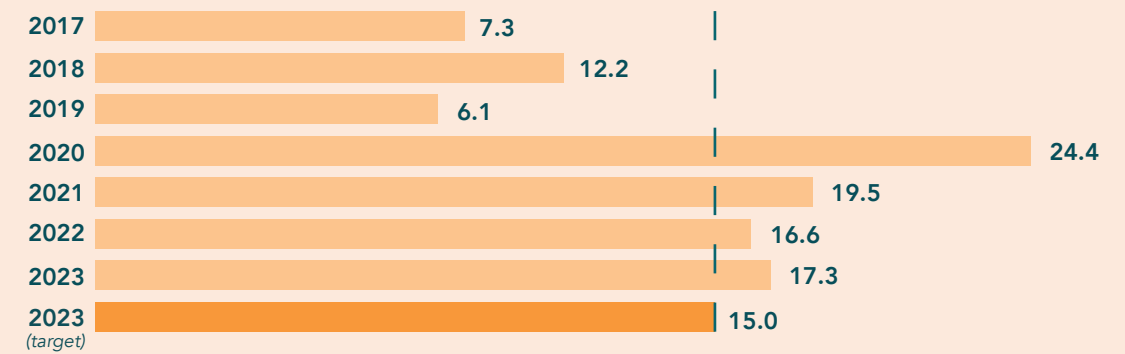
Market-based Scope 2 emissions (tCO₂e)

by business activity from 2021 to 2023



Percentage (%) of GHG emissions intensity¹⁶ reduction

for all palm oil mills against 2016 baseline



¹⁶ Scope 1 and 2 emissions are included in the scope and are calculated based on the GHG Protocol which includes 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.



ENVIRONMENTAL FOOTPRINT OF OPERATIONS

3-3

Wilmar recognises the value, importance and necessity of managing our operations sustainably. We strive to minimise our environmental footprint and support sustainable production through the efficient use of resources.

OUR TARGETS	2023 PERFORMANCE
<ul style="list-style-type: none"> • REDUCE WATER CONSUMPTION INTENSITY (m³/MT FFB processed) for palm oil mills from a 2016 baseline with the following targets by 2023: <ul style="list-style-type: none"> » Indonesia: 1.20 m³/MT FFB » Malaysia, Ghana and Nigeria: 1.30 m³/MT FFB 	<ul style="list-style-type: none"> • ACHIEVED WATER CONSUMPTION INTENSITY TARGETS: <ul style="list-style-type: none"> » Indonesia: 0.91 m³/MT FFB[#] in Sumatra, 1.04 m³/MT FFB[#] in Central Kalimantan and 1.13 m³/MT FFB[#] in West Kalimantan » Nigeria: 1.13 m³/MT FFB[#]
<ul style="list-style-type: none"> • REDUCE ENERGY INTENSITY across our Australia and New Zealand sugar refinery operations from a 2020 baseline by 20% by 2030 	<ul style="list-style-type: none"> • ACHIEVED 2.9% REDUCTION IN ENERGY INTENSITY from 2020 baseline through the installation of more energy-efficient Mechanical Vapor Recompression evaporator systems
<ul style="list-style-type: none"> • INCREASE INSTALLED CAPACITY OF PV POWER PLANTS across China factories to 200 MWp by 2030 	<ul style="list-style-type: none"> • INCREASED THE TOTAL INSTALLED POWER CAPACITY of PV power plants in China to 81.0 MWp as of 2023
<ul style="list-style-type: none"> • ACHIEVE 100% RENEWABLE ELECTRICITY across Goodman Fielder's operations by 2025 	<ul style="list-style-type: none"> • GOODMAN FIELDER HAS MAINTAINED 100% RELIANCE ON RENEWABLE ELECTRICITY across its operations in New Zealand through the purchase of RECs since January 2021 and achieved a similar feat through the purchase of RECs across its Australian operations between July 2021 and December 2023
<ul style="list-style-type: none"> • HALVE FOOD WASTE in Goodman Fielder's operations by 2030 	<ul style="list-style-type: none"> • COMPLETED OUR SECOND YEAR OF REPORTING UNDER OUR COMMITMENT to the Australian Food Pact which brings together organisations to tackle food waste across the food supply chain • COMPLETED MAPPING OUR FOOD WASTE FOR BASELINE YEAR 2022 across New Zealand and Fiji which will be used to identify and develop action plans to deliver on our 2030 target

Business activities within the agriculture industry can directly and indirectly impact the environment. Improper management of chemicals and waste generated can lead to pollution of land and water bodies, harming surrounding communities and ecosystems. Additionally, we actively track and monitor water usage in water-stressed regions.

track our progress through measurable targets. These targets focus on energy and water use, waste generated and adhering to relevant environmental standards across all our activities.

Our **Environmental Policy** sets out actions we take to tackle these challenges across our operations. It focuses on reducing chemical use, ensuring proper waste disposal and minimising resource consumption. To ensure our processes and policies are effective, we

We believe in working together for a better environment. We regularly consult with partners and others involved in our business about environmental matters. This includes training our employees on environmental topics and encouraging our business partners and suppliers to be environmentally responsible. Their feedback has helped shape many of our initiatives and targets.

[#] Limited assurance procedures have been performed by EY.

ENVIRONMENTAL MANAGEMENT SYSTEM

Our commitment to minimising our environmental impact is guided by our Environmental Policy and complemented by environmental standards¹⁷ covering our factories, mills and crushing plants. The Policy is implemented by various teams at every level of the organisation, with the Environment, Health and Safety (EHS) teams focusing on environmental compliance and the Environmental Management System (EMS) while the industrial and plantation sustainability teams drive performance improvements.

To address potential environmental risks, we have implemented a robust incident reporting system. Hazards, incidents and breaches are reported and investigated through our global EHS reporting platform, Enablon. For significant incidents, we generate detailed Critical Incident Investigation Reports. These reports involve thorough investigations into the root causes and contributing factors, and include the development of short- and long-term actions to prevent similar occurrences.

To further embrace environmental sustainability across our global operations, we have established the Industrial Sustainability Programme. This programme identifies opportunities for efficiency improvement and develops energy and water reduction targets.

Recognising the importance of employee engagement in environmental protection, we conduct local training sessions for our employees. These sessions aim to raise awareness of environmental issues and encourage employees to take action. Topics covered include energy and water efficiency. We also leverage the expertise of experienced external consultants for specialised training. In 2023, there were no significant fines or non-monetary sanctions for non-compliance with environmental regulations.

We monitor our energy, water and waste performance through the Wilmar Integrated Management System (WIMS). WIMS provides a clear framework to ensure compliance with all applicable environmental regulations where we operate. This system adheres to the ISO 14001 standards and incorporates other relevant environmental guidelines.

i For more information on WIMS and Enablon, please refer to **EMPLOYEE HEALTH, SAFETY AND WELL-BEING**



Bagasse stockpiles during sugarcane harvest and milling season in Queensland, Australia.

¹⁷ 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

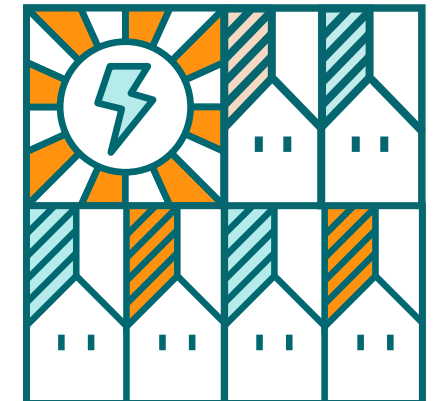
Our programmes prioritise generating and utilising renewable energy where possible. This approach minimises our reliance on the grid and non-renewable energy, leading to significant emission reductions across our operations. To empower our employees to be part of the solution, we conducted a Group-wide training programme on energy management awareness in 2022 to foster a culture of energy efficiency across our global operations. We regularly engage external consultants to provide training on steam engineering and have completed audits on steam and condensate management to identify further improvements.

ENERGY USE IN OUR UPSTREAM OPERATIONS

Where feasible, we reuse biomass produced as a by-product of our milling process, including EFB, PKS mill fibre and bagasse, to power our palm oil and sugar mills.

All of Wilmar's sugar mills in Australia and India are equipped with cogeneration plants to generate both electricity and heat simultaneously. While we primarily use this energy for our own mills, some mills have been designed to generate renewable electricity for export. To ensure a readily available source of renewable energy outside of the traditional crushing season, we stockpile surplus bagasse in specially designed pads at one of our mills. In 2023, we exported a total of **478,676 MWh** to the national grid from our mills in Australia and India.

We also implement initiatives to reduce our energy use from water pumps which represents a large amount of energy consumption in our plantations. These include more focused irrigation scheduling, upgrading to more efficient motors and using Variable Speed Drives to adjust pump flows.



478,676 MWh

TOTAL ELECTRICITY EXPORTED TO THE NATIONAL GRID FROM OUR SUGAR MILLS IN AUSTRALIA AND INDIA IN 2023

i For more information on our initiatives to reuse biomass, please refer to **WASTE**



Our programmes prioritise generating and utilising renewable energy where possible. This approach minimises our reliance on the grid and non-renewable energy, leading to significant emission reductions across our operations.



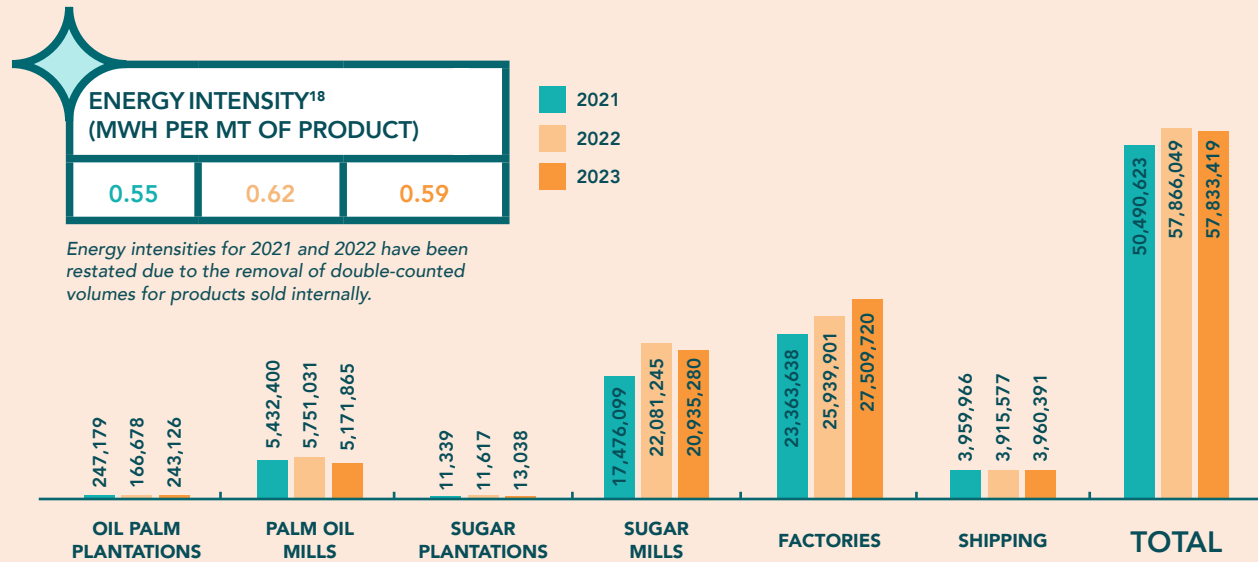
ENERGY USE IN OUR FACTORIES

We adopt a wide range of technologies across our factories to reduce energy use and improve energy efficiency, focusing on heat recovery and energy efficiency upgrades. Some initiatives include installing cascading heat pumps for waste heat recovery and high efficiency magnetic levitation compressors that improve condensate recovery to generate electricity and steam/condensate savings as well as carrying out steam and condensate energy audits.

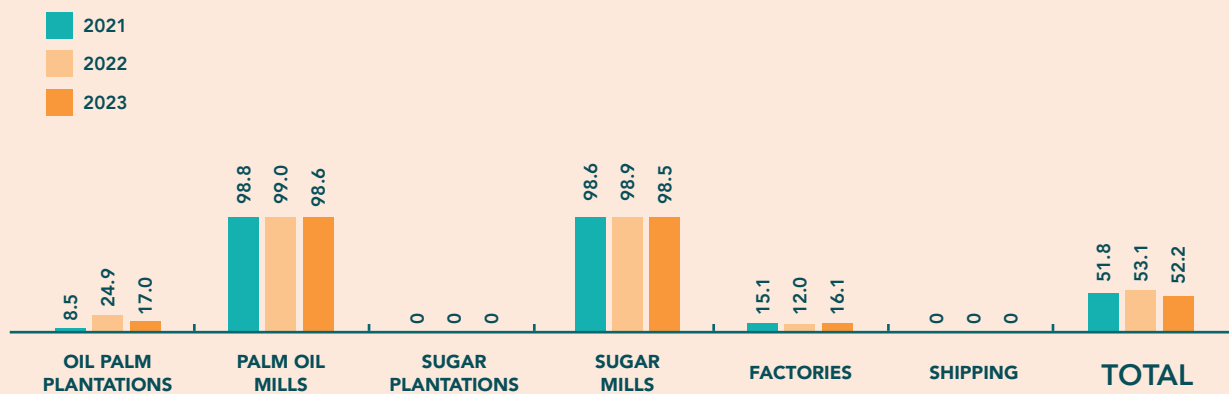
As part of our commitment to set science-based targets aligned to the SBTi, we are developing comprehensive targets linked to our energy programmes consistent with a 1.5-degree Celsius pathway.

i For more information on these initiatives, please refer to **CLIMATE CHANGE**

Total energy consumption (MWh) by business activity from 2021 to 2023



Percentage (%) of energy consumption from renewable sources by business activity from 2021 to 2023



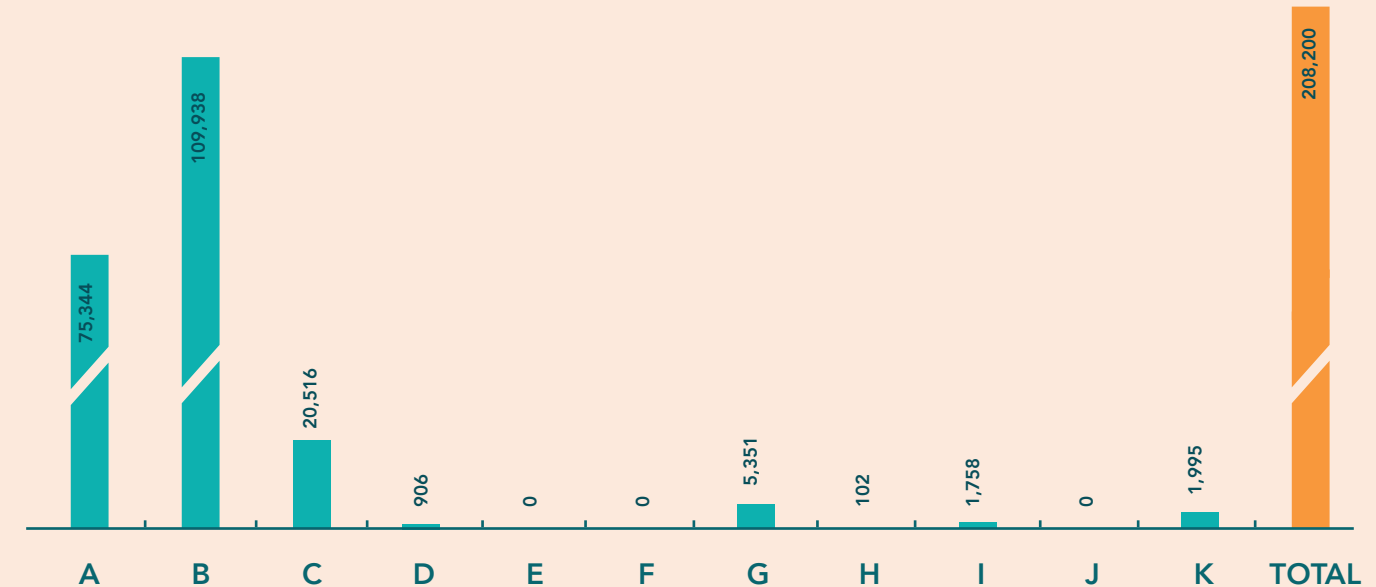
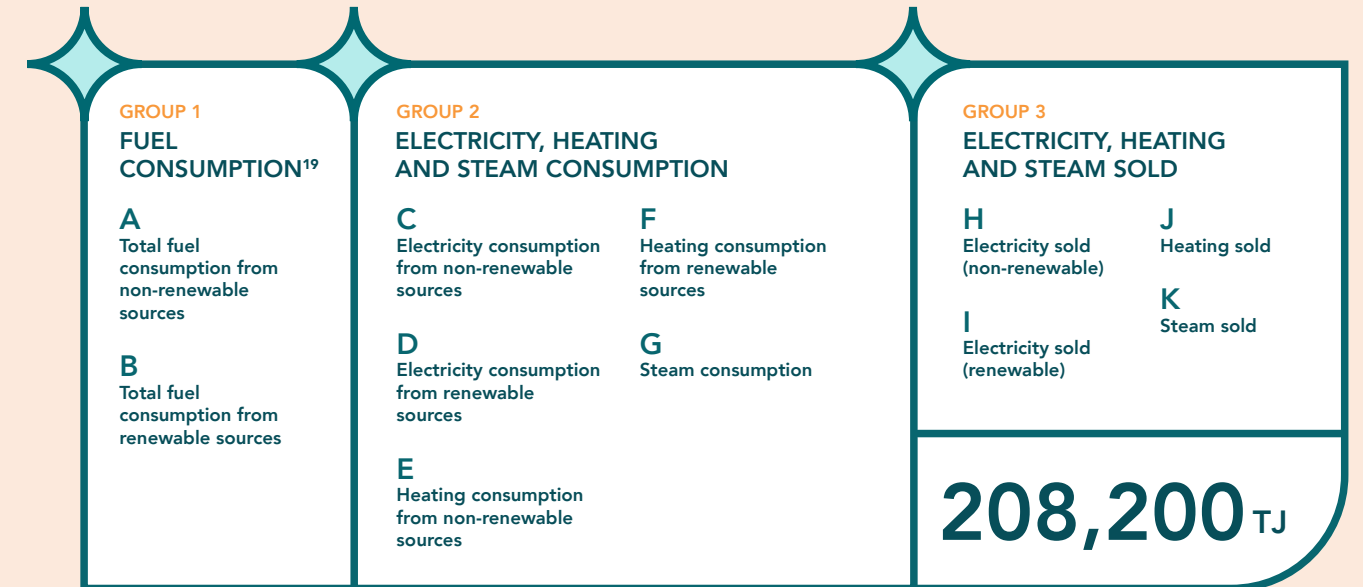
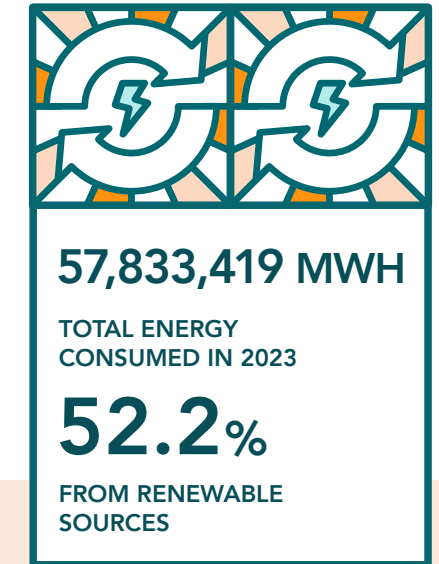
¹⁸ The energy intensity figures include energy from fuel, electricity, heating and steam. Energy consumption from shipping has been excluded due to the different basis of products and services.

GROUP ENERGY PERFORMANCE

In 2023, we consumed **57,833,419 MWh** of energy, of which **52.2%** was from renewable sources. This is driven largely by our palm oil mills and sugar mills, which collectively sourced more than **98.4%** of their energy needs from renewable sources.

At the Group level, our energy intensity in 2023 was **0.59 MWh per MT of product** excluding shipping, which was **4.8%** lower than in 2022. This decrease was mainly driven by improved energy efficiency across our key business units such as sugar, oleochemicals, soy protein and tropical oil refining.

Total energy consumption (TJ) in 2023



¹⁹ Types of fuel from non-renewable sources used include diesel, natural gas, lignite coal, sub-bituminous coal, other bituminous coal, lubricants, motor gasoline, liquefied petroleum gas, heavy fuel oil, anthracite coal and acetylene. Types of fuel from renewable sources include biogas, wood, other solid biomass fuels, biodiesel and bioethanol. The energy conversion factors used are from IPCC 2006 Guidelines for National Greenhouse Gas Inventories.



Water treatment plant in Wilmar's Sapi Plantation in Sabah, Malaysia.



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

Wilmar diligently tracks and monitors water metrics associated with usage and discharge across our operations. These include managing water supply and use, particularly in water-stressed areas, and ensuring discharge limits are in line with local regulations. To complement our water saving initiatives, we launched a Group-wide campaign in 2023 to encourage employees to identify and report water wastage around our operations via a water saving checklist. As of December 2023, a total of **482** checklists were submitted with **785** observations recorded, of which **31.1%** have been resolved.



WATER AND EFFLUENT MANAGEMENT IN OUR PALM OIL OPERATIONS

We apply a life cycle approach to effectively manage water usage throughout the entire life cycle of our mills and plantations. While regular monitoring of rainfall patterns suggests that water stress is not a significant risk in our oil palm plantation geographies, we continue to implement water efficiency measures especially at our most water intensive sites.

To alleviate impacts during the drier seasons, we use POME to irrigate land. Effluent is treated prior to both land application and local waterway discharge. POME from FFB processing is treated via anaerobic and aerobic biological digestion. Palm oil refinery effluent (PORE) from the refining of crude palm oil (CPO) is treated using chemical processes to remove oil, grease and other inorganic substances, followed by aerobic biological digestion.

All our operations are subject to and regulated by local discharge limits. We strive to meet all discharge limits specified by local regulations and maintain effluent

discharge levels well within local thresholds for palm oil mills and refineries waterway discharge. We regularly monitor biological oxygen demand (BOD) and chemical oxygen demand (COD) levels for both land application and river discharge[#], as well as other parameters stated in the legislative permits. There were no significant fines or prosecutions related to incidents of non-compliance with discharge limits in 2023.

We target 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 by 2023. In 2023, these targets were achieved by our palm oil mills in Central and West Kalimantan, Sumatra and Nigeria with **1.04[#]**, **1.13[#]**, **0.91[#]** and **1.13[#]** m³/MT FFB processed, respectively.

[#] Limited assurance procedures have been performed by EY. Please refer to the [Base Data Tables](#).

Water consumption intensity (m³/MT FFB processed)

in palm oil mills from 2021 to 2023

- 2021
- 2022
- 2023



We apply a life cycle approach to effectively manage water usage throughout the entire life cycle of our mills and



[#] Limited assurance procedures have been performed by EY.

WATER AND EFFLUENT MANAGEMENT IN OUR SUGAR OPERATIONS

We also aim to ensure efficient water use in our sugarcane plantations and regularly monitor net water consumed per unit mass of product for our sugarcane plantations and mills. In 2023, water consumption in our sugarcane plantations and mills were within Bonsucro’s water usage limits.

We use the World Resources Institute’s Aqeduct tool to identify water-stressed regions in our operations. Our assessment has found that our sugar mills and refineries in India and Australia are exposed to extremely high or high water stress risk. In these locations, we focus on applying a circular approach and reusing water.

We primarily use water sourced from rainfall and rivers as well as treated mill effluent to irrigate our plantations. We have also implemented water stewardship initiatives in extremely high or high water-stressed areas. Our refinery in Gujarat, India, is a zero-discharge facility where all water withdrawn is treated and reused in our operations and eventually returned to its source.

WATER AND EFFLUENT MANAGEMENT IN OUR FACTORY OPERATIONS

We conduct Environmental Impact Assessments or similar assessments in line with local environmental requirements to identify potential relevant risks prior to starting any new plants or significant projects. These include all water risks to the natural ecosystem and local communities relying on the water source for their livelihoods. Once operational, we regularly track and monitor the water usage and discharge of the new plant and work with local authorities to ensure our operations are aligned with future water availability strategies.

Where possible, we seek to recover and reuse effluent to manage water use in the most water-stressed areas. This involves diverting rejected water from reverse osmosis plants for reuse in plant processes such as cooling and wastewater treatment that can use water with higher dissolved solid concentration and exploring the use of electrical processes to replace chemicals in order to prevent scaling and biological growth in cooling tower water, making such water easier to recycle and reuse. These initiatives enable us to supplement our water needs while minimising the amount of water we withdraw.

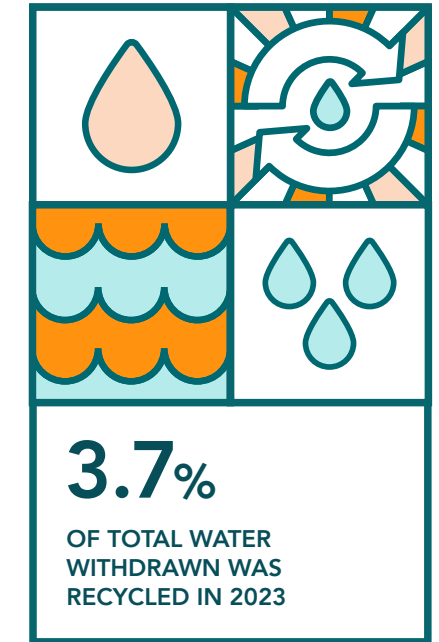
EFFLUENT TREATMENT PLANTS

Wastewater recycling is an important element of our sustainability strategy. We launched new wastewater recycling programmes across Indonesia and China and commenced building wastewater recycling plants in early 2023 which are expected to be operational by 2024.

To ensure the effectiveness of our internal management systems, we conduct regular site audits related to safety, SOPs and compliance-related issues specific to effluent treatment. Dedicated persons-in-charge (PIC) in each region are responsible for Effluent Treatment Plants (ETPs) and provide monthly update reports on effluent quality and project status, among others. Critical ETP data is also monitored online via our Production Information Management Systems.

GROUP WATER PERFORMANCE

In 2023, our operations consumed a total of **85,447 ML** of water. To reduce the amount of water needed to be withdrawn, a total of **6,323 ML** of wastewater from our operations was recycled from our operations, which is equivalent to **3.7%** of the total water withdrawn.



Water consumption (ML) in 2023

	ALL AREAS	AREAS WITH WATER STRESS
TOTAL WITHDRAWAL	168,976	60,313
TOTAL DISCHARGE	83,528	44,176
TOTAL CONSUMPTION ²⁰	85,447	16,137

Water discharged (ML) in 2023

	FRESHWATER (≤1,000 mg/L total dissolved solids)	OTHER WATER (>1,000 mg/L total dissolved solids)	TOTAL
ALL AREAS (excluding water stress areas)	15,663	23,690	39,353
AREAS WITH WATER STRESS	1,998	42,178	44,176
TOTAL	17,661	65,868	83,528

²⁰ Total consumption is calculated by subtracting the total discharge from total withdrawal.



WASTE

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

We are committed to reducing the amount of waste produced across our operations. This includes applying circular economy principles and maximising the recovery, reuse and recycling of waste where possible.



WASTE MANAGEMENT IN OUR UPSTREAM PALM OIL AND SUGAR OPERATIONS

Waste generated from our upstream operations mainly consists of biomass including EFB, mesocarp fibre and PKS from palm oil operations as well as bagasse, filter press mud, ash and dunder (vinasse) from sugarcane operations. Where feasible, we recover and reuse this waste as fuel or fertiliser.

Hazardous waste, such as chemicals that cannot be recovered or reused, is safely collected and disposed of by licensed contractors who manage the waste in accordance with local legislation.



WASTE MANAGEMENT IN OUR FACTORY OPERATIONS

We are guided by the waste management hierarchy and seek to reduce, reuse and recycle as the first step to divert waste from our factory operations away from landfills. We implement production modifications and innovative recycling partnerships across our Pampas Pastry and Yoplait factories in Australia and New Zealand respectively to reduce the amount of waste generated and subsequently sent to landfills. We also installed sludge dryers in our effluent treatment plants in China 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.

While biomass offers a potential cost-effective and readily available alternative to coal, its low bulk density makes it challenging to efficiently transport for use in other sites. Therefore, we are exploring other opportunities to optimise biomass reuse, such as conversion into thermal energy, green silica and activated carbon. For more information on this initiative, please visit [YKA's website](#).



Empty fruit bunch.

Mesocarp fibre.

Palm kernel shells.

FOOD LOSS AND FOOD WASTE

Wilmar is committed to minimising food loss and food waste at all stages of the value chain. To do this, we implement programmes and initiatives focusing on our consumer product businesses where we seek to improve yield, reduce the volume of unsold products and find higher value "upcycling" opportunities.

In New Zealand's North Island, a portion of the retail sales returns is supplied to a third-party processing plant (EcoStock) for conversion into animal feed with the option for diversion to their renewable biogas site (Ecogas).

Goodman Fielder repurposes unsold bread from our bakeries and returns by converting them into breadcrumbs and animal feedstock. In Fiji, we divert blood, offal, feathers, chicken feet and waste from landfills by converting them into animal feed. In Australia, we support the reduction of household food waste through our mini loaf range targeting smaller households and consumer campaigns, such as our Pampas Re-Pie-Cling, Praise and Beat Waste with Taste, that encourage customers to give leftovers a new life and use them for new recipes. In 2023, Goodman Fielder became a sponsor of the Saveful App which aims to reduce food waste by suggesting recipes based on what users already have in their

Our sugar refineries sell excess molasses and damaged or rejected sugar as feedstock. When requested, we also donate and sell surplus and not-fit-for-sale products to Foodbank Australia. For more information on our partnership with Foodbank Australia, please refer to the [Economic and Community Contribution](#) section.

As part of our pledge to develop and share solutions, Wilmar participates in and contributes to government and industry bodies focused on reducing food waste and related emissions. For more information on our participation in regulatory and industry developments, please refer to the [Production Marketing and Labelling](#) section.

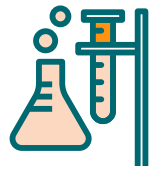
GROUP WASTE PERFORMANCE

In 2023, we generated a total of **3,596,592 MT** of waste, of which **65.8%** was diverted from disposal and was reused, recycled or recovered. A large proportion of our waste consists of biomass, which is reused as fuel and fertiliser in our upstream oil palm and sugar operations.

All hazardous waste generated by our operations is collected and disposed of by licensed contractors in accordance with local legislation.

Total weight (MT) of waste generated, diverted and disposed, by type, in 2023

	WASTE GENERATED	WASTE DIVERTED FROM LANDFILL	WASTE DIRECTED TO DISPOSAL
Biomass	1,925,172	1,837,358	87,814
Glass	42	42	0
Metal	17,144	17,144	0
Paper/cardboard	11,657	11,657	0
Plastic	9,837	9,837	0
Residual waste	35,418	0	35,418
Others	1,597,323	490,561	1,106,762
TOTAL	3,596,592	2,366,598	1,229,995



CHEMICAL USE, INCLUDING PESTICIDES AND FERTILISERS

We strive to minimise the use of chemicals in our agricultural operations, including those of our suppliers. The use of chemicals is guided by SOPs to protect workers, communities and the environment from exposure to hazardous chemicals. Risk assessments are carried out for any substance that poses a potential hazard to workers or the environment.

In addition to tracking chemical use in our oil palm operations, we also monitor the level of active ingredients per ha for our sugar operations covered by the Bonsucro Production Standard. This includes all applied agrochemicals including pesticides, herbicides, insecticides, fungicides and ripeners. In 2023, the chemical usage in our Australia operations was **3.4kg active ingredient per ha**, which is within the Bonsucro limit.

CHEMICALS

We prohibit the use of highly hazardous pesticides categorised as class 1A or 1B by the World Health Organisation (WHO), along with pesticides restricted under the Stockholm and Rotterdam Convention, in all our operations and those of our suppliers. Exceptions are considered only under specific circumstances, with strict adherence to WHO recommendations and guidelines.

To minimise overall chemical use in our suppliers' operations, we provide training programmes on efficient pesticide application techniques for oil palm smallholders. In addition, we have programmes in place to help sugarcane farmers transition to organic fertilisers.

PARAQUAT

While we prohibit the use of paraquat in our own and our suppliers' oil palm plantations, paraquat is allowed by local laws in our sugarcane plantations due to a lack of viable alternatives. Unlike other residual chemicals used in sugarcane farming, paraquat does not leach into soil and is biologically inert, making it ideal for use in our sugarcane plantations located near marine environments. Nonetheless, we require all contractors handling paraquat to use personal protective equipment (PPE) and obtain specific licences.

INTEGRATED PEST MANAGEMENT

Where feasible, we use mechanical and biological strategies to control pests. Rats are a major concern in oil palm plantations and can cause substantial yield losses. To reduce our reliance on conventional rodenticides, we breed and release barn owls whose main food source are rats.



We strive to minimise the use of chemicals in our agricultural operations, including those of our suppliers.



Female sprayer in PPE at one of Wilmar's plantations in West Sumatra, Indonesia.



	<h2>SUSTAINABLE PACKAGING</h2> <p>3-3, 301-1, FB-PF-410A.1, FB-PF-410A.2</p>	
	<p>Packaging plays a vital role in preserving the safety and quality of our products, thereby aiding us in minimising food waste. However, waste from packaging directly presents environmental challenges such as overcrowded landfills, GHG emissions and litter pollution.</p>	
	<p>This dual impact necessitates our industry to seek innovative and sustainable packaging solutions that take both food waste and material efficiency into consideration. Collaborating with our packaging R&D teams and the broader industry, Wilmar is actively working on minimising material usage and promoting end-user reusability and recycling.</p>	

OUR TARGETS	2023 PERFORMANCE
<ul style="list-style-type: none"> Through its "Sustainable Packaging 2025 Plan", YKA targets to REDUCE THE USE OF PACKAGING MATERIALS BY 15,000 MT from a 2020 baseline 	<ul style="list-style-type: none"> As of December 2023, YKA reduced its packaging waste by 11,447 MT, reaching 76.3% of its target
<ul style="list-style-type: none"> 100% OF GOODMAN FIELDER'S PACKAGING MATERIALS TO BE SUSTAINABLE. In the interim, we target 100% of packaging to be reusable, recyclable or compostable by 2025 through: <ul style="list-style-type: none"> » Phasing out problematic and unnecessary single-use plastic packaging » Meeting the standards set out in the Packaging Recyclability Evaluation Portal, the Australasian Recyclability Label (ARL) or similar programmes 	<ul style="list-style-type: none"> 82.2% and 9.4% of packaging in Fiji is recyclable and reusable respectively. In New Zealand, 97.3% of packaging is recyclable while 75.1%²¹ of packaging in Australia is recyclable or reusable

OUR APPROACH TO IMPROVING PACKAGING IS CENTRED AROUND THREE OBJECTIVES:

<p>01 REDUCING THE OVERALL AMOUNT OF MATERIALS USED</p>	<p>02 IMPROVING THE MATERIALS TO INCREASE SUSTAINABILITY</p>	<p>03 ENSURING THE MATERIALS ARE FROM SUSTAINABLE SOURCES</p>

²¹ This figure has decreased significantly since the discontinuation of the REDcycle soft plastics recycling programme in Australia. Consequently, there is at present no commercially viable method for recycling soft plastics in Australia, resulting in all soft plastics being categorised as non-recyclable.

OUR DATA-DRIVEN STRATEGY FOR SUSTAINABLE PACKAGING

In 2020, we launched a Global Packaging Data Questionnaire to comprehensively assess plastic usage across our business units. Our analysis highlighted that polyethylene terephthalate (PET), high-density polyethylene (HDPE) and polypropylene (PP) constituted **80.6%** of our total plastic footprint, totalling approximately **330,000 MT**.

Using this data, we initiated collaborative discussions with regional and country representatives to set plastic reduction goals through downgauging initiatives in 2021. By 2022, our efforts had resulted in a reduced plastic usage of over **3,000 MT**.

Recognising pre-existing packaging optimisation efforts in certain countries, we have pivoted towards prioritising recyclable and reusable packaging solutions for Goodman Fielder, aligning with national policies promoting sustainable packaging and our aim of achieving **100%** recyclable, reusable, or compostable packaging.

INCREASING MATERIAL EFFICIENCY

Wilmar recognises the significant challenge of minimising plastic packaging while maintaining product safety and quality. Lighter packaging can be more vulnerable to damage, especially during long-distance transport. In addition, some markets perceive heavier packaging as a sign of premium quality.

We are tackling this challenge through extensive R&D efforts to identify optimal solutions which will then be implemented across our business units to maximise the benefits of plastic reduction.

Despite facing challenges, our efforts have shown positive results. Trials using lightweight plastic bottles and pouches in several markets have shown great promise, with no reported leakage incidents during handling and transportation.

SUSTAINABLE PACKAGING ACTIVITIES

Across our global operations, our local teams develop packaging solutions that are both sustainable and meet local regulations and customer preferences. This allows each operating region to actively contribute to our overall progress in sustainable packaging.

We are committed to meeting high sustainability standards where we operate, as demonstrated by our regional packaging sustainability committees which hold regular meetings to discuss progress and action plans. This collaborative approach ensures that we are constantly making strides towards sustainable packaging across our diverse businesses.

MATERIALS USED

In 2023, Wilmar used a total of **589,194 MT** of materials for packaging (plastic and non-plastic) across our business operations, of which **51.1%** were made from renewable materials.

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

YKA'S PROGRESS

YKA's "Sustainable Packaging 2025 Plan" aims to cut packaging material usage by **15,000 MT** from the 2020 baseline. From 2021 to 2023, we implemented **58** initiatives aimed at lightweighting packaging, incorporating recyclable packaging materials, reducing the amount of ink used as well as using recyclable and reusable plastic plates where possible. As of December 2023, we achieved a **11,447 MT** reduction in packaging waste, achieving **76.3%** of its target.

66

Wilmar recognises the significant challenge of minimising plastic packaging while maintaining product safety and quality.



PLASTIC

Through self-initiated innovation, design optimisation and collaboration with our suppliers, we strive to make our packaging stronger while using less material.

To improve the comfort of our rice bag handles and reduce plastic use, we switched from hard, injection-moulded handles to softer, polyethylene (PE) handles, which maintain strength while cutting plastic use by **21.2%** for 5kg bags and **16.1%** for 10kg bags, earning us a national patent in the process. By 2023, we have successfully switched all suitable rice bags to these softer handles, saving around **1,099 MT** of plastic. For products which still need hard handles, we have redesigned the packaging to achieve a **33.3%** reduction in plastic usage.

This success underscores the crucial role partnerships play in achieving impactful and responsible packaging

solutions and enabling us to be more sustainable. In partnership with ExxonMobil and other supply chain partners, we innovated a high-performance PE film that is **11.1%** thinner than traditional PE film while retaining strength. In 2023, the implementation of our high-performance PE film in rice grain packaging resulted in a significant reduction of **556 MT** in PE plastic usage, along with savings of **17,960 GJ** of energy and **63,400 MT** of water used upstream.

Beyond reduction, we also actively promote the reuse and recycling of plastic. By incorporating recycled materials into our feedstock packaging, we diverted **15,000 MT** of plastic from disposal, leading to savings of over **1 million GJ** of upstream energy consumption annually.

GOODMAN FIELDER'S PROGRESS

Goodman Fielder's sustainable packaging framework centres on three principles:

- Minimising packaging material and sourcing from sustainable origin
- Optimising functionality with minimal impact
- Promoting a circular economy for used packaging

Putting these principles into action, Goodman Fielder has adopted and updated labels to align with the ARL. These on-pack labels clearly explain packaging recycling options to consumers. Currently displayed on over **100** products, we are committed to have the ARL displayed on **100%** of retail products by 2025, aligned with Goodman Fielder's and the Australian Packaging Covenant Organisation's packaging commitments. The progress we made in 2023 towards our sustainable packaging goals keeps us on track to achieving our 2025 target.

PLASTIC

We have transformed our packaging to reduce plastic use, increase recycled content and enhance recyclability. In New Zealand, an increasing proportion of our milk bottles incorporate **30%** recycled HDPE plastic in order to reduce the use of virgin plastic. Across our operations in Australia and New Zealand, switching bread tags from polystyrene to conditionally recyclable cardboard has eliminated **300 million** plastic items and reduced polystyrene use by **120 MT** annually. We are also actively involved in industry discussions concerning current and potential Soft Plastic Recycling Schemes in New Zealand and Australia to prevent plastic waste in landfills.

<p>30% RECYCLED HDPE PLASTIC ARE USED IN AN INCREASING PROPORTION OF OUR MILK BOTTLES IN NEW ZEALAND</p>	
<p>300 MILLION PLASTIC ITEMS ELIMINATED AND REDUCED POLYSTYRENE USE BY</p> <p>120 MT ANNUALLY IN AUSTRALIA AND NEW ZEALAND</p>	



Range of products offered by Goodman Fielder.

Goodman Fielder's Praise Mayonnaise and Aioli bottles and jars are made using 100% Australian-sourced post-consumer recycled plastic²², cutting virgin PET use by 380 MT annually. In addition, through collaboration with our resin supplier, we were able to enhance the quality of Recycled PET used, resulting in a clearer grade ideal for mayonnaise packaging.

This year, our Praise 100% PET Mayonnaise Bottle received the Worldstar Global Packaging Award, in addition to the bronze award at the 2022 Australasian Packaging Innovation & Design Awards in the Sustainable Packaging – Recycled Content category. These accolades underscore our commitment to sustainable practices and innovation. For more information on this initiative, please visit [Goodman Fielder's website](#).

PAPER

We incorporate 50.0% recycled content in our cardboard shipping boxes, a significant achievement given that they comprise a substantial portion of Goodman Fielder's packaging consumption.

66

We have transformed our packaging to reduce plastic use, increase recycled content and enhance recyclability.

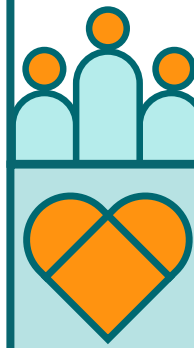
99

²² Lids/caps are not currently made from recycled materials.



Praise Mayonnaise and Aioli bottles and jars are made using 100% Australian-sourced post-consumer recycled plastic.

LOOKING AFTER PEOPLE AND COMMUNITIES



23.7%
OF GLOBAL EMPLOYEE
HEADCOUNT WERE
WOMEN



100%
OF OUR OIL PALM
PLANTATIONS

in Indonesia, Malaysia, Nigeria and Ghana have Women's Working Groups or Gender Committees



27.5%
OF MANAGEMENT
POSITIONS WERE
HELD BY WOMEN



ADOPTED AN
UPDATED BOARD
DIVERSITY POLICY



TALENT
MANAGEMENT

SUCCESSFULLY INCREASED THE
NUMBER OF PERMANENT STAFF



across Indonesia, Malaysia
and China through
implementing strategic
shifts in our talent
attraction approaches



93.5%
OF EMPLOYEES
FEEL "ENGAGED"

>US\$5.5 MILLION



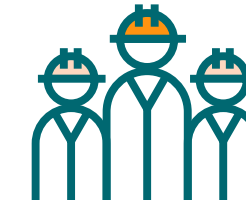
INVESTED IN
EMPLOYEE TRAINING
AND DEVELOPMENT



14.8
TRAINING HOURS
ON AVERAGE PER
EMPLOYEE



EMPLOYEE
HEALTH, SAFETY
AND WELL-BEING



97.2%

CLOSURE RATE
ACHIEVED FOR ALL
NEAR MISSES AND
HAZARDS REPORTED

44.7%

REDUCTION IN LOST
TIME INCIDENT RATE
IN 2023 COMPARED
TO 2020 BASELINE



HUMAN RIGHTS
AND LABOUR
STANDARDS



95.4%

OF OUR ELIGIBLE EMPLOYEES WORLDWIDE
ARE COVERED BY COLLECTIVE BARGAINING
AGREEMENTS



SUPPORTED THE EDUCATION OF

85.9%

OF CHILDREN WITHIN OUR
PLANTATIONS WHO ARE OF
SCHOOL-GOING AGE IN 2023



ECONOMIC AND
COMMUNITY
CONTRIBUTION



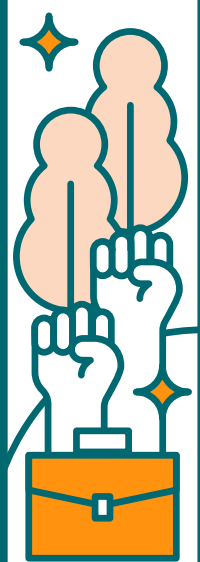
>US\$23.4 MILLION

CONTRIBUTED TO COMMUNITY INVESTMENT
AND PHILANTHROPIC ACTIVITIES



TALENT MANAGEMENT

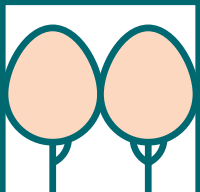
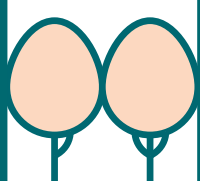
3-3



At Wilmar, we understand the importance of the fundamental connection between the sustained success of a business and our capability to attract, retain and empower a diverse workforce.

By strengthening our talent management strategies across our value chain, we will be able to enhance our capability to deliver exceptional products and services to our customers worldwide.

We remain steadfast in our commitment to cultivate an inclusive and engaging workplace for our employees while upholding the highest standards of human rights throughout our supply chain. We are enabled by our global workforce of about 100,000 dedicated individuals.



OUR TARGETS	2023 PERFORMANCE
<ul style="list-style-type: none"> CONTINUE TO DELIVER CONTENT AND MANAGE OUR TRAINING NEEDS ON LITMOS, a learning management system 	<ul style="list-style-type: none"> INVESTED OVER US\$5.5 MILLION in employee training and development 14.8 HOURS of training attended on average per employee

PROFILE OF OUR WORKFORCE

2-7

Our workforce spans across 38 countries and regions, with 80.0% based in China, Indonesia and Malaysia. Our talent management strategy involves mainly recruiting personnel from each country's local talent pool, contingent on their suitability. As of December 2023, 91.7% of our workforce have been hired from the respective country's local talent pool where we operate.

Within our workforce, 32.7% are engaged in plantation activities, 30.0% are employed in our manufacturing plants, while the remainder are stationed across our global offices.

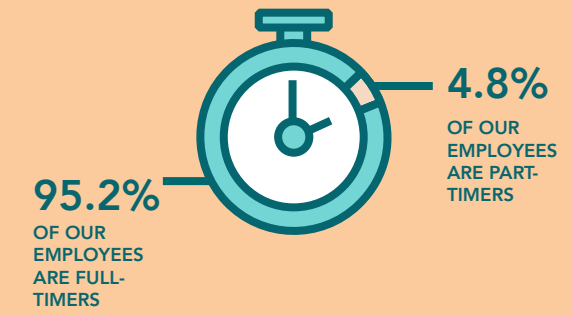
95.2% of our workforce are full-time employees while 4.8% are part-time employees.



OUR EMPLOYEES ARE SPREAD ACROSS

38
COUNTRIES
AND REGIONS

80.0%
ARE BASED IN CHINA,
INDONESIA AND MALAYSIA



LEGEND

- FULL-TIME
- PART-TIME
- PERMANENT
- TEMPORARY
- MALE
- FEMALE

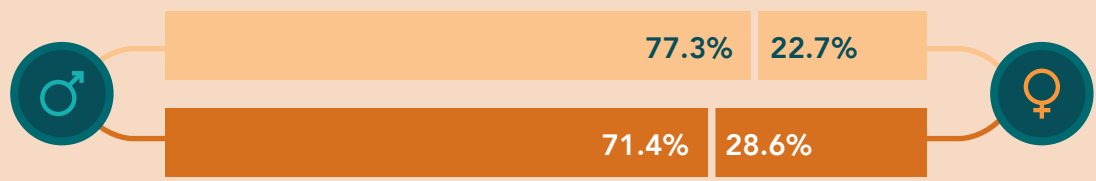
METHODOLOGY FOR COMPILING DATA:

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 2022 and 2023 beyond the seasonal employees engaged as temporary workers during harvest seasons.

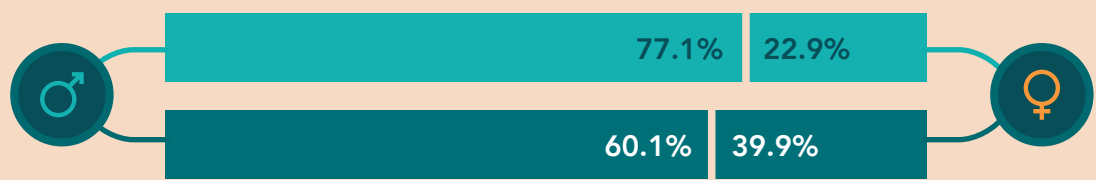
Overall breakdown of employees by region



Breakdown of permanent and temporary employees by gender



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



TEMPORARY WORKERS

2-8

Wilmar does not engage any employees on non-guaranteed hours, but instead hires temporary workers, recognising their pivotal role in addressing seasonal harvest demands and fulfilling specific time-sensitive tasks required in our upstream plantations.

Pacific islands and Timor-Leste due to limited availability of local workers. The trial was well-received and we will continue to explore collaborative opportunities to expand the PALM scheme.

When sugarcane is in season, our sugar business employs temporary workers to meet the heightened labour needs in our sugarcane plantations and mills. To enhance employment opportunities for these workers, our sugar business has undertaken trial initiatives with industries that share complementary seasonal labour demands. In 2023, under the **Pacific Australia Labour Mobility (PALM)** scheme, we attempted another trial which allowed businesses to hire workers from nine

Despite these efforts, most temporary workers in our sugar operations either manage their own plantations or express a preference for temporary contract employment.

It is noteworthy that a portion of our temporary workers in the palm oil operations in Indonesia comprises of smallholders and small-scale entrepreneurs. This group exhibits a preference for the flexibility inherent in temporary work arrangements.

RECRUITING, DEVELOPING AND RETAINING TALENT

INITIATIVES TO RECRUIT AND DEVELOP OUR WORKFORCE

Wilmar's commitment to recruiting highly qualified candidates across our global workforce remains a cornerstone of our talent management approach. As of December 2023, **82.5%** of our workforce are permanent employees, while **17.5%** are engaged as temporary or fixed-term employees.

In 2023, the Group observed a growth of **2.2%** in permanent staff in Indonesia, **12.5%** in Malaysia and **20.2%** in China. This continued success is underpinned by strategic commitments, including the implementation of our e-recruitment system established in 2021. This system fosters greater inclusivity by allowing candidates to seamlessly apply for jobs, participate in virtual interviews, complete assessments and engage in virtual job fairs. In Malaysia, we have significantly reduced our reliance on third-party agencies by converting contracted positions into permanent roles. This strategic shift not only improves job opportunities and decreases turnover but also enhances the efficient management of our skilled workforce.

The Group's new employee hire rate was **9.9%** in 2023. Robust sustainability and social responsibility practices are amongst the key consideration, for individuals seeking

COMPENSATION AND BENEFITS

401-2

To attract and retain talent, Wilmar offers competitive compensation and comprehensive benefits to employees, including healthcare as well as disability and invalidity coverage. In addition, all permanent employees are entitled to paid parental leave and retirement benefits. We offer an approximately average of 12 weeks of paid parental leave for the primary caregiver and three weeks of paid parental leave for the non-primary caregiver for the majority of our employees globally.


opportunities with companies that positively impact the environment and communities. The strategic promotion of our practices on various social media platforms together with our sustainability accolades and recognitions have generated interest among applicants – notably the younger demographic – whose values are aligned with ours and express a keen motivation to contribute to a company like Wilmar.

Across our markets, we organise programmes catering to early-career candidates. These initiatives include internships, graduate programmes, apprenticeships and traineeships that are designed to inspire and nurture the next generation of talent. Furthermore, we have established several training academies to identify and develop promising individuals.

As the Group grows and evolves, we aim to build an organisation that brings together and reflects the diversity present in the customer base we serve.

i Further details on our implementation efforts can be found in


DIVERSITY AND INCLUSION



GLOBAL WORKFORCE
(regardless of full-time or part-time)

RECEIVE:

- Healthcare
- Disability and invalidity coverage



PERMANENT EMPLOYEES
(regardless of full-time or part-time)

RECEIVE:

- Life insurance
- Disability and invalidity coverage
- Healthcare
- Parental leave
- Retirement benefits

TRAINING AND DEVELOPMENT

404-1, 404-2, 404-3

Acknowledging the pivotal role of organisational upskilling and learning as a competitive advantage, Wilmar is dedicated to enhancing the skill set of our workforce.

We regularly offer targeted training opportunities covering a spectrum of topics from leadership and communication to specific operational and technical skills. This ensures employees have an enhanced understanding of Wilmar's business and access to the resources they need to excel in their roles.

Wilmar is cognisant of the importance of providing learning and development opportunities to enhance employees' job satisfaction, as acquiring new skills contributes to employees' current roles and empowers them to progress in their careers to achieve their professional goals.

GLOBAL PROGRAMMES, LOCAL IMPACT



CUSTOMISED TRAINING IN CHINA

Customised programmes, between one to six months long, with specialist tracks have effectively increased our talent pool. Employees' promotions to qualified managers and contributions to new projects across the country and regions attest to the programmes' success.



70-20-10 TRAINING MODEL IN VIETNAM

We leverage the 70-20-10 training model, emphasising learning by doing, mentorship and self-learning, and training activities. To meet our employees' training and development aspirations and to achieve the 10% target, we provide online and offline courses on topics ranging from persuasive communication to project management. In addition, a competency-based training series equips marketing personnel with the skills they need.



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.

The integration of the Litmos e-learning platform has been instrumental in providing inclusive access to a wide range of courses for all our employee groups. We are actively developing a comprehensive training framework to equip employees with essential soft skills and technical knowledge necessary for career advancement. This includes tailored entry-level courses offered globally through Litmos, alongside advanced training programmes aimed at honing technical and leadership skills. These programmes also facilitate the exchange of knowledge between Wilmar employees across different countries and regions.

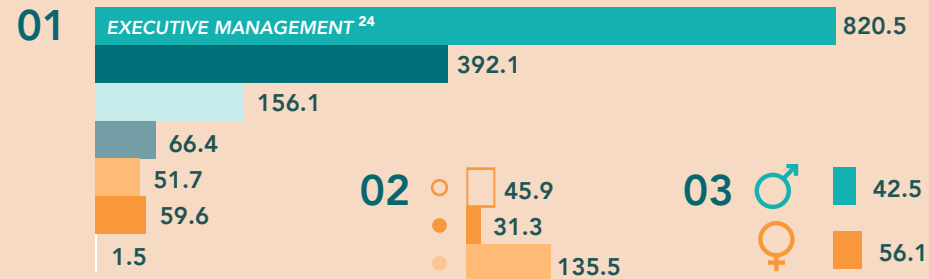
Furthermore, we emphasise the significance of acknowledging our employees' performance and career development needs. In 2023, **81.0%** of our

total workforce received performance and career development appraisals. These appraisals include a review of pre-determined objectives and goals, which are set annually with line managers, as well as 360-degree feedback on team-based performance for relevant employees.

For management, performance reviews provide a valuable platform to recognise achievements and identify development opportunities. Recommendations for training or alternative support mechanisms are made to address skill gaps and foster continuous growth. The collective outcomes of these reviews are useful in optimising the performance of both employees and managers.



Average amount spent on training and development per employee²³ (US\$)



LEGEND

01 BY EMPLOYEE CATEGORY

- EXECUTIVE MANAGEMENT
- SENIOR MANAGEMENT
- MIDDLE MANAGEMENT
- JUNIOR MANAGEMENT
- NON-MANAGEMENT
- FACTORY WORKERS
- PLANTATION WORKERS

02 BY AGE

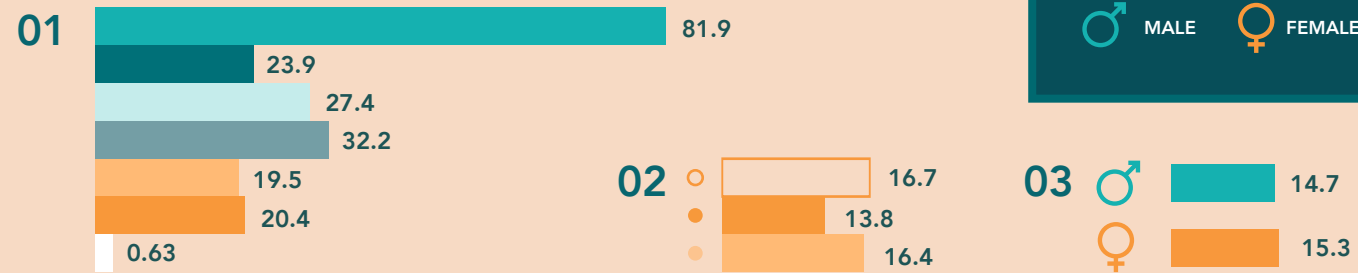
- <30 YEARS OLD
- 30-50 YEARS OLD
- >50 YEARS OLD

03 BY GENDER

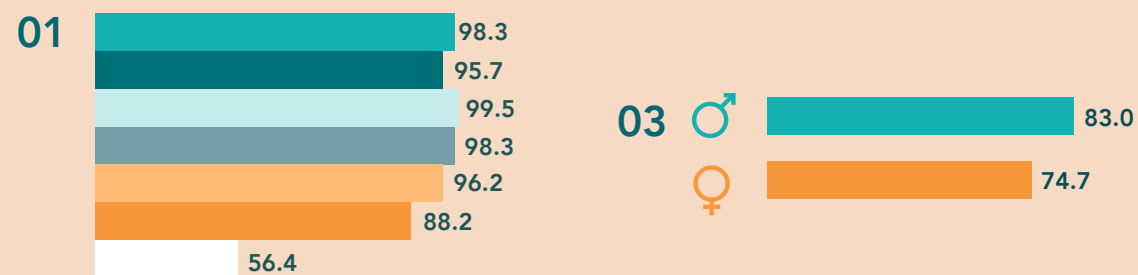
- MALE
- FEMALE



Average training hours per employee



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



²³ Data excludes the USA due to legal restrictions in providing a breakdown of the data.

²⁴ 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 strategic and developmental needs of the business.



Asrif Mahmud, head of our operations in Sarawak, Malaysia, leading the operational training for employees.



Our talent strategy has contributed to Wilmar's healthy employee tenure. The total employee turnover rate for 2023 was at 13.0%, with the voluntary turnover rate at 8.7%.



RETAINING TALENT

To preserve talent, we provide diverse opportunities for career progression within the Group. Recognising the significance of leadership succession for long-term business success, Wilmar prioritises building a pipeline of talented individuals capable of assuming key roles.

In 2023, 18.5% of our open positions were filled by internal candidates. Senior leadership collaborates closely with the Human Resources team to conduct succession planning for key positions by evaluating bench strength and future potential.

Given our expansive global operations, we offer attractive options for employees to gain exposure across different aspects of our business, spanning from "plantation to plate" and extending to different regions worldwide. We acknowledge the valuable experience that mature workers bring and thus implement strategies to retain those nearing retirement. These include offering options such as conversion to part-time employment and flexible work arrangements based on individual needs.

Wilmar recognises the evolving landscape of the industry and the challenges it faces in retaining talent amidst the heightened demand for increased flexibility and enhanced benefits. Coupled with attractive salaries offered by fast-growing industries, agribusiness companies, including Wilmar, may encounter greater competition for top talent. To address this, we continue to take proactive steps to remain an employer of choice by engaging our employees more frequently through regular check-in sessions and staff surveys to gather insights that will help us enhance our recruitment and retention strategy. These efforts can also foster a positive work environment to meet the diverse needs and expectations of our employees.

Wilmar also provides gratuity payments to long-serving employees who have contributed significantly to the company's performance. These payments go beyond legal requirements and consider the employee's length of service and contributions.

TRACKING EMPLOYEE ENGAGEMENT

Wilmar utilises employee surveys to gauge employees' work satisfaction and level of engagement. Such surveys aid in promoting an engaged workforce and an open workplace culture. The responses received provide valuable insights into understanding and addressing critical feedback, which complement our efforts to optimise business practices.

In 2023, the surveys covered 13.8%²⁵ of our global workforce, of which 93.5% responded that they are "actively engaged", "engaged" or "somewhat engaged".

Our talent strategy has contributed to Wilmar's healthy employee tenure. The total employee turnover rate in 2023 was 13.0%, with the voluntary turnover rate at 8.7%. Apart from regularly reviewing turnover rates, exit interviews are conducted to identify gaps and areas for improvement. Since 2022, the global employee turnover is considered in executive compensation decisions as part of our ESG targets. For more information on how we incorporate relevant ESG targets into annual performance reviews, please refer to page 18 of this Report.

²⁵ Surveys in some countries are conducted bi-annually.

LEGEND

01 BY EMPLOYEE CATEGORY

- EXECUTIVE MANAGEMENT
- SENIOR MANAGEMENT
- MIDDLE MANAGEMENT
- JUNIOR MANAGEMENT
- NON-MANAGEMENT
- FACTORY WORKERS
- PLANTATION WORKERS

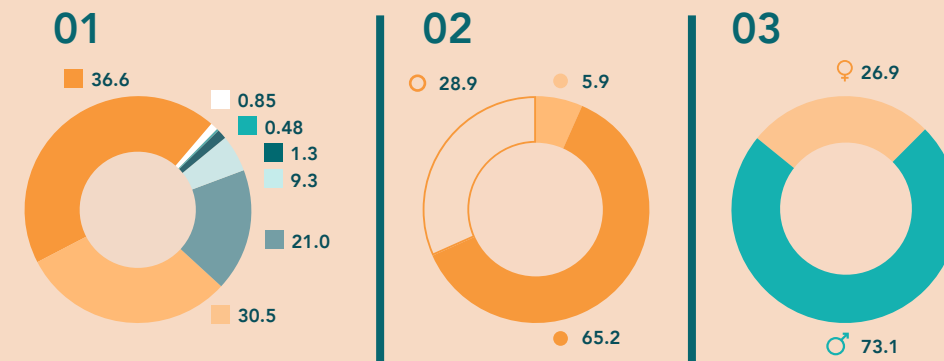
02 BY AGE

- <30 YEARS OLD
- 30-50 YEARS OLD
- >50 YEARS OLD

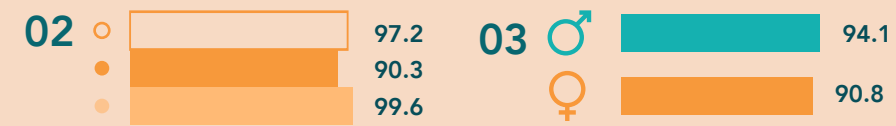
03 BY GENDER

- ♂ MALE
- ♀ FEMALE

Percentage (%) of open positions filled by internal candidates²⁶



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



New employee hires and turnover rates²⁷



²⁶ Data excludes the USA due to legal restrictions in providing a breakdown of the data.

²⁷ Turnover rates include total employee turnover and total voluntary employee turnover.





HUMAN RIGHTS AND LABOUR STANDARDS

3-3, 2-23















We believe in the universal recognition of the inherent dignity of every individual and strive to respect and protect the rights of all who are a part of our value chain.

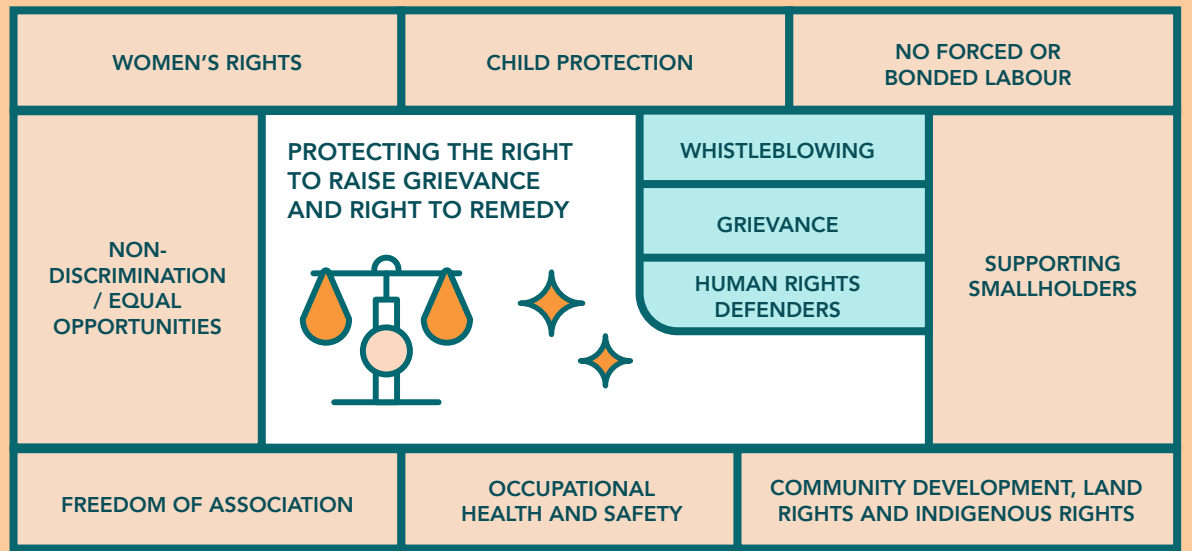
This encompasses employees and contractors, including temporary and migrant workers and people living locally in nearby or adjacent communities.

As a business with an extensive global presence and operations, improving labour standards is a key impact area. Palm oil plays an important role in supporting the livelihoods of millions of people and when produced sustainably, alleviates poverty and greatly improves our quality of life. By championing fair and ethical working conditions for our workers across our operations, we aspire to drive sectoral transformation towards people-positive business practices.

OUR TARGETS	2023 PERFORMANCE
<ul style="list-style-type: none"> Ensure all employees and contractors are paid AT LEAST THE APPLICABLE LOCAL MINIMUM WAGE in line with legal regulations and LOCAL LIVING WAGES, where available 	<ul style="list-style-type: none"> ASSESSED 100% OF OUR EMPLOYEES AND CONTRACTORS to ensure that they are paid a living wage
<ul style="list-style-type: none"> PROTECT AND SAFEGUARD THE RIGHTS OF CHILDREN throughout our operations by supporting children's education and having zero tolerance for child labour or exploitation 	<ul style="list-style-type: none"> BUILT SCHOOLS AND CRÈCHES in all our oil palm plantations In 2023, we supported 12,039 CHILDREN of compulsory school-going age in their education, equivalent to 85.9% of children living in our plantations

We are guided by our Human Rights Framework which outlines key policies to identify, prevent and manage our impact. To ensure that we effectively safeguard the most vulnerable groups, we engage and collaborate with human rights experts and CSOs to gather feedback on our approach and progress. In addition, we actively participate in multi-stakeholder collaborative platforms involving stakeholders across different sectors and along value chains to collectively discuss and address salient issues in the industry. We also regularly carry out due diligence as part of our Human Rights Due Diligence (HRDD) approach.

OUR KEY FOCUS AREAS FOR HUMAN RIGHTS



WE ARE COMMITTED TO RESPECTING HUMAN AND LABOUR RIGHTS OF ALL INDIVIDUALS AND PARTIES IN OUR VALUE CHAIN IN LINE WITH THE:

United Nations (UN) Universal Declaration of Human Rights

UN Guiding Principles (UNGPs) on Business and Human Rights Framework

International Labour Organisation Core Conventions on Labour Standards

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

Our **Human Rights Framework** brings together all of Wilmar's relevant policies on human rights and provides

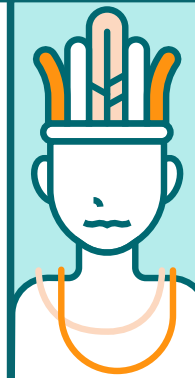
detailed instructions on the practical implementation of all principles. This includes due-diligence mechanisms for identifying, preventing, mitigating and accounting for our impact on human rights, including remediating any adverse impact. Within this framework, we outline policies and procedures to uphold human rights.

HUMAN RIGHTS POLICY

This policy sets out our commitment to respecting human rights across all Wilmar subsidiaries and associates, including suppliers and contractors. It focuses on the rights we have identified as the most pertinent, broadly classified into two areas:

- Labour rights
- Indigenous and local community rights

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



NDPE POLICY

This policy stipulates, amongst others, our commitment to "No Exploitation" by respecting, protecting and upholding human rights across our operations.



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 confirmed grievances and complaints.



NO EXPLOITATION PROTOCOL

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

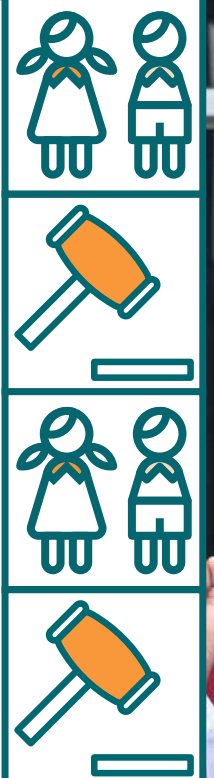


CHILD PROTECTION POLICY

This policy outlines our commitment to ensuring the rights and protection of children, particularly the prevention of child labour, which also extends to our subsidiaries, JVs and third-party suppliers.

As part of our commitment to address children's rights and safety in the palm oil industry, we worked with **BSR** and other consumer brand companies to develop and publish our **Child Protection Policy Implementation Manual**. The manual provides comprehensive and pragmatic guidance for our palm oil suppliers to better understand the steps required to protect and safeguard children's rights.

Furthermore, children living in rural palm oil communities are vulnerable to a number of risks due to poverty, social exclusion and limited access to government services. To guide the sector in improving the health, safety and education of children living in or near plantations, the **Children in Plantation Directory** was published in collaboration with Earthworm Foundation, Archer Daniels Midland Company (ADM) and other consumer brand companies. The directory provides guidance and resources on four priority areas: education, community engagement, birth registration and other child protection-related services for children and youth living in or near plantations.



WOMEN'S CHARTER

This charter sets out the five core areas we focus on to ensure a fairer and more inclusive workplace for women, including protection from sexual harassment and violence, non-discriminatory, fair and equal opportunities at work, female health, continuous education and family life.



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.



RESPECTING LABOUR RIGHTS

We are committed to respecting the labour rights of all workers according to local, national and ratified international laws and ensuring fair working conditions in accordance with international best practices where legal frameworks are not yet in place.



TACKLING ROOT CAUSES OF LABOUR ISSUES IN OIL PALM PLANTATIONS

Wilmar has been working with our technical partner and labour rights experts **Verité** since 2017 to better understand the systemic labour and human rights risks that could occur in our oil palm plantations in Indonesia. Our approach focuses on identifying the possible root causes of child labour, the link between work and pay practices and emerging labour issues.

OUR APPROACH INCLUDES:



INITIAL ASSESSMENT

Verité conducted an initial on-the-ground assessment at PT Daya Labuhan Indah (PT DLI) and PT Perkebunan Milano (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% 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

In addition to our commitment to ensuring that all our employees and contractors are paid a living wage, we also assess our suppliers through the Supplier Reporting Tool (SRT) on elements such as the provision of food, water, accommodation, healthcare, transport, education and daycare.

In countries and regions where universal benchmarks on living wages are unavailable, we strive to ensure that all our employees and contractors of our suppliers are paid at least minimum wage.



For more information on the SRT and initiatives on living wage, please refer to our

PALM NDPE IMPLEMENTATION ANNUAL REPORT 2023



Children's playground in Wilmar's housing complex within our plantation in Indonesia.

HUMAN TRAFFICKING AND FORCED LABOUR

409-1

Wilmar prohibits all forms of forced, trafficked or bonded labour within our operations and supply chain. We do not retain identification documents nor personal belongings of employees and workers without their consent and instead provide secure storage lockers which are accessible to them without restriction.

We are committed to ethical recruitment and zero recruitment fees extending from our "No Exploitation of People and Local Communities" commitment. To mitigate the risk of human trafficking and forced labour in our palm oil operations in Malaysia and Indonesia, we recruit workers directly and bear all recruitment fees and related costs. This minimises the risk of forced labour through contract misrepresentation and debt bondage arising from recruitment fees charged by recruitment agents. Where we do use recruitment

agencies, it is only to support the documentation processes or for logistical and administrative purposes and only licensed and authorised agencies are used. To prevent the risk of exploitation, all salaries and remuneration are transacted directly between Wilmar and the workers.

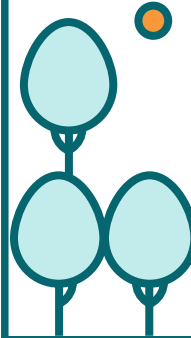
To ensure the effectiveness of internal controls and activities in managing risks and fostering resilience, we regularly evaluate and internally audit human rights and labour practices in our upstream and downstream operations. These audits play a vital role in ensuring that fundamental internal controls on compliance activities operate effectively and validating the effectiveness of ESG-related controls and activities to help us better manage risks and foster resilience.

INTERNAL HUMAN RIGHTS RISK ANALYSIS AND GAP IDENTIFICATION PROGRAMME

In the last few years, there has been intense scrutiny on human rights in the labour workforce especially on Malaysian companies.

All of Wilmar's Malaysian plantation and mill units are Malaysian Sustainable Palm Oil (MSPO)-certified, RSPO-certified or on track to be certified in accordance with the **RSPO Time Bound Plan**. Both the RSPO and MSPO standards include specific criteria related to the recognition and implementation of human rights within the labour force.

Going beyond certification schemes and to strengthen our commitment towards upholding human rights, Wilmar initiated the internal Human Rights Risk Analysis and Gap Identification (HuRRAGI) programme in February 2023. Covering all our plantation and mill units in Malaysia, the programme aims to ensure that we identify potential gaps and concerns to facilitate the development of an action plan for improvements.



The assessments carried out as part of the HuRRAGI programme consist of three main components:



WORKERS INTERVIEW

- Individual interviews
- Focus group discussions



DOCUMENTATION VERIFICATION



HOUSING INSPECTION

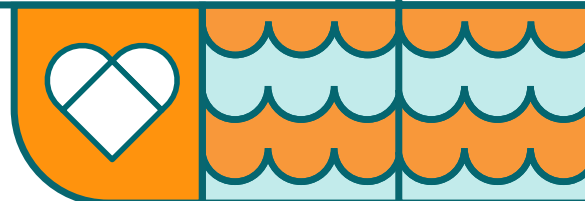


The HuRRAGI programme was implemented in three phases:

- 01 ASSESSMENT OF SABAH OPERATIONS
-
- 02 ASSESSMENT OF SARAWAK OPERATIONS
-
- 03 DEVELOPMENT OF AN ACTION PLAN FOR IMPROVEMENTS

Phases 1 and 2 were completed by our sustainability team and EHS officers. Phase 3 involved a third-party labour rights specialist organisation which helped to develop optimal practices and solutions to address the foreign worker situation within our operations in Sabah and Sarawak. A total of 3,135 workers, representing about 30% of the total number of workers, were interviewed in Phases 1 and 2.

We are currently in the final phase of developing an action plan for improvements, which will include a field visit by the third-party labour rights specialist organisation, if necessary.



Harvesters in our Seremas oil palm plantation in Sarawak, Malaysia.

MODERN SLAVERY

We report on our efforts to address issues of modern slavery in accordance with the United Kingdom (UK) and Australian Modern Slavery Acts. Our UK Modern Slavery Act Transparency Statement and Modern Slavery Statement under the Australian Modern Slavery Act 2018 can be found on our [Sustainability Dashboard](#) and the [Australian Government's Online Register for Modern Slavery Statements](#) respectively.



More information on our partnerships and platforms can be found in our

PALM NDPE IMPLEMENTATION ANNUAL REPORT 2023

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 an outcome that is fair and equitable.

Where such agreements or associations are absent, we facilitate parallel means of bargaining and association for all such personnel.

As of December 2023, **95.4%** of our eligible employees worldwide are covered by collective bargaining agreements. The forms of collective bargaining differ from country to country depending on local situations and legislation.

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.

CHINA

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

MALAYSIA

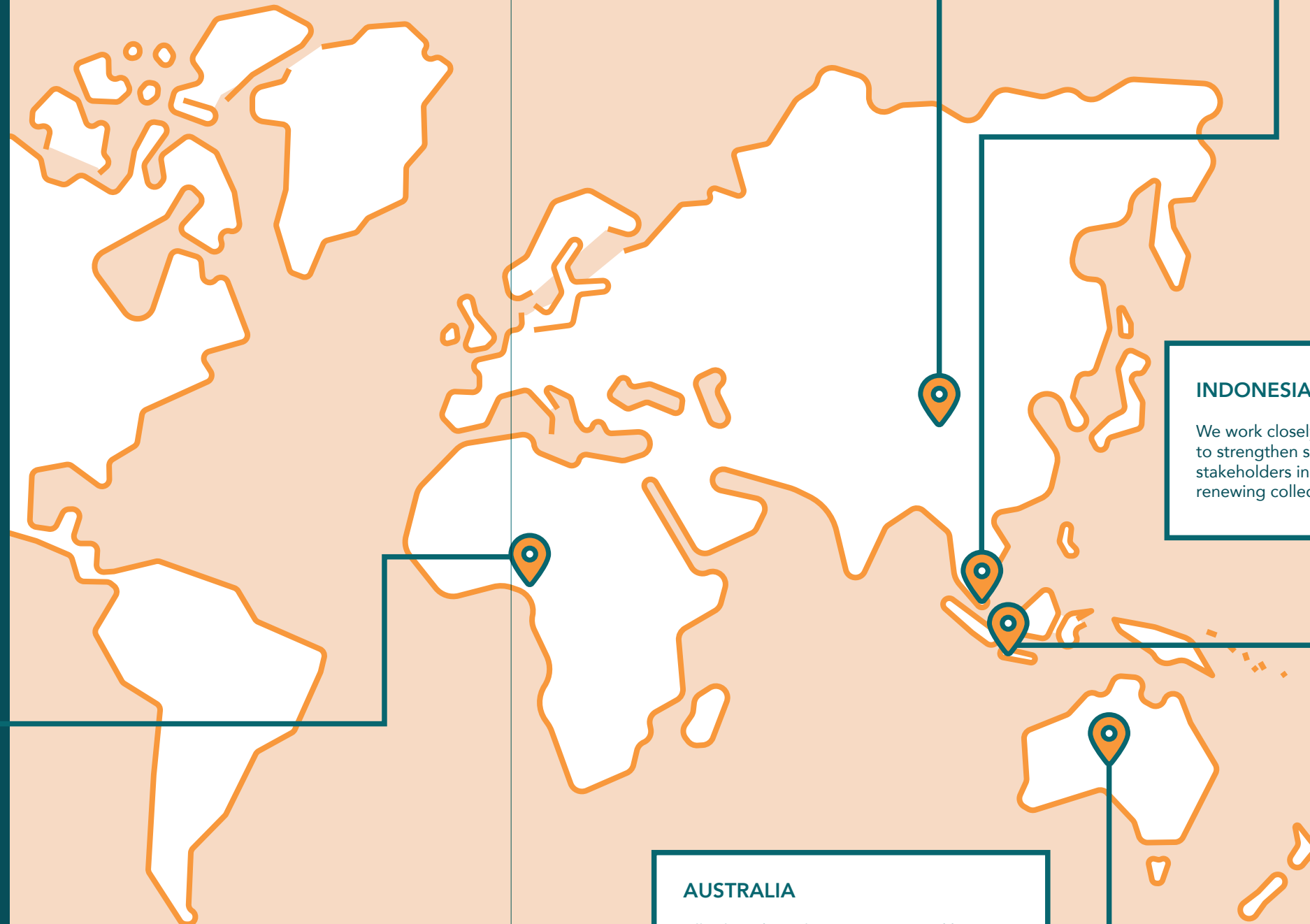
In the absence of formal workers unions, Wilmar has established social and welfare committees in all our plantations to raise and address topics or concerns related to work or living environments.

INDONESIA

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

AUSTRALIA

All salaried employees are covered by an industrial agreement (Award or Enterprise Agreement) while the remaining staff and managerial employees are covered by standalone contracts.



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.

ENSURING CHILD SAFETY

Many children live with their parents in workers' housing and use facilities and crèches located near our plantations, which are potentially exposed to inherent hazards.

We regularly conduct child safety assessments across our operations in Indonesia, Malaysia, Nigeria and

Ghana to identify and record any potential and/or reoccurring risks to children and evaluate programmes or interventions that are being implemented to improve overall child safety. These assessments are conducted by the Sustainability Department, which is independent of the plantation operation reporting structure.



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 for family life and welfare can be found in

DIVERSITY AND INCLUSION

Our Occupational Health and Safety initiatives and progress can be found in

EMPLOYEE HEALTH, SAFETY AND WELL-BEING

EDUCATION AS A SOLUTION TO CHILD LABOUR

Providing access to education is an important part of our strategy to eliminate child labour. We build schools in all our oil palm plantations for our employees' children as well as offer scholarships for deserving students in underprivileged regions. In 2023, we supported **12,039** 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 also operate crèches across our palm plantation operations to provide a safe place for children to be cared for while their parents work. As of December 2023, we have built **154** crèches which have benefitted **4,120** children, from newborns to four-year-olds, of Wilmar employees.



12,039 CHILDREN

OF COMPULSORY SCHOOL-GOING AGE LIVING IN OUR OIL PALM PLANTATIONS ARE SUPPORTED BY WILMAR IN THEIR EDUCATION

4,120 CHILDREN

OF EMPLOYEES BENEFITED FROM CRÈCHES



More information on our education programmes can be found in

ECONOMIC AND COMMUNITY CONTRIBUTION



Classroom of a school in Indonesia developed by Wilmar.

INDIGENOUS AND LOCAL COMMUNITY RIGHTS

411-1

ENSURING FREE, PRIOR AND INFORMED CONSENT

Wilmar is committed to respecting and upholding the legal and customary land tenure rights and the individual rights of indigenous and local communities in line with the United Nations Declaration on the Rights of Indigenous People, the HCSA toolkit and the RSPO P&C. Wilmar is also an active participant in the **RSPO Human Rights Working Group**.

We require Free, Prior and Informed Consent (FPIC) from indigenous and local communities prior to any new planting to ensure local communities have clear and specific avenues to negotiate the conditions of any project. We carry out participatory mapping in land-related planning involving affected communities and their representatives, relevant stakeholders and where appropriate, supporting non-governmental organisations (NGOs) and independent experts. In the event of disputes

or conflicts, we take action to remediate any adverse human rights impacts we have caused or contributed to in a timely and transparent manner following the steps stipulated in our **Grievance Procedure**.

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, we allocate areas of land for our workers to grow vegetables and assist them in ensuring safe and responsible agrochemical use and that other safety protocols are followed. Through this initiative, we have helped strengthen food security for most of our workers by enabling them 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.

CASE STUDY

LESSONS LEARNT FROM CONFLICT RESOLUTION AT OUR OPERATIONS IN PASAMAN BARAT, WEST SUMATRA



Wilmar takes every allegation related to the violation of human rights seriously and ensures follow-up by an investigation into its cause. In the Pasaman Barat district of West Sumatra in Indonesia, Wilmar was involved in a land conflict with the Maligi community. The conflict escalated in January 2019 when the Maligi community encroached and illegally occupied our concession area, blocking all workers from entering the plantation. In response, Wilmar commenced various engagement efforts with the Maligi community in an attempt to resolve the active encroachment and blockade.

In August 2019, Earthworm Foundation was commissioned by Wilmar to facilitate a conflict resolution process and initiate dialogues between Wilmar and the Maligi community. The objective was to agree on a resolution through a process conducted in accordance with FPIC principles, as outlined in the RSPO P&C, in order to secure a long-term resolution between the two parties.

A resolution was finally reached in 2020 and a **report** was published detailing the resolution process and outcome, and outlining our efforts to establish mutual trust and a conducive discussion environment through intense consultation, dialogue and negotiation with the local people following the FPIC process in order to reach an agreement.

The collaboration with Earthworm Foundation in Pasaman Barat also highlighted specific issues and recommendations to address concerns and resolve conflicts around the region. Earthworm Foundation's **final report** on an action plan was published in May 2022. As highlighted in Earthworm Foundation's **previous report**, the complexity of such conflicts in general was primarily caused by the dynamics in this society, which are influenced by social changes, customs, traditions, and even changes in the political landscape – for example, traditional leaders with different customary beliefs. This presents a challenge in resolving grievances and conflicts because we have to ensure that any disputes, especially those of a tenurial nature, are resolved with the right customary leaders. While some of these social issues may be customary, they are not well documented and can lead to confusion.



The full report on the resolution process and agreement is available [here](#)

HUMAN RIGHTS DUE DILIGENCE APPROACH

The HRDD process is a crucial component of our approach to respecting human rights and ensuring compliance with our Human Rights Framework and related policies. 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

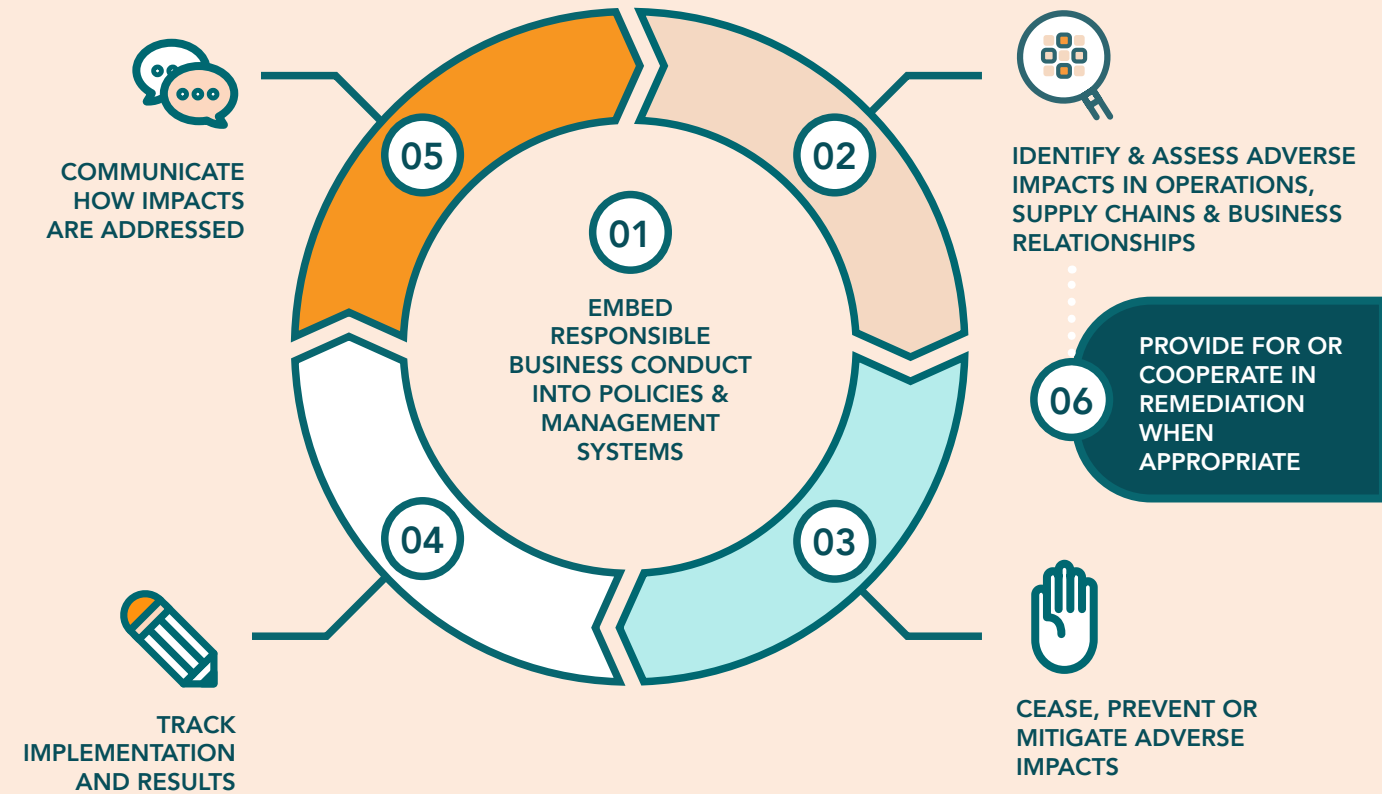
Our HRDD approach is aligned with the UNGPs on Business and Human Rights, which include the following elements:

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

Key components of this framework, which include but are not limited to the following activities are outlined in the diagram²⁸ on the next page.

²⁸ <https://mneguidelines.oecd.org/OECD-Due-Diligence-Guidance-for-Responsible-Business-Conduct.pdf>.

Key components of the human rights due diligence approach



HRDD is an ongoing process and we regularly evaluate our strategies and programmes. During the implementation of our HRDD process, we carry out regular external stakeholder consultations to get a holistic view of the issues on the ground and identify ways to mitigate and address them. One such example is our **No Exploitation Protocol** which was developed with the support from local and international stakeholders including NGOs, trade unions and workers unions. The Protocol provides guidelines to address, mitigate and remedy grievances linked to human rights. We supplement these consultations with our SRT and Grievance Procedure which enable us to assess our suppliers' progress and their implementation of our NDPE Policy, and identify concerns against Wilmar and/or our third-party suppliers which require action. More information on our HRDD process can be found in the **Palm NDPE Implementation Annual Report 2023**.

To raise awareness of human rights-related topics among our employees and suppliers, we also support capacity building. Stakeholder engagements and SRT assessments have identified ethical recruitment as a key focus for our Malaysian suppliers. In response, we organised capacity building and training workshops

to address challenges surrounding forced labour and ethical recruitment and provide an opportunity for participants to seek clarification from expert speakers. These sessions covered several important topics including the updated Employment Act and an in-depth explanation of its clauses. Through these efforts, we aim to strengthen responsible and sustainable business practices in the region.

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, ethical recruitment audits, 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 50 training sessions on human rights-related topics, with more than 700 suppliers participating globally.



DIVERSITY AND INCLUSION

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

At Wilmar, we actively promote Diversity, Equity and Inclusion (DEI) to foster a thriving and inclusive workplace. Our global workforce brings unique perspectives and enhances our ability to serve a broad customer base.

We embrace both similarities and differences in our workforce and empower all employees to reach their full potential. To ensure that we continue to meaningfully incorporate values and practices that support DEI, we have implemented a variety of policies and initiatives to empower women in the workforce while also extending our diversity and inclusion expectations to our broader supply chain.

OUR TARGETS	2023 PERFORMANCE
<ul style="list-style-type: none"> • MAINTAIN A DIVERSE AND INCLUSIVE WORKPLACE in accordance with our: <ul style="list-style-type: none"> » Equal Opportunity Policy » Women's Charter » Human Rights Policy » Human Rights Framework » Sexual Harassment, Violence and Abuse, and Reproductive Right Policy 	<ul style="list-style-type: none"> • 27.5% of management positions are HELD BY WOMEN; female employees account for 23.7% of our global headcount • 100% of our oil palm plantations in Indonesia, Malaysia, Ghana and Nigeria have WOMEN'S WORKING GROUPS (WoW) OR GENDER COMMITTEES • EMPLOYS 104 EMPLOYEES WITH DISABILITIES across our global operations, which accounts for 0.09% of our total workforce
<ul style="list-style-type: none"> • IMPROVE GENDER DIVERSITY OF THE BOARD with quantitative gender diversity targets of increasing female representation on the Board to 25% by 2025 and 30% by 2030 	<ul style="list-style-type: none"> • Appointed an additional female Director to the Board and as at 31 December 2023, 23.1% of our Directors, excluding an Alternate Director, were female • CONTINUED TO IMPLEMENT OUR UPDATED BOARD DIVERSITY POLICY which has quantitative targets of increasing female representation on the Board to 25% by 2025 and 30% by 2030

DIVERSITY AND INCLUSION IN THE WORKPLACE

At Wilmar, every Country Head and Business Head is responsible for implementing diverse and inclusive practices which are guided by a framework of key policies.

EQUAL OPPORTUNITY POLICY

Our **Equal Opportunity Policy** underscores our dedication to providing equal opportunities and treatment for all employees, regardless of race, colour, gender, age, social class, religion, sexual orientation, political views, nationality, or disability. This commitment extends across various human resource processes, encompassing recruitment, promotions, training, development and retirement. Emphasising the significance of work competency, we take a merit-based approach in our recruitment strategy while fostering an inclusive and fair workplace environment across our operations.

BOARD DIVERSITY POLICY

In accordance with recommendations from the Singapore Council for Board Diversity and the revised SGX listing rules effective 1 January 2022, Wilmar has implemented an updated **Board Diversity Policy**. This Policy sets quantitative gender diversity of **25%** female representation on the Board by 2025 and **30%** by 2030. The Policy reinforces the selection of Directors from diverse backgrounds with a wide array of skills, qualifications and relevant experience. As of 2023, **23.1%** of our Directors, excluding an Alternate Director, were female.



For more comprehensive statistics and detailed information on the diversity and balance within the Board of Directors as at December 2023, please refer to **pages 75 - 77** of our Annual Report 2023.





All our oil palm plantations have WoW or Gender Committees.

GENDER DIVERSITY IN OUR WORKFORCE

In 2023, **23.7%** of our total global employee headcount were female, with women comprising **27.5%** of all management positions. Equal pay, based on roles and experience, is maintained for all employees, regardless of gender.

As of December 2023, **35.0%** of our science, technology, engineering and mathematics (STEM) professionals were female, demonstrating our commitment to gender equality in these specialised fields.

Recognising that the nature of our operations is traditionally male-dominated, we prioritise supporting and championing women, acknowledging their valuable contributions and ensuring a fair and inclusive environment where their professional development can thrive.

We have implemented various measures to ensure women always feel safe in the workplace. For example, we have appointed Confidential Officers in Europe who are trained to handle reports of inappropriate workplace behaviours, including sexual harassment. The contact details of these officers are shared with all staff.

At Goodman Fielder, we have conducted training and communication on sexual harassment and discrimination.

In addition, all new hires are issued the Workplace Behaviour Policy in their induction pack, which they are required to read and acknowledge. Annual training is conducted to ensure all employees are informed and equipped to contribute to a respectful work environment.

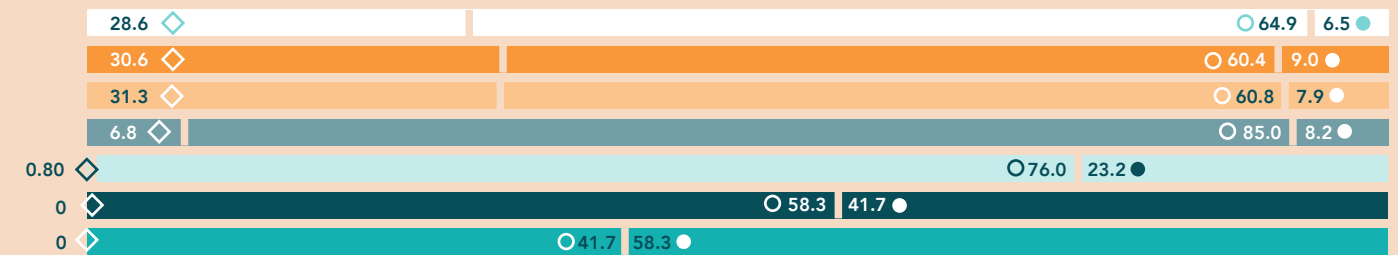
In 2023, there was one incident of harassment and discrimination where a female employee alleged that she was recorded by a male employee while she was in the restroom. A formal investigation was conducted and corrective actions were promptly taken, including the dismissal of the male employee and counselling for the female employee. To prevent the recurrence of such incidents, remediation plans including training on preventing sexual harassment are conducted regularly across the Group.

PERSONS WITH DISABILITIES

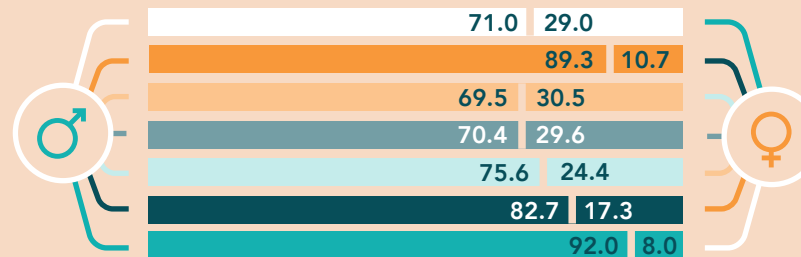
Wilmar has **104** employees with disabilities across our global operations, which is equivalent to approximately **0.09%** of our total workforce. Notably, there were two departures of employees with disabilities and three new hires in 2023.



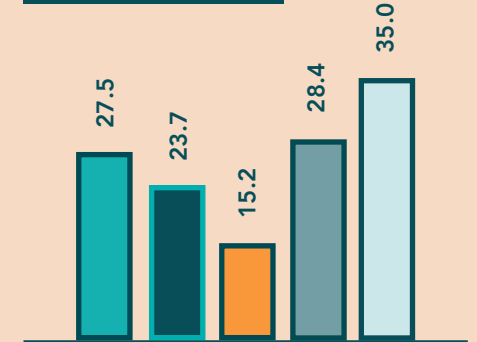
Age diversity by employee category (%)



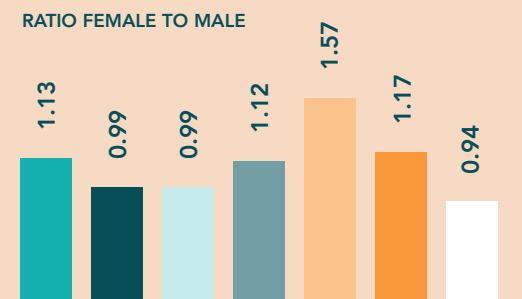
Gender diversity by employee category (%)



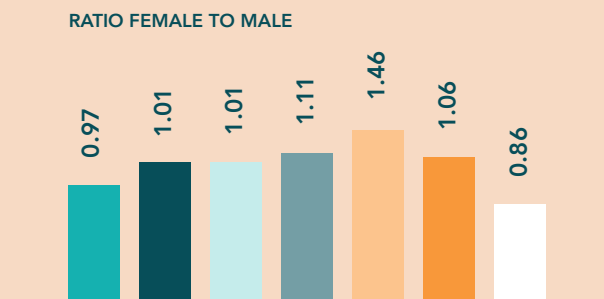
Female representation in our workforce (%)



Ratio of weighted average annual basic salary by employee category



Ratio of weighted average annual remuneration by employee category



PROTECTING WOMEN'S RIGHTS

Women play an integral role both within and beyond the workforce. Recognising that women face unique vulnerabilities and responsibilities, we are committed to providing them with the best possible means of support.

WOMEN'S WORKING GROUPS AND GENDER COMMITTEES

Wilmar began establishing women's committees across our oil palm plantations in 2007, regardless of RSPO certification status. Since 2020, WoW or Gender Committees have been established across all our oil palm plantations in Indonesia, Malaysia, Nigeria and Ghana. These groups play a vital role in the dissemination and implementation of our social-related policies.

In April 2019, we established the Women's Committee Steering Group (WCSG) to ensure alignment with the five key focus areas of our Women's Charter. Headed by Wilmar's General Manager Sustainability – External Engagement, the WCSG comprises women leaders representing specific geographical groups of operational units. Quarterly regional meetings are held to report relevant issues.

WILMAR'S WOMEN'S CHARTER

Wilmar's **Women's Charter**, launched in 2019, outlines our commitment to respecting women's rights and ensuring their welfare. The Charter considers Wilmar's diverse work environments, encompassing plantations, mills and offices. The Charter's global implementation is facilitated through tailored initiatives that are contextualised and aligned with specific local environments. In our upstream oil palm plantations, the Charter is implemented through local WoW which report directly to plantation or mill management.

Our Women's Charter is supported by other policies, including our **Sexual Harassment, Violence and Abuse, and Reproductive Rights Policy**.



100%

OF OIL PALM PLANTATIONS IN INDONESIA, MALAYSIA, NIGERIA AND GHANA

have established WoW or Gender Committees

WOMEN'S CHARTER

LAUNCHED IN 2019,

outlines our commitment to respecting women's rights and ensuring their welfare



Five key focus areas of the Women's Charter

01

PROTECTION AND CARE OF FEMALE HEALTH

Enhancing the health and well-being of women at our oil palm plantations is a primary focus. Specifically, the WoW implement initiatives to improve maternal health such as:

- Training, group sessions and meetings to heighten awareness on topics such as reproductive rights, birth control options and the importance of regular screenings for breast and cervical cancer
- Ensuring equal access to health services
- Implementation of maternal health cards to monitor women's prenatal health indicators



02

CARE FOR FAMILY LIFE AND WELFARE

To support women in caring for their families, Wilmar offers support through:

- Training, group sessions and meetings which cover topics like childhood nutrition and awareness of hand, foot and mouth disease
- Health campaigns with local hospitals and authorities to emphasise the importance of childhood vaccinations in preventing diseases like polio
- Childcare through crèches, enhances women's welfare by providing a secure place for children while mothers work. We have further improved crèche safety with registration and attendance records, including vital information such as vaccination history to ensure compliance with mandatory immunisations

CASE STUDY

HANDBOOK ON BEST PRACTICES FOR THE PROTECTION OF CHILDREN IN PLANTATIONS



In Indonesia, Wilmar collaborated with the Indonesian Palm Oil Association (IPOA), the Ministry of Women Empowerment and Child Protection, the Partnership for Action Against Child Labour and Agriculture Indonesia, UNICEF and other organisations. Our engagement focused on offering insights and perspectives regarding the rights of women workers and children. Subsequently, this collaborative effort resulted in the creation of a **handbook for children's protection**. The handbook, incorporating best practices, is distributed to all plantation companies in Indonesia that are members of IPOA.

Wilmar also partnered with **BSR** and other leading consumer goods companies to create and publish a tailored **Child Protection and Safeguarding Implementation Manual**, which is specially edited for the Indonesian context. To ensure a universal understanding of children's rights and protection, we took an approach where information was presented with visual guidance and also incorporated a wide range of invaluable feedback from Indonesian child protection authorities, NGO experts and unions. A similar **manual was also developed for the Malaysian context**, with valuable information such as birth registration procedures for foreign children residing with their parents in plantations.

i

For more information on children's protection, please refer to

HUMAN RIGHTS AND LABOUR STANDARDS

PROTECTION FROM SEXUAL HARASSMENT AND VIOLENCE

We prioritise establishing robust processes for reporting and addressing sexual harassment cases. WoW or Gender Committees serve as designated channels for reporting and investigating such cases. Since 2019, we have enhanced this process by clarifying the definition of sexual harassment so as to filter out cases that do not meet this criterion such as extra-marital affairs — an issue our WoW teams faced in the past when tasked to investigate all reported incidents.

As part of our commitment to protect children from sexual abuse, Wilmar has introduced the Good Touch, Bad Touch programme to raise awareness on recognising child sexual abuse, grooming practices and unsafe interactions. This programme is conducted in local languages and dialects to ensure accessibility and comprehension. To keep it interactive and engaging, we have also incorporated songs and quizzes to encourage active participation. Further details are available in our [sustainability briefs](#). Aligned with our [Child Protection Policy](#), this initiative has been extended to Wilmar's school partners in Malaysia in 2023.

In collaboration with the Ministry of Women Empowerment and Child Protection, Wilmar established the first women and children protection safe house, locally known as *Rumah Perlindungan Pekerja Perempuan* at PT AMP Plantation in West Sumatra, Indonesia, in 2023. Plans are underway to establish two more facilities at PT KSI and PT Tania Selatan by 2024.



CASE STUDY

TRAINING ON GENDER-BASED VIOLENCE IN MALAYSIA AND INDONESIA



In 2021, we initiated online training sessions in Malaysia addressing gender-based violence and encompassing themes such as sexual violence, anti-harassment, child sexual abuse and domestic violence. Wilmar also partnered with Women's Aid Organisation, a Malaysian NGO dedicated to protecting women's rights, to facilitate the training.

Similarly, three workshops were held in 2022 targeting different categories of employees. The first workshop was conducted with the management team based in Malaysia who are mostly male, focusing on gender-based violence and how to report cases. The second workshop was conducted with WoW in our plantations in Sabah and Sarawak to educate them on an action plan in incidences involving gender-based violence, which included how to communicate with the accuser. These two workshops received positive feedback from participants who have

expressed more confidence in applying the knowledge in their daily work. The final face-to-face workshop for workers in Malaysia was held in March 2022.

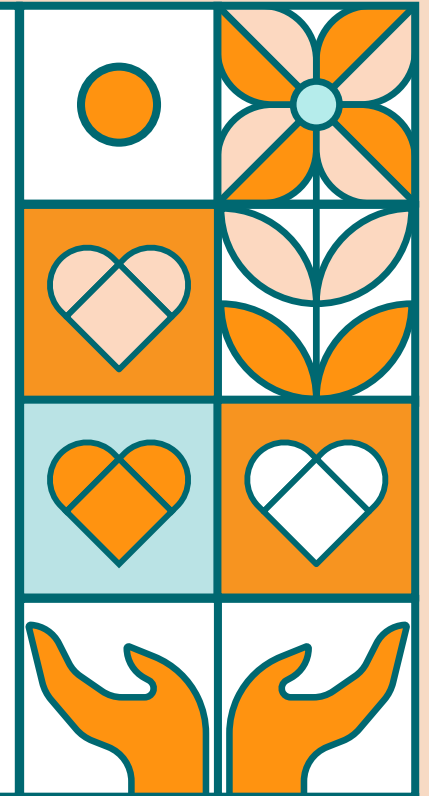
In Indonesia, we collaborated with the IPOA to conduct training on the prevention of sexual harassment and exploitation in plantations. This includes educating workers on the different forms of sexual harassment, emotional and psychological impacts, child sexual exploitation and other gender-based violence (GBV) issues within plantations.

Furthermore, we worked closely with the IPOA and Indonesian trade unions to develop the manual titled "[Protecting the Rights of Women Workers in Palm Oil Plantations](#)." It equips palm oil companies with tools to enhance working conditions for female employees.

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

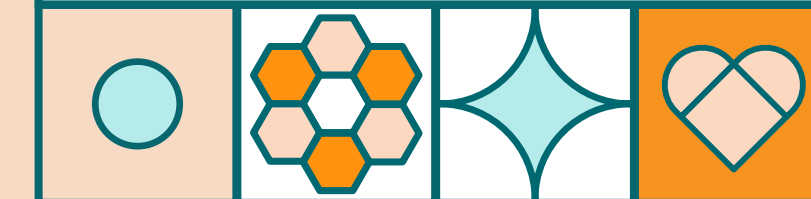
We are dedicated to cultivating a diverse and equitable workplace as well as to supporting worker representation. Our WoW management teams continuously enhance our approach to diversity and inclusivity by maintaining open communication, exchanging knowledge and addressing issues promptly. Ensuring gender representation at all levels, there is at least one female member in our worker representation committees to advocate for women's rights. We actively encourage female employees to pursue internal promotions and opportunities.

In addition, our [grievance mechanism](#) and [whistleblowing channel](#) empower staff and other key stakeholders to report incidents of discrimination, while the [Code of Conduct](#) is regularly communicated to all staff.



CONTINUOUS EDUCATION FOR PERSONAL AND FAMILY LIFE IMPROVEMENT

WoW regularly organises routine training and education sessions for women in our plantations to support their personal and family life. Notably, we conducted health and safety awareness talks for mothers at our learning centres²⁹, focusing on pregnancy-related information. Furthermore, pregnant employees receive guidance on postnatal care including breastfeeding, breast care and infant care.



A nanny at one of our crèches.

²⁹ Learning centres refers to Humana, community learning centre and schools.

CASE STUDY

COLLABORATING WITH PARTNERS TO ADDRESS GENDER-BASED VIOLENCE



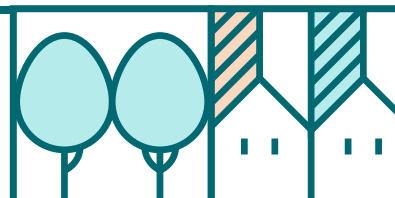
In 2023, Wilmar partnered with members of Action for Sustainable Derivatives (ASD) to conduct a pilot programme focused on preventing and addressing GBV in the Indonesian palm oil sector. Taking the approach of cultivating gender-equitable attitudes and relationships among women and men, the programme seeks to enhance the capacity of workers and supervisors through various activities such as addressing communication styles, reflecting on gender norms and developing an understanding of what constitutes harassment in the workplace and at home, as well as how to respond. It also focuses on strengthening workplace management systems by providing guidance on anti-harassment policies and processes,

establishing GBV-specific grievance mechanisms and forging connections with local community services.

Launched in 2022 as part of ASD's Respect in Palm project, the GBV pilot led by BSR, a sustainable business network and consultancy, has since been rolled out at Wilmar's mill and estate in Central Kalimantan, Indonesia, and is scheduled to be completed by mid-2024. ASD aims to gather insights from the pilot programme to improve the methodology and develop a scalable plan for implementation across the Indonesian palm oil sector.

CASE STUDY

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



In 2023, Wilmar collaborated with Nestlé and BSR to raise awareness on DEI among suppliers in Sabah, Malaysia. Recognising the interconnectedness of human rights including DEI and sustainability, a training programme was developed and conducted for representatives from supplier companies.

Tailored to the local context and operating realities of the palm oil sector, participants were invited to discuss key challenges and suggest

solutions to better assess DEI within their own companies.

As a next step, we look to involve our suppliers in completing a DEI self-assessment checklist and developing a relevant action plan. This will be followed up by an online workshop in 2024 where progress, challenges and future support needs will be identified and managed.

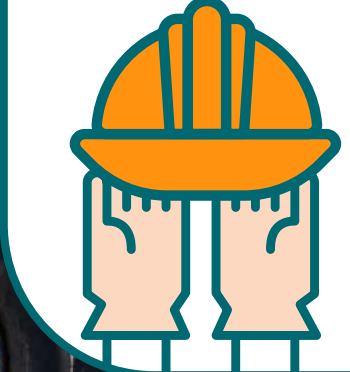
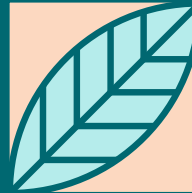


Female worker in Wilmar's nursery located in PT Tania Selatan, Palembang, Indonesia.



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



Wilmar's top priority is ensuring the health, safety and well-being of our employees, workers and those involved in our operations.

We understand that our operations require workers to perform various tasks, including physically demanding activities such as harvesting, operating heavy machinery and transporting goods. Hence, any lapses in health or safety protocols can negatively impact our people as well as our operations.

OUR TARGETS	2023 PERFORMANCE
<ul style="list-style-type: none"> REDUCE LOST TIME INJURY RATE (LTIR) BY 40% by 2025 from 2020 baseline 	<ul style="list-style-type: none"> 44.7% reduction in LTIR, from 0.91 in 2020 to 0.50 in 2023
<ul style="list-style-type: none"> ZERO CASES of work-related fatalities 	<ul style="list-style-type: none"> Six[#] fatalities involving three[#] employees and three[#] contractors. Please refer to page 116 for details
<ul style="list-style-type: none"> INCREASE REPORTING RATE OF HAZARDS AND NEAR MISSES BY 40% by 2025 from 2020 baseline. To achieve CLOSURE RATE OF >90% for these hazards and near misses disclosed 	<ul style="list-style-type: none"> 128,626 cases of near misses and hazards were reported in 2023, representing an increase of more than 100% from 2020 baseline 97.2% closure rate achieved for these cases
<ul style="list-style-type: none"> ACHIEVE >95% COMPLIANCE TO WILMAR HIGH RISK WORK (HRW) STANDARDS by 2025. This is to develop a risk management culture where risks are consistently identified and mitigated 	<ul style="list-style-type: none"> 85.2% score achieved on the HRW gap assessment, as part of the HRW campaign launched in 2023
<ul style="list-style-type: none"> >95% INCREASE IN THE NUMBER OF EMPLOYEES TRAINED ON HRW STANDARDS by 2025 from 2021 baseline³⁰. This is to enhance the EHS awareness and competencies of our workforce 	<ul style="list-style-type: none"> Achieved 4,957 active users on the Learning Management System (LMS) for Safety and Health, an increase of 122.7% from 2,226 users in 2021

We place great emphasis on implementing a suite of health, safety and well-being practices that can further safeguard our employees and ensure a safe and conducive work environment. As Wilmar's operations span across plantations, factories and shipping, we routinely benchmark our activities and performance against the respective industry standards to effectively monitor our performance and management of health and safety issues. This approach allows us to identify

areas for improvement and implement the most effective safety measures.

Together with other health and safety measures detailed below, we systematically reduce the risk of accidents while adhering to health and safety regulations, improving employee productivity and satisfaction, and fostering trust among our customers and partners as a socially responsible business.

[#] Limited assurance procedures have been performed by EY.

³⁰ The baseline year has been updated to 2021 as that was the year the LMS was rolled out globally.

INSTALLING A CULTURE OF SAFETY ACROSS OUR BUSINESSES

Our employee health, safety and well-being approach is focused on six key strategies that span across our operations.

WE FOCUS ON SIX KEY STRATEGIES:



01 LEADERSHIP & CULTURE

Wilmar is committed to instilling a culture of safety. This starts with our **LEADERSHIP**, who **ENCOURAGES ACTIVE PARTICIPATION** from employees in order to **BUILD TRUST** and a sense of **CARE** in our workforce.



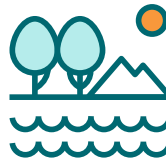
02 RISK MANAGEMENT

RISK MANAGEMENT IS EMBEDDED IN OUR BUSINESS STRATEGY to ensure high environmental standards and risk mitigation measures for HRW are in place across all our operations.



03 MONITORING, VERIFICATION & REPORTING

We have built an **INTEGRATED GLOBAL REPORTING PLATFORM** to collect, analyse and manage EHS data. We track and report our progress and performance on the platform.



04 EHS MANAGEMENT SYSTEM

We implement an EHS management system across our businesses to **MANAGE OUR ENVIRONMENTAL AND SAFETY HAZARDS** as well as **ENSURE LEGAL COMPLIANCE**. The system also improves our efficiency and productivity, driving continuous improvement of our EHS performance.



05 CAPABILITIES & COMPETENCIES

We enhance our EHS competencies and raise awareness in our workforce through various **LEARNING AND DEVELOPMENT PROGRAMMES**.



06 COMMUNICATION & PROMOTION

We develop effective methods and strategies for promoting and communicating information to enhance awareness, engage employees and foster a culture that prioritises safety and environmental responsibility.

EHS MANAGEMENT SYSTEM

403-1, 403-4, 403-8

WILMAR INTEGRATED MANAGEMENT SYSTEM

WIMS was implemented in 2017 as a comprehensive EHS management system with the main objective of minimising risks associated with workplace health and safety. It provides a consistent approach to EHS management and is an overarching global system aligned with internationally recognised standards such as ISO 14001:2015 and ISO 45001:2018. Extending across the entire Group, WIMS covers all our employees and contractors including in countries and regions where an EHS management system is not mandatory.

To continuously enhance our health and safety performance, WIMS is reviewed annually and in response to changes in the standards we adhere to. Internal audits are also conducted on WIMS to assess employee and contractor compliance with Wilmar's EHS programmes.

Last year, WIMS underwent a revision to meet ISO 14001 and 45001 requirements. This revision identified relevant internal and external stakeholders, issues, risks and opportunities.

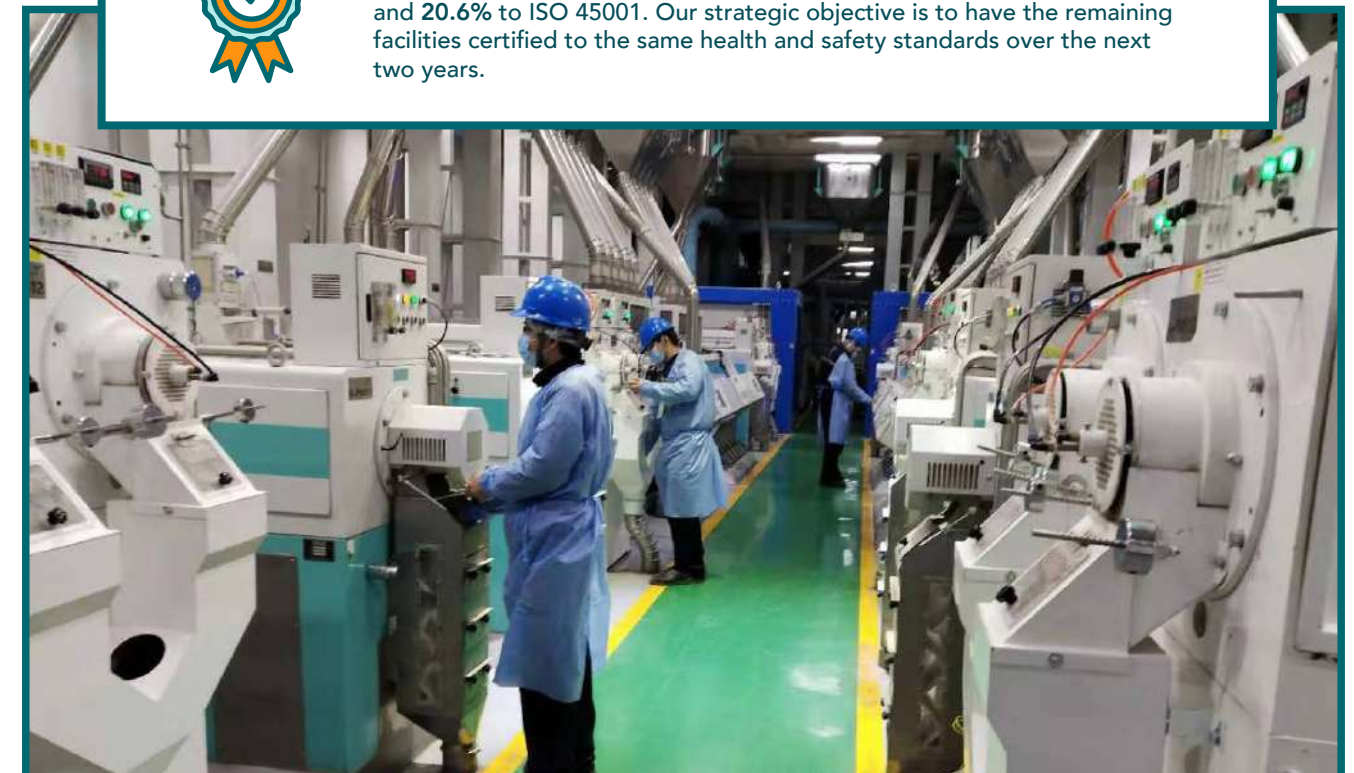
In addition, Contractor Management, Procurement and Management of Change were incorporated to meet the ISO's requirements.

In 2022, we launched a comprehensive gap assessment tool allowing individual sites to identify internal system discrepancies and enabling us to set a baseline for our 2023 Corporate EHS Audit programme. From 2022 to 2023, **25** lead auditors have been certified in ISO 14001 and 45001 globally, enhancing their capabilities to steer the Group's audit programme.

Moving forward, we will establish workstreams and identify ambassadors across our operations to facilitate ground-level coaching and implementation of WIMS. We will also develop and continually refine guidelines and training materials to support the effective implementation of WIMS.



Currently, our facilities are externally certified to either ISO 14001:2015 or 45001:2018. In 2023, **26.7%** of our operations were certified to ISO 14001 and **20.6%** to ISO 45001. Our strategic objective is to have the remaining facilities certified to the same health and safety standards over the next two years.



EHS COMMITTEES

At Wilmar, the Group-level Safety Leadership team sets and reviews our EHS policies, standards and performance across our upstream and downstream operations. Acting as a facilitator, the team also actively shares best practices and lessons learned with the operational teams to improve our EHS performance. Group EHS meetings, which provide a structured forum for EHS discussions, are held quarterly.

To promote transparent and open communication between employees and management, we have established EHS Committees at either the country or

site level incorporating worker representatives. These EHS committees are a vital channel for addressing EHS issues that impact Wilmar's workforce and also serve as a platform for deliberating workplace safety policies, rules and procedures. The committees' responsibilities extend to investigating accidents. Regular committee meetings are held at least quarterly to review safety matters. However, site-level EHS Committees may convene more frequently depending on the needs and risks that arise. In November 2023, we introduced the Safety & Health Committee Guidelines for the conduct of committee meetings across all sites.

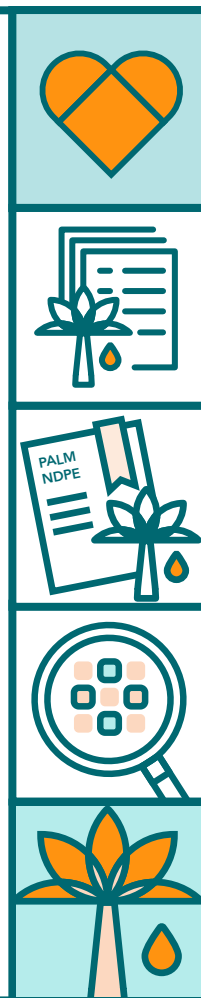
WORKPLACE SAFETY AND HEALTH

Workplace Safety and Health (WSH) continues to grow in importance and prominence across Wilmar's global operations. Relevant laws, practices and policies that we adhere to are designed to ensure all stakeholders, including employers and employees, are responsible for promoting an environment free of risks to health and safety.

Following a concerning rise in workplace fatalities, the Singapore government introduced new measures to strengthen WSH practices. These new measures require the top management, including directors of companies and those in charge of WSH matters, to ensure that proper risk assessments are conducted, safe work procedures are in place and employees are trained and follow such work procedures.

In Wilmar's Singapore headquarters, our Executive Directors have been designated as the contact point between the Health, Safety, Security and Environment (HSSE) Department and the Board of Directors. They oversee the implementation of the Group's WSH Policy and action plan, including the principles and measures set out in the Approved Code of Practice on Chief Executives' and Board of Directors' WSH duties which was issued by the Singapore government, effective 31 October 2022.

To underscore the importance of WSH matters and to set the tone from the top management, the Board of Directors receives incident reports and regularly discusses WSH matters, including reviewing and approving WSH policies at Board meetings. The Safety Committee, in close collaboration with the Board of Directors, actively manages HSSE initiatives. With support from the Board of Directors, Wilmar created a dedicated HSSE portal that provides all Singapore employees with easy access to policies, risk assessments and incident reporting.



EHS POLICIES AND STANDARDS

Our EHS management strategy includes various EHS policies to mitigate the risk and severity of EHS hazards. These policies, including the HRW Policy, Incident and Hazard Reporting Policy and Process Safety Management Policy provide clear guidance for addressing EHS concerns and ensuring compliance with relevant requirements.

All EHS standards, guidelines, gap assessment tools and training materials are available on the Group's intranet and accessible to all employees to ensure compliance.

Wilmar's EHS policies and systems not only safeguard the safety and well-being of both our employees and contractors, but also extend to our business partners

to ensure that they uphold proper EHS practices. Our approach to health and safety is continuously evolving and improving as we strive to achieve the best EHS performance. In 2023, we published two new standards - the EHS Assessment & Inspection Standard and the Construction Safety & Environment Management Standard. Accessible to all employees through the intranet and Enablon, these standards

establish clear expectations for both global EHS audits and the management of construction sites.

Employees are key stakeholders in our EHS journey. As such, we actively engage, consult and train them, to ensure that their needs and expectations are considered when establishing EHS policies, setting objectives and implementing plans for a safer workplace.

HAZARD IDENTIFICATION AND RISK ASSESSMENTS

403-2, 403-3

RISK ASSESSMENTS

Identifying potential hazards and managing risks are crucial in preventing harm. To achieve this, we have implemented Job Safety and Environmental Analysis (JSEA) standards and tools. This ensures our risk management framework is adopted consistently across all sites and EHS-related hazards are effectively identified.

RISK ASSESSMENT PROCESS FOR EXISTING AND NEW OPERATIONS AND PROJECTS

- 01 A competent individual trained in leading JSEA is selected to oversee the JSEA process.
- 02 A team is assembled, comprising the area's PIC or supervisor and workers with relevant expertise or knowledge of the work area, process or equipment.
- 03 Comprehensive documentation of job details, including site, facility and task description is carried out.
- 04 Job steps are identified and listed, with each job step broken down into individual tasks and recorded in the order of execution. Clear instructions and sufficient details are provided for easy comprehension and execution.

The supervisor of the area and all workers involved in a job are required to have the JSEA communicated to them to ensure that they:

- Are aware of the job steps, hazards and controls;
- Understand the controls and agree that it is appropriate and shall be implemented; and
- Understand that if the job or environment changes or a new hazard or risk is identified, they must stop work immediately and report to the supervisor.

HAZARD IDENTIFICATION

Hazards and risks are identified for each step of the job and are recorded on the JSEA form. There may be multiple hazards and risks for each job step.

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

Using a hierarchy of control when identifying control measures, we strive to eliminate potential hazards at the source as opposed to reactively managing the impact. Wilmar also tracks the remaining risk, known as residual risk. This refers to the level of risk remaining after existing and new controls have been implemented.

Wilmar's Risk Matrix evaluates residual risk by considering the likelihood and potential consequence of the identified hazards. The ultimate goal is to reduce the risk associated with hazards identified to As Low As Reasonably Practicable. If the residual risk remains high after implementing controls, work will not be allowed to proceed until additional controls are implemented to reduce the risk to an acceptable level, or written approval is obtained from the Group Technical Head for work to proceed.

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.

HEALTH AND SAFETY TRAINING

403-4, 403-5

In addition to our established standards and systems, instilling a heightened sense of EHS awareness among our workforce is crucial in averting workplace accidents.

All employees go through a comprehensive and mandatory EHS induction. The induction emphasises Wilmar's policies, local legislation and risk management. In 2023, EHS engagement sessions increased employee awareness as well as enabled learning from past incidents and obtaining feedback for improving safety.

We also organise regular training and provide access to educational materials in local languages to ensure that our workforce remains well-versed in the latest requirements and best practices.

GLOBAL E-LEARNING PROGRAMME

Our global e-learning programme provides employees and workers with access to training materials and assessment tools to enable them to perform their duties safely and effectively.

Our LMS is currently being used across **19** countries and regions and we are expanding its reach to more locations. In 2023, we welcomed over **1,000** new LMS users and introduced six new EHS courses. Our current EHS online programme includes **15** courses, comprising a total of **40** learning modules.

USING THE RESULTS

We use the assessment results to identify potential hazards and implement necessary measures such as engineering controls to reduce or eliminate them. The results also help us to continuously enhance our processes, including WIMS, risk controls and other SOPs, as well as identify relevant training needs.

We also ensure that workers participate in risk assessments, near-miss reporting and incident investigations related to their areas of expertise. This also includes inviting workers to provide feedback on procurement and contractor services to improve our risk assessment and identification of hazards.

Workers are encouraged to remove themselves from work situations they believe could cause injury or ill health. Additionally, we ensure workers are protected against any reprisals for reporting work-related hazards and hazardous situations.

WE DEVELOPED SPOT AUDIT TOOLS FOR HRW TO SUPPORT SITE-LEVEL INSPECTION AND ENSURE COMPLIANCE.

Findings and remedial actions from audits are recorded and followed up to ensure improvements are implemented.



4,957

ACTIVE LMS USERS HAVE COMPLETED

>21,500

ASSIGNED EHS COURSES AS OF 2023

PROTECTING WORKER AND EMPLOYEE HEALTH

403-6

HEALTHCARE

To enhance the provision of healthcare in our plantations, we have established Plantation Health and Wellness Committees at the country and site level to further improve healthcare systems and services specifically tailored to the plantation environment.

Beyond quality and efficacy, we prioritise accessibility to healthcare for all our employees. In some of our operations, particularly plantations, workers and their families have free access to on-site clinics. Where on-site clinics are unavailable, we have agreements with nearby hospitals to ensure medical treatment is available should the need arise. In addition, annual medical check-ups

are mandatory across most operations. For specific roles and certain areas of our business, we require ongoing medical assessments to ensure employees' fitness to work and to identify any unintended consequences from hazardous tasks.

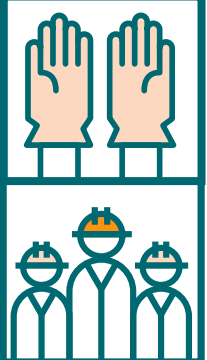
Healthcare accessibility includes making healthcare financially viable for our employees. As such, we provide health insurance to employees across most of our operations, with some covering family members as well. Some operations also offer group personal accident insurance to provide additional financial security in the event of an accident.

HEALTH AND SAFETY INITIATIVES ACROSS THE GROUP

In addition to policies and procedures, we actively implement various health and safety initiatives across the Group.

IN OUR AUSTRALIA AND NEW ZEALAND SUGAR BUSINESS, WE HAVE A COMPREHENSIVE EHS PROGRAMME THAT COVERS THE FOLLOWING SIX ELEMENTS³¹:

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



We also leverage digital technologies to enhance our capabilities to effectively capture EHS data and integrate the information into our wider organisational systems. This data helps us to identify trends and changes in our EHS performance over time and predict future performance, prevent incidents and reduce injury rates, thereby improving working conditions.

We also implement site-specific intervention programmes, such as enhancing plantation harvesting procedures, improving the tools used and enhancing workers' understanding of risk and precaution measures during harvesting.

³¹ 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**



GHANA

STRENGTHENING SAFETY CULTURE THROUGH GEMBA WALKS

Beyond regular inspections, managers and supervisors take Gemba Walks³² which involve walking through worksites to engage workers and observe safety practices firsthand to ensure the safety of workers. Gemba Walks help identify and eliminate hazardous activities at source. Reports on any potentially unsafe conditions or acts and practices are prepared and submitted to encourage transparency and collaboration among different departments to foster a safer environment. Beyond strengthening the prevention, correction and maintenance of safety standards, these walks also aid in fostering rapport between managers and workers through active interaction and concern for our workers' safety.

MALAYSIA

ENHANCING FARM TRACTOR SAFETY THROUGH TRAINING

Farm tractors are the primary vehicles used in plantations and pose a high risk of serious accidents which can disrupt field operations. To address this risk, a comprehensive training programme was developed for tractor drivers. The training includes classroom sessions, written tests and practical evaluations. Drivers who pass the programme receive a two-year permit, while those who fail are required to retake the tests. Refresher training is mandatory every two years for all except new drivers. Strict disciplinary actions are taken against drivers who violate safety rules.

CHINA

USE OF ARTIFICIAL INTELLIGENCE (AI) TECHNOLOGY TO IMPROVE SAFETY

- An electronic warning-fence system was implemented to enhance the safety monitoring of vehicle zones. The system alerts pedestrians with an audible warning, prompting them to vacate the potentially hazardous space. Additionally, warnings are logged and transmitted to mobile devices with immediate notifications
- We partnered with a service provider to enhance forklift operation safety by integrating Advanced Driver Assistance Systems into our vehicles. Incorporating intelligent terminals driven by AI chips, the system employs multiple infrared cameras strategically placed on the forklifts to detect, identify, track and locate individuals and objects in real time. The system uses sound and light alarms, along with speed control signals, to alert the driver of potential hazards, effectively averting collisions and ensuring secure vehicle operations
- An automatic monitoring system with camera for fall prevention during truck loading/unloading was also implemented to mitigate the risks associated with working at elevated heights. The system detects unsafe practices such as lack of harness or helmet usage, triggering alarms to remind workers to adhere to PPE protocols

NEW ZEALAND

EARLY DETECTION OF PAIN PROGRAMME

We launched a programme to help workers identify early signs of musculoskeletal disease to prevent them from becoming injuries. Benefits of the programme include:

- Addressing workers' discomfort before it turns into a serious injury
- Reducing time away from the workplace
- Reducing overall cost to the business
- Improving workplace culture by demonstrating proactive efforts to address discomfort in the workplace, which employees appreciate
- Improved mental health and well-being of team members

NEW ZEALAND SUGAR - MACHINE SAFETY PROGRAMME

Enhancements to guarding, such as upgraded E-Stop buttons, lanyards and safety interlocks, have been implemented to align with current guarding standards and to ensure integrity levels and spacing requirements are met.

INDONESIA

REDUCING KEY RISKS THROUGH ENABLON

The Enablon Go mobile application is available throughout our upstream and downstream businesses. It enables workers to report events such as hazards and incidents, and submit inspections while they are in the field. We have since further optimised Enablon's features and use it to:

- Conduct inspection and report events
- Make necessary modifications required on-site using the online Management of Change Enablon Module
- Launch an EHS Key Performance Indicator campaign
- Launch an electrical safety campaign to enhance safety awareness through reporting of hazards and near misses related to electrical safety, thereby improving on-site electrical safety practices

INCREASING SAFETY IN PLANTATIONS

- FFB operator stations at a palm oil mill were repositioned to mitigate risks faced by winch operators
- Axes were replaced with machetes for FFB stalk cutting to prevent serious injuries

INCREASING WORKING AT ELEVATED HEIGHTS SAFETY

In 2023, efforts were made to enhance awareness of working at elevated heights through various initiatives:

- A safety video demonstrating proper scaffolding erection and the use of tie-off full-body harnesses
- Launched a campaign to prevent falls from trucks and encourage the participation of our contractors in promoting safe practices

³² The term Gemba Walk is derived from the Japanese word "Gemba" or "Gembutsu" which means "the real place". The term is often used to describe the act of seeing where the actual work happens.

EHS INCIDENT REPORTING AND INVESTIGATIONS

OUR DIGITAL EHS REPORTING PLATFORM

Wilmar has leveraged the Enablon software since 2016 to build a comprehensive global EHS reporting platform. This platform, now implemented across all sites where Wilmar has operational control, allows us to collect, analyse and manage data, track EHS action plans, ensure compliance with relevant laws, minimise risks and drive efficiencies.

2023 saw a significant advancement in our Enablon platform focusing on EHS data quality, integrity and user engagement:

- **Inspections and Audit Module:** We deployed this module globally to enable standardised checklist-based inspections and self-assessments, ensuring comprehensive oversight of EHS practices.
- **Enablon Go Mobile App:** Introduction of the mobile app significantly increased field-level worker participation by allowing them to report events and behaviour-based observations with ease.

By the end of 2023, there were about **5,000** active users on Enablon. We are continuously expanding the platform's capabilities by rolling out additional modules such as Management of Change and Audit across different operations.



HAZARDS AND NEAR MISSES REPORTING

We have set targets to increase hazards³³ and near misses³⁴ reporting rate by **40%** by 2025 from a 2020 baseline. We also strive to achieve a closure rate of over **90%** for cases reported on our EHS reporting platform.

Between 2020 and 2023, a total of **398,216** cases of near misses and hazards were reported, and we achieved a closure rate³⁵ of **97.2%** for all reported cases.

398,216

CASES OF HAZARDS AND NEAR MISSES WERE REPORTED, WITH

97.2%

CLOSURE RATE FOR ALL REPORTED CASES

³³ Hazards refer to anything that could cause harm.

³⁴ 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.

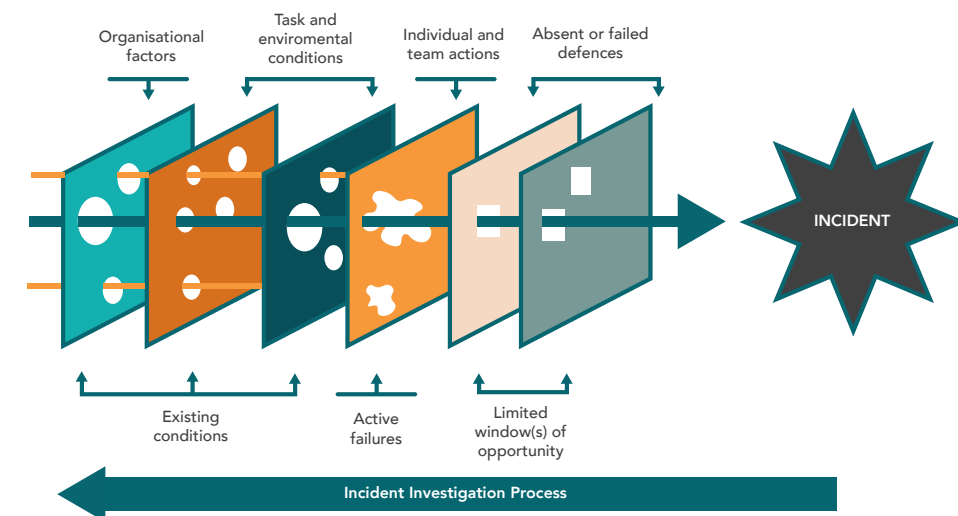
³⁵ Closure rates refer to actions taken by the site to mitigate risks identified through reported hazards and near misses. This is to prevent hazards or near misses from becoming actual incidents in the future.



Axes were replaced with machetes for FFB stalk cutting to prevent serious injuries.

INCIDENT REPORTING AND INVESTIGATION STANDARD

Wilmar takes all incident reports seriously and proactively investigates them to identify weaknesses and gaps in our system that need to be addressed. An example of our incident investigation process to understand what went wrong is as follows:



Wilmar enforces a comprehensive Incident Reporting and Investigation Standard that outlines 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

Upon the occurrence of an incident, a dedicated incident investigation team is formed to gather facts and conduct a root cause analysis. The team then recommends CAPA to mitigate risks associated with the identified root cause. All incidents are meticulously documented on Enablon. The progress of CAPA implementation is diligently monitored and verified until the incident is fully addressed.

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. We started by focusing on high-risk operations, specifically oilseed crushing plants, tropical oil refineries and flour mills.

The programme audited 16 high-risk sites across China, Indonesia and Malaysia during the first year. These audits focused on crucial areas such as:

- WIMS
- HRW practices
- Environmental standards compliance

Each site received a comprehensive audit score summarising the overall evaluation and identifying areas for improvement. Following the audits, findings were diligently tracked and followed up until resolved. Auditors then verified the effectiveness of the corrective actions which were implemented to promote lasting improvements.

OUR PERFORMANCE

403-9

Wilmar's disclosures on reportable³⁶ injuries include our operations in plantations, mills, factories and warehouses.

We report with deep regret that in 2023, there were six[#] work-related fatalities recorded among our employees and contractors with three[#] occurring in factories, two[#] in oil palm plantations and one[#] in a sugar mill. There was also one[#] contractor fatality recorded from construction work in our operations. The most common causes of fatality include falls from elevated heights, electrical hazards, forklift operations and traffic incidents. Any loss of life is deeply unacceptable to Wilmar.

We are committed to eliminating fatalities in our operations and emphasize the importance of a strong safety culture. In 2023, we launched a safety leadership development programme which aimed to enable our business and operation leaders to collectively understand the magnitude of change needed to sustainably address EHS issues as well as to develop a clear understanding of best practices. As of 2023, 87.7% of our employees who have been assigned to complete the programme, or about 1,571 employees, have done so.

Through these safety leadership workshops tailored for leaders and line managers, we hope to build a strong safety culture. More safety behaviour programmes in different countries and regions will be rolled out.



All workers who may be exposed to health or safety risks while at work are required to use PPE.

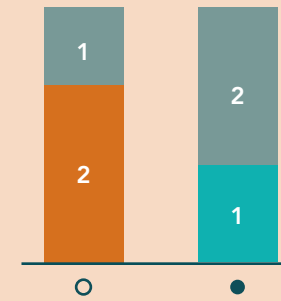
[#] EY has performed limited assurance procedures on these figures.

³⁶ 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.

i LEGEND

■ OIL PALM PLANTATIONS	■ SUGAR PLANTATIONS	■ FACTORIES	○ EMPLOYEES
■ PALM OIL MILLS	■ SUGAR MILLS		● CONTRACTORS

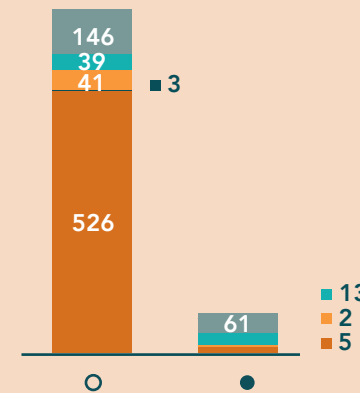
Fatalities: Employees and contractors



Fatality Rate (FR) per 200,000 hours worked: Employees and contractors

	EMPLOYEES	CONTRACTORS
OIL PALM PLANTATIONS	0.004	0
PALM OIL MILLS	0	0
SUGAR PLANTATIONS	0	0
SUGAR MILLS	0	0.040
FACTORIES	0.002	0.005
WILMAR	0.003	0.006
TOTAL FR	0.004	

Total Lost Time Injury (LTI): Employees and contractors



LTIR per 200,000 hours worked: Employees and contractors

	EMPLOYEES	CONTRACTORS
OIL PALM PLANTATIONS	1.07	0.20
PALM OIL MILLS	0.58	0.33
SUGAR PLANTATIONS	4.87	0
SUGAR MILLS	0.77	0.52
FACTORIES	0.26	0.14
WILMAR	0.65	0.17
TOTAL LTIR	0.50	

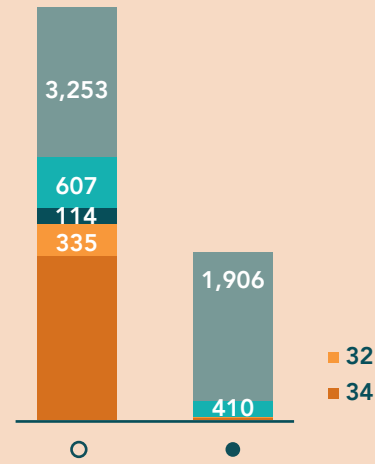
The Group recorded a reduction of 18.3% in LTIR from 0.61 in 2022 to 0.50 in 2023, marking continued progress despite increased levels of reporting across our global operations. This improvement was mainly attributed to the implementation of an effective site-specific LTI Intervention Programme in our upstream operations.



LEGEND

- OIL PALM PLANTATIONS
- SUGAR PLANTATIONS
- FACTORIES
- EMPLOYEES
- PALM OIL MILLS
- SUGAR MILLS
- CONTRACTORS

**Total Lost Work Days (LWD):
Employees and contractors**

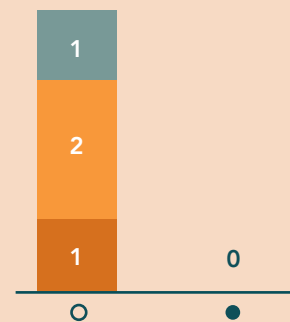


In 2023, 9,541 LWD were recorded across employees and contractors, compared to 10,228 in 2022. Our LWDR has decreased by 6.7%, mainly due to effective intervention programmes.

Lost Work Days Rate (LWDR) per 200,000 hours worked: Employees and contractors

	EMPLOYEES	CONTRACTORS
OIL PALM PLANTATIONS	5.79	1.35
PALM OIL MILLS	4.78	5.32
SUGAR PLANTATIONS	184.95	0
SUGAR MILLS	11.96	16.39
FACTORIES	5.86	4.38
WILMAR	6.12	4.85
TOTAL LWDR	5.75	

**Permanent Disability:
Employees and contractors**



Permanent Disability Rate (PDR) per 200,000 hours worked: Employees and contractors

	EMPLOYEES	CONTRACTORS
OIL PALM PLANTATIONS	0.002	0
PALM OIL MILLS	0.029	0
SUGAR PLANTATIONS	0	0
SUGAR MILLS	0	0
FACTORIES	0.002	0
WILMAR	0.003	0
TOTAL PDR	0.002	

PROMOTING EMPLOYEE WELLNESS

403-6

We prioritise our employees well-being including their safety, happiness and health. Recognising the positive impact of well-being on our work and personal lives, we offer initiatives to support work-life balance and healthier habits. These include programmes on smoking cessation, exercise, nutrition, vaccination, domestic violence and mental health, which are offered across all our operations. Moreover, to promote a family-friendly workplace and provide optimal working conditions for employees who are also parents and caregivers, we offer flexible working hours and part-time working options across our operations.

Our employee support programmes include lactation facilities as well as childcare and crèche facilities for our employees' children. In YKA, employees in many of our factories are provided free accommodation in dormitories. Beyond basic amenities such as desks, chairs, air-conditioning and ensuite washrooms, the dormitories are also well-equipped with facilities such as gymnasiums, badminton halls, nursing rooms, reading rooms and canteens. To reduce the living costs of our employees, we also provide buses to transport them between dormitories and factories.

At the office level, the YKA office is equipped with baby changing rooms and "Mommy Huts" where new mothers can breastfeed their babies. These rooms can accommodate up to five female employees at any one time and are equipped with tables, chairs, curtain partitions, refrigerators and other necessities. In our Singapore, Australia, Vietnam and Europe offices, lactation rooms are available. In support of our pregnant employees, factories in China also provide employees with nutritious maternity meals. In Europe, we offer periodical health examinations which focus on physical and mental health, and free advice from a vitality coach on lifestyle.

We organise sports events like basketball, football, badminton and table tennis to encourage a more active and healthy lifestyle. These activities provide opportunities for our employees to bond while engaging in physical activity after work. We also collaborate with external companies to organise events and sports leagues while promoting networking opportunities within our business.



Employees in our Sapi Plantation in Sabah, Malaysia, playing badminton after work. Wilmar employees have access to various sporting and religious facilities, among others, in our plantations.

WORKPLACE WELLNESS PROGRAMMES: A GLOBAL VIEW

- **Australia:** Goodman Fielder Australia rolled out a workplace well-being programme “Health 100” at all its factories and support offices. Initiatives organised include health presentations, seated massages, nutrition coaching, workstation ergonomic assessments, injury prevention consultations, health assessments and personalised coaching.
- **China:** To improve the wellness and dining experience of our employees, our factories in China regularly gather employee feedback on meal satisfaction and also organise cooking competitions to engage staff. To encourage physical activity, we provide dedicated activity areas within dormitories and factories for exercise or where sporting events can be conducted. We also ensure comfortable living conditions by improving dormitory facilities and implementing heatstroke prevention measures during warm weather.
- **Europe:** We offer subsidised schemes at fitness clubs and implement a tax-friendly bike leasing programme to encourage eco-friendly commuting and an active lifestyle.
- **South Africa:** We provide meals with fruit to factory employees and have a wellness programme focusing on nutrition since 2023.
- **Vietnam:** We provide night shift workers with fresh milk for health benefits. Sports activities are also organised yearly to foster a healthy and social work environment. These events range from large-scale festivals to friendly matches between departments.



A family living in one of Wilmar's oil palm plantations in Sarawak, Malaysia, enjoying an afternoon of cycling.

ECONOMIC AND COMMUNITY CONTRIBUTION

3-3, 203-2

Operating in remote areas of developing countries presents unique challenges as well as opportunities to make a significant impact.

As a large integrated business, we are uniquely positioned to create a positive change across the entire value chain. We recognise our responsibility and are committed to progressive socio-economic policies that improve the livelihoods of our employees and surrounding communities.

Our approach focuses on empowering smallholders. We implement technical assistance programmes to improve agricultural practices, productivity and knowledge of our NDPE commitment. We also assist them in accessing financial aid and land development resources for replanting and planting materials. These initiatives aim to enable them to manage their plots independently and achieve relevant national and international certifications.

Furthermore, we facilitate market access by forming long-term partnerships with smallholders guaranteeing direct purchases of their FFB. This approach fosters self-reliance and long-term success for all involved.

Beyond direct support to smallholders, we believe in giving back to the communities where our workers live. Therefore, we actively support rural development projects that improve access to education, healthcare and infrastructure. We take a stakeholder-centred approach by regularly communicating and collaborating with local communities to identify and address their needs. This ongoing dialogue allows us to improve our programmes, provide targeted training and effectively monitor the implementation of our initiatives.

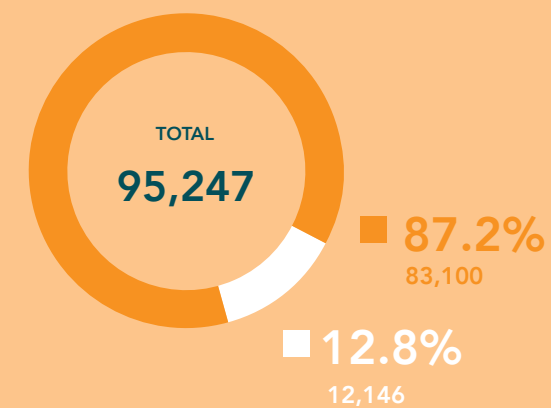
OUR TARGETS	2023 PERFORMANCE
<ul style="list-style-type: none"> CONTINUE CONTRIBUTING TO COMMUNITY INVESTMENT AND PHILANTHROPIC ACTIVITIES that support education, health, well-being and community welfare initiatives 	<ul style="list-style-type: none"> Over US\$23.4 MILLION contributed to community investment and philanthropic activities

SUPPORTING SMALLHOLDERS

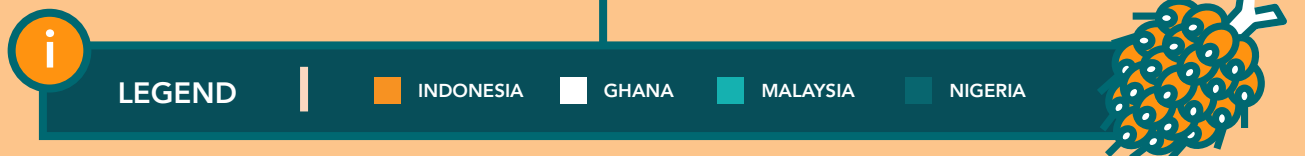
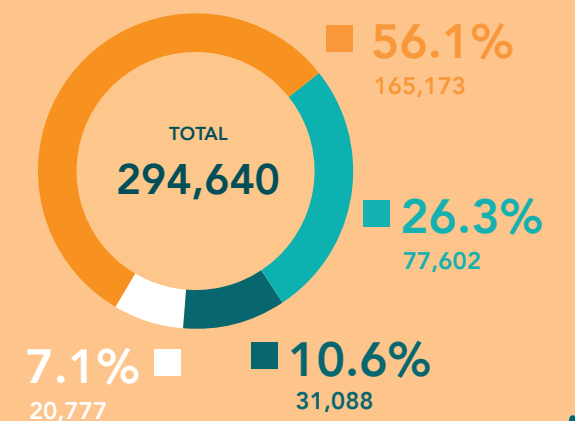
While smallholders make up only a small percentage of Wilmar's FFB supply base, we recognise the growing role they play in the shift towards sustainable palm oil. Smallholders produce about 30% of the world's palm oil³⁷, yet they receive limited support to enhance the productivity, profitability and sustainability of their estates.

In 2023, 100% of our scheme smallholders and 36.1% of our independent smallholders were supported by our capacity building programmes.

Volume of FFB (MT) sourced from scheme smallholders



Volume of FFB (MT) sourced from independent smallholders



³⁷ <https://www.solidaridadnetwork.org/news/first-palm-oil-barometer-challenges-negative-public-perception-palm-oil-sustainability/>.

OUR SCHEME SMALLHOLDER PROGRAMMES

Our scheme smallholder programmes focus on providing training and support for farmers to improve sustainability practices, increase yield per ha and ultimately achieve certification.

INDONESIA

Scheme smallholder requirements are set by the government where plantation companies like Wilmar offer assistance and support to community plantations. This includes helping smallholders obtain legal operating licences, financing, planting materials and providing training on good agricultural practices to eventually manage their own plantations.

Once crops reach maturity or plasma co-operatives are well established, plantations are handed over to the smallholders. These scheme smallholders eventually become independent smallholders once they have paid off their liabilities under their development credit agreement with the companies they collaborate with. Wilmar has a total planted area of **34,992 ha** under government originated plasma schemes.

GHANA

Benso Oil Palm Plantation (BOPP) established its smallholder scheme in 1994, covering **438** farmers from surrounding communities. Through this programme, smallholders were provided with land for planting and technical support to set up their own plantations. Together with our smallholders, we achieved RSPO certification in 2014, becoming the first company in Ghana and the second in Africa to achieve this.

Building on this success and responding to community needs, BOPP has established the Adum Smallholder Oil Palm Project (ASHOPP). This **633-ha** model project targets to benefit **257** smallholders in the Adum area. Apart from BOPP's

assistance in managing its operation from planting to harvesting, ASHOPP also received support from external partners such as the Partnerships for Forests (P4F) and Oil Palm Value Chain Fund through training programmes and funding for specific projects. For instance, P4F sponsors the Production-Protection Agreement which incentivises forest protection through community involvement and reforestation efforts. Funding has also been allocated for additional livelihood projects, offering beneficiaries alternative income sources such as beekeeping and livestock rearing. Through this collaborative approach, ASHOPP ensures both sustainable palm oil production and a brighter future for our partner communities.

OUR INDEPENDENT SMALLHOLDER PROGRAMMES

Our independent smallholder programmes are specific to each country and aim to address the unique challenges faced by farmers in their respective locations.

NIGERIA³⁸

Wilmar's Biase Plantation Ltd (BPL) launched its Pilot Outgrower Programme in 2017 initially covering **150 ha** of land and **43** farmers from the surrounding area. Following the success of the programme, BPL received funding from the Central Bank of Nigeria to scale up the programme to cover **6,000 ha** of land and benefit **1,500** smallholders.

538 ha of land has been planted with **96[#]** farmers benefiting from the programme in 2023.

We target to develop a total of **3,024 ha** under the RSPO Independent Smallholders Scheme and New Planting Procedure (NPP) in 2024. In preparation, Environmental and Social Impact Assessments and HCV and HCS assessments have been conducted in line with the RSPO NPP requirements.

INDONESIA

Since 2017, Wilmar has had several programmes in place to support our independent smallholders towards a sustainable and traceable supply chain. These include providing better access to high-yield seedlings and high-quality fertilisers, training on sustainable agricultural practices, support to attain ISPO and RSPO certifications and purchase of FFB. To avoid duplication, we also partner and collaborate with NGOs and industry peers on supplier engagement initiatives. A total of **4,361[#]** smallholders participated in our programmes in 2023.

We leverage certifications to enable smallholders to forge more permanent relationships with our mills, as certified suppliers inherently carry less risks. We provide financial support to smallholders to cover the cost of annual audits and offer special price schemes to farmers who achieve certification. To help smallholders improve the traceability of their supply, we also established a traceability tracking tool and system to help mills and cooperatives monitor and measure the deforestation-free status of their FFB supply. This tool has helped **3,271** smallholders to attain ISPO certification. More information on this initiative can be found in our [Palm NDPE Implementation Annual Report 2023](#).

MALAYSIA

Our programmes in Malaysia focus on capacity building and improving access to planting materials to help farmers increase yield, adopt more sustainable agriculture practices and ultimately achieve MSPO and RSPO certifications. We incentivise smallholders by providing premiums for sales of certified FFB to Wilmar and next-tier buyers, as well as a scheme to purchase fertilisers at wholesale prices. These programmes incentivise smallholders to continue with sustainable practices. **100[#]** of our smallholders participated in this programme in 2023.

GHANA

Expanding on the success of the [Rurality Programme](#) which concluded in 2019, Wilmar continues to provide BMPs trainings and organic fertiliser credits to our independent smallholders in Ghana, with **16[#]** smallholders participating in 2023.

Following the establishment of ASHOPP, P4F signed a new Memorandum of Understanding with BOPP to support additional livelihood and forest protection initiatives for beneficiaries of the BOPP Catchment Area Projects, which encourage independent smallholders within a 20-km radius to cultivate oil palm.

As of December 2023, we have planted **416 ha** of land and supported **72** farmers through this programme.

We have also implemented livelihood projects to provide training on the management of poultry, pig, fish farming and beekeeping, among others, to **67** beneficiaries, as of 2023.

[#] Limited assurance procedures have been performed by EY.

³⁸ Smallholders in Nigeria have been re-classified from scheme to independent in line with the RSPO standards.

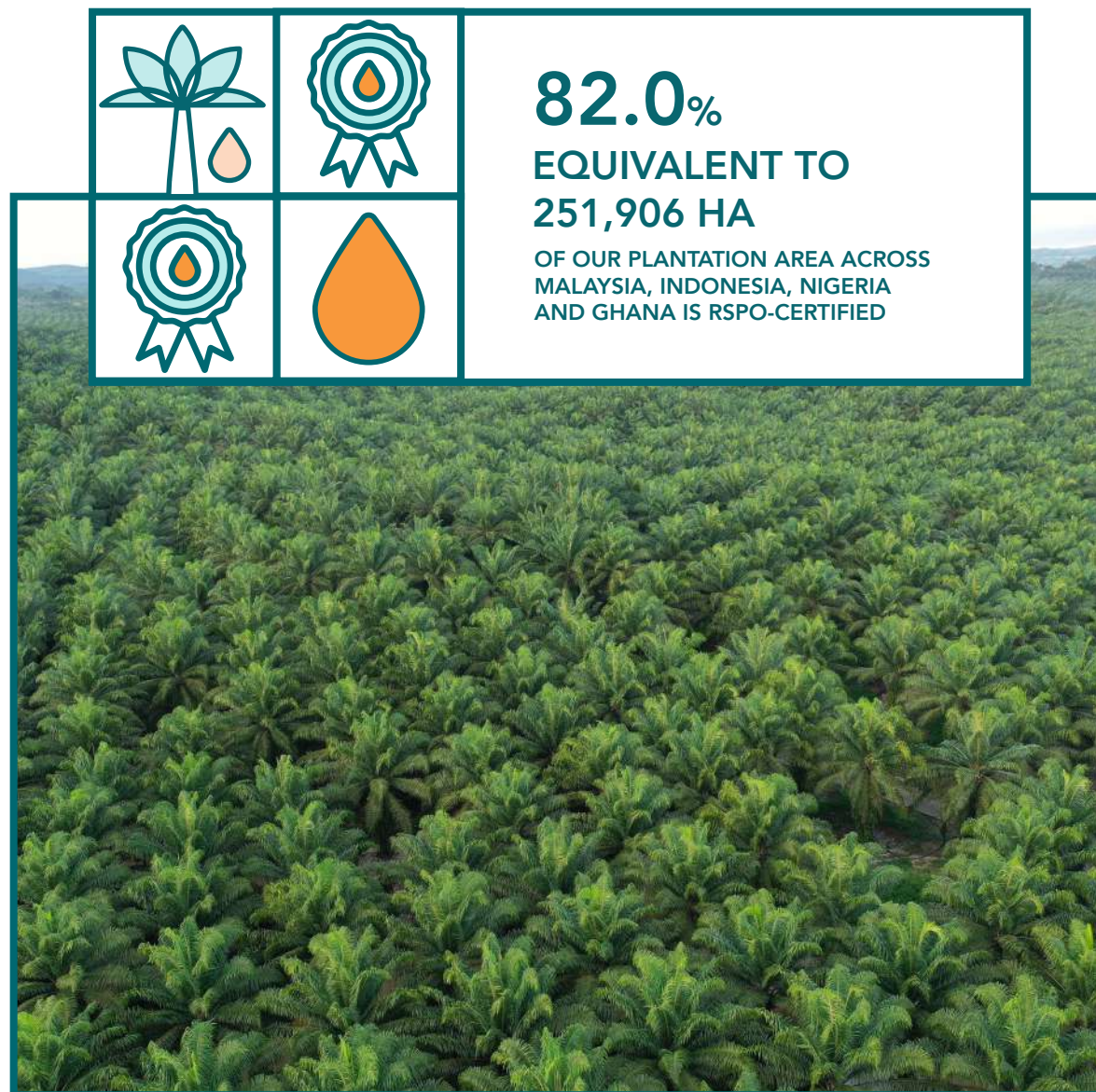
CERTIFICATION OF OUR SCHEME AND INDEPENDENT SMALLHOLDERS

FB-PF-430A.1, FB-AG-430A.1

We actively support all schemes and interested independent smallholders through various programmes, including certification. Of a total of **43,847 ha** owned by our scheme smallholders, **6,495 ha (14.8%)** in Indonesia and Ghana are RSPO-certified. More than **27,000** scheme smallholders and **12,000** independent smallholders currently supply to Wilmar, with a large majority of them in Indonesia.

In 2023, we also sourced about **3,609 MT** of certified FFB from independent smallholders, accounting for **1.2%** of the total supply of FFB from independent smallholders.

A total of **82.0%*** of our plantation area is RSPO-certified, representing **251,906 ha*** across Malaysia, Indonesia, Nigeria and Ghana.



* Limited assurance conducted by CU.

SUPPORTING SUGAR OUTGROWERS

We also train our sugar outgrowers on good farming practices for land preparation, planting systems, cane nutrient requirements, fertiliser application, weed control as well as safe handling and application of chemicals.

SUSTAINABLE AND CLIMATE-SMART SUGARCANE

Since 2017, Wilmar has worked with Shree Renuka Sugars Limited (SRSL), Solidaridad Asia, Coca-Cola Foundation and other NGOs to support our sugarcane outgrowers in India in adopting more sustainable and climate-smart sugarcane farming practices. In 2023, we continued to provide training and capacity building around integrated pest management for early bore shooters and root grubs, soil health management, weather forecasts, clean cane harvesting and accident-free supply in addition to several new topics:

01 BOREWELL RECHARGING

We partnered with water solution company, Urdhvam Technologies, to recharge two borewells in the Kolavi village, utilised by about **50** farmers, using their patented technology as part of our efforts to replenish groundwater tables in water stressed parts of India.

02 SPRAY PUMPS

To promote using nutrients and bio-fertilisers in sugar cane plantations, **50** battery-operated spray pumps were distributed to farmers in Athani and Kolavi.

03 DRIP IRRIGATION

We distributed and installed drip irrigation systems in **10** demo plots to showcase the benefits of micro irrigation and promote improved agronomical practices in sugar cane cultivation.

04 DRONE

We promote the use of drone technology to control white woolly aphids and white flies. Demonstrations on using drones to control pests in Munoli, Raibag and Kolavi have yielded great success.

05 HEALTH CHECK-UPS

We conducted health check-ups and provided free medication to **100** farmers and cane harvesting workers.

06 WOMEN'S HEALTH AND HYGIENE

We launched a comprehensive menstrual health and hygiene programme to provide around **900** female migrant workers with reusable pads and educational workshops. Participants learnt how to make their own pads at home, promoting self-sufficiency and cost-effectiveness. We also advocate the safe disposal of menstrual products and promote cost-effective and environmentally friendly alternatives such as menstrual cups and tampons.

SUPPORTING OUR COMMUNITIES

201-1, 203-1, 413-1

In 2023, Wilmar contributed **US\$23.4 million**³⁹ towards community investment and philanthropic activities. Our programmes are focused on:



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

Contribution by type



62.9%

US\$14.8M
Cash contributions

13.3%

US\$3.1M
In-kind donations

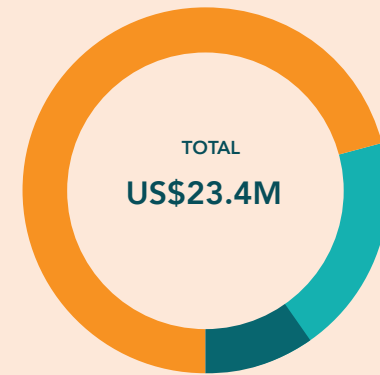
21.6%

US\$5.1M
Management costs

2.2%

US\$0.5M
Employee time

Contribution by motivation



56.7%

US\$13.3M
Charitable donations

32.4%

US\$7.6M
Community investments

10.8%

US\$2.5M
Commercial initiatives

³⁹ The Business for Societal Impact framework (formerly known as LBG) was applied to disclose our community investments and community causes supported by our philanthropic activities.

EDUCATION

Access to education is an important component of our strategy to protect children's rights and prevent child labour. As part of our efforts to increase access to education across the communities where we operate, we build, manage and support schools as well as fund scholarships for underprivileged and deserving students. For more information on our education programmes, please visit our [Sustainability Dashboard](#).

YIHAI KERRY EDUCATION AID PROGRAMME

The Yihai Kerry Education Aid Programme supports schools in underprivileged areas with urgent needs that do not receive sufficient government support. Through this programme, we aim to improve school conditions and education levels in underprivileged regions in China. As of 2023, we have funded the construction of **38** schools in China, with **17,836** students currently studying in these schools. To ensure the quality of these schools, YKA's engineering and technical teams are involved in all aspects of planning, design and construction and work with school staff to discuss the curriculum.

WILMAR SCHOLARSHIP AND KUOK KHOON HONG SCHOLARSHIP

We work with educational institutions in Singapore to provide scholarships and bursaries for underprivileged students with academic potential. In 2023, Wilmar provided **61** scholarships to students through the Wilmar Scholarship and Kuok Khoon Hong Scholarship.

GOH ING SING AGRICULTURE SCIENCE SCHOLARSHIP

Set up in memory of Wilmar's former Plantations Head, the Goh Ing Sing Agriculture Science Scholarship aims to support students pursuing agriculture science and related courses. Wilmar and our subsidiary, Wilmar Plantations Sdn Bhd, awarded the scholarship to **24** students in 2023.

ARAWANA SCHOLARSHIP

The Arawana Scholarship provides children of migrant workers in cities and children from poor rural families in western China with the means to continue their studies. **584** students were awarded scholarships to study at universities and research institutions across China in 2023.

BOPP TERTIARY SCHOLARSHIP AND BOPP COMMUNITY SCHOLARSHIP

BOPP supports needy students within its communities through educational scholarships. In 2023, **25** students were awarded the BOPP Tertiary Scholarship and BOPP Community Scholarship. Since its inception, a total of **166** scholarships have been awarded.

PZ-WILMAR SCHOLARSHIP

The PZ-Wilmar Scholarship aims to advance educational literacy and create opportunities for indigenes from landlord communities to pursue higher education. The scholarship covers the entire tuition fee for awardees pursuing programmes in Nigerian Government-owned tertiary institutions. Since its inception in 2014, we have awarded scholarships to approximately **292** students from the host communities surrounding Wilmar's operations in Cross Rivers state.

HEALTH AND WELL-BEING

To support the health and well-being of our communities, we provide free healthcare services to remote communities with limited access by building on-site clinics as well as sponsoring mobile clinics. The medical treatments available include immunisations, circumcision surgeries and cataract surgeries, among others.

We also work with the Arawana Charity Foundation to improve the living and rehabilitation conditions of vulnerable groups such as the elderly and disabled by purchasing medical equipment for disabled children's rehabilitation centres and building orphanages and nursing homes for the elderly.

FOOD SECURITY

We also look for opportunities to contribute to food security and reduce food waste. Our consumer businesses support and work with local charity partners across Australia and New Zealand to address food insecurity through food donations and sales of goods.

Goodman Fielder donates the equivalent of more than a million meals annually through donations of surplus bread and other products as well as direct donations to specific community partners. In Australia, our staff volunteer with several partners including Bill Crews Foundation, Eat Up Australia and Foodbank. In 2023, our Australian team contributed over **800** volunteer hours to our community partners.

Sugar Australia similarly donates packaged sugar to local charity partners such as Foodbank and volunteer at these charities. We also sell our products to Foodbank at wholesale prices upon request. Sugar Australia has also recently begun donating powdered sugar to the New South Wales Beekeepers Association to support crop pollination in the recent hard season and broader food security efforts across the agricultural sector.



To support the health and well-being of our communities, we provide free healthcare services to remote communities with limited access by building on-site clinics and sponsoring mobile clinics.



DONATING BREAD TO FEED HUNGRY KIDS

Approximately **1.2 million** children in Australia are food insecure⁴⁰ and lack the food they need to fuel their learning. To ensure that vulnerable children in our communities have their basic nutritional needs met, Goodman Fielder has been working with Eat Up Australia since 2018 to provide meals to children in need across the country.

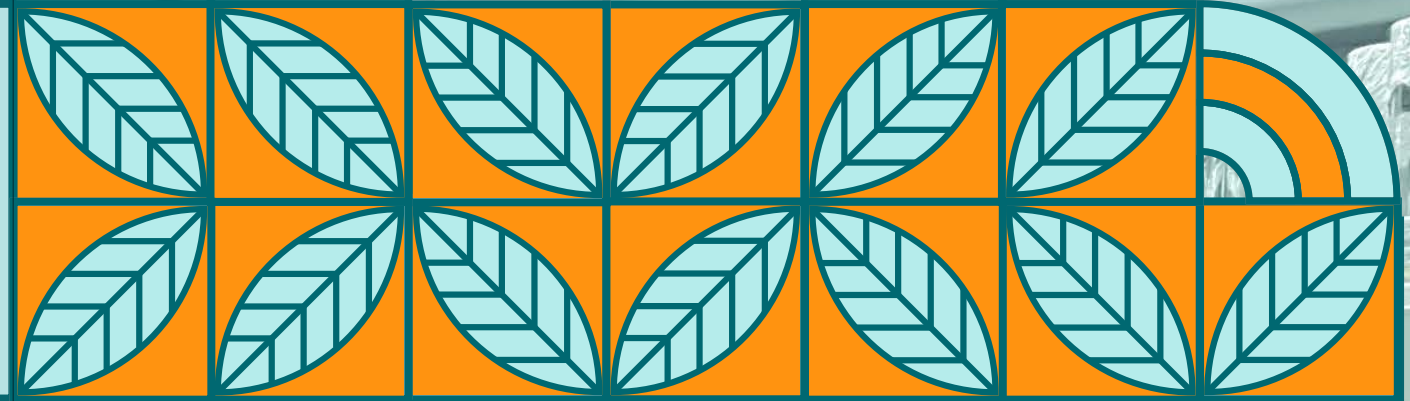
In 2023, we continued to donate loaves of our Wonder bread to Eat Up Australia, providing over **15,000** lunches to vulnerable children. This is equivalent to over **48,750kg** of bread over the year. We also contributed over **200** staff volunteer hours to prepare the lunches distributed.



Our support for Eat Up Australia is part of our commitment to children's nutrition.

⁴⁰ Foodbank Hunger Report 2021 - Foodbank Reports.

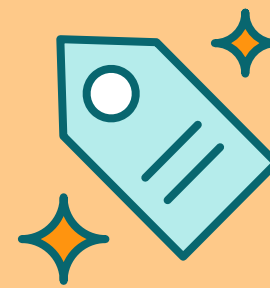
DELIVERING PRODUCT EXCELLENCE



INNOVATION AND TECHNOLOGY



120
PATENTS GRANTED IN 2023, BRINGING THE TOTAL NUMBER OF PATENTS TO
864
AS OF 2023



PRODUCT MARKETING AND LABELLING



82.0%
OF OUR OIL PALM PLANTATIONS ARE RSPO-CERTIFIED



44.1%
OF OUR PALM OIL MILLS IN INDONESIA ARE ISPO-CERTIFIED



100%
OF OUR PALM OIL MILLS AND PLANTATIONS IN MALAYSIA ARE MSPO-CERTIFIED



100%
OF OUR SUGARCANE PLANTATIONS ARE ACCREDITED BY SMARTCANE BMP



CONSUMER HEALTH AND WELL-BEING



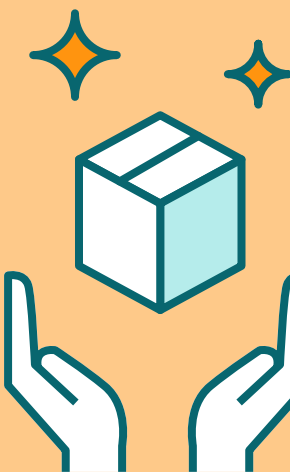
CONTINUED COLLABORATING WIDELY AND CONDUCTING R&D
to improve nutrition and raise awareness of health and nutrition



FOCUSED ON TAKING A TRANSPARENT APPROACH
to product information and educating consumers about food nutrition



EXPANDED RANGE OF PRODUCTS TO INCLUDE FULLY GLUTEN-FREE PRODUCTS
to be more inclusive of consumers' diverse nutritional needs



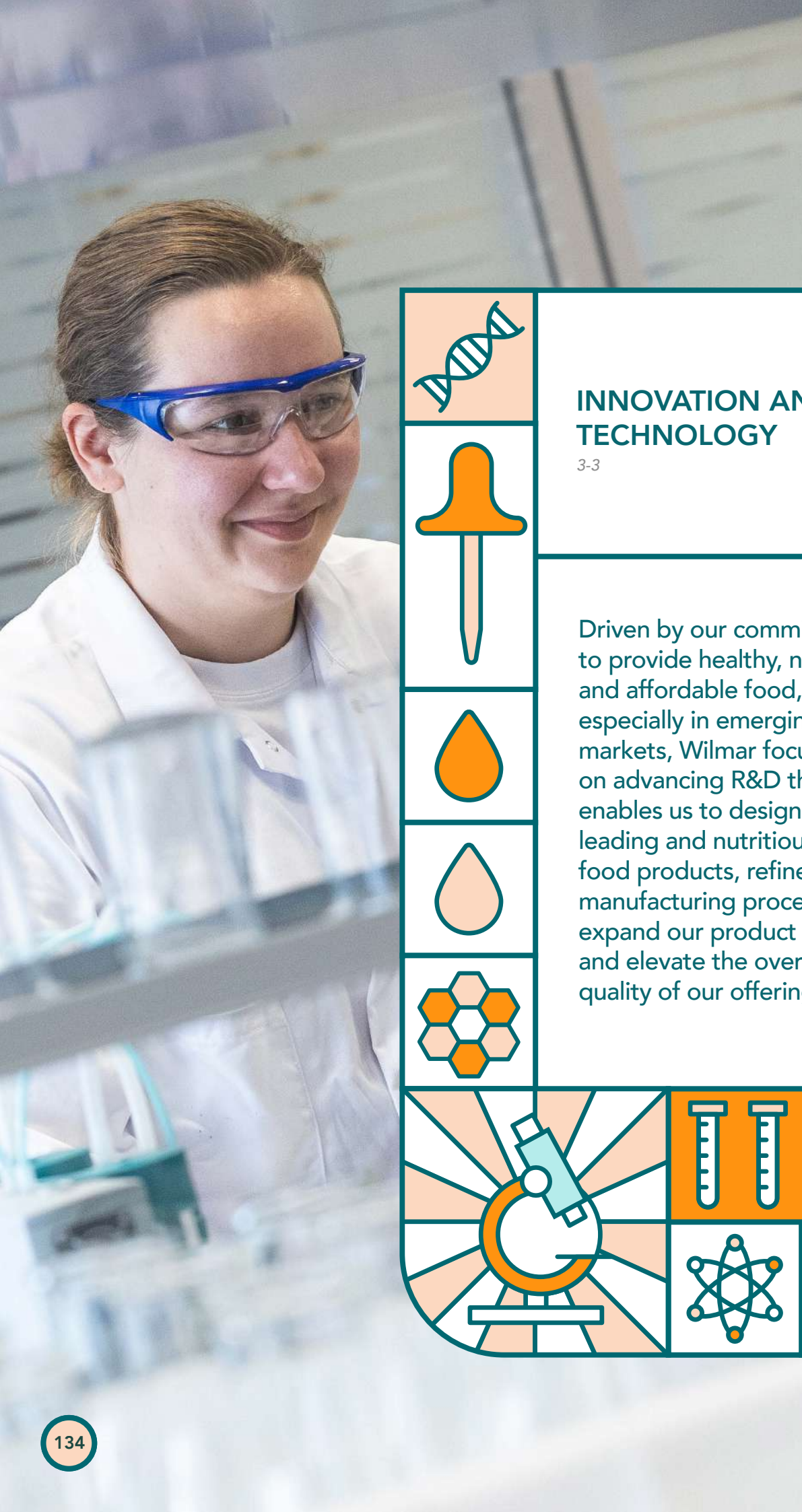
PRODUCT QUALITY AND SAFETY


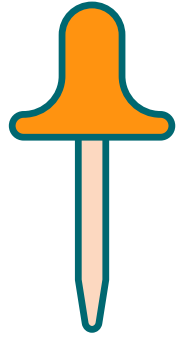


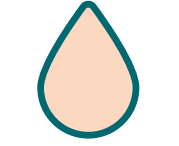

ZERO
RECALLS ISSUED FOR FOOD SAFETY REASONS



ZERO
INCIDENTS OF NON-COMPLIANCE WITH REGULATIONS OR VOLUNTARY CODES CONCERNING THE HEALTH AND SAFETY IMPACT OF PRODUCTS





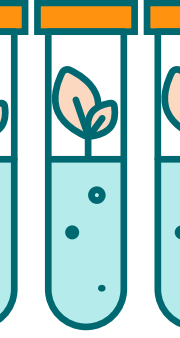


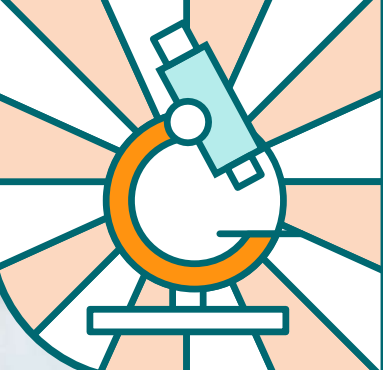








INNOVATION AND TECHNOLOGY

3-3

Driven by our commitment to provide healthy, nutritious and affordable food, especially in emerging markets, Wilmar focuses on advancing R&D that enables us to design market-leading and nutritious food products, refine manufacturing processes, expand our product range and elevate the overall quality of our offerings.

Our continuous investment in R&D and adoption of cutting-edge technologies enable us to develop innovative products to meet consumer demands for a healthier lifestyle and diet.

Wilmar adopts a structured approach in tracking the effectiveness of our R&D work on advancing agricultural practices. This involves direct collaboration with the plantation teams who are updated regularly on the outcomes of R&D projects, and the effectiveness of implemented solutions are evaluated through a systematic tracking and verification process.

OUR TARGETS	2023 PERFORMANCE
<ul style="list-style-type: none"> Continually support business operations through R&D and foster innovation through collaborations 	<ul style="list-style-type: none"> 120 patents were granted in 2023, bringing the total number of patents to 864 as of December 2023 Established a second five-year research programme in collaboration with the National University of Singapore (NUS) in 2023 Collaborated with the Chinese Nutrition Society to create the "National Nutrition Science Research Grant" aimed at enhancing the nutritional well-being of the Chinese population and boost China's nutrition research innovation. The grant supports clinical research on health and nutritional benefits for specific groups
<ul style="list-style-type: none"> YKA's R&D Centre pledged over RMB100.0 MILLION (approximately US\$14.0 million) to support scientific R&D by 2030 	<ul style="list-style-type: none"> Over 60 R&D projects undertaken annually in China

OUR R&D CENTRES AND TEAMS

Wilmar embraces innovation as a core value and strives to integrate it into all aspects of our operations. We are actively driving R&D projects across our global operations, with a specific focus on the following key areas:



ADVANCING 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

CHINA

The YKA R&D Centre was established in 2009 with about 300 employees in a facility equipped with state-of-the-art technology. Specialising in food and bio-based chemicals innovation, the R&D Centre leverages advanced technology to create safe, nutritious and palatable products. It also seeks to enhance manufacturing processes, thereby improving product quality while lowering costs.

The R&D Centre engages in cross-border collaborations with Wilmar's R&D centres worldwide, facilitating the exchange of cutting-edge research. Together, they explore advancements in food safety, food analysis, new technologies and the application of new raw materials in the grain and oil industry.

In 2023, the R&D Centre won the Special Prize of 2022 China National Food Industry Association Science and Technology Award – a testament to its efforts in spearheading research within the food industry.

SINGAPORE

With a team of over 100 employees, our Singapore R&D Centre collaborates closely with global R&D and technical teams. This approach supports R&D activities worldwide, fosters cross-regional partnerships and facilitates the exchange of best practices. Significant progress is being made in major projects focused on oil palm research and bioprocessing. These initiatives contribute to Wilmar's ongoing efforts to advance agricultural practices and enhance the value of our products.

COLLABORATIONS WITH LEADING ACADEMIC AND NATIONAL RESEARCH CENTRES

Cultivating strategic partnerships with prominent academic and national research centres strengthens our talent pool and lays the foundation for future collaborative research initiatives. Among our partners are:

- CHINESE NUTRITION SOCIETY
- CHINESE ACADEMY OF AGRICULTURE SCIENCES
- CHINESE CENTRE FOR DISEASE CONTROL AND PREVENTION
- JIANGNAN UNIVERSITY
- NANYANG TECHNOLOGICAL UNIVERSITY
- NUS
- PEKING UNION MEDICAL COLLEGE HOSPITAL
- SHANGHAI JIAO TONG UNIVERSITY
- SINGAPORE ECONOMIC DEVELOPMENT BOARD
- ZHEJIANG ACADEMY OF AGRICULTURAL SCIENCES
- ZHEJIANG UNIVERSITY

Our subsidiaries, Wilmar Sugar Australia and Goodman Fielder, support and collaborate in research projects and related activities through partnerships with and/or memberships in 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

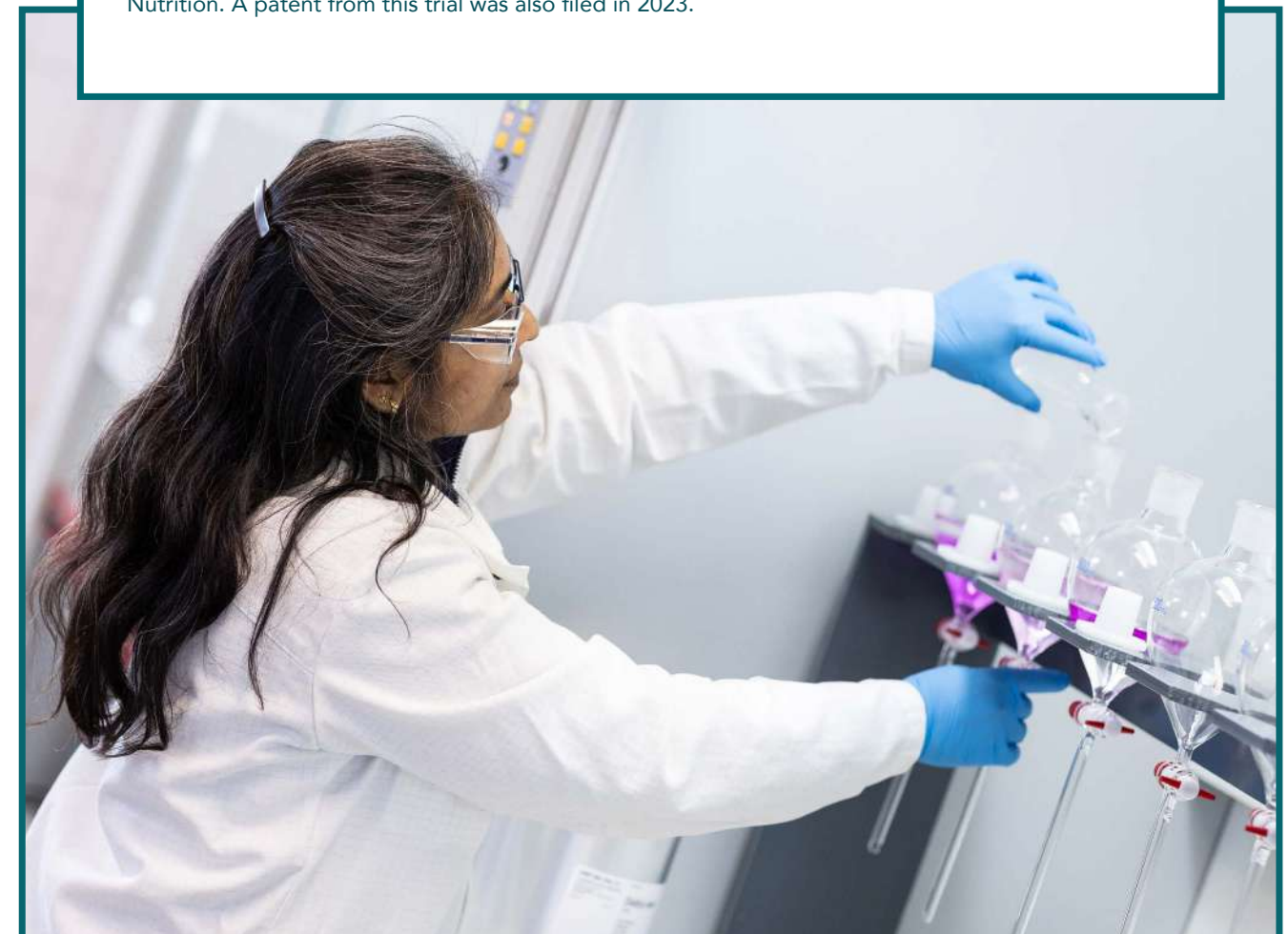
HIGHLIGHTS OF
OUR R&D INITIATIVES

	<p>ADVANCING AGRICULTURAL PRACTICES</p>				<p>03</p> <p>In our Wilmar Sugar Australia plant breeding programme, we are currently experimenting with Genomic Selection technology utilising Single Nucleotide Polymorphism chips. This approach aims to identify “super” parents with additive traits that can enhance cane yields and sugar content in their offspring. It is anticipated that implementing this technology will streamline the end-to-end timeline and expedite the selection-to-distribution process for new clonal material in commercial planting.</p>			
	<p>01</p> <p>Through our progress in oil palm cloning technology, our objective is to achieve a yearly capacity of 500,000 clonal palms by 2026 and increase seed production in the near future. To achieve this goal, a dedicated oil palm clonal laboratory was established in Central Kalimantan in 2022. The laboratory aims to scale up production, support our replanting efforts in the Central Kalimantan Project plantation and achieve a yield improvement of up to 30.0%. Simultaneously, Wilmar continues to enhance traditional breeding methods in Sumatra and aims to increase the seed production capacity of our oil palm DXP (Tenera) varieties: TS1 (Deli x Avros), TS2 (Deli x Ekona) and TS3 (Deli x Ghana).</p>		<p>04</p> <p>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. In addition, we partner with expert teams in China to focus on microorganism safety control and its effect on the feed industry, including the antibacterial property of microbial resource and endotoxin evaluation in feed fermentation.</p>					
	<p>02</p> <p>In 2023, we made significant strides in enhancing our oil palm seed production capacity by focusing on the development of improved Dura mother palms and establishing a new set of Pisifera father palms through re-cloning.</p> <p>Since October 2023, we have also transitioned our molecular breeding efforts in-house from our original partnership with Temasek Life Sciences Laboratory (TLL), as our internal capacity has expanded sufficiently. In our original collaboration with TLL, field tests were conducted on selected genetic markers to accelerate the palm breeding cycle through Marker Assisted Selection. These have delivered promising outcomes with the potential of reducing the breeding cycle by at least 30.0% compared to traditional methods.</p>							

	OPTIMISING FACTORY PROCESSES		
<p>01</p> <p>Leveraging machine learning techniques, YKA and Wilmar researchers have identified distinctive fatty acid patterns in 10 plant oil types, addressing concerns related to fraudulent oil adulteration and mislabelling. This breakthrough enhances our ability to ensure product quality, ascertain fair pricing for purchased oils and provide accurate labelling, thereby promoting transparency and safeguarding the health of consumers.</p> <p>02</p> <p>Through advanced technologies such as strict raw material control and enzymatic degumming, the YKA R&D Centre has developed an environmentally friendly oil processing method. This has resulted in the development of products boasting zero trans fats and retaining 80.0% of essential nutrients.</p> <p>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. We remain committed to advancing our edible oil processing methods to ensure that they are cutting-edge, while upholding environmental responsibility.</p>			

	ENHANCING PRODUCT QUALITY		
<p>YKA's central kitchen products, spanning from student meals to functional foods, are a result of innovative R&D efforts. YKA established the Central Kitchen Research Institute in collaboration with the China Agricultural Science and Technology Institute to address the challenge of retaining the freshness of flavours in industrially processed dishes. Through innovative approaches, such as flash freezing and oxygen isolation, the institute ensures that products maintain a consistently fresh and pleasant taste. This has significantly elevated the quality of our product offerings.</p>			

	STUDYING FOOD SCIENCE, HEALTH AND NUTRITION		
<p>01</p> <p>Wilmar and NUS combine their expertise to drive innovation in food technology for better health and develop efficient and cost-effective sustainable biochemicals. Wilmar focuses on reinventing foods to improve the well-being of consumers, with a particular emphasis on Asian populations.</p> <p>Notable developments include blended cooking oils designed to address hyperlipidemia and hypertension, along with products aimed at assisting in weight management as well as controlling blood glucose and lipids.</p> <p>Wilmar completed a significant clinical trial in 2021 and published the results in the Journal of Nutrition on the identification of food ingredients that contribute to healthy living and ageing.</p> <p>In 2022, a clinical trial focusing on developing meals for women with non-alcoholic fatty liver disease was conducted and the results were documented in the United States National Institutes of Health clinical trial registry (ID NCT05259475).</p> <p>We published the results of this trial in November 2023 in the American Journal of Clinical Nutrition. A patent from this trial was also filed in 2023.</p>			



A laboratory in Wilmar R&D Centre in Rozenburg, Netherlands.

	<p>STUDYING FOOD SCIENCE, HEALTH AND NUTRITION (CONTINUATION)</p>		
<p>02</p> <p>The YKA R&D Centre has pledged over RMB100.0 million (approximately US\$14.0 million) to support scientific R&D. In collaboration with the Chinese Nutrition Society, we established the National Nutrition Science Research Grant which funds research on the nutritional status, requirements and interventions of specific populations and regions. The research aims to develop more targeted products for consumers, which would improve health and reduce medical expenses.</p> <p>In 2024, the YKA R&D Centre will strategically focus its research efforts on key areas crucial to advancing nutritional science and promoting consumer well-being. These areas include studying the health impacts of fats, managing common diet-related diseases through dietary interventions, conducting research on food nutrition and actively working towards the establishment of a comprehensive nutrition information sharing platform.</p>			
<p>≈US\$14.0 MILLION</p> <p>YKA R&D CENTRE'S PLEDGE TO SCIENTIFIC R&D</p>			

	<p>DEVELOPING PLANT-BASED PROTEIN PRODUCTS</p>		
<p>The introduction of Morning Cup Soy Milk exemplifies our progress in advancing research in the field of plant-based protein products. The Morning Cup Soy Milk features a rich content of high-quality plant protein, dietary fibre, vitamin E and collagen peptides, all conveniently packaged in individual sachets. This attests to our commitment to advancing and diversifying our plant-based protein offerings through cutting-edge R&D.</p>	<p>To learn more about our R&D initiatives in China, please refer to the</p> <p>YKA SUSTAINABILITY REPORT 2023</p>		



Flour mill in Harbin, China.

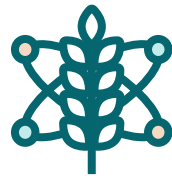
OUR FOCUS ON HEALTH AND NUTRITION

We continuously strive to improve the health benefits and nutrition of our products, regardless of whether the product is distributed wholesale or sold directly to consumers.

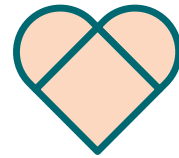
OUR APPROACH FOCUSES ON THREE KEY AREAS:



01
UNDERSTANDING THE EVOLVING SCIENCE AROUND NUTRITION



02
INNOVATING PRODUCTS TO ENHANCE NUTRITIONAL VALUE



03
RAISING AWARENESS OF HEALTH AND NUTRITION



The YKA research team conducting test runs based on their research.

UNDERSTANDING THE EVOLVING SCIENCE AROUND NUTRITION

The **Wilmar Corporate Laboratory** focuses on studying human nutrition, food interventions and bioprocessing within the realm of food science. This involves exploring plant protein and conducting clinical trials for dietary intervention and microbiome analysis. We publish our progress and continue to conduct clinical trials to create appealing and tailored meals for individuals susceptible to specific health issues.

i More information on our research work is available in **INNOVATION AND TECHNOLOGY**

INNOVATING PRODUCTS TO ENHANCE NUTRITIONAL VALUE

Wilmar actively explores ways to enhance our products' nutritional and health advantages. We continue to prioritise innovation as a driving force in our journey and evolution by consistently investing in R&D to refine our existing products and introduce new product ranges with targeted health and nutrition attributes. YKA has pledged over **RMB100.0 million** (approximately

US\$14.0 million) over **10** years to support scientific research to help develop foods beneficial to vulnerable consumers such as the elderly and individuals with diabetes. More information on YKA's research is available in **Innovation and Technology** and the **YKA Sustainability Report 2023**.

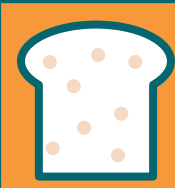
<p>NOODLES WITH 80% REDUCED SALT</p>					
<p>In China, high salt intake is a major dietary problem which can lead to hypertension and other cardiovascular diseases. One of the main reasons for the high salt intake is the hidden salt in products such as noodles. To combat this, YKA introduced low-sodium noodles in 2023 which have a sodium content of 92 mg/100g compared to 652 mg/100g in conventional noodles. Besides reduced salt content, the product also contains less fat than the national standard for low fat.</p>					

At Goodman Fielder, our R&D teams work on identifying consumer trends to promote healthy eating through the development of new and innovative products. Regular meetings are held with retail customers to understand and improve the performance of our products. Goodman Fielder also participated in the "Healthy Food Partnership" which is a government initiative encouraging Australians to eat healthy foods and reduce diet-related diseases and obesity.

Goodman Fielder has aligned with the initiative and looks to reformulate its portfolio of products to lower nutrients of concern.

Wilmar also prioritises the nutritional needs of vulnerable groups in society and strives to improve the availability and affordability of healthy food through our R&D efforts. We have implemented several programmes to achieve these goals:

AT GOODMAN FIELDER



- Our Pack Price Architecture programme is aimed at reducing waste by introducing smaller pack sizes and making them available at a more affordable price point.
- Through our value engineering programme, we aim to offset higher input costs for ingredients and packaging while maintaining or improving quality, thus moderating the need to increase prices. For example, we reformulated products such as Praise Traditional and Whole Egg Mayonnaise to reduce oil content, thereby improving their Health Star Rating. Furthermore, we source the most cost-effective and sustainable packaging from partners and JVs.
- We launched a range of gluten-free and vegan cake mixes under the White Wings brand to meet our consumers' diverse expectations and nutritional needs. We also invested in testing equipment to optimise our use of gluten in real time so our bakery products do not incur high formulation costs.
- We also launched a **6g (250 ml)** protein milk, the highest protein milk available, in the Chinese market.

AT YKA



- We developed a range of healthier oils, such as flaxseed and olive oil, and formulated a specialised rice bran oil for frying that enhances the quality of frying oil products, retains most nutrients and thus reduces reliance on imported frying oils.
- We created an artificial intelligence-based frying oil formulation design model that prioritises factors such as frying performance, low saturated fatty acids and production costs. This groundbreaking approach contributes to the food industry by enabling scientific oil usage and refining frying methods.
- We developed a range of whole grain food, comprising wheat flour, brown rice and soba noodles, with high nutritional values known to raise blood glucose levels more slowly to benefit especially the elderly. This was achieved by investigating the biological performance of various food ingredients.

- Our medium- and long-chain triacylglycerol edible oil, launched in 2022, inhibits fat accumulation to help with weight loss. Six national invention patents have since been obtained for the medium-chain fat, including one for the prevention of fatty liver caused by obesity.
- Formula 641 is a scientifically developed staple food based on the core recommendations of China's food-based dietary guideline "Dietary Guidelines for Chinese Residents". This product is the result of extensive research, combining rice, whole grains, beans and tubers in an approximate ratio of 6:4:1 for optimal nutritional value. The formula is low in fat and improves cooking quality while saving time and effort.
- Our **Food Parks and Central Kitchens** provide nutritious products at affordable prices. By leveraging our resources and expertise in commodities such as rice, wheat flour and oil, we are able to keep costs down while making nutritious food options accessible to everyone. Our nutrition recipes meet the specific needs of diverse customer groups, from nursing homes and hospitals to busy families and catering companies. For example, our student meals address the nutritional requirements of different age groups to ensure they get the energy they need to learn and grow. Our convenient and nutritious meal options for children help to overcome the challenges faced by working parents.

Beyond innovation, Wilmar has 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.



A laboratory in YKA R&D Centre in China.

RAISING AWARENESS OF HEALTH AND NUTRITION

We believe that our food labels should provide clear and informative details to educate consumers about health and well-being. Our commitment to transparency helps consumers make informed choices when purchasing our products.

01 At Wilmar Sugar, we are dedicated to promoting transparency regarding the impact of sugar on health. We proactively communicate this information to various stakeholders including employees, policy makers, health professionals, customers and consumers, fostering transparency and understanding.



02 At YKA, relevant nutritional value information, such as zero trans fatty acids blended oil, is available either on the product packaging or the product description pages. We remind consumers to reduce their intake of trans fatty acids and communicate the health benefits of blended oil through the product packaging and product description pages.

03 Goodman Fielder launched its Meadow Fresh brand's first yoghurt for children with a five-star Health Star Rating (HSR) in New Zealand and improved the HSR of its Helgas Gluten Free Bread to four stars across the range in Australia.

04 Goodman Fielder Australia published the HSR for its retail portfolio on its [website](#) and increased its on-pack display to over 40% of eligible products.



05 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 nutrients of concern such as trans fats.



Employee from the research team conducting lab analysis in Palembang, Indonesia.

	<h2>PRODUCT MARKETING AND LABELLING</h2> <p>3-3</p>	
		
	<p>At Wilmar, we make every effort to ensure that we market and label our products accurately and in accordance with relevant government regulations.</p> <p>This is guided by our recognition that responsible product marketing and labelling not only aids consumers in making informed choices regarding health, safety, origin and sustainability, it also bolsters consumer trust and confidence in our products and brands.</p>	
		
		
		
		

OUR TARGETS	2023 PERFORMANCE
<ul style="list-style-type: none"> ACHIEVE RSPO CERTIFICATION FOR ALL OUR PALM OIL MANAGEMENT UNITS (mills and supplying plantations) by 2026⁴¹ 	<ul style="list-style-type: none"> 29* out of 36 palm oil mills are RSPO-certified (80.6%*) 82.0%* or 251,906 ha* of our oil palm plantations are RSPO-certified
<ul style="list-style-type: none"> ACHIEVE ISPO CERTIFICATION FOR ALL OUR PALM OIL MILLS in Indonesia by 2026, in line with the Indonesian government legislation on ISPO 	<ul style="list-style-type: none"> 15* out of 34 palm oil mills are ISPO-certified (44.1%*)
<ul style="list-style-type: none"> COMPLETE ISPO CERTIFICATION AUDITS for our 10 independent palm oil mills in Indonesia by 2025, in line with the Indonesian government legislation on ISPO 	<ul style="list-style-type: none"> 5* out of 10 independent palm oil mills completed ISPO certification audits (50.0%*)
<ul style="list-style-type: none"> MAINTAIN MSPO CERTIFICATION for all our plantations and palm oil processing facilities 	<ul style="list-style-type: none"> 100%* of palm oil mills (9*) and oil palm plantations (20*) are MSPO-certified
<ul style="list-style-type: none"> CONTINUE TO COMPLY WITH RELEVANT REGULATIONS AND INDUSTRY ADVERTISING CODES to ensure we meet the highest standards of responsible product marketing, advertising and labelling 	<ul style="list-style-type: none"> NO INCIDENTS and NO FINES incurred in relation to non-compliance with industry codes or regulatory requirements on product labelling or marketing in 2023

In relation to the sustainability credentials of our products, we are dedicated to providing transparent information and ensuring that consumers are not misled. To uphold this commitment, we adhere to both mandatory and voluntary requirements and codes, and we ensure that any claims are thoroughly reviewed.

information transparently and effectively to our consumers.

In an effort to remain responsible and manage our practices effectively, we welcome feedback and are committed to engaging our stakeholders to address any negative impacts through preventive or mitigating actions.

Where relevant, we also adhere to schemes such as the ARL to communicate packaging and recycling

* Limited assurance conducted by CU.

⁴¹ Please refer to our RSPO Annual Communication of Progress (ACOP) reports for more details.

OUR PRINCIPLES FOR RESPONSIBLE PRODUCT MARKETING AND LABELLING

Jointly managed by several departments, including marketing, R&D, product safety and legal, our commitment to responsible product marketing and labelling 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 our 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

Our businesses have established robust internal procedures, systems and processes to ensure strict compliance with product marketing and labelling regulations. 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 2023](#).

Following best practice, 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.

Goodman Fielder Australia provides a wide range of ingredients and finished goods to food service partners. These are all manufactured under strict quality management systems and good manufacturing processes to ensure compliance with all relevant regulatory requirements. We also work to ensure that all products sold as ingredients meet relevant requirements, including those of the Therapeutic Goods Administration, Australian Industrial Chemicals Introduction Scheme and Food Standards Australia New Zealand, depending on the product's end use.

COMPLYING WITH ALL RELEVANT REGULATORY AND VOLUNTARY CODES

417-2, 417-3, FB-PF-270A.3, FB-PF-270A.4

ENSURING RESPONSIBLE MARKETING AND LABELLING FOR CHILDREN

We take a responsible approach to ensuring that our products can be safely enjoyed by all consumers, including children. We ensure that our product marketing follows the appropriate guidance and actively implement codes such as New Zealand's Children and Young People's Advertising Code and the Australian Food and Beverages Advertising Code. Guided by the Australian Association of National Advertiser's Code for Advertising and Marketing Communications to

Children, we engage an external body to ensure we communicate information accurately and maintain a high standard around advertising to children.

Goodman Fielder's marketing approach, including to children, was reviewed in 2021 as part of a relaunch of Goodman Fielder's nutrition policy. Revision of the nutrition policy was completed in 2023 and will be formally launched in 2024.

COMPLIANCE TRACK RECORD

In 2023, there was **no incident** of non-compliance with industry codes or regulatory requirements on labelling or marketing concerning the health and safety impacts of our products, including on children.

Wilmar will continue to comply with relevant regulations and industry codes to ensure we meet the highest responsible product marketing and labelling standards.



Rice mill in Wuhan, China.

PARTICIPATING IN REGULATORY AND INDUSTRY DEVELOPMENTS

In addition to aligning our marketing and labelling with industry best practices, we engage governments and industry bodies to share our expertise and help shape regulatory initiatives that ultimately benefit consumers. Examples of some of the key bodies we participate in and contribute to are listed below.

GOODMAN FIELDER	
<p>AUSTRALIAN FOOD AND GROCERY COUNCIL (AFGC) WORKING GROUP</p> <p>Goodman Fielder participates in the working group to create positive impacts on health and nutrition issues, including:</p> <ul style="list-style-type: none"> • National obesity • Industry definitions of serving sizes • Definitions for gene technology • Addition of sugar labelling • Review of Australian Dietary Guidelines 	<p>AFGC NUTRITION & REGULATORY COMMITTEE</p> <p>As a committee member, Goodman Fielder stays informed and actively engages in regulatory submissions and guidance.</p>
<p>NATIONAL PLASTICS RECYCLING SCHEME</p> <p>Goodman Fielder is a foundation supporter of the scheme and has committed funds to pilot studies designed to close the loop on soft plastic packaging and produce food-grade packaging from recycled materials.</p>	<p>AUSTRALIAN FOOD PACT</p> <p>Goodman Fielder reports annually on its food waste to the Australian Food Pact, launched in 2021 and of which it is a founding signatory. Over the years, Goodman Fielder has participated in a number of Food Pact working groups and initiatives including the development of the Bread and Bakery Sector Action Plan which focuses on hotspot analysis and industry-wide solutions to reduce waste as well as the GHG emissions working group focusing on how to best calculate food waste emissions. In 2023, Goodman Fielder completed an on-site food waste assessment and began advising the government on a national food waste behaviour change campaign that will be launched in 2024.</p>
<p>KAI COMMITMENT</p> <p>Goodman Fielder joined the Kai Commitment in 2022 which is an agreement between leading food sector businesses designed to reduce food waste and related emissions across New Zealand's food supply chain. Goodman Fielder has submitted an inaugural food waste baseline that is aligned with the commitment.</p>	<p>SAI PLATFORM AUSTRALIA</p> <p>Goodman Fielder is a member of the SAI, a cross-industry organisation committed to supporting the development of sustainable agriculture.</p>

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".

CONTRIBUTING TO NATIONAL STANDARDS ON LABELLING

In China, we actively participate in discussions and seminars organised by the National Food Safety Risk Assessment Center and the China Food Industry Association surrounding the revision of GB7718, a national standard for labelling prepackaged goods. The revised GB7718 standard introduced significant changes to enhance product transparency and consumer protection. Modifications include, but are not limited to, prohibiting the use of terms such as "不添加" (no additives) and mandating the identification of allergenic substances.

MEETING THE GROWING DEMAND FOR SUSTAINABLE PALM OIL AND SUGAR THROUGH CERTIFICATION

Wilmar actively works towards obtaining relevant industry certifications to meet the growing demand for sustainable and certified products. Our palm oil and sugar products continue to attain more certifications against relevant standards. More details on our certification progress can be found in our [Base Data Tables](#) and in the table on the next page.



 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 2023, **99.3%** 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. **11.1%** of all palm oil products transacted by Wilmar globally are RSPO-certified.

We also support scheme and independent smallholders in our supply chain by including them in our certification efforts. For more information on how we work with smallholders and 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 to address social and environmental issues in the oil palm industry and improve the competitiveness of its palm oil in the global market. Wilmar began implementing the ISPO certification across our Indonesia operations in 2013. Currently, **15** Wilmar-owned palm oil mills and plantations and five independent mills are certified.

MSPO

MSPO is the national certification scheme for oil palm plantations, including smallholders and oil processing facilities in Malaysia. Wilmar began implementing the MSPO certification programme in our Malaysia operations in 2016 and have successfully certified **100%** of our palm oil mills and plantations in 2020.

ISCC

Wilmar is a member of the ISCC association, an international certification system covering all kinds of bio-based feedstocks and renewables catering to the energy, food, feed and chemicals sectors and has been an active user of the system since 2011 to facilitate trade with the renewable energy market in the EU. Achieving ISCC certification enables the delivery of products that are compliant with the sustainability criteria laid down by the EU's Renewable Energy Directive.



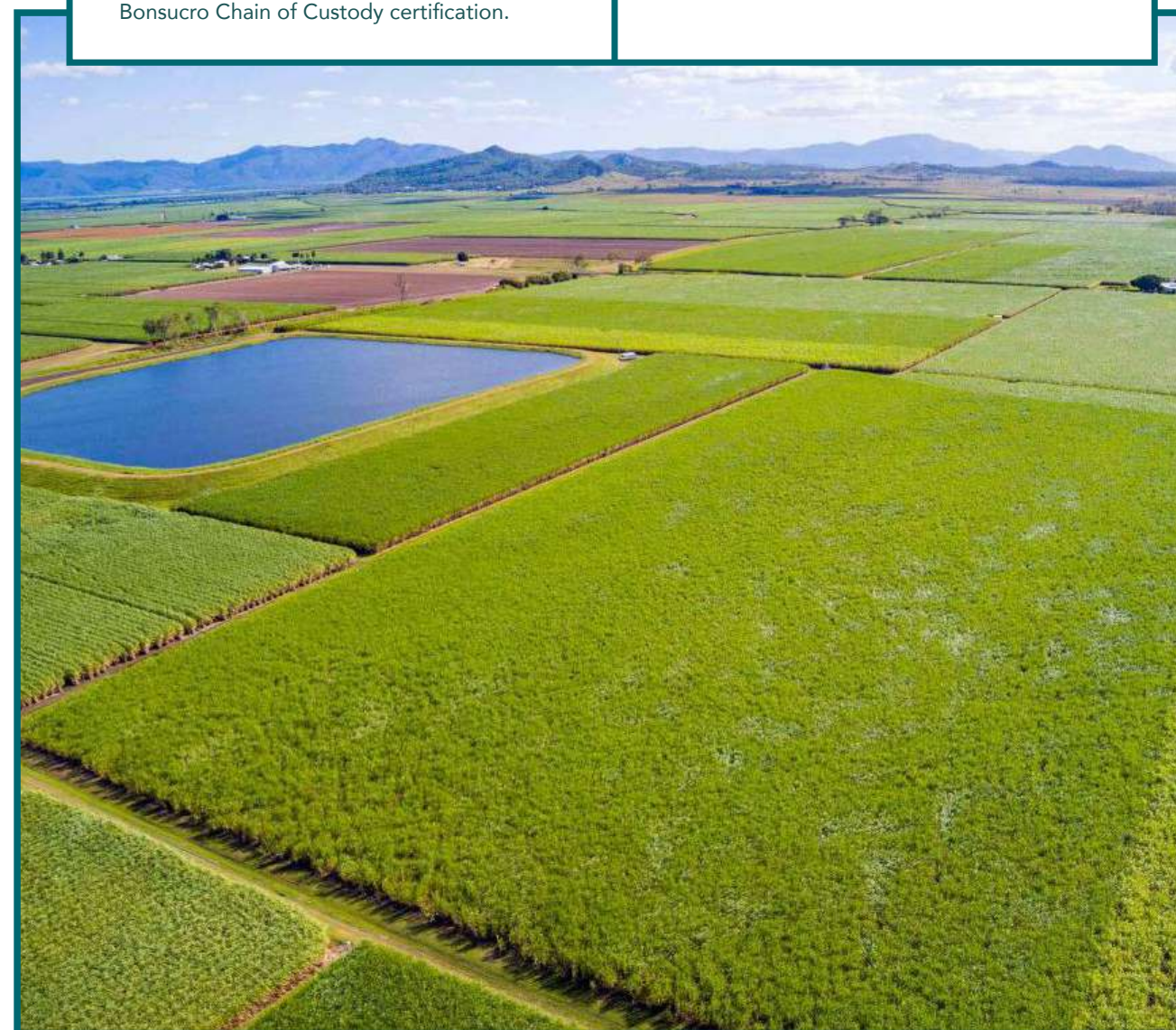
 SUGAR

BONSUCRO

Bonsucro, established in 2008, is a global sustainability standard and certification organisation for sugarcane products. Wilmar became a member of Bonsucro in 2014. Of the Wilmar-owned farms in Australia, **53.4%** 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 BMP

Smartcane BMP is an industry-led initiative available to all sugarcane growers across Queensland in Australia. Our Burdekin farms were first accredited in 2015 and we now have **100%** of our Wilmar-owned farms accredited.



Wilmar's sugarcane farms in Australia.


GENETICALLY MODIFIED ORGANISMS

FB-AG-430B.1

Wilmar does not grow or produce genetically modified (GM) crops, nor do we use genetically modified organisms (GMOs) in our palm and sugar production process. However, we recognise that there are varying global regulatory requirements on the authorisation of GM crops and provision of information to consumers. Our approach to using GM ingredients vary across our different businesses and product lines. Goodman Fielder has a preference where possible to not use any GM ingredients in retail branded and consumer

products. Goodman Fielder is fully compliant with regulatory requirements on the use of and labelling of GM ingredients.


YKA relies on imported GM soybeans and rapeseeds for processing and will handle GM crops. Where GM crops are used, a comprehensive management system has been implemented across our value chain, with measures including:



01

USING THE LATEST TECHNOLOGY TO CONDUCT STRINGENT TESTING OF GMOs

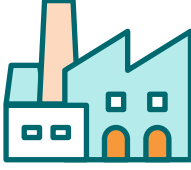
on raw materials and finished products, including checking every truck shipment that arrives



02

SEGREGATING GMO AND NON-GMO INGREDIENTS AT SOURCE


for specific customer orders



03

ENSURING THAT SOME FACTORIES REMAIN STRICTLY GMO-FREE

by processing non-GMO ingredients only



04

ADHERING TO LABELLING REQUIREMENTS FOR OUR GMO PRODUCTS

to ensure that consumers are well-informed⁴²

Furthermore, we adhere strictly 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 (农业转基因生物安全管理条例)
- 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 (进出境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)

⁴² None of Wilmar's products have been restricted, banned or suspended due to a breach of regulations on GMOs.



Precision application of pesticide in our sugarcane farms in Australia.





PRODUCT QUALITY AND SAFETY

3-3





We are committed to upholding the quality and safety of our products across every touchpoint within our value chain – from design and sourcing to production, storage and distribution.

Recognising that our products' safety can directly impact end-users, be it for consumer or industrial use, we have put in place a framework of targets, policies and processes to manage and prevent food safety-related incidents. To ensure that our safety controls meet international standards, we certify our food safety management systems and maintain close communications between the quality assurance and quality control country heads and Group-level management to ensure our systems remain effective. We also conduct regular inspections to ensure that quality and safety standards are consistently met.










OUR TARGETS	2023 PERFORMANCE
<ul style="list-style-type: none"> Continue to maintain ZERO FOOD SAFETY-RELATED INCIDENTS 	<ul style="list-style-type: none"> ZERO recalls issued for food safety reasons
<ul style="list-style-type: none"> CERTIFY 100% OF OUR FOOD AND FOOD INGREDIENT FACTORIES above 5,000 sqm to a food safety certification scheme accredited by the Global Food Safety Initiative by 2024 	<ul style="list-style-type: none"> 81.6% of our food and food ingredient factories above 5,000 sqm in Malaysia, Indonesia and Australia are certified. In 2023, we have expanded the scope of certification to all factories above 5,000 sqm under our management control globally
<ul style="list-style-type: none"> PASS ALL GOOD MANUFACTURING PRACTICE (GMP) INSPECTIONS with no serious findings 	<ul style="list-style-type: none"> 29.2% of factories passed GMP inspection with no serious findings, of which 86.1% were unannounced inspections A total of 271 inspections were conducted in 2023, of which 77.1% were unannounced

OUR POLICIES ON FOOD SAFETY

We take pride in the stringent measures we implement to maintain food quality and safety. Beyond complying with all applicable food safety-related statutory and regulatory requirements, we have also put in place the following key policies to guide our operations:



01

FOOD SAFETY POLICY

describes how we ensure our products meet the highest food safety standards



02

FOOD FRAUD POLICY

sets out our process for protecting our supply chain against deliberate and unintentional adulteration of our food products, food ingredients and food product packaging



03

FOOD DEFENCE POLICY

protects our products and supply chain from malicious attacks that might affect the safety of our food products, food ingredients and food packaging

ENSURING THE PRODUCTION OF SAFE FOOD THROUGH FOOD SAFETY CERTIFICATIONS

We are dedicated to certifying all our food factories exceeding 5,000 sqm to a food safety accreditation programme recognised by the GFSI by 2024. Internally, the Quality Assurance and Quality Control (QAQC) Department oversees the implementation of our factories' Food Safety Management System (FSMS). Updates are communicated to the QAQC heads, both at the Group and country levels. Our FSMS uses globally renowned certification schemes, including:

- Food Safety System Certification 22000
- United Kingdom: British Retail Consortium Global Standard for Food Safety
- United States: Safe Quality Food

Through these certifications, third parties can objectively review our management practices and thereby further strengthen the effectiveness of our FSMS.

To ensure the robust implementation of our FSMS, we have engaged AIB International (AIB), an expert in food safety system implementation, to inspect our factories for GMP and other food safety pre-requisites.

In 2023, a total of **259** inspections were conducted by AIB while **12** inspections were conducted by Wilmar's internal inspectors, achieving **95.0%** of the original target of **284** inspections in 2023. The remaining **5.0%** of inspections were not conducted either because factories had not yet enrolled in the programme or were winding down operations.

In addition, as part of our strategy to ensure that relevant standards are truly embedded into everyday practices, factories which are more mature in their GMP are requested to undergo unannounced AIB inspections. **209 (77.1%)** of the **271** inspections conducted in 2023 were unannounced.

Of the inspections conducted, **79 (29.2%)** factories passed the inspection without serious findings. Of these 79 inspections, over **86.1%** were unannounced.

STRIVING FOR ZERO FOOD SAFETY INCIDENTS

416-2

FOOD RECALLS

There were **ZERO RECALLS** issued for food safety reasons in 2023

NON-COMPLIANCE

There were **ZERO 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 animal feed safety by implementing appropriate product safety management systems. The majority of our animal feed products adhere to the GMP+ certification scheme and most of our GMP+ certified feed production plants are located in Southeast Asia.

In 2023, Wilmar continued to make progress in the certification of Palm Fatty Acid Distillate (PFAD⁴³) and shea nut expeller as animal feed products in Ghana. We are currently in the process of qualifying production in the Ivory Coast for GMP+ certification. In addition, our factories that export animal feed to Australia hold certifications from the Australian Quarantine and Inspection Services, covering both feed safety and biosecurity standards.

Last year, we collaborated with AIB to establish feed safety standards in accordance with GMP inspection standards. A pilot run of this scheme was conducted in 2023, allowing us to gain valuable insights and refine our practices to further meet GMP standards. Through the pilot study, we identified certain areas for improvement and finalised the GMP inspection standard with AIB which has now been added to AIB's inspection menu for Wilmar's factories. In 2024, we look forward to building a baseline GMP for our animal feed operations to further comply with the standard.

⁴³ PFAD is a processing residue derived from the refining of food-grade palm oil for food and chemical industry use.

ENHANCING PRODUCT QUALITY ACROSS DIFFERENT SEGMENTS



Wilmar continually seeks to enhance product quality to meet our customers' evolving expectations and preferences. To elevate product quality, we ensure that key palm oil products meet the most stringent requirements through strict controls in our entire palm oil supply chain, including plantation management, milling, refining and transportation of 3-MCPD⁴⁴ fatty esters which is a chemical contaminant found in palm oil. Separately, we made further investments and research to improve the quality of our products in 2023. For more information, please refer to **Innovation and Technology**.

STRENGTHENING OUR PROGRAMME

416-1



In the coming years, Wilmar will continue to foster a culture that prioritises food safety and is ingrained in our staff, operations and practices to ensure food safety. Specifically, we will continue to strengthen our initiatives through three main areas:

- 01 CONTINUE EXPANDING AIB INSPECTIONS** across factories and encouraging more factories to **UNDERGO UNANNOUNCED INSPECTIONS**. This strategy aims to integrate GMP seamlessly into the daily operation of our factories.
- 02 REVITALISING THE IMPLEMENTATION OF HAZARD AND CRITICAL CONTROL POINTS** in factories through ongoing coaching and collaborative reviews.
- 03 AUGMENTING FACTORY RESOURCES AND CAPABILITIES** for conducting GMP self-inspections. Our goal is to train all factory staff in GMP requirements. In addition, selected internal GMP auditors globally are trained by the Group's QAQC auditors. Upon the completion of training, they will have the capacity to train more auditors in their respective countries and regions.



⁴⁴ An organic chemical compound of 3-monochloropropane-1, 2-diol or 3-chloropropane-1, 2-diol.



TRANSFORMING OUR SUPPLY CHAIN



98.8%
TRACEABILITY TO MILL



90.6%
TRACEABILITY TO PLANTATION






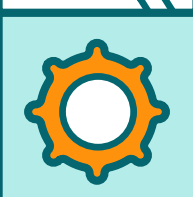



RESPONSIBLE
SOURCING AND
SUPPLY CHAIN
TRANSFORMATION





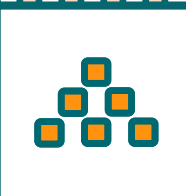




A CONSISTENT 100%
RESPONSE RATE FOR ALL
GRIEVANCES RAISED
VIA WILMAR'S GRIEVANCE MECHANISM



RESPONSIBLE SOURCING AND SUPPLY CHAIN TRANSFORMATION

3-3, FB-AG-430A.3, FB-PF-440A.2

Responsible sourcing and supply chain transformation have always been strategic priorities for Wilmar. To meet our sustainability commitments, we ensure that our supply chain works towards the same sustainability standards that we uphold.

OUR TARGETS	2023 PERFORMANCE
<ul style="list-style-type: none"> 100% TRACEABILITY TO PALM OIL MILL by 2024 	<ul style="list-style-type: none"> ACHIEVED 98.8%* TRACEABILITY to mill
<ul style="list-style-type: none"> 90% TRACEABILITY TO PLANTATION across our global operations by 2023 and 100% by 2025 	<ul style="list-style-type: none"> ACHIEVED 90.6%* TRACEABILITY to plantation
<ul style="list-style-type: none"> 100% RESPONSE RATE for all grievances raised via Wilmar's grievance mechanism 	<ul style="list-style-type: none"> ACHIEVED 100% RESPONSE RATE since 2015. As of December 2023, 85 grievance cases were logged, of which 81 cases were closed while 4 are ongoing
<ul style="list-style-type: none"> TO GAIN BENCHMARK RECOGNITION with the SAI Platform FSA 3.0 for NDPE Sugar 	<ul style="list-style-type: none"> ACHIEVED BOTH GOLD LEVEL ALIGNMENT AND EQUIVALENCE in 2023

We are committed to creating a traceable and transparent supply chain which is a key impact area in ensuring accountability to our stakeholders. At the same time, we advocate supply chain inclusiveness by monitoring and engaging with suppliers through capacity building and other initiatives, as well as empowering them to meet our standards.

Wilmar has implemented key frameworks to systematically track the impact of our actions and ensure our initiatives remain effective throughout the supply chain. We continuously strive to stay at the forefront of technological advancements by investing in new technologies to identify and track the progress of activities we implement in real time across our supply chain. This enables us to provide timely updates and deliver impactful data whenever feasible. We also actively collaborate with sustainability experts who provide on-the-ground support and play a crucial role in evaluating and executing the implementation of our NDPE and other sustainability-related policies. Other initiatives include setting traceability targets

and engaging suppliers systematically to encourage the adoption of sustainable practices.

Stakeholders can provide key insights on the effectiveness of our initiatives. We engage stakeholders through scalable partnerships and have processes in place where stakeholders can provide feedback.

Wilmar's **Supplier Guidelines** delineate fundamental principles encompassing legal compliance, business integrity, human rights and labour, environmental protection, product quality, safety and reporting misconduct. We expect our suppliers to adhere to our guidelines and to in turn communicate and implement these principles throughout their supply chains. Our responsible sourcing programme supports suppliers in building capacity to meet these standards, with a specific focus on palm oil and sugar. Through knowledge sharing and on-the-ground interventions, we actively promote responsible sourcing practices for these key commodities.

* Limited assurance conducted by CU.

PALM SUPPLIERS

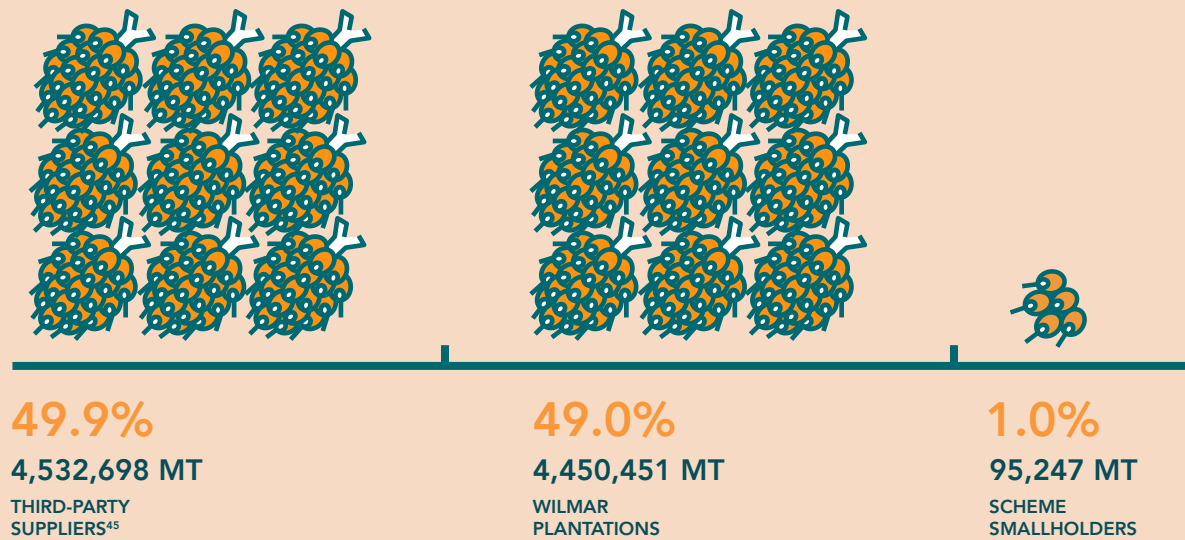
A large proportion of our supply of FFB, CPO and palm kernel oil (PKO) comes from third-party suppliers globally:

i For more information on Wilmar's supply chain, please refer to our **SUSTAINABILITY DASHBOARD**

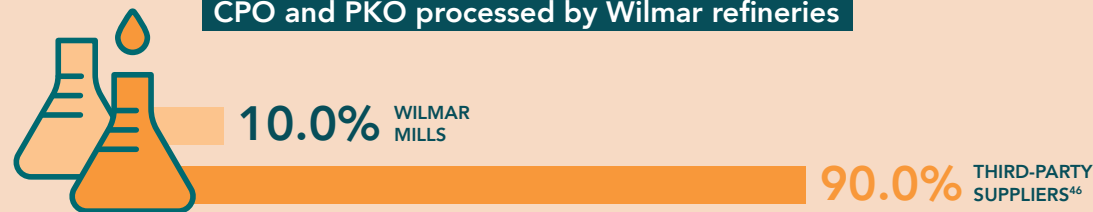


WE AIM TO SOURCE 100% OF OUR PALM VOLUME THAT IS CERTIFIED AGAINST THE ISPO, MSPO AND/OR RSPO STANDARDS BY 2050

FFB processed by Wilmar palm oil mills



CPO and PKO processed by Wilmar refineries



⁴⁵ Include independent smallholders, FFB collection centres and agents.

⁴⁶ Include third-party direct mills, third-party refineries/traders/bulkers.

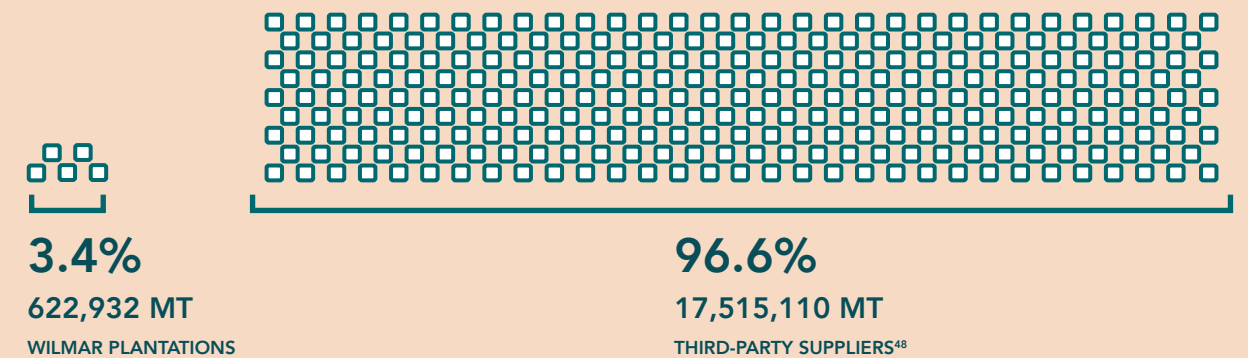
SUGAR SUPPLIERS

We source sugar from a wide range of suppliers, including our own operations, independent mills, refineries, traders and global sugar exchanges. A large proportion of our total sugar supply comes from third-party suppliers worldwide:



Sugarcane processed by

Wilmar sugar mills



ENSURING SUSTAINABLE PRACTICES BY OUR PALM SUPPLIERS

Our **NDPE Policy** was first introduced in 2013 and subsequently updated in 2019 to align with evolving commitments, policies and procedures. As a pioneer in the industry, Wilmar's NDPE Policy covers the entire supply chain and incorporates key elements such as support for smallholders, a deforestation cut-off date, recovery plan requirements, a "suspend first" approach, heightened health and safety responsibilities, robust grievance mechanisms and transparent public reporting. Through our NDPE Policy, we aim to effect a positive change and promote sustainable development across the palm oil supply chain.

⁴⁷ Include third-party refineries/traders/direct mills.

⁴⁸ Include third-party farmers and smallholders.

i For more information on our NDPE implementation progress, please refer to our **PALM NDPE IMPLEMENTATION ANNUAL REPORT 2023**



ENSURING SUSTAINABLE PRACTICES BY OUR SUGAR SUPPLIERS

Wilmar continues to reaffirm our dedication to sustainability in the sugar supply chain through our commitment to the **NDPE Sugar Policy** which was introduced in 2021. Aligned with our original NDPE Policy, it focuses on safeguarding forests, people and communities while enhancing operational efficiencies. The Policy also extends to JVs and third-party suppliers in the sugar supply chain, but unlike the NDPE Policy, peat is excluded as it is not a material issue in the sugar industry.

Wilmar engages suppliers to ensure effective policy implementation, emphasising improvement through agricultural practices and knowledge sharing. The SAI Platform has recognised Wilmar's NDPE Sugar Policy as **Gold Level Equivalent** to the **SAI Platform's FSA 3.0**.

Central to our approach is the traceability mapping of our sugar sourcing, a crucial step in comprehending the entire supply chain and gaining visibility into origin. This involves mapping out all the mills supplying our refineries and refinery partners. Wilmar has adopted a phased implementation approach, with the first phase concentrating on onboarding refineries and implementing the **Sugar SRT** for key mill suppliers in Australia, Thailand and India, before rolling it out to mill suppliers in Latin America in 2023. Such a progressive strategy aims to drive transformation across the global sugar cane industry, similar to our efforts in the palm sector.

As of 2023, **43** mills representing **42.0%** of sugar mills supplying to Wilmar have completed the Sugar SRT since it was implemented in 2021.

Our primary focus in 2024 is to assess and engage our sugar suppliers based on risk prioritisation determined by the outcome of the SRT. Besides suggested action plans, follow-up support is provided to facilitate continuous improvement of the mills. Further engagement could include site assessment of the mills and supply base. The site assessment and verification process are outlined in the Site-assessment Protocol.



Our primary focus in 2024 is to assess and engage our sugar suppliers based on risk prioritisation determined by the outcome of the SRT.

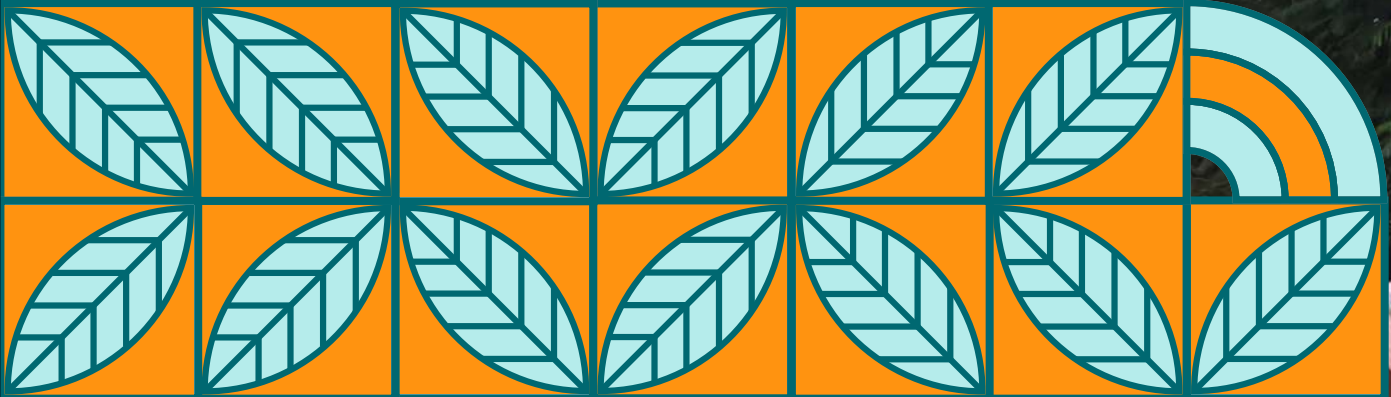



For more details on initiatives related to our sugar suppliers, please refer to the section on **NDPE SUGAR** on our Sustainability Dashboard



Wilmar's sugarcane farm in Australia.

RESPONSIBLE BUSINESS PRACTICES



BUSINESS ETHICS AND COMPLIANCE



ZERO TOLERANCE POLICY ON BRIBERY, CORRUPTION, EXTORTION, FRAUD AND OTHER MALPRACTICES



DATA SECURITY AND PRIVACY



ZERO SUBSTANTIATED COMPLAINTS CONCERNING BREACHES OF CUSTOMER PRIVACY AND LOSSES OF CUSTOMER DATA



		<h2>BUSINESS ETHICS AND COMPLIANCE</h2> <p>3-3</p>	
		<p>Wilmar is committed to conducting business responsibly and upholding the highest standards of integrity and ethics while ensuring compliance with applicable regulatory requirements in all our activities and across our global operations.</p>	

This commitment is reflected in our **Core Values**, which include integrity as we value honesty, trustworthiness and high ethical standards. We believe this commitment forms a pivotal foundation on which a resilient business is built and we will continue to adhere to our business ethics ideals and comply with regulations wherever we operate.

With our global footprint, we recognise that we can play a significant role in elevating ethical practices through our zero tolerance policy on bribery, corruption, extortion, fraud and other malpractices. By committing to high ethical standards, we can potentially amplify a positive impact on not only our own activities but also those of our business partners as we ensure our corporate policies and expectations are adopted in our value chain.

Over time, greater transparency and responsibility can lead to better identification and management of impacts on the environment, individuals, communities and human rights across the regions where we operate.

Beyond corporate policies that guide the Group's responsible business conduct, we also perform due diligence to identify, prevent and manage our impact through whistleblowing procedures and grievance mechanisms. Moving forward, we remain committed to actively engage stakeholders through these mechanisms and ensure effective actions are taken to manage any actual or potential negative impacts that arise.



A group of harvesters in Wilmar's plantation in Sabah, Malaysia.

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

Applicable to all employees, Wilmar's **Code of Conduct** covers topics such as confidentiality of information, conflict of interest, bribery, corruption, anti-trust, whistleblowing, responsibility for workplace health and safety, and respect in the workplace such as non-discrimination, anti-harassment and violence. To enhance the effective implementation of our Code of Conduct, appropriate disciplinary actions can be taken against employees who breach the Code. These actions include, but are not limited to, warnings and dismissals. Procedures, such as whistleblowing channels, are also in place to ensure accountability and provide access to employees to flag violations of the Code.



ANTI-BRIBERY AND CORRUPTION POLICY

Wilmar's **Anti-Bribery and Corruption Policy** sets out the guidelines and requirements and assigns responsibilities for monitoring, establishing controls and conducting of investigations relating to bribery and corruption. This Policy applies to all employees and business partners who have a business relationship with us.

Committing to ethical and fair conduct, Wilmar strictly prohibits all forms of corruption, bribery and extortion. To uphold this commitment, our leadership, employees and our business partners are provided training and/or communications on anti-corruption.



CODE OF ETHICS

Wilmar's **Code of Ethics** prescribes the moral and ethical standard of behaviour that is expected in all our businesses and applies to all employees including the management team.



ANTI-FRAUD POLICY

Wilmar's **Anti-Fraud Policy** identifies responsibilities, provides direction and sets out procedures for the management of any fraudulent activity involving employees and business partners with a relationship with Wilmar.

Wilmar has zero tolerance for corrupt practices and does not condone any corrupt acts by any of our employees or office holders. With reference to the indictment of our China subsidiary, Yihai Kerry (Guangzhou) Oils & Grains Industries Co., Ltd., for assisting in the commission of

an offence of contract fraud in China, Wilmar disagrees with the allegations and charges in the indictment and is actively defending against them in the Courts. For more information on the ongoing matter, please see [here](#).

COMMUNICATION AND TRAINING ON WILMAR'S CORPORATE POLICIES

2-23

All employees, including part-timers and contractors, receive training and specific guidance on our corporate policies, including anti-bribery and corruption, as part of the onboarding process. Training, including refresher courses, is made accessible and readily available through e-learning applications developed by Wilmar's Human Resources and IT Departments, where attendance and results of the training are logged and monitored for mandatory completion.

Besides training, Wilmar actively communicates our corporate policies to all employees, business partners and external entities we engage with. Policies can be accessed freely on **Wilmar's website** and the Company's intranet. Through our SRT, we also monitor the compliance of our subsidiaries, JVs and third-party suppliers with policies such as the NDPE Policy. Where necessary, physical engagements are conducted with those who are identified to be high risk.

WILMAR'S TAX POLICY

207-1

Wilmar's tax strategy is outlined in our **Tax Policy**, reviewed by the Group's Chief Financial Officer and approved by the Board of Directors. This Policy sets out our approach to regulatory compliance across

companies within the Group and establishes how companies should conduct their tax compliance and manage their tax risks.

THE TAX POLICY IS ESTABLISHED BASED ON THE FOLLOWING KEY PRINCIPLES:



COMMITMENT TO FULFILL

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

By upholding our fiscal regulatory duties and facilitating transparency in our tax practices, we maintain our stakeholders' trust and bolster the sustainable development of our business.

RAISING AND REPORTING CONCERNS

2-25, 2-26, 205-3, 2-27, 206-1

Available to all employees of the Group and external stakeholders such as customers, suppliers and contractors, our **Whistleblowing Policy** provides a secure avenue where individuals may, in confidence and anonymously, raise concerns about possible corporate improprieties. The Policy ensures that all alleged improprieties are independently investigated and feedback on action taken are provided. Furthermore, it protects whistleblowers from retaliation or victimisation and ensures that they will not be at risk of losing their job, even if allegations turn out to be false.

The Policy outlines how a concern may be raised, including a formal Whistleblower Report that individuals can fill out anonymously.

These forms are available in local languages, including **Bahasa Indonesia** and **Chinese**, which are the primary languages in the major areas where we operate.

Wilmar also has an established grievance mechanism to identify and address any potential concerns on the implementation of our NDPE Policy alongside a dedicated hotline that is available during and outside office hours. Detailed guidance on the procedure in local languages is available and individuals can submit grievances anonymously through these channels in their local languages. For more information on our grievance mechanism, please see our **Palm NDPE Implementation Annual Report 2023**.





In May 2023, the Indonesia Competition Commission issued a decision on the alleged withholding of circulation/sales of packaged cooking oil from the Indonesian market. The decision stated, among other things, that two Indonesian subsidiaries of the Group namely PT Multimas Nabati Asahan and PT Sinar Alam Permai, along with five other Indonesian cooking oil companies, were found to have restricted the circulation/sales of packaged cooking oil.

Accordingly, the Indonesia Competition Commission imposed a fine on PT Multimas Nabati Asahan and PT Sinar Alam Permai of IDR8,018,000,000 (approximately US\$520,109) and IDR3,365,000,000 (approximately US\$218,280) respectively. The two said subsidiaries disagreed with the outcome and submitted an appeal to the Commercial Court of Jakarta. On 16 May 2024, the Commercial Court of Jakarta annulled the decision of the Indonesia Competition Commission and ruled that both PT Multimas Nabati Asahan and PT Sinar Alam Permai were not guilty of restricting the circulation/sales of packaged cooking oil in the Indonesian market and therefore released from their obligation to pay the fines mentioned above and any other obligations imposed by the Indonesia Competition Commission.

There were no significant incidents of non-compliance with any relevant environmental and socio-economic laws or regulations in our operations in 2023. Further, no anti-competitive behaviour, anti-trust and monopoly practices were recorded.

PUBLIC POLICY

Wilmar does not make any direct or indirect contributions to political parties, political associations or political candidates. This is stipulated in our **Code of Conduct** which includes prohibitions of political involvement and contributions of any kind on behalf of Wilmar.

Wilmar recognises employees' rights to participate in the political process as individuals. Any engagement by employees in political activities must be in compliance with our Code of Conduct and other relevant Group policies.

As a responsible corporate citizen, Wilmar often takes a position on issues of public policy that could impact our business. The Group may engage in efforts that may have an impact on legislation or government policy. All such advocacy efforts are conducted in accordance with relevant applicable laws and regulations.


Our subsidiary, Wilmar Europe Trading B.V. (WET), engaged Europtimum to represent our position on various sustainability policy issues within the EU.

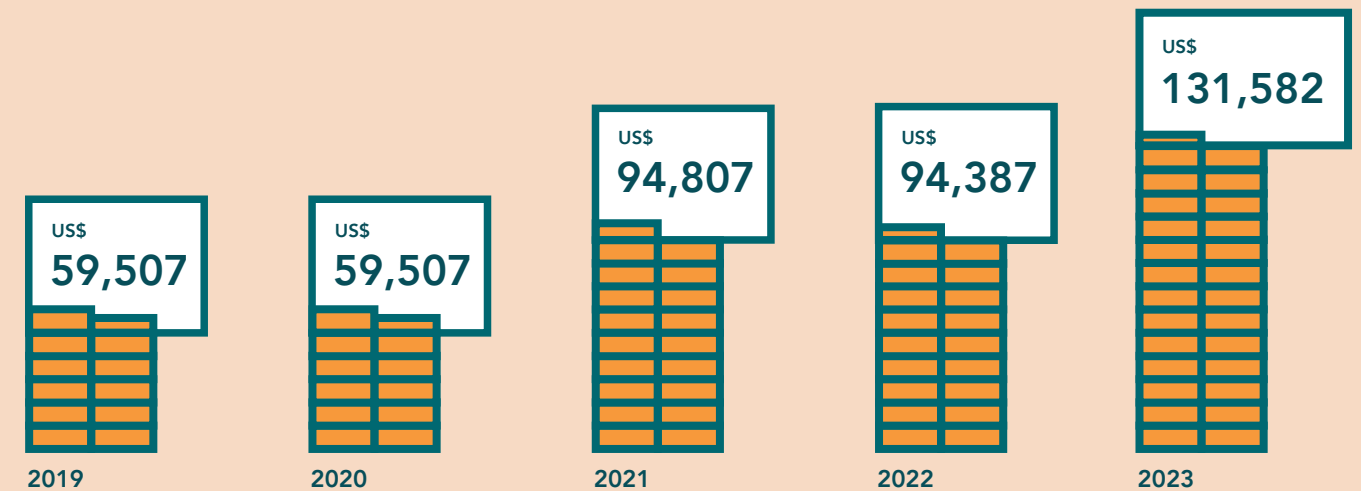
Fees amounting to **US\$54,235** were paid to Europtimum in 2023, split equally between WET and Olenex Sàrl (Olenex). Olenex is a JV between Wilmar and ADM.

Through Europtimum, 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. We expressed general support for both proposals and provided 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% by 2030 (compared to 1990 levels). Nothing of monetary value was offered to any government officials in the course of our advocacy work.

Wilmar is a member of several recognised sustainability-related trade associations, multi-stakeholder initiatives and tax-exempt groups.

Total monetary contributions⁴⁹ to recognised sustainability-related trade associations and tax-exempt groups

 = US\$5,000



⁴⁹ Based on contributions made by Wilmar's Sustainability Department.

CORPORATE GOVERNANCE

2-9

BOARD DIVERSITY

A diverse Board comprising Directors with an array of appropriate skills, competencies, knowledge, experience and perspective is essential for the crafting of effective strategies and the sustainable development of the business. Wilmar is committed to building a diverse, inclusive and collaborative culture, starting at the Board level.

All Board appointments are based on merit and the selection of candidates by the Nominating Committee (NC) is guided by Wilmar's **Board Diversity Policy**. The Policy requires the NC to consider opportunities to increase the proportion of members from different areas of expertise, nationalities, ethnicities, gender and age groups over time.



More information on the diversity of our Board can be found on page 77 of our **ANNUAL REPORT 2023**



TRAINING FOR OUR BOARD OF DIRECTORS

Regular trainings and briefings are provided to our Board of Directors so that they can collectively develop and maintain their skills and knowledge, thereby enhancing their capacity to effectively carry out their roles and stay up-to-date with business, technological, societal and sustainability developments.

In addition, Directors are encouraged to participate in seminars, conferences and training programmes relevant to their roles.

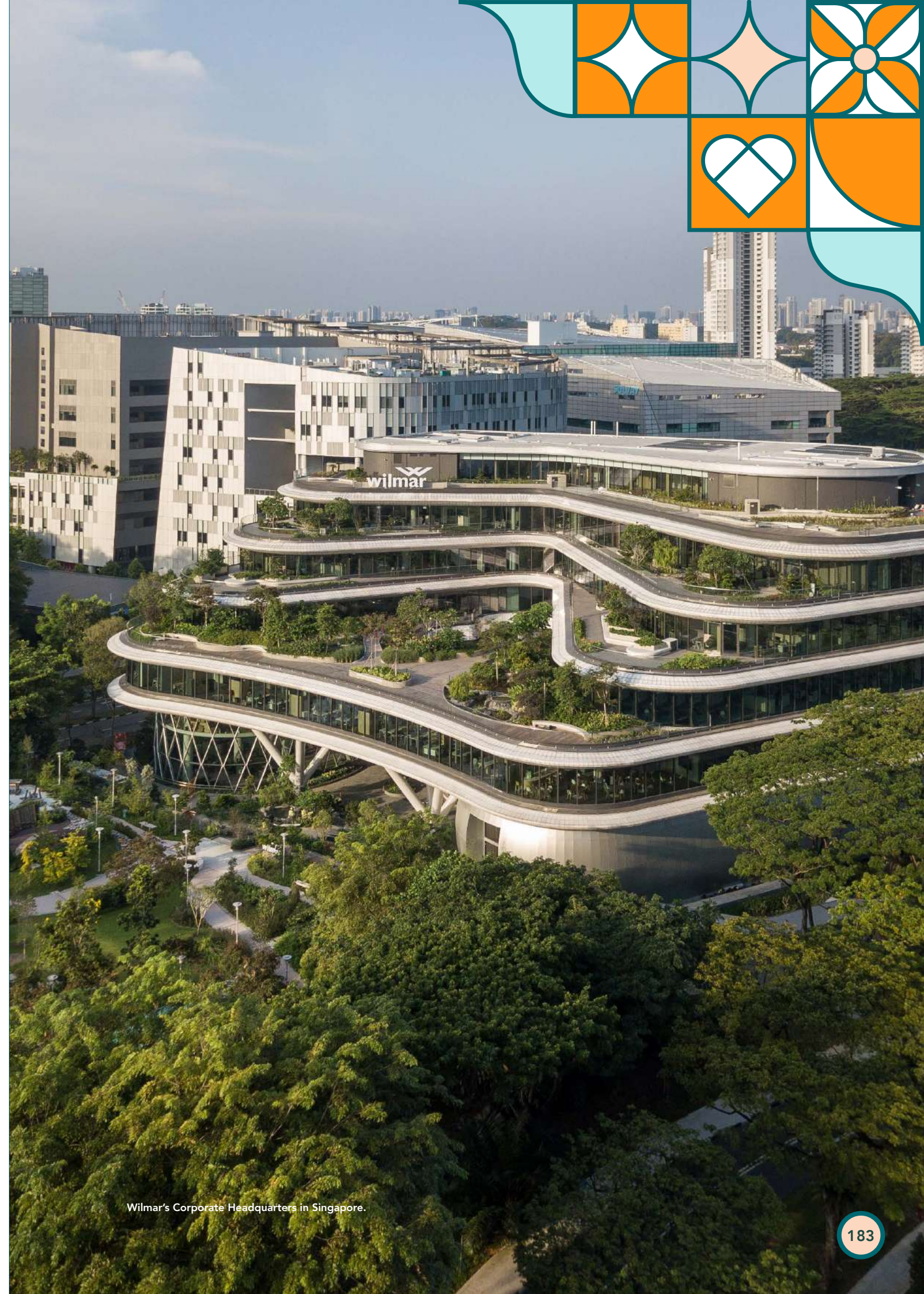
In 2022, Directors completed a requisite sustainability training module, prescribed by the SGX, to gain basic knowledge on sustainability matters.

New Directors appointed the Board in 2023 have also completed this sustainability training module.

Other training events that the Directors have attended include the Singapore Institute of Directors' ESG and Climate Governance International Conference, briefings on the IFRS Sustainability Disclosure Standards issued by the ISSB and the annual flagship event "Unlocking Capital for Sustainability" organised by **Eco-Business** in partnership with UN Environment Programme.



More information on the training programmes attended by the Board of Directors can be found on page 73 of our **ANNUAL REPORT 2023**



Wilmar's Corporate Headquarters in Singapore.



	<h2>DATA SECURITY AND PRIVACY</h2> <p>3-3, 418-1</p>	
	<p>At the heart of Wilmar's digital transformation is a commitment to data security and privacy.</p> <p>Leveraging a robust and risk-based framework, we actively manage evolving cyber threats to safeguard our assets and the privacy of personal and business data of our customers, business partners and other stakeholders.</p> <p>To this end, Wilmar has instituted sound policies and frameworks while enhancing employee cybersecurity awareness to mitigate the risks associated with potential cybersecurity attacks.</p>	

PROTECTING DATA PRIVACY

We comply with data protection regulations across 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.

As laws that regulate data collection, processing and sharing vary across countries, Wilmar collaborates with local regulatory authorities to better understand data residency regulations and incorporates the requisite requirements into our system design.

Our Internal Privacy Policy addresses how employees must handle data in accordance with these regulations. Externally, the **Group Privacy Policy** outlines how we collect personal data, how and for what purposes we may use it and to whom such data may be disclosed. This Policy also includes important information regarding individuals' rights with respect to the processing of their personal data.



Leveraging a robust and risk-based framework, we actively manage evolving cyber threats to safeguard our assets and the privacy of personal and business data of our customers, business partners and other stakeholders.



IMPLEMENTING CYBERSECURITY MEASURES

Wilmar fosters a cyber-aware culture by conducting regular cybersecurity awareness training and disseminating bulletins with tips and advice. These initiatives serve to remind employees to remain vigilant and cultivate good cyber awareness practices.


To ensure cyber resilience, overall IT and cyber security measures are constantly monitored and reviewed. Issues of concern are elevated to senior management's attention. The IT Security team reports to our Chief Information Officer, who in turn reports to the Chief Operating Officer, who is also a Board Director. Key developments, initiatives and emerging issues on IT security are also reported to the Board.

Wilmar follows industry-leading cybersecurity frameworks such as the National Institute of Standards and Technology Cybersecurity Framework and ISO/IEC 27001:2022 to prevent, detect and respond to cyberattacks effectively.

Furthermore, there are channels for employees to promptly report any cybersecurity issues to the IT Security team to ensure a proactive approach to potential threats.



APPENDIX



- MATERIALITY
- EXTERNAL ASSURANCE FROM ERNST & YOUNG LLP
- EXTERNAL ASSURANCE FROM CONTROL UNION CERTIFICATIONS
- INTERNAL ASSURANCE STATEMENT
- ALIGNING WITH THE RECOMMENDATIONS FROM THE TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)
- GLOSSARY OF TERMS
- GLOSSARY OF MEASUREMENT UNITS



MATERIALITY

3-1, 3-2

Materiality assessments are critical to identifying key sustainability issues relevant to our business and stakeholders. They provide valuable insights that guide us in making well-informed strategic decisions to improve our sustainability performance and business resilience.

A comprehensive materiality assessment was conducted in 2020 to identify Wilmar's impact on people and the environment. The assessment covered key business segments and involved a thorough stakeholder engagement process where stakeholders' views⁵⁰ were systematically identified and evaluated.

In 2023, an independent consultancy specialising in sustainability supported the review of our ESG material topics and assessed that the topics remain highly relevant, with no changes required.

⁵⁰ 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:



01 CONTEXT AND TOPIC IDENTIFICATION

A desk-based research and benchmarking exercise identified 16 potential material topics for our key business segments.



02 STAKEHOLDER ENGAGEMENT: SURVEY

Conducted an online survey for internal and external stakeholders to prioritise the 16 topics based on Wilmar's impact on society and their importance to the Group. We aimed to get balanced responses from our most important stakeholder groups. We received a total of 364 employee responses and 521 responses from external stakeholders, resulting in a response rate of 66.5% and 42.0% respectively.



03 STAKEHOLDER ENGAGEMENT: INTERVIEWS

Conducted interviews with key external stakeholders to gather additional context and insights into our material topics.



04 VALIDATION

Consolidated and analysed findings from the online survey and interviews to produce a preliminary matrix. Validated the results with the Sustainability Department and received sign-off from the Board of Directors.



05 REVIEW

Conducted a review of our material topics to consider any changes in priority or new topics. Supported by an independent consultancy specialising in sustainability, the review was based on desktop 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 its impact on society and the environment. They form the basis of Wilmar's sustainability strategy and reporting.

 <p>BIODIVERSITY AND CONSERVATION Conserving, managing and rehabilitating HCS forests, HCV areas and peatland through no deforestation, no development on peatland and fire prevention.</p>	 <p>BUSINESS ETHICS AND COMPLIANCE Conducting business activities with the highest standards of governance and ethics and compliance with all relevant laws and policies.</p>
 <p>CLIMATE CHANGE Taking actions to mitigate the impact of climate change by reducing GHG emissions and adapting to regulatory and physical climate risks.</p>	 <p>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.</p>
 <p>ECONOMIC AND COMMUNITY CONTRIBUTION Contributing to the socio-economic development of the communities where we operate.</p>	 <p>ENVIRONMENTAL FOOTPRINT OF OPERATIONS Minimising the environmental footprint of our operations through the efficient consumption and responsible management of energy, water and waste.</p>
 <p>EMPLOYEE HEALTH, SAFETY AND WELL-BEING Promoting and safeguarding the health, safety and well-being of our workforce.</p>	 <p>HUMAN RIGHTS AND LABOUR STANDARDS Providing fair and decent working opportunities, respecting and protecting the rights, dignity and security of our workers, our communities and all who are part of our value chain.</p>
 <p>PRODUCT QUALITY AND SAFETY Guaranteeing the highest standards of product quality and safety.</p>	 <p>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.</p>

IMPORTANT TOPICS

Important topics are of moderate to high importance to either Wilmar or our key stakeholders.

 <p>CONSUMER HEALTH AND WELL-BEING Contributing to the accessibility of affordable, healthy and nutritious food, especially in emerging markets.</p>	 <p>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.</p>
 <p>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.</p>	 <p>PRODUCT MARKETING AND LABELLING Marketing and labelling our products accurately and with high standards for product transparency.</p>
 <p>SUSTAINABLE PACKAGING Sourcing and developing packaging solutions that minimise the use of materials and can be reused/recycled by the end-user.</p>	 <p>TALENT MANAGEMENT Attracting skilled individuals, providing development opportunities and maintaining an engaged workforce to build a high-performing company.</p>



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 matters included in the Sustainability Report of Wilmar International Limited for the year ended 31 December 2023

To the Management and Directors of Wilmar International Limited,

SCOPE

In connection with our engagement letter dated 19 November 2021 and associated addendum dated 12 January 2024, 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 subject matters as set out in the Subject Matter Information section below as contained in Wilmar's Sustainability Report dated **29 May 2024** for the year ended 31 December 2023 for the period from 1 January 2023 to 31 December 2023.

SUBJECT MATTER INFORMATION

Our limited assurance engagement covers the following subject matters for the above-mentioned period:

NO	MATERIAL ESG ISSUE	INDICATORS FOR ASSURANCE	COUNTRIES	SCOPE
1	ENVIRONMENTAL FOOTPRINT OF OPERATIONS	Water use intensity (m ³ /MT)	Indonesia, Malaysia, Ghana and Nigeria	Palm oil mills

NO	MATERIAL ESG ISSUE	INDICATORS FOR ASSURANCE	COUNTRIES	SCOPE
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	Oil palm plantations
4	EMPLOYEE HEALTH, SAFETY AND WELL-BEING	Number of reported fatalities of Wilmar's employees and contractors	Global	Plantations, mills and factories

A hashtag symbol (#) in the Sustainability Report and accompanying **Base Data Tables** denotes statements and claims on which we have performed limited assurance procedures.

CRITERIA APPLIED BY WILMAR

In preparing the Report, 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'S RESPONSIBILITY

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 matters, such that it is free from material misstatement, whether due to fraud or error.

EY'S RESPONSIBILITY

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 the 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 19 November 2021, and associated addendum on 12 January 2024. Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the subject matters 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 an 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 review was limited to the information on the select indicators set out in the Sustainability Report and accompanying Base Data Tables for the year ended 31 December 2023 and our responsibility does not include:

- Any work in respect of sustainability information published elsewhere in Wilmar's annual report, website and other publications,

- Sustainability information prior to 1 January 2023 and subsequent to 31 December 2023, and
- Management's forward-looking statements such as targets, plans and intentions.

OUR INDEPENDENCE AND QUALITY CONTROL

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements*, and accordingly maintains a comprehensive system of quality control including documented policies and 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 team 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, and
 - d. Identify data providers and their responsibilities.
2. **Conducting virtual interviews with and seeking clarification from employees and management in Singapore, Indonesia, Malaysia, Ghana, Nigeria (e.g. Sustainability team, Environment, 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 collection, calculation and reporting with relevant personnel to understand the quality of checks and control mechanisms in relation to the subject matters in the Report.**

4. **Performing analytical reviews on data and making inquiries with relevant personnel when anomalies are observed.**
5. **Obtaining documentation through sampling methods to verify assumptions, estimations and computations made by management in relation to the concerned subject matters.**
6. **Checking data and statements have been correctly transcribed from corporate systems and/or supporting evidence, in relation to concerned subject matters.**
7. **Obtaining relevant certifications and reports in relation to the concerned 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 dated **29 May 2024** for the year ended 31 December 2023 for the period from 1 January 2023 to 31 December 2023, in order for it to be in accordance

RESTRICTED USE

This report is intended solely for the information and use 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
29 MAY 2024
SINGAPORE



EXTERNAL ASSURANCE FROM CONTROL UNION CERTIFICATIONS

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 2023 and the Palm NDPE Implementation Annual Report 2023 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 mechanisms 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 2023, Wilmar's progress against their commitments and targets are categorised below according to the disclosures within the scope of this assurance statement.

01	TtM AND TtP
	98.8% which translates to approximately 26.9 million MT of palm and lauric products is traceable to mill level
	90.6% which translates to approximately 24.6 million MT of palm and lauric products is traceable to plantation level
02	NDPE IRF
	NDPE IRF profiles are published for 70 facilities globally
	99.6% of palm oil and lauric product volumes to Wilmar's Origin Refineries in Malaysia and Indonesia and 96.7% across Wilmar's global supply chain are from suppliers that have at least company group-level commitments and/or action plans in place to address the No Deforestation requirements
03	SUPPLIER ENGAGEMENT
	948 (100%) suppliers assessed
	915 (96.5%) suppliers assessed as low-priority mills
	33 (3.5%) suppliers assessed as high-priority mills
	31 (93.9%) high-priority mills engaged (e.g. field visit, action plan follow-up, meeting, email correspondence, etc)

04

CERTIFICATIONS

For operations in Malaysia, Indonesia, Ghana and Nigeria:

- 29 mills are RSPO-certified (80.6%)
- 251,906 ha of oil palm plantations are RSPO-certified (82.0%)

For operations in Indonesia:

- 15 mills are ISPO-certified (44.1%)
- 5 independent palm oil mills completed ISPO certification audits (50.0%)

For operations in Malaysia:

- 9 mills are MSPO-certified (100%)
- 20 oil palm plantations are MSPO-certified (100%)

05

SATELLITE MONITORING

>23.4 million ha of land covered by satellite monitoring across Wilmar's global operations and supply base⁵¹

1,136 supplier groups and 8,128 plantation units monitored

06

BIODIVERSITY AND CONSERVATION (PEAT AREA)

Total peat area and total planted peat area in Wilmar's concession areas in Malaysia and Indonesia were verified

	SABAH	SARAWAK	WEST KALIMANTAN	SUMATRA	TOTAL
PLANTED PEAT AREA (HA)	10	84	15	1,593	1,702

Approximately 1,702 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.

⁵¹ Indonesia, Malaysia, Papua New Guinea, Brazil, Cameroon, Colombia, Costa Rica, Democratic Republic of the Congo, Ghana, Guatemala, Honduras, Ivory Coast, Liberia, Mexico, Nicaragua, Nigeria, Sao Tome and Principe, Sierra Leone, Solomon Islands, Sri Lanka and Thailand.

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
22 APRIL, 2024





INTERNAL ASSURANCE STATEMENT

Wilmar's Group Internal Audit Department conducted internal assurance on the Group's sustainability reporting process on the material topic below, in line with the enhanced sustainability reporting requirements by the SGX. The internal assurance process is intended to complement external assurance by assessing the material topic that is not externally assured.

STANDARD

The assurance procedure has been planned and performed in accordance with the International Standards for the Professional Practice of Internal Auditing issued by The Institute of Internal Auditors.

SCOPE

Material topic that was reviewed by the Group Internal Audit Department, for the period from 1 January 2023 to 31 December 2023, is: Innovation and Technology. There is no GRI topic - specific disclosure for this topic.

METHODOLOGY

In carrying out this assurance, the Group Internal Audit Department adopted a comprehensive approach by examining and seeking evidence pertaining to the material topic provided in the Report. We also assessed the underlying data management processes. To obtain sufficient evidence for us to give a moderate level of assurance and to arrive at conclusions, we undertook the following activities:

- Obtaining and conducting a review of the material topic's draft report to assess disclosures covered in the Report
- Developing an engagement plan based on the material topic's disclosures in the Report for verification
- Conducting interviews with key personnel responsible for collecting and monitoring data involved in the material topic such as the Sustainability Department, various countries' Legal and Research & Development teams, and all relevant personnel
- Verifying supporting documentary evidence provided in accordance with internal review principles

CONCLUSIONS

Based on our thorough verification process and reviews for the period from 1 January 2023 to 31 December 2023, Internal Audit confirms that the information included in Wilmar's Sustainability Report 2023 for the material topic is relevant and accurate.



PATRICK TAN SOO CHAY
GROUP HEAD OF INTERNAL AUDIT
WILMAR INTERNATIONAL LIMITED
22 APRIL 2024

ALIGNING WITH THE RECOMMENDATIONS

FROM THE TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

Wilmar welcomes the TCFD recommendations and seeks to align our disclosures accordingly in order to build resilience against climate change. This section describes how we manage our climate-related risks and opportunities, with reference to the four key pillars recommended by the TCFD.

GOVERNANCE

The Chairman and CEO, and the Board of Directors oversee the management of Wilmar's sustainability strategy. In 2021, Wilmar approved the establishment of the **BSC** to assist the Board of Directors in fulfilling its oversight responsibility of the Group's sustainability impact through:

- Formulating ESG strategies
- Identifying ESG-related risks
- Evaluating ESG performance and targets
- Monitoring the implementation of ESG-related policies and practices

The BSC members have extensive knowledge and experience in climate-related issues, developments, risks and opportunities. The Board also regularly attends mandatory ESG training organised by the SGX as well as in-house training on climate-related matters. In April 2023, Ms Jessica Cheam, Founder and Managing Director of Eco-Business, ESG committee member of the Singapore Institute of Directors and Chairman of ComfortDelGro's Board Sustainability Committee, was appointed as a Non-Executive and Independent Director of Wilmar. In October 2023, Ms. Cheam was appointed as a member of the BSC. For more information on the profile of our Board, please refer to our [Annual Report 2023](#).

The BSC and the Board receive quarterly updates from the **SMT**, with support from our **ISA**, on the following:

- Physical risks from climate change
- Transition R&Os related to stakeholder expectations and global sustainability trends
- Performance against our commitments and targets to reduce GHG emissions

These updates assist decision-making as the Board of Directors reviews and guides the Group's business strategy and financial planning.

The SMT is supported by the Sustainability Department which actively monitors and analyses climate-related issues, ranging from R&Os to emission reduction programmes, across Wilmar's operations before reporting back to the Group Sustainability General Managers for management review. For more information on how we manage sustainability at a corporate level, please refer to the [Business Ethics and Compliance](#) and [Our Approach to Sustainability](#) sections.

STRATEGY

Our strategy is developed based on climate-related scenario analysis. In 2022, Wilmar conducted a qualitative climate scenario assessment to identify the physical and transition R&Os as well as the significance of their impact on our operations and supply chain. The assessment was based on a 2-degree Celsius scenario over the short, medium and long term. The findings from this assessment were used to facilitate management and leadership discussions around Wilmar's strategy and business model. We intend to conduct a quantitative scenario analysis in 2024.

To ensure that we remain resilient, competitive and are able to fulfil market expectations, we take a long-term holistic approach to integrating sustainability into our business model. This includes:

- Pursuing relevant certifications to access new and emerging markets
- Developing new products to meet growing consumer demand for environmentally friendly and socially conscious products
- Investing in the R&D of palm seedlings that are more resilient to extreme weather patterns
- 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

For more information, please refer to the [Climate Change](#) and [Innovation and Technology](#) sections. For progress on our NDPE commitments, please refer to the [Palm NDPE Implementation Annual Report 2023](#).

RISK MANAGEMENT

Operational teams at Wilmar are responsible for identifying and monitoring risks in their respective departments. Where broader perspectives are required, our ISA provides further advisory and guidance on stakeholder expectations and global sustainability trends.

Risks are regularly assessed using the Group-wide risk management process which covers climate-related risks. The risks assessed include both transition risks (current and emerging regulations, technology, legal, market and reputation) and physical risks (acute and chronic). Identified risks are assessed using a risk matrix with five levels of likelihood and consequence.

Any risk with potential annual implications (cost/benefits) 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.

For more information, please refer to the [Climate-related Risk and Opportunities](#) section.

METRICS & TARGETS

We seek to reduce the environmental footprint of our operations and we regularly monitor and track metrics related to our environmental footprint in our [Base Data Tables](#). Our targets are:

- Reduce GHG emissions intensity in all our palm oil mills in Indonesia, Malaysia, Ghana and Nigeria by **15.0%** by 2023 from a 2016 baseline
- Reduce water consumption intensity in our palm oil mills in Indonesia to **1.20 m³/MT FFB** and **1.30 m³/MT FFB** in Malaysia, Ghana and Nigeria by 2023
- 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 electricity across Goodman Fielder's operations by 2025
- All suppliers' palm oil volumes are in the "Delivering" category of the NDPE IRF by 2025

To ensure we play our part in championing the shift towards sustainable production, Wilmar signed up to the SBTi in 2022 committing to set both near-term and net-zero targets in line with a 1.5-degree Celsius pathway. Having revised our baseline year from 2020 to 2022 to better reflect our emissions profile, we are currently in the process of re-establishing our Scope 3 baseline.

In the meantime, we will continue to work on our implementation roadmap which will outline our progress and the steps we will take to achieve our targets. We aim to submit our targets to the SBTi for validation in late 2024. More information on our targets and progress can be found in the [Climate Change](#) and [Environmental Footprint of Operations](#) sections. For progress on our NDPE commitments, please refer to our [Palm NDPE Implementation Annual Report 2023](#).

Performance against these targets is evaluated annually and tied to the performance review and remuneration of Executive Directors and key management personnel.

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
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
BIOGENIC EMISSIONS	Emissions of greenhouse gases that come from biological processes
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
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
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
CARBON DIOXIDE EQUIVALENTS (CO ₂ e)	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
CH ₄	Methane
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
CO ₂	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 summit. It is now best known as the United Nations Climate Change Conference. The most recently held conference is COP28 in 2023 that was held in Dubai
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
CU	Control Union Certifications
DEI	Diversity, Equity and Inclusion
DOWNGAUGING	Reducing the amount of material used in packaging while maintaining its functionality
DURA	A type of oil palm variety known for its high oil yield
EUDR	EU Deforestation Regulation
EFFLUENT	Treated or untreated wastewater that is discharged
EHS	Environment, Health and Safety
EKONA	A type of oil palm variety
EMPTY FRUIT BUNCHES (EFB)	Biomass remaining once the fruitlets been removed for oil pressing
ENABLON	Software used by Wilmar to collect, analyse and manage EHS data, including incident reporting, inspections and corrective actions
ENZYMATIC DEGUMMING	A process using enzymes to remove gums from vegetable oils
ESG	Environmental, Social, and Governance
ESIA	Environmental and Social Impact Assessments
EXTRACTION RATE	The percentage amount of product extracted from raw material
EY	Ernst & Young LLP
FATALITY RATE (FR)	The number of work-related fatalities per 200,000 hours worked

FARM SUSTAINABILITY ASSESSMENT (FSA)	A sustainability assessment tool for farms developed by the Sustainability Agriculture Initiative Platform (SAI Platform)
FOOD SAFETY MANAGEMENT SYSTEM (FSMS)	A set of procedures to ensure the safety of food products throughout the supply chain
FREEDOM OF ASSOCIATION	The right to join or form a union
FRESH FRUIT BUNCH (FFB)	The ripe fruit bunch harvested from the oil palm tree. The weight of the fruit bunch ranges between 10kg to 40kg depending on the size and age
GENOMIC SELECTION	A breeding technique that uses genetic markers to identify desirable traits in offspring
GREENHOUSE GAS (GHG)	Gases that contribute to the greenhouse effect by absorbing and re-emitting heat
GHG EMISSIONS INTENSITY	A measure of GHG emissions per unit of production
GHS	Globally Harmonised System of Classification & Labelling of Chemicals
GLOBAL REPORTING INITIATIVE (GRI)	The independent, international organisation that helps businesses and other organisations take responsibility for their impacts, by providing them with global common language to communicate those impacts. GRI provides the world's most widely used standards for sustainability reporting – the GRI Standards
GMO	Genetically modified organism
GOOD MANUFACTURING PRACTICE (GMP)	Minimum quality standards that a food production or manufacturing facility must meet
GOOD MANUFACTURING PRACTICE PLUS (GMP+)	Global certification scheme ensuring safe, high-quality feed production, storage, transport and trade. Integrates Hazard Analysis and Critical Control Points principles for responsible feed supply chains
GRIEVANCE MECHANISM	A process for stakeholders to raise concerns about Wilmar's practices
GWP	Global warming potential
HCSA	High Carbon Stock Approach
HDPE	High-density polyethylene

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 VALUE (HCV)	Areas that are considered to be of outstanding ecological or social importance
HIGH CONSERVATION VALUE RESOURCE NETWORK (HCVRN)	Formerly known as the HCV Resource Network, the HCVRN is a member-based organisation that supports the HCV approach and governs the quality control process for HCV and HCS assessments
HIGH RISK WORK (HRW)	Activities identified as having a greater potential for causing serious injuries or fatalities
HRDD	Human Rights Due Diligence
IFRS	International Financial Reporting Standards
IPOA	Indonesian Palm Oil Association
INDEPENDENT SMALLHOLDERS	Small growers with less than 50 ha of land (with the exception of Indonesia, with less than 25 ha of land), 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)	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	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 CERTIFICATION (ISCC)	A certification system that promotes the sustainable cultivation, processing and utilisation of biomass and bioenergy. It is geared towards GHG emission 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
IPCC	Intergovernmental Panel on Climate Change
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
ISA	Independent Sustainability Advisors which comprises external experts who provide advise and guidance on sustainability matters
ISH	Independent Smallholders Scheme
ISO	International Organisation for Standardisation
ISO 14001	International standard for environmental management systems
ISO 45001	International standard for occupational health and safety management systems
ISSB	International Sustainability Standards Board
JOB SAFETY AND ENVIRONMENTAL ANALYSIS (JSEA)	A tool used to identify hazards associated with specific tasks or jobs
JV	Joint venture
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 her or his family
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 per 200,000 hours worked
LOST WORK DAYS (LWD)	The total number of days an employee misses work due to an injury or illness
LOST WORK DAY RATE (LWDR)	The number of lost work days per 200,000 hours worked

MALAYSIAN SUSTAINABLE PALM OIL (MSPO)	A national certification requirement applicable to all Malaysia-based palm oil operations
MESOCARP	The middle layer of pericarp, the fleshy part of a palm fruit
N₂O	Nitrous oxide
NATIONALLY DETERMINED CONTRIBUTIONS (NDCs)	Official commitments by countries to reduce GHG emissions and adapt to climate change. These commitments were previously known as Intended Nationally Determined Contributions
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
NDPE SUGAR POLICY	No Deforestation and No People Exploitation Sugar Policy. Aims to make sugarcane production environmentally sustainable and to improve the livelihoods of the people involved in producing sugar
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
NEAR MISS	An incident that has the potential to cause harm but does not result in an injury or illness
NGO	Non-governmental organisation
OIL PALM DXP (TENERA) VARIETIES	Varieties of oil palm trees specifically bred for high oil yield
P&C	Principles & Criteria. Often used to reference the RSPO Principles and Criteria for oil palm production
PALM FATTY ACID DISTILLATE (PFAD)	A by-product of palm oil production used in animal feed
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 of processed FFB
PALM OIL REFINERY EFFLUENT (PORE)	Wastewater produced by processing crude palm oil in a palm oil refinery

PEATLAND	Land consisting of partially decayed vegetation matter, with high carbon storage capacity
PERMANENT DISABILITY	An injury or illness that permanently impairs an employee's ability to work
PERMANENT DISABILITY RATE (PDR)	The number of permanent disabilities per 200,000 hours worked
PE	Polyethylene
PET PLASTIC	Plastics made of polyethylene terephthalate
PHOTOVOLTAIC (PV) POWER PLANTS	Facilities that generate electricity from sunlight
PIC	Person-in-charge
PISIFERA	A type of oil palm variety known for its low oil yield but high male fertility used in breeding programmes
PKS	Palm kernel shells
PP	Polypropylene
PPE	Personal protective equipment
PRESS MUD	Sugarcane press mud is the residue of sugarcane juice filtration
QAQC	Quality Assurance and Quality Control
R&D	Research and Development
R&Os	Risks and Opportunities
RENEWABLE ENERGY CERTIFICATE (REC)	A certificate that represents the environmental benefits of renewable energy generation
ROUNDTABLE ON SUSTAINABLE PALM OIL (RSPO)	A non-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, environmental and social NGOs, to develop and implement global standards for sustainable palm oil consisting of environmental and social criteria
RSPO COMPENSATION TASK FORCE 2	The Compensation Task Force 2 of the RSPO is tasked with decisions related to the compensation procedure when High Conservation Value (HCV) areas have been cleared after 2005 without a valid HCV assessment
RTE	Rare, Threatened and Endangered species

SCIENCE BASED TARGETS INITIATIVE (SBTi)	A global body that helps companies set emission reduction targets in line with climate science
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)
SGX	Singapore Exchange Securities Trading Limited
SMARTCANE BMP	A Queensland-focused voluntary accreditation system providing best practice guidance for cultivating sugarcane
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
SUPPLIER REPORTING TOOL (SRT)	A tool used by Wilmar to assess our suppliers' progress in implementing the NDPE Policy
SUSTAINABLE AGRICULTURE INITIATIVE PLATFORM (SAI PLATFORM)	A non-profit organisation that works to improve sustainability throughout the global food and beverage supply chain
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, 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 framework developed by the Financial Stability Board for businesses to improve climate-related financial disclosures within existing reporting processes. In 2023, the IFRS Foundation now oversees progress in climate-related disclosures, building on the foundation laid by the TCFD
TASKFORCE ON NATURE-RELATED FINANCIAL DISCLOSURES (TNFD)	A global framework to enable businesses and financial institutions to integrate nature into decision making by reporting on their impact and dependencies, as well as related risks and opportunities

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 chains of various commodities
TtM	Traceability to Mill
TtP	Traceability to Plantation
UNICEF	Originally called the United Nations International Children's Emergency Fund
WILMAR INTEGRATED MANAGEMENT SYSTEM (WIMS)	Wilmar's EHS management system that ensures compliance with relevant standards and best practices
WoW	Women's Working Groups
YKA	Yihai Kerry Arawana Holdings Co., Ltd

GLOSSARY OF MEASUREMENT UNITS

m ³	cubic metre
GJ	Gigajoule
g	gram
ha	hectare
IDR	Indonesian rupiah
kg	kilogramme
kgCO ₂ e	kilogramme carbon dioxide equivalent
km	kilometre
kWh	kilowatt-hour
ML	Megalitre
MWh	Megawatt-hour
MWp	Megawatt peak
MT	metric tonne
tCO ₂ e	metric tonne carbon dioxide equivalent
mg/L	milligramme per litre
mm	millimetre
ml	millilitre
m	million
RMB	Renminbi
sqm	square metre
TJ	Terajoule
US\$	United States dollar



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