



# From Commitment to Action

  
wilmar

Annual  
Sustainability  
Report 2025

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A harvester transporting fresh fruit bunches in Sabah, Malaysia.


# About This Report: 14<sup>th</sup> Edition

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

Since 2007, Wilmar International Limited (the “Company” or “Wilmar”, together with its subsidiaries, the “Group”) has maintained a steadfast commitment to comprehensive and transparent sustainability reporting. This Report marks the 14<sup>th</sup> edition of our Sustainability Report.

Recognising the importance of providing our stakeholders with decision-useful, relevant and timely information, Wilmar continuously refines our reporting practices, enhancing disclosures year-on-year in line with international best practices. We apply the GRI Reporting Principles — accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability — which are fundamental to high-quality sustainability reporting.

All content within this Report<sup>1</sup> is based on material topics identified through our materiality assessment, which is reviewed annually by our third-party sustainability consultants.

 For more information on our material topics and materiality assessment, please refer to [Materiality](#).

### THIS REPORT IS MEANT TO BE READ ALONGSIDE OUR SUITE OF REPORTING MATERIALS:

-  [Annual Report 2025](#)
-  [Palm No Deforestation, No Peat, No Exploitation \(NDPE\) Implementation Annual report 2025](#)
-  [Sustainability Dashboard](#)
-  [Summary Of Progress](#)
-  [Supporting The United Nations Sustainable Development Goals \(SDGS\)](#)
-  [Base Data Table](#)

<sup>1</sup> 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.

# Scope and Boundary

2-2, 2-3

Aligned with our financial reporting cycle, this Report contains data and information for the financial year (FY) ended 31 December 2025.

All subsidiaries across our business segments are covered in this Report, unless stated otherwise. The Group’s business segments comprise: (1) Plantation and Sugar Milling; (2) Feed and Industrial Products; and (3) Food Products.

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

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

As our business continues to expand, we are progressively onboarding recently acquired businesses<sup>2</sup> and newly commissioned sites into our global safety and environmental data reporting platform. We aim to complete these additions within six months of acquisition or commissioning to ensure accurate and comprehensive data coverage. This platform centralises the consolidation of information across our material topics.

# Reporting Frameworks

GRI 1

Guided by widely used and trusted industry-relevant standards and international best practices, our reporting process is comprehensive and covers a broad range of material environmental, social and governance (ESG) topics.

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>	<a href="#">GRI Content Index</a>
SASB	<p>Wilmar has adopted the industry-specific standards of the Sustainability Accounting Standards Board (SASB):</p> <ul style="list-style-type: none"> <li>Agricultural Products Sustainability Accounting Standard (Industry Standard, Version 2018-10)</li> <li>Processed Food Sustainability Accounting Standard (Industry Standard, Version 2018-10)</li> </ul> <p>These disclosures are denoted throughout this Report using the notations: [FB-AG-XXXX.X] and [FB-PF-XXXX.X].</p>	<a href="#">SASB Disclosure Index</a>
UN GUIDING PRINCIPLES REPORTING FRAMEWORK	<p>Since our Sustainability Report 2021, we have continued to report in line with the UN Guiding Principles Reporting Framework.</p>	<a href="#">UN Guiding Principles Reporting Framework Index</a>

<sup>2</sup> On 19 November 2025, Wilmar completed the acquisition of an additional 13% equity interest in AWL Agri Business Limited (formerly known as Adani Wilmar Limited). Following the acquisition, AWL Agri Business Limited became a 56.94%-owned subsidiary of Wilmar. Disclosure regarding AWL Agri Business Limited will be reflected in the Sustainability Report for the financial year ending 31 December 2026. Wilmar is undertaking ongoing post-acquisition efforts to align AWL operations with our sustainability policies, processes and systems. These efforts include policy alignment, sustainability data integration and further ESG assessments as part of the transition process.

STANDARD	APPLICATION OF STANDARD	LINK TO CONTENT/ DISCLOSURE INDEX
IFRS Sustainability Disclosure Standards	<p>Our climate-related disclosures align with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).</p> <p>Following the Singapore Exchange's (SGX) enhancements to sustainability reporting regulations, Wilmar seeks to progressively incorporate the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards S2 into our disclosures.</p> <p>This Report marks our second year of disclosing against IFRS S2, as well as IFRS S1 where relevant to IFRS S2 disclosures.</p>	<a href="#">IFRS S2 DISCLOSURE INDEX</a>
SGX	This Report complies with the requirements of 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 uphold 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 182-187 of this Report.

## Internal Assurance

Based on Wilmar's internal assessment of its sustainability reporting, it was determined that no further internal reviews were deemed necessary. Wilmar's external assurance covers all key aspects of Wilmar's operations. This approach is consistent with the SGX Sustainability Reporting Guide, which allows issuers to take into account external assurance where it covers all key aspects of the sustainability report. Notwithstanding this, Wilmar will ensure that the key aspects of its sustainability report are subject to internal review at least once every three years.

## Feedback

2-3

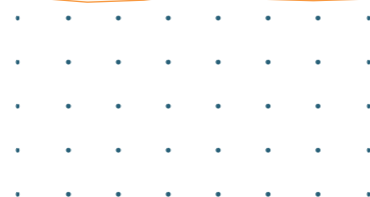
We thoughtfully consider the meaningful insights stakeholder feedback can provide. We welcome and value any comments, questions or suggestions regarding this Report and our sustainability performance. Please send your feedback to:

E-MAIL

[csr@wilmar.com.sg](mailto:csr@wilmar.com.sg)

POST

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



Wilmar's women workers in Indonesia.



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

## Board Statement

2025 was a year marked by significant transformation across global agricultural and food supply chains. For a diversified agribusiness such as Wilmar, the impacts of climate change, evolving regulatory requirements and rising expectations for responsible supply chains have been both tangible and far-reaching.

These developments underscore the importance of building resilience, strengthening governance and advancing sustainability across every aspect of our business.

Despite these challenges, Wilmar remains unwavering in our commitment to responsible and sustainable growth. Guided by four longstanding priorities – protecting the environment, looking after people and communities, delivering product excellence and transforming our supply chain – we continue to strengthen the resilience and sustainability of our business.

As we mark our 19<sup>th</sup> year of sustainability reporting, we continue to strengthen the robustness, transparency and relevance of our disclosures. Our reporting aligns with internationally recognised

standards and frameworks, including the Sustainability Accounting Standards Board (SASB) Standards, the Global Reporting Initiative (GRI) Standards 2021, and the sector standard GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022.

As sustainability standards continue to evolve, we are advancing our alignment with the International Sustainability Standards Board's (ISSB) Sustainability Disclosure Standards (IFRS S1 and S2). We are also monitoring developments under the Taskforce on Nature-related Financial Disclosures (TNFD) to ensure our approach remains responsive to emerging global expectations.

Strong governance remains central to our sustainability approach. Wilmar maintains a comprehensive, risk-based governance

framework that integrates material ESG considerations into enterprise-wide risk management and strategic planning processes. This ensures that sustainability is embedded in business decision-making, supported by clear policies, defined accountabilities and rigorous internal controls.

The Board of Directors, supported by the Board Sustainability Committee (BSC), provides strategic oversight and direction to ensure that Wilmar's sustainability agenda continues to drive long-term value creation, environmental stewardship and respect for human rights.

Wilmar is committed to upholding the highest standards of integrity, transparency and accountability. We rely on established due diligence processes, traceability systems and independent audits to substantiate our practices and respond to stakeholder concerns in a factual, timely and responsible manner. We believe that strong governance, coupled with transparent disclosure, is essential to maintaining trust and countering misinformation. We continue to engage constructively with investors, customers, communities and civil society partners, and we value their perspectives in strengthening our approach. This ongoing

dialogue supports continuous improvement and reinforces our commitment to responsible business conduct.

We extend our sincere appreciation to all employees, partners and stakeholders for their commitment and collaboration throughout the year. United by a shared purpose, we remain focused on building a responsible, resilient and future-ready business that creates sustainable value for generations to come.

**BOARD OF DIRECTORS,  
 WILMAR INTERNATIONAL LIMITED  
 26 MAY 2026**



*In August 2025, we renewed our partnership with Universiti Malaysia Sarawak (UNIMAS), providing their conservation biologists with continued access to our Sarawak oil palm estates for comprehensive biodiversity surveys.*

## BSC Statement

Dear Stakeholders,

We are pleased to present Wilmar's 2025 Sustainability Report.

As global expectations for responsible and transparent business practices continue to rise, the BSC plays a critical role in ensuring that Wilmar's sustainability commitments are fully embedded into our decision-making and translated into measurable progress across the Group.

Anchored in strong governance, the BSC oversees Wilmar's sustainability strategy and disclosures, reviews performance against our goals and strengthens the integrity of our practices. Through this stewardship, we support Wilmar's continued advancement of sustainable development and responsible business conduct across our value chain.



## Strengthening Our Global Leadership

Wilmar's sustainability performance continues to gain global recognition, reaffirming the strength of our long-standing efforts. Notably, 2025 marked the fourth consecutive year in which Wilmar achieved a perfect score in the Food, Beverage & Personal Care sector category of the Global Child Forum benchmark – remaining the only company worldwide to attain this distinction in 2025.

We were also included for the fifth consecutive year in the Dow Jones Best-in-Class (DJBIC) World Index, where we continue to be the only Singapore company represented under the Food Products category. In addition, Wilmar was included in the DJBIC Asia Pacific Index for the sixth consecutive year. These achievements underscore the confidence global stakeholders place in our sustainability practices and highlight the strong foundations we continue to build across the Group.

Our leadership position has further supported the expansion of sustainability-linked financing. As of December 2025, Wilmar has secured approximately US\$5.16 billion in such financing. This sustained support from financial institutions reflects the credibility of our approach and reinforces our commitment to advancing environmental and social performance across our operations and supply chain.

## Looking Ahead

As we navigate an increasingly complex and evolving sustainability landscape, strong ethical principles and responsible business conduct remain fundamental to our approach. The Board and the BSC remain committed to upholding the highest standards of transparency, accountability and sound governance as the foundation for long-term value creation.

We are committed to further enhancing the quality and clarity of our sustainability disclosures – not only to meet evolving regulatory requirements, but to provide stakeholders with clear, comprehensive and accurate insights into our progress. In the coming year, we will continue to strengthen our alignment with the ISSB disclosure standards and closely monitor developments related to TNFD.

At the same time, we remain committed to deepening sustainable practices across the Group, with continued emphasis on conservation, climate resilience and community development. We will also expand collaboration with partners and stakeholders, recognising that meaningful progress is achieved through shared commitment and innovation.

The BSC regularly reviews feedback from investors, communities, customers and civil-society partners to ensure our sustainability strategy remains responsive to their evolving expectations.

We are grateful for the dedication of our employees, the support of our stakeholders and the guidance of the Board of Directors – each of whom plays an essential role in advancing our sustainability journey. Together, we remain determined to demonstrate that responsible production can drive both sustainable growth and lasting positive impact.

**BOARD SUSTAINABILITY COMMITTEE  
WILMAR INTERNATIONAL LIMITED  
26 MAY 2026**



*External engagement session in India.*

# About Wilmar

## Overview of Wilmar

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

Wilmar is Asia's leading agribusiness group with a **global presence**, headquartered in Singapore. Founded in 1991, the Group is today one of the largest listed companies by market capitalisation on the Singapore Exchange (SGX).

## The Scale of Our Operations

(As at 31 Dec 2025)



**>1,000**  
manufacturing plants in **36** countries and regions<sup>3</sup>



Multinational workforce of approximately **100,000** employees globally



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



**US\$70.42** Billion in Revenue  
**US\$1.41** Billion in Net Profit

## Overview of Our Value Chain

Wilmar's business activities cover a wide range of operations: cultivating oil palm, crushing oilseeds, refining edible oils, milling flour and rice, milling and refining sugar, manufacturing consumer products, ready-to-eat meals, central kitchen products, specialty fats, oleochemicals, biodiesel and fertilisers, as well as food park operations.

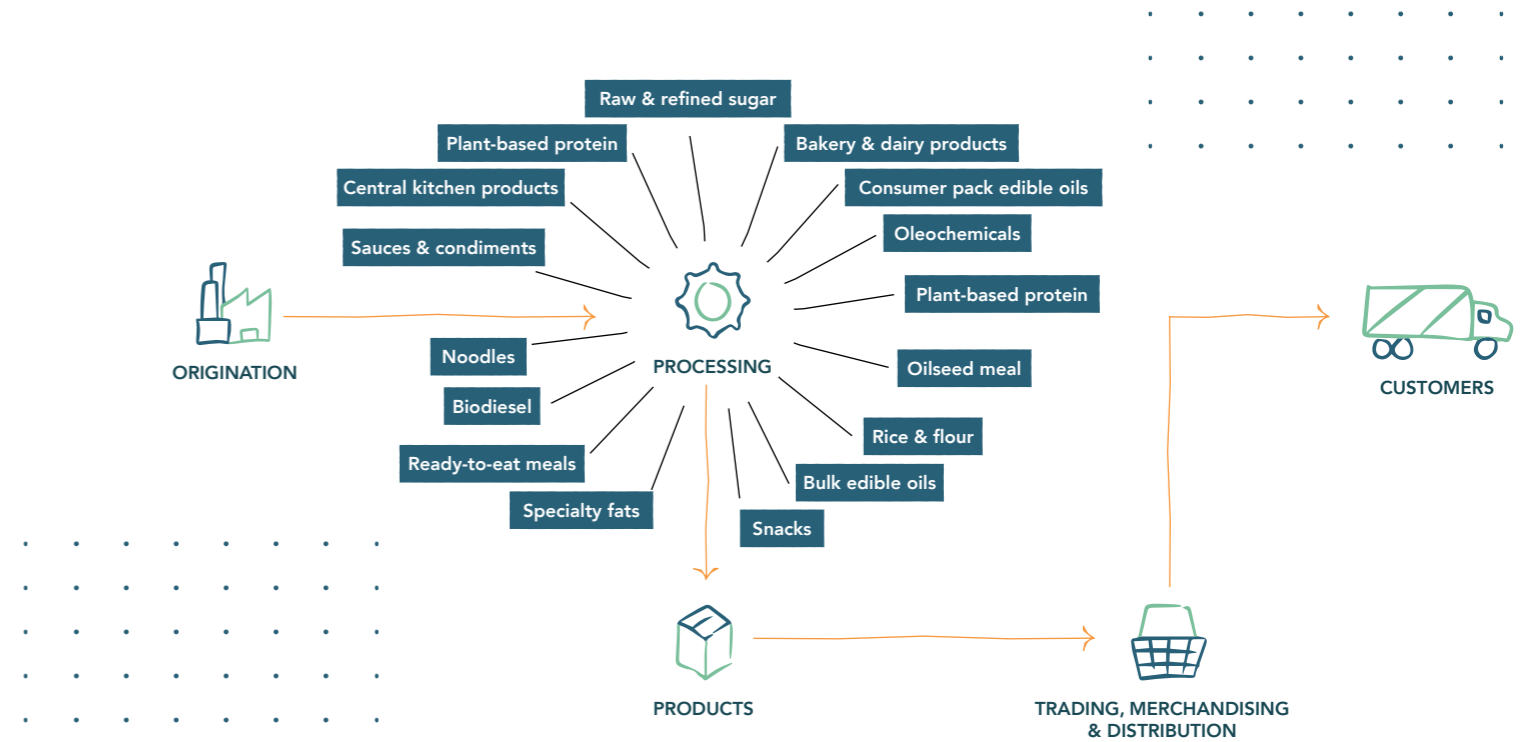
Our strategy is built on an **integrated agribusiness model** encompassing the entire agricultural value chain from origination and processing to branding, merchandising and distribution of a wide range of edible food and industrial products. This integration enables us to leverage scale, optimise logistics and

enhance operational efficiencies, thereby strengthening margins at every stage of the value chain.

Supported by a workforce of approximately 100,000 people, the Group is committed to embedding sustainability across our operations, supply chain and the communities in which we operate.

 For more information about Wilmar's activities, countries and regions of operations, value chain and business relationships, consumer products and brands, please refer to our **Annual Report 2025** and **corporate website**.

<sup>3</sup> Includes subsidiaries, JVs and associates.

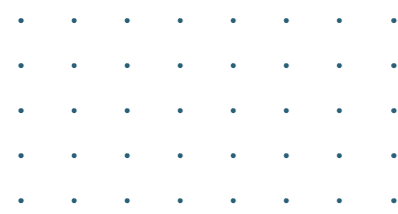




An aerial view of Wilmar's oil palm plantation and housing facilities in Ghana.

# Our Approach to Sustainability

Wilmar is committed to upholding responsible business practices and advancing our sustainability goals so that we create positive impact for the environment, people and the economy. Our sustainability strategy is embedded across our business model and guides decision-making at every level.



For more information on our materiality assessment process, please refer to pages 176-181 of this Report.

# Advancing NDPE Principles Throughout Our Business and Industry

2025 marks 12 years since Wilmar first introduced our No Deforestation, No Peat, No Exploitation (NDPE) Policy. As the first company to implement a comprehensive NDPE Policy across our entire palm oil supply chain, we have witnessed its positive impact not only on Wilmar's operations, but also across the entire palm oil industry. This experience has shaped our approach to developing similar responsible sourcing guidelines for other commodities within our scope.

Sustainability remains a cornerstone of how we operate. We take a holistic approach that fosters resilient livelihoods in rural communities, upholds human rights, mitigates climate change impacts and maintains deforestation-free supply chains.

In 2021, we introduced our No Deforestation, No People Exploitation Sugar (NDPE Sugar) Policy to strengthen sustainability practices within our sugar supply chain. Since then, adoption among our suppliers has grown steadily. Two years later, we extended our commitments through the Coconut Responsible Sourcing Policy, aimed at building a transparent, ethical and responsible coconut supply chain.

## Advancing Corporate Sustainability in Climate and Nature

### Climate

Wilmar acknowledges the impact of our operations and our responsibility to drive ambitious climate action.

In 2022, we pledged to set near-term and net-zero targets aligned with a 1.5-degree Celsius pathway, re-established our Scope 3 baseline and revised our baseline year from 2020 to 2022 to reflect our emissions profile more accurately. These steps strengthen the foundation for our climate strategy.

In early 2025, Wilmar became the only agricultural company listed in Singapore to have both near- and long-term science-based emissions reduction targets validated by the Science Based Targets initiative (SBTi) under the SBTi Corporate Net-Zero Standard and the SBTi Forest, Land, and Agriculture (FLAG) Guidance. These targets cover absolute reductions in Scope 1 and 2 emissions as well as Scope 3 emissions across our supply chains.

To meet these commitments, we have modelled time-bound plans for key regions to adopt. Our high-level strategy includes exploring power purchase agreements for renewable electricity, expanding the use of biomass fuels and solar technologies, enhancing energy efficiency and fleet electrification programmes to drive Scope 1 and 2 reductions.

Additionally, we are advancing nature-based solutions to enhance carbon sequestration within our operations to mitigate FLAG emissions. We are also scaling primary data collection across our supply chains to improve accuracy in Scope 3 reporting and support more targeted supplier engagement.



For more information, please refer to the section on Climate Change.

### Nature

Biodiversity conservation is an increasing global priority, and we are strengthening our approach to both management and disclosure. Our reporting is aligned with GRI 101: Biodiversity 2024 while incorporating the recommendations of the Taskforce on Nature-related Financial Disclosure (TNFD).

Our commitments extend beyond designated conservation and High Conservation Value (HCV) areas. We take a long-term, landscape-level view of biodiversity management, highlighting measurable, positive outcomes in our disclosures.



Further details on our conservation efforts can be found in the Biodiversity and Conservation section. Information on climate- and nature-related governance is available under Sustainability Governance.



Long-tailed macaque is one of the endangered species found in Wilmar's conservation areas in Southeast Asia.

## Fostering Industry Progress

Wilmar continues to advance the implementation of our NDPE Policy through robust supplier engagement and comprehensive monitoring. Our system enables us to proactively identify and mitigate potential deforestation and peatland risks across our supply chain.

Following the announcement of the European Union Deforestation Regulation (EUDR), we undertook extensive preparatory work to ensure readiness for compliance. With implementation now scheduled for 30 December 2026 after a two-year delay, we used this transition period to strengthen internal systems, enhance traceability processes and reinforce supplier engagement.

Our operations remain aligned with international sustainability standards, and we have integrated EUDR-specific requirements into our frameworks. These efforts position Wilmar to achieve full compliance, underscoring our unwavering commitment to responsible sourcing and sustainable supply chains.

Wilmar is dedicated to supporting the 2030 Sustainable Development Goals (SDGs), with a strategic focus on six priority areas where we can create the greatest impact:



More information is available under **Supporting the United Nations Sustainable Development Goals** on our Sustainability Dashboard.

## Stakeholder Engagement

2-28, 2-29

**Stakeholder engagement** and feedback lie at the heart of how we shape and strengthen our sustainability strategy. Through ongoing dialogue with diverse stakeholders, we ensure our policies remain relevant and responsive to evolving expectations. More information on our stakeholder engagement is available under the section on **Managing Stakeholder Relationships** in our **Annual Report 2025**.

Our dedicated **Grievance Procedure** provides stakeholders with a structured and transparent mechanism to raise concerns. Updated in 2019 following extensive consultation, it outlines clear processes for resolution, continuous improvement and supplier remediation where needed.

We have also established a protocol specific to our No Exploitation commitments that defines suspension thresholds and criteria for supplier re-entry. This helps ensure accountability and upholds the integrity of our supply chains.

For more information on our Grievance Procedure, please refer to the section on **Responsible Sourcing and Supply Chain Transformation, Palm NDPE Implementation Annual Report 2025** as well as our **Sustainability Dashboard**.



Wilmar's Global Lead for Sustainability Engagement, Ravin Trapshah (centre), speaking in a panel forum organised by the Roundtable on Sustainable Palm Oil in Kuala Lumpur in November 2025.

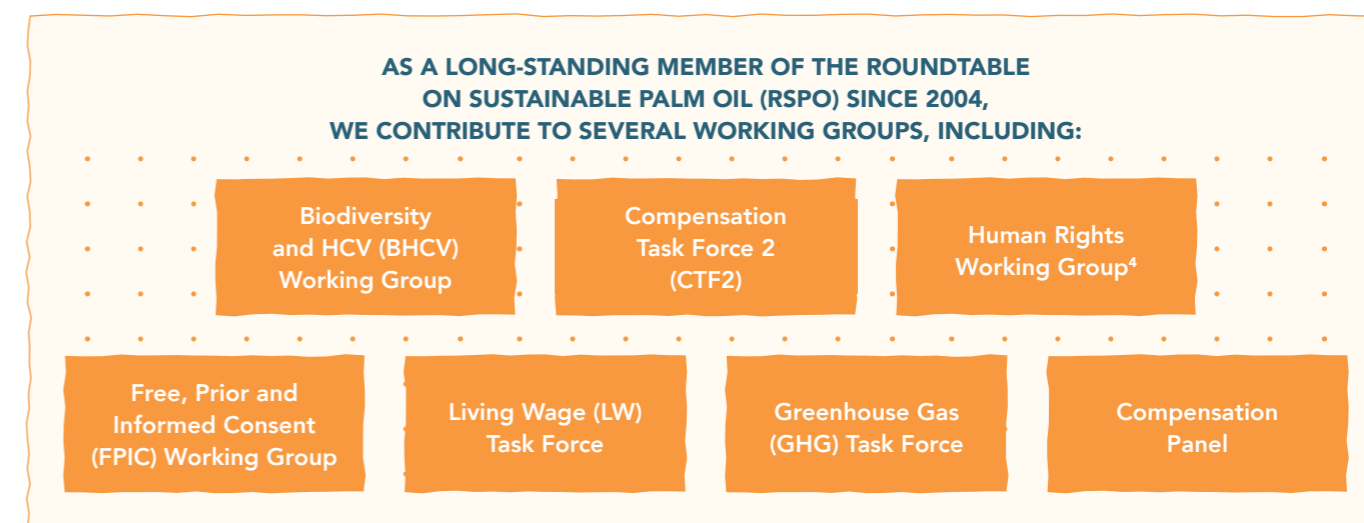
## Our Stakeholders

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



## Partnerships and Multi-Stakeholder Initiatives

Collective action is essential to addressing critical sustainability issues. We participate actively in multi-stakeholder platforms to drive shared progress on climate action, biodiversity conservation, human rights, supply chain traceability and transparency, and sustainable packaging.



We also support key country-led initiatives such as the Sistem Kebolehejakan Nasional (SKN) by the Ministry of Primary Industries in Malaysia, which aims to strengthen traceability across the palm oil supply chain and ensure that Malaysia's palm oil production is in line with international sustainability standards. Since 2016, Wilmar has also been a committed advocate of the Malaysian Sustainable Palm Oil (MSPO) certification scheme, aligning our operations with national standards to promote responsible practices. In addition, we are a founding member of the newly established MSPO Impact Alliance platform, which seeks to drive collaborative efforts and amplify the positive impact of MSPO implementation across the industry.

Wilmar serves as a Governing Delegate at the Palm Oil Collaboration Group (POCG), a multi-stakeholder platform that brings together companies across the supply chain to accelerate NDPE commitments. Through active participation in working groups, including the Implementation Reporting Framework (IRF), Palm Oil Producer Benchmarking Collaboration (PPBC) and Social Issues Working Group (SIWG), we collaborate with industry peers to identify shared challenges and develop scalable solutions that advance responsible palm oil practices.

<sup>4</sup> This working group also includes the Labour and Free, Prior and Informed Consent (FPIC) sub-groups.




Replanting in Sabah, Malaysia.

**IN ADDITION, WE ARE A MEMBER OF:**

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

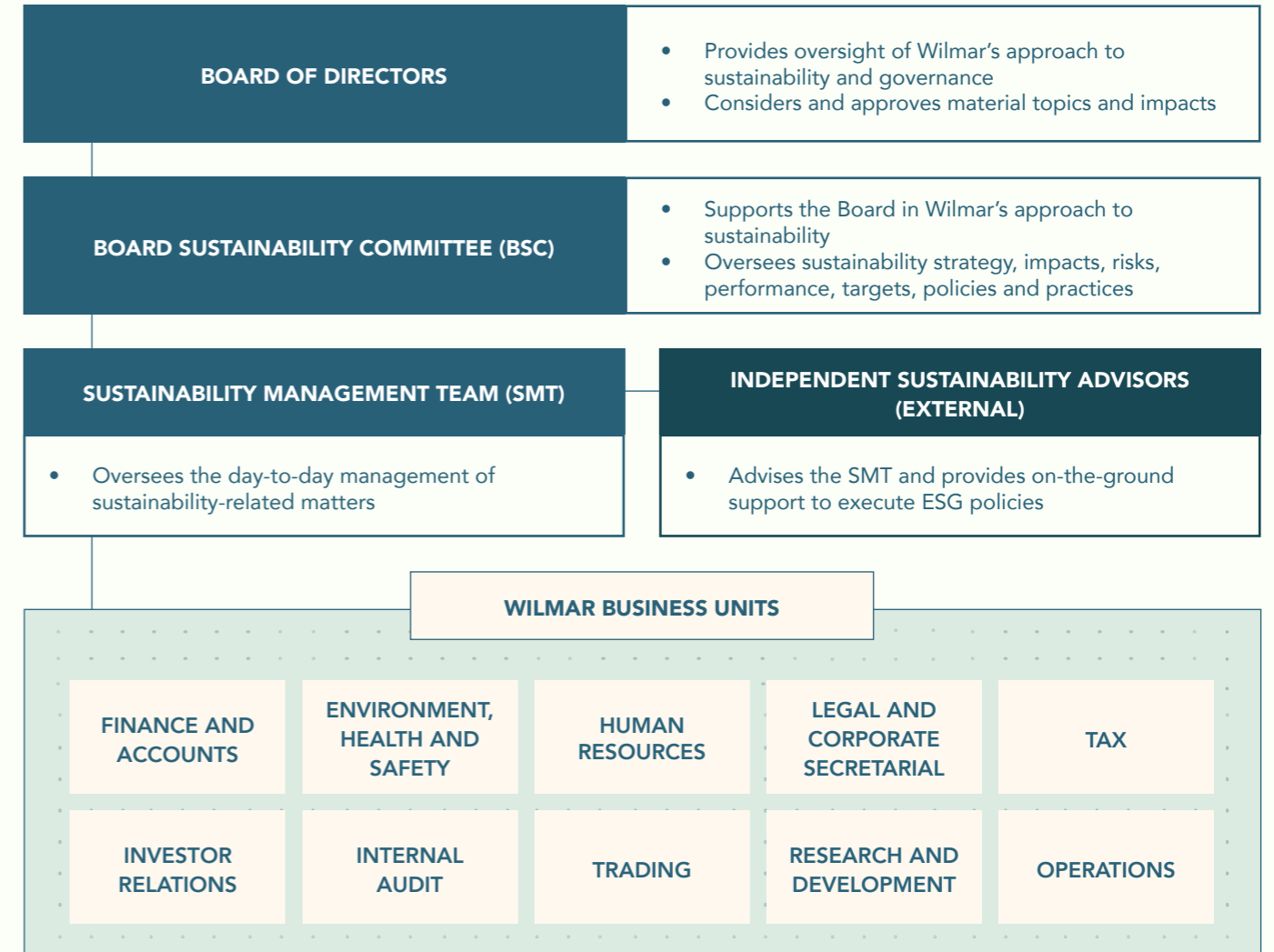
**OUR CONSUMER PRODUCT BUSINESSES ALSO CONTRIBUTE THROUGH MEMBERSHIP IN:**

- Soft Plastic Recycling Scheme in New Zealand
- New Zealand Food & Grocery Council
- Australian Food & Grocery Council
- Kai Commitment New Zealand
- Australian Food Pact

 Please refer to the **Product Marketing and Labelling** section for more details.

# Sustainability Governance

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



## Board of Directors

Our Board of Directors has ultimate oversight of Wilmar’s sustainability strategy, demonstrating the integration of sustainability into the Group’s governance and decision-making processes. In recognition of the growing importance of sustainability, the Board established the Board Sustainability Committee (BSC) on 1 January 2022. The BSC sets our sustainability goals, integrates sustainability considerations into the Group’s business strategies and corporate policies, while keeping the Board engaged and informed.

The Board approves material topics relevant to Wilmar such as climate change, responsible sourcing, human rights and biodiversity, which reflect how our activities affect people, the environment and the economy. These topics and impacts have been identified through our materiality assessments and stakeholder engagement processes. For more information on how material topics and impacts are identified, please refer to the **Materiality** section.

In line with this governance structure, this Report has been reviewed and endorsed by both the BSC and the Board, reflecting a shared commitment to strong sustainability governance.

Oversight and accountability are further reinforced at the executive level through our leadership structure. Our Chairman and CEO holds overall accountability for climate-related policies, the management of climate-related risks and opportunities, the setting and implementation of climate targets, and the advancement of ESG performance across the Group.

## Board Sustainability Committee

The BSC plays a central role in overseeing our sustainability strategy. Its responsibilities include identifying and assessing ESG risks and opportunities, monitoring policy implementation and evaluating performance against ESG targets. Climate- and nature-related impacts, risks and opportunities are incorporated in line with relevant international standards and Wilmar's governance framework. Details on our climate governance and oversight are set out in the [Aligning with the IFRS Disclosure Standards](#) section.

The BSC meets quarterly to review sustainability matters. This includes identifying and managing sustainability risks and concerns, ranging from operational issues to critical concerns — defined as risks with the potential to cause immediate and catastrophic impact on the business, operations or people. All critical concerns are communicated to the Board.

The BSC reports key discussion outcomes to the Board. To maintain transparency and uphold strong corporate governance, all Directors are invited to attend BSC meetings. Written resolutions and minutes are circulated to keep the Board informed and facilitate feedback and review.

The BSC is supported by the Sustainability Management Team (SMT), which oversees day-to-day sustainability risks and matters across the Group and provides periodic updates and advisory input to the BSC. The SMT works closely with Wilmar's Business Units to implement sustainability strategies and goals, support initiatives and monitor overall sustainability performance.



Jessica Cheam (right), BSC Chair, at a tree-planting event organised by Wilmar in Singapore.

For details on the Board's composition, independence and tenure, please refer to the section on the [Board of Directors](#) in our [Annual Report 2025](#).

## Sustainability Management Team and Sustainability Department

Wilmar's Chief Sustainability Officer, Jeremy Goon, leads the SMT, supported by the General Manager – Group Sustainability and Assistant General Managers – Group Sustainability, Global Grievance and Upstream, overseeing day-to-day sustainability-related risks and matters across the Group.

The Sustainability Department, comprising more than 90 employees across global offices and sites, collaborates closely with all business and operational units to implement the Group's sustainability strategies and initiatives.



Wilmar's Chief Sustainability Officer, Jeremy Goon (first from left), moderated a panel session titled "Greening the Value Chain – Sustainable Solutions in Edible Oils" at the Globoil India in September 2025.

## Independent Sustainability Advisors (ISAs)

We engage a panel of ISAs who provide external expertise, strategic guidance and insights on global sustainability trends. They work closely with the SMT to support the implementation and evaluation of our ESG policies and help ensure our approach remains aligned with stakeholder expectations.

### ESG Targets

Wilmar integrates relevant ESG targets into the annual performance reviews of our Executive Directors (ED) and key management personnel to drive sustainable value creation for our stakeholders.

From FY2025, the Company has further strengthened this commitment by linking 15% of the annual bonus of the Group's EDs and key management personnel to the achievement of ESG targets. This underscores the Board's position that sustainable business practices and responsible stewardship are integral to long-term value creation.

The key ESG targets which were incorporated into the performance review for FY2025 include Climate Change, Responsible Sourcing and Supply, Health and Safety, Business, Ethics and Compliance as well as Talent Retention. These ESG targets form part of a larger set of ESG topics that have been identified as being material to the Group.



# ESG Performance Overview 2025



## Biodiversity and Conservation

### A TOTAL OF 795.0 HA

of riparian zones restored and rehabilitated with over 310,000 trees from 52 species in Indonesia, Malaysia and West Africa from a baseline year of 2020

### 120.7 HA

were restored and rehabilitated in 2025

### PROTECT RTE SPECIES OF WILDLIFE

in Wilmar's operational areas through conservation monitoring, awareness programmes and stakeholder engagement

#### AS OF 2025, 23 SIAMANGS

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

#### 25 GROUPS OF PROBOSCIS MONKEYS

are monitored and protected in Sabahmas Plantation in Malaysia from a baseline year of 2020



## Environmental Footprint of Operations

Achieved more than **9.0%** reduction in water consumption intensity from 2022 baseline for the following regions:

- Indonesia: **0.93** m<sup>3</sup>/MT Fresh Fruit Bunches (FFB)
- Malaysia: **1.26** m<sup>3</sup>/MT FFB

- Ghana: **1.25** m<sup>3</sup>/MT FFB
- Nigeria: **1.01** m<sup>3</sup>/MT FFB

Achieved **12.3%** reduction in energy intensity for our New Zealand sugar refinery from a 2020 baseline

In New Zealand, food waste in supply chain was reduced by **11.1%** from 2024 to 2025, and **39.0%** compared to the 2022 baseline

In Fiji operational sites, food waste was reduced by

**60.5%** in 2025 compared to 2024

**71.8%** compared to the 2022 baseline



## Sustainable Packaging

### AS OF DECEMBER 2025,

Wilmar's listed China subsidiary, Yihai Kerry Arawana (YKA), has reduced packaging waste by **24,199 MT**, exceeding our target by over **60.0%**

### IN 2025,

Wilmar's wholly-owned subsidiary, Goodman Fielder's White Wings & Edmonds cartons were transitioned from **0%** to **90.0%** recycled content



## Talent Management

Invested around

**US\$6.7 MILLION**

in employee training and development

An average of

**29.8 HOURS**

of training attended per employee



## Human Rights and Labour Standards

### BUILT SCHOOLS AND CRÈCHES

in all our oil palm plantations

In 2025, we supported

**12,433 CHILDREN**

of compulsory school-going age

equivalent to

**87.5%**

of children living in our plantations



## Diversity and Inclusion

**29.0%**

of management positions are held by women

**100%**

of our oil palm plantations in Indonesia, Malaysia, Ghana and Nigeria have Women's Working Groups (WoW) or Gender Committees



## Employee Health, Safety and Well-being

**72.2%**

fatalities reduction from 2020 to 2025. Remaining risks are concentrated in specific activities, enabling targeted interventions

**46.6%**

reduction in Lost Time Injury Rate (LTIR) compared to the 2020 baseline, exceeding the 2025 target. LTIR was 0.49, reflecting sustained improvement, particularly in upstream operations



## Economic and Community Contribution

Over **US\$17.3** million contributed to support community investment and philanthropic activities in China, Indonesia, Malaysia, Australia, New Zealand, Fiji, Papua New Guinea, Ghana, Nigeria, Myanmar, Vietnam and Singapore



## Innovation and Technology

**95** patents were granted in 2025, bringing the total number of patents to 1,125 as of December 2025

Over **71** R&D projects were undertaken in China in 2025



## Consumer Health and Well-being

In collaboration with the Chinese Nutrition Society, YKA pledged over **RMB100.0 million** (approximately US\$14.0 million) over 10 years to support scientific research in food science. In 2025, key product developments include:

- Upgraded soy milk with Phytosterol Esters
- Low GI rice and noodles tailored to individuals with diabetes and elderly

Goodman Fielder Australia displays the "Health Star Rating" (HSR) for all retail products on its website



## Product Marketing and Labelling

**No incidents or fines** were incurred in relation to non-compliance with industry codes or regulatory requirements on product labelling or marketing in 2025



## Product Quality and Safety

**Zero recalls** were issued for food safety reasons in 2025



## Responsible Sourcing and Supply Chain Transformation

Achieved **98.5%** traceability to mill

Achieved **90.0%** traceability to plantation

Achieved **100%** response rate since 2015. As of December 2025, **89** grievance cases were logged, of which **86** cases were closed while 3 are ongoing



## Business Ethics and Compliance

### ZERO SIGNIFICANT INCIDENTS

of non-compliance with any relevant environmental and socioeconomic laws or regulations were recorded across our operations in 2025

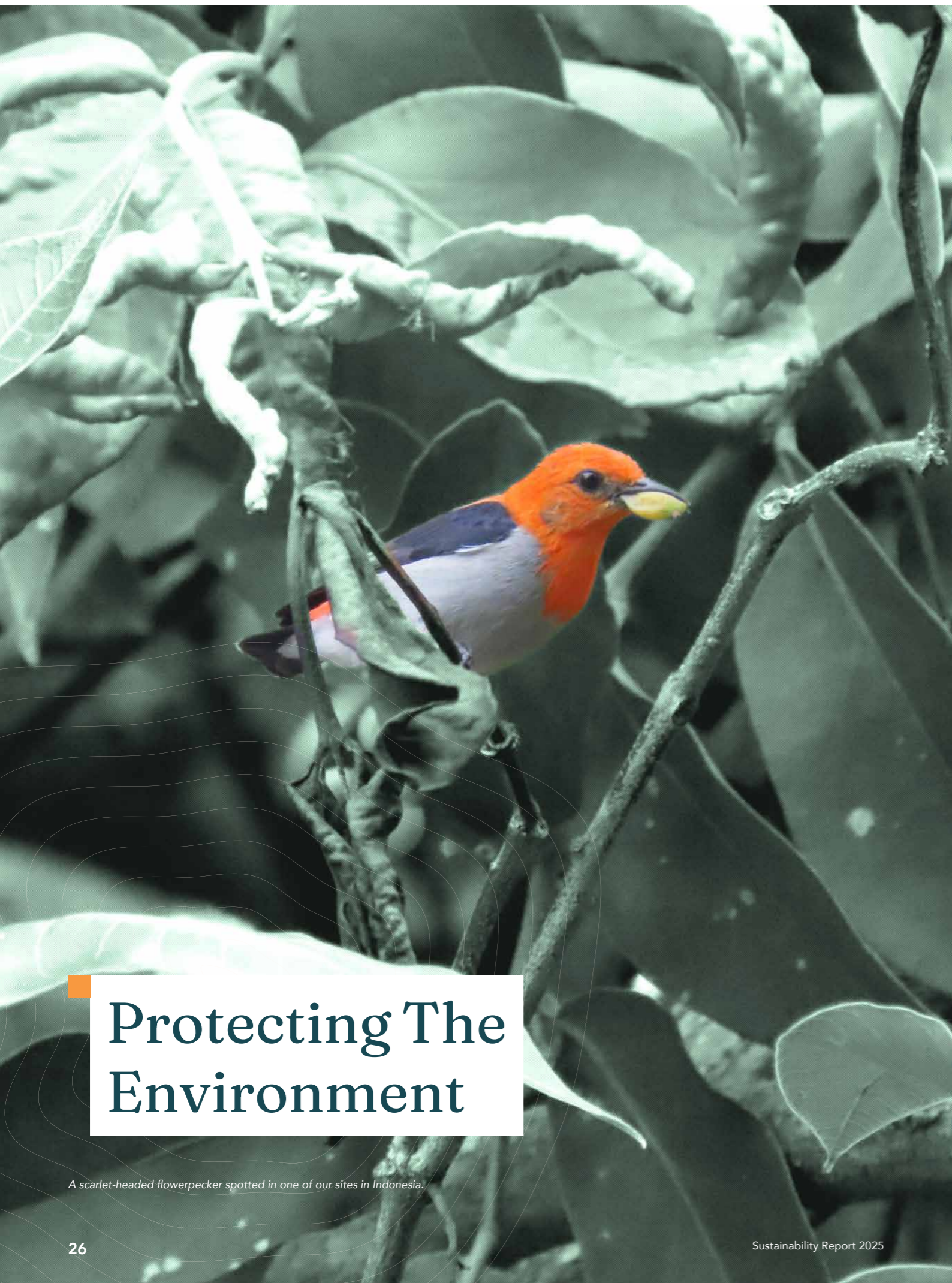


## Data Security and Privacy

In 2025, YKA achieved ISO/IEC 27001 certification, enhancing information security management and safeguarding sensitive data

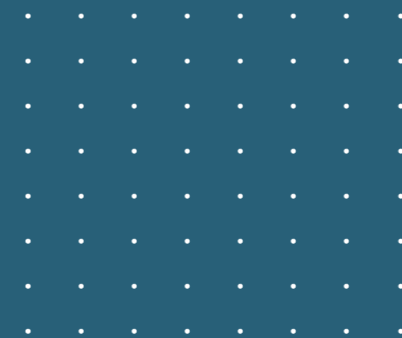


Please refer to the **Summary of Progress** for more information on our key ESG targets and progress.



# Protecting The Environment

A scarlet-headed flowerpecker spotted in one of our sites in Indonesia.



## Biodiversity and Conservation

3-3, 101-1, 101-2

Wilmar's **commitment** to biodiversity conservation is underpinned by our NDPE Policy and embedded across our operations and supply chain. Recognising our presence in ecologically sensitive regions, we take responsibility for safeguarding and preserving these rich ecosystems.

To ensure the effective management and conservation of biodiversity across our operational regions, we have set robust targets guided by insights from HCV assessments and ongoing research. We also actively promote sustainable practices and forest stewardship across the industry through partnerships with local communities and government agencies.

As part of our commitment to achieving a deforestation-free supply chain, we dedicate significant resources towards identifying, protecting and restoring High Carbon Stock (HCS) and HCV areas as well as other ecologically and culturally important landscapes.

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



Safeguarding biodiversity



Building ecosystem resilience



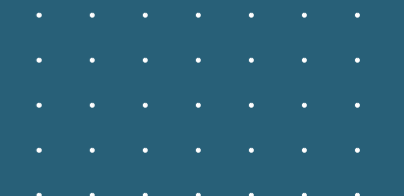
Engagement and capacity building



Smart partnerships and collaborations



Effective management



## Identifying and Conserving HCS and HCV Areas

2013 was a watershed year in our sustainability journey, with the introduction of our **NDPE Policy**, which ensures no development occurs on HCS forests and HCV areas within our palm operations. We expanded this commitment to our sugar operations through our **NDPE Sugar Policy** in 2021, prohibiting the conversion of legally protected or HCV areas. These conservation efforts are critical for climate mitigation and biodiversity.

We have implemented several initiatives to ensure effective biodiversity management and conservation in the regions where we operate. One of our key biodiversity targets focuses on riparian restoration, with a goal to restore, rehabilitate and maintain 1,000 ha of riparian zones by 2030 from a 2020 base year. As of December 2025, a total of 795.0 ha of riparian zones in Indonesia, Malaysia and West Africa were restored and rehabilitated. Of this, 120.7# ha was restored and rehabilitated in 2025.

Beyond site-level restoration, we also promote community-based conservation and extend our conservation and biodiversity

initiatives across 3,000 ha beyond our own concessions. Meaningful engagement with our workers and local and indigenous communities is central to our conservation efforts. To support this, we have developed several programmes focused on raising awareness and building capacity. To date, we have published the following materials:

- Best Management Practices (BMPs) Manual for Growers on Forest Conservation and Community Collaboration in **English** and **Bahasa Indonesia**
- A Practical Guidance to Conservation Area Monitoring in **English**, **Bahasa Indonesia** and **Bahasa Melayu**
- **Bukit Durang: Hidden Jewel of Ulu Suai, Sarawak**
- Newsletter series on conservation efforts in Wilmar's operational areas in Malaysia – volume **9**
- Environment booklet on Implementation of Responsible Environmental Practices and Conservation of Ecosystems in **English**, **Bahasa Indonesia** and **Bahasa Melayu**

For more information on our targets and progress, please refer to the **Summary of Progress**.

## Conservation Areas in Our Palm Operations

In line with our NDPE Policy, we mandate that all new oil palm developments in our operations and those of our suppliers must identify and protect HCV areas and HCS forests informed by global standards, such as:

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

We monitor and manage all HCS and HCV areas within our oil palm plantations in Indonesia, Malaysia, Ghana and Nigeria, covering 31,876 ha or 10.4% of our total landbank, as conservation areas. These areas provide vital habitats for various species of flora and fauna, including those listed on the **International Union for Conservation of Nature (IUCN) Red List of Threatened Species**.

As part of our commitment to promote biodiversity conservation across the plantation landscape, we published our **Practical Guide to Conservation Area Monitoring** in 2021 to help our suppliers effectively manage their conservation areas. The guide, available in local languages, offers guidance on establishing monitoring systems for identified conservation areas.



A Maroon leaf monkey (*Presbytis rubicunda*) captured by a camera in Sabah, Malaysia.

# Limited assurance conducted by EY. Our definition of riparian zones is aligned with RSPO and the hectareage of 'restored and rehabilitated' areas is estimated through the number of trees planted with a 5 m by 5 m distance between them, in accordance with RSPO's guidelines and supported by GIS assessments, where available.

## Conservation Areas in Our Sugarcane Operations

As of December 2025, 865 ha of conservation areas in our sugarcane operations are located in Australia and India.

We prohibit land development for sugarcane in HCV areas and areas that are internationally or nationally legally protected. In locations that have not yet been surveyed, we encourage

plantation owners to identify and protect biodiversity resources and ecosystem services that may be impacted by their operations.

For more information on our conservation areas, please refer to the **Base Data Table**.

## Conservation Monitoring

We closely monitor conservation areas across our operations and supply chain. Since 2013, we have used our **Spatial Monitoring and Reporting Tool (SMART)** to support patrols and data analysis in our protected areas in Central Kalimantan, Indonesia. SMART enables the collection of four key data components:



Field personnel log the number of patrols carried out, field photos and findings into the SMART system. This data enables us to identify HCV areas and encroachment within our plantations.



To measure performance and drive continuous improvement in our management strategies, we utilise an internal HCV Management Implementation Dashboard. This tool tracks data across our HCV programmes, including restorations, signboard installations, marking poles, boreholes and socialisation efforts. HCV management plans are in place for all sites.

Since 2015, our efforts have yielded over 22,794 patrols, 43,687 field photos and 33,805 direct and indirect<sup>5</sup> wildlife sightings, including 17,906 records of rare, threatened and endangered (RTE) species.

<sup>5</sup> Indirect wildlife sightings include images caught on camera traps and the spotting of footprints, among others.



Bukit Durang Conservation Area, one of our key HCV areas, in Sarawak, Malaysia.

## Nature and Biodiversity Reporting


To meet evolving global expectations, Wilmar is enhancing our biodiversity reporting by aligning with GRI 101: Biodiversity 2024 and the TNFD recommendations. This strengthens transparency and accountability, providing greater clarity on how we identify, assess and manage biodiversity and nature-related risks and opportunities (R&Os). By aligning with these frameworks, we reinforce our conservation credentials while preserving the natural ecosystems and biodiversity essential to our business resilience and value creation.

We have implemented several key TNFD recommendations to strengthen the transparency of our biodiversity and nature-related disclosures:

- Identification of material nature-related drivers, impacts and dependencies: Identified the key nature drivers and the associated impacts and dependencies critical to Wilmar's business operations

- R&O identification: Compiled a comprehensive list of nature-related R&Os based on specific impact and dependency pathways
- R&O assessment: Assessed how each of the top five material nature-related R&Os affect Wilmar's business

Our approach integrates the TNFD's LEAP (Locate, Evaluate, Assess and Prepare) assessment with GRI disclosures, forming a robust framework for identifying and managing significant nature-related dependencies, impacts, risks and opportunities (DIROs).

 Details of the LEAP and GRI components included in our disclosure have been published in the **Nature and Biodiversity Reporting** section of our 2024 Sustainability Report.

## Identification and Assessment of Material Nature-Related Drivers and DIROs

101-4

Drawing on the TNFD LEAP assessment and GRI 101, we have evaluated our primary assets to identify significant nature-related drivers, impacts and dependencies that could influence our business.

While our conservation efforts have primarily focused on upstream plantation operations, we recognise the importance of expanding our scope beyond HCV and HCS areas, reflecting our broader commitment to environmental stewardship. As part of these efforts, we have identified 25 strategic assets across our core business sectors – Plantation and Sugar Milling, Feed and Industrial Products, and Food Products – and analysed their proximity (within a 30-km radius) to various ecosystems and protected areas of biodiversity significance. Our assessment revealed that all assets are directly connected to water bodies, including rivers, lakes, estuaries, deltas and bays, with the bulk located adjacent to major rivers, particularly estuaries.

In line with TNFD recommendations, we identified our material nature-related DIROs and assessed the potential impacts on our business and nature. Consistent with our climate scenario analysis methodology, impacts were categorised into short-, medium- and long-term impacts. We utilised ENCORE's rating system to generate a materiality heatmap, visualising the intensity of our nature dependencies and associated impacts.

### TOP 5 DEPENDENCIES

- Climate regulation
- Mass stabilisation and erosion control
- Flood and storm protection
- Ground and surface water
- Pest and disease control

### TOP 5 IMPACTS

- GHG emissions
- Land ecosystem use
- Water use
- Water pollution
- Solid waste

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## R&O Identification

We employed a five-level scoring matrix that considers exposure, vulnerability, probability and potential benefits to evaluate our identified R&Os. Drawing on the assessment outcomes, R&Os were prioritised to determine the most critical and high-impact issues, supporting effective resource allocation and informed decision-making. The top five R&Os that require priority attention and strategic focus were identified as follows:

### TOP 5 RISKS

- Flooding risk
- Reputational damage
- Disruption to water supply
- Changes in reporting obligations
- Wildfire/hazard fire

### TOP 5 OPPORTUNITIES

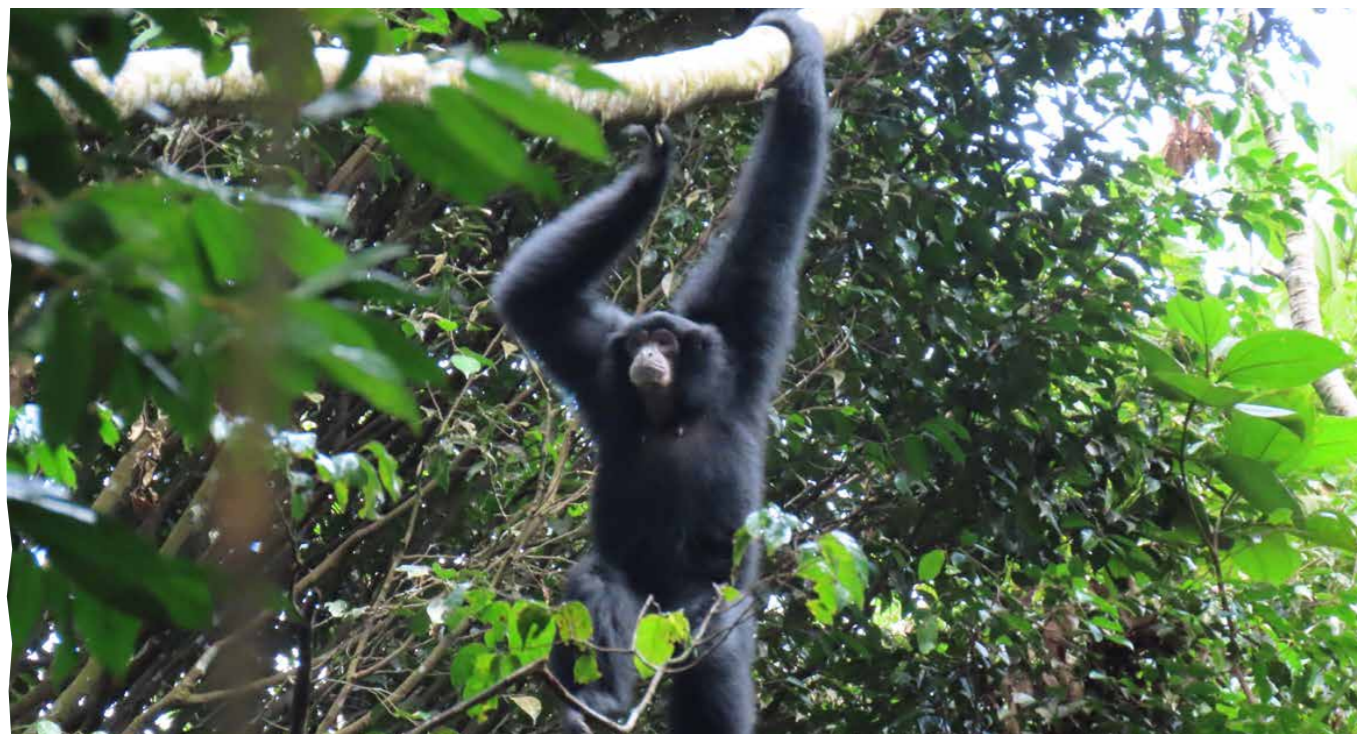
- Improved ESG rating
- Shifts in supply chain, regulator and buyer preference
- Capital gain from green financing
- Improved water capture/usage
- Investment in effective integrated pest management

We have identified water and fire risks as topics that overlap between TNFD LEAP assessments and the climate scenario analysis. Recognising these thematic overlaps enables us to streamline data collection used to monitor and mitigate climate- and nature-related risks. More information on water risks, including flood mitigation, can be found in the **Environmental Footprint of Operations** and **Climate Change** sections of this Report, while further information on fire risks can be found on pages **36** and **37** of this section.

## R&O Assessment

We have broadened our Group-wide risk management process to cover climate- and nature-related transition and physical risks and opportunities (R&Os). R&Os are assessed using a robust methodology that evaluates factors such as business location, business segment, timescales and regulatory requirements. This systematic approach enables us to obtain a comprehensive view of the most significant nature and climate risks affecting our business and sustainability commitments.

To assess their broader implications, we map impact pathways to analyse how R&Os translate into business and financial outcomes. This insight is essential for shaping effective strategies that manage risks and realise opportunities. Oversight of these R&Os, including flood and water management, by the BSC is set out under the Governance pillar of the **Aligning with the IFRS Disclosure Standard** section. For more information on how our risks are managed, please refer to the **Climate Change** and **Environmental Footprint of Operations** sections of this Report.



Wilmar has released 23 Siamangs into the wild after rehabilitation in Sumatra, Indonesia.

## Case Study

101-5, 101-6, 101-7, 101-8



### Biodiversity Conservation at PT Kencana Sawit Indonesia (PT KSI)

Recognising the potentially negative impacts of palm oil on biodiversity and ecosystem resilience, we are committed to managing these impacts through responsible sourcing and conservation efforts.

We have identified a site operated by our subsidiary PT KSI to be of significant biodiversity importance. Located in the West Sumatera Province of Indonesia, the site covers 10,216 ha, of which 7,687 ha (75.3%) is utilised as oil palm plantations and 1,763 ha (17.2%) is preserved as HCV areas and other conservation zones, including riparian buffers. These HCV and conservation zones cover three key ecological categories: biodiversity and species conservation, ecosystem integrity and the provision of ecosystem services to indigenous peoples and local communities.

Since 2017, a cumulative total of 16.7 ha has been restored, including 2.8 ha restored in 2025. With no areas currently undergoing restoration or residual negative biodiversity impacts requiring offsets, PT KSI is currently focused on post-restoration maintenance and monitoring.

To manage environmental and social impacts of oil palm cultivation within its own concession as well as adjacent HCVs and conservation areas, PT KSI adopts BMPs aligned with RSPO

and ISPO. These practices include prohibiting the commercial harvesting of wild species, managing waste and effluent in line with applicable standards and regulations, restricting chemical use near waterways, maintaining leguminous cover crops to enhance soil health and implementing mitigation measures to prevent the spread of invasive species.

In 2025, there were no material incidents of pollution, invasive species introduction or harvesting of wild species. More information on our environmental management strategy can be found in the **Environmental Footprint of Operations** section of this Report.

PT KSI operates in an area where water availability is not a concern, as the region is not classified as water-stressed. The plantation is primarily rainfed, with additional water needs met through responsible use of ground and river water for its operations. In 2025, PT KSI withdrew a total of 318.2 ML of water and consumed 112.0 ML of water.

While commercial harvesting of wild species is prohibited, wildlife harvesting is periodically practiced by indigenous communities for subsistence. To this end, PT KSI seeks to minimise pressure on wildlife while respecting indigenous practices through regular engagements and monitoring.

In Sungai Jujuhan for example, PT KSI alongside the local community annually practices Lubuk Larangan, a traditional community practice that temporarily bans fishing to allow aquatic species to recover and sustain fisheries long-term. Educational and engagement programmes related to the management of conservation areas further promote awareness and stewardship among indigenous communities. In 2025, such programmes were delivered to 162 students, 526 staff and 102 community members at PT KSI. Between 2020 and 2025, there was an overall reduction in wildlife harvesting intensity, reflecting improved awareness and sustainable resource use.


To maintain high ecosystem integrity and protect riparian corridors, PT KSI carries out targeted replanting. In 2025, approximately 970 seedlings were planted in riparian zones to support ecological connectivity, water regulation and erosion control, benefiting both biodiversity and surrounding communities.

Alongside BMPs, independent socio-environmental consultants conduct targeted HCV assessments and ongoing monitoring which provide data on the condition of these areas and changes in biodiversity. We complement this with annual rapid biodiversity surveys and satellite monitoring. Survey results are reported to Balai Konservasi Sumber Daya Alam (BKSDA) Sumatera Barat and serve as primary data to support biodiversity monitoring and habitat management.

In line with Wilmar's NDPE Policy, no HCV areas or riparian buffers at PT KSI have been converted since our cut-off date of 31 December 2015. In addition, there has been no conversion between ecosystems during the reporting period. All palm oil sourced from PT KSI is fully traceable to plantation and deforestation-free.

As a habitat to several endangered and near threatened species including siamangs (*Symphalangus syndactylus*), fiery minivets (*Pericrocotus igneus*) and dholes (*Cuon alpinus*), PT KSI supports species conservation in the area. In partnership with the Kalaweit Foundation, PT KSI has rehabilitated and reintroduced 23 siamangs into rehabilitation enclosures in Bukit Salo and Bukit Tengah Pulau as of 2025. By 2040, we target to increase the siamang population to 30. Siamangs are frugivorous primates that consume fruits and swallow seeds, which are later dispersed through defecation. The reintroduction of siamangs in the area enhances seed dispersal, supporting forest regeneration and plant diversity.

These practices have resulted in the stable or improved conditions across these conservation areas since 2015, with the presence of key indicator species and increases in flora and fauna populations. As Wilmar continues to align its reporting with GRI 101, we seek to identify additional sites of significant biodiversity importance and report on the impacts of our activities on these sites.

 More information on our conservation efforts can be found in our **Sustainability Dashboard**.



A Sumatran Surili mother and infant, an endangered species native to Sumatra, Indonesia.

# Conservation Programmes

To ensure sound management of our operations and conservation of the surrounding landscapes, we engage regularly with local communities, civil society organisations, government departments and suppliers.

As part of these efforts, we target to engage with 10,000 stakeholders and local communities on BMPs as well as reach 10,000 students through environmental education and awareness programmes by 2035. To date, more than 8,000 external stakeholders and local communities and 11,295 students have participated in such programmes across Indonesia, Malaysia and West Africa.

Visit our [Sustainability Dashboard](#) to learn more about our conservation efforts. Progress against our targets on Biodiversity and Conservation can be found in our [Summary of Progress](#).

## Peatlands

Peatlands play an important role in climate change mitigation. While they serve as natural carbon sinks, their stored carbon is released back into the atmosphere when they become degraded or are cleared. To safeguard peatlands, we enforce a strict no-peat development policy regardless of depth and actively work with stakeholders to support peatland restoration.

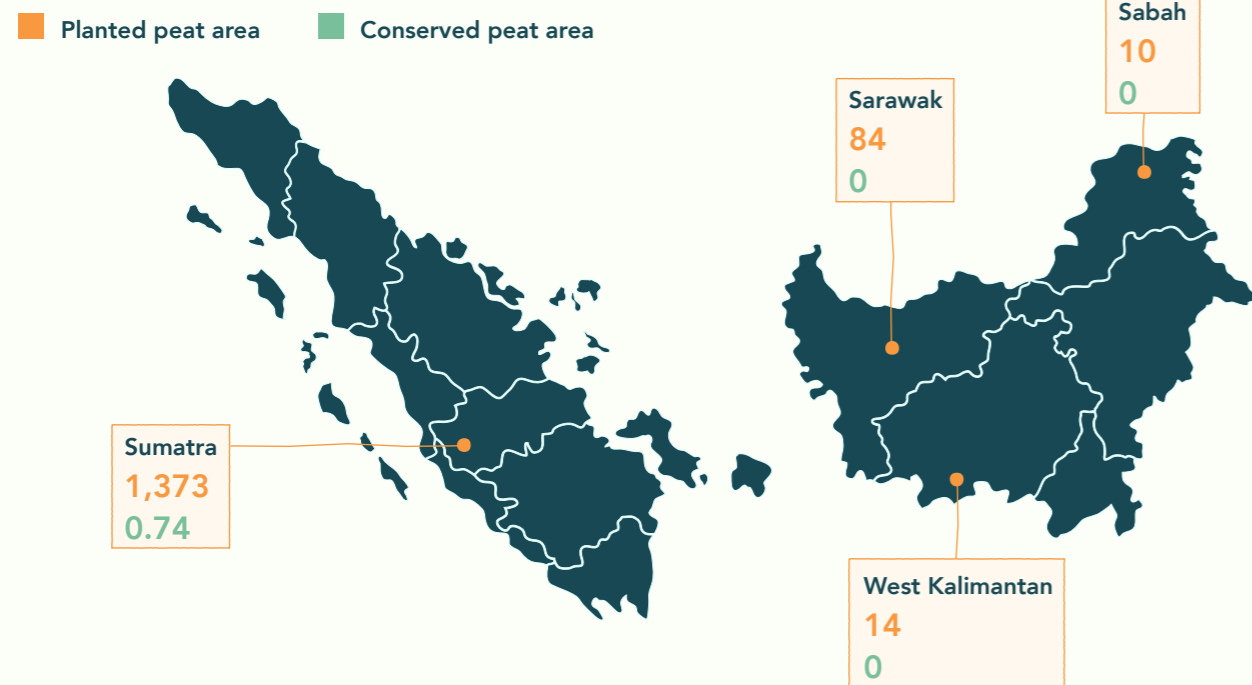
Approximately 0.64% (1,481 ha) of our total planted oil palm plantations across Indonesia<sup>6</sup> and Malaysia are classified as peat. To ensure we effectively manage these areas that were planted before the introduction of our NDPE Policy, we employ BMPs consistent with RSPO standards and expert recommendations,

including maintaining optimal water table levels and minimising peat subsidence to limit CO<sub>2</sub> emissions.

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

Wilmar also supports and contributes to peatland conservation targets set by the Ministry of Environment in Indonesia and its efforts such as deforestation-free supply chain initiatives and knowledge-sharing platforms such as the TFA.

### CONSERVED AND PLANTED PEAT AREA BY REGION (HA)



<sup>6</sup> Aligning with the guidance and classification of peat areas by the Ministry of Environment of Indonesia, as stipulated on the Indicative Determination of the Cessation of Granting of New Permit for Primary Natural Forests and Peatlands 2019 (Penetapan Indikatif Penghentian Pemberian Izin Baru Hutan Alam Primer dan Lahan Gambut Tahun 2019).



Wilmar's conservation areas in Indonesia.

# Fire and Haze

Wilmar and our suppliers adhere to a no-burning policy in line with our NDPE commitments.

Where land development or replanting occurs, organic debris is managed responsibly. Allowing organic matter to decompose naturally where appropriate helps enhance soil fertility, reduce reliance on inorganic fertilisers and lower GHG emissions.

Exceptions to this policy are only permitted in special circumstances, where necessary and permissible by local laws. Robust fire standard operating procedures (SOPs) are in place and all applicable legal and regulatory requirements are complied with.

## Fire Monitoring, Detection and Suppression

We have identified fires as a material risk through TNFD's LEAP assessments. Escalating climate change impacts, including hotter temperatures, prolonged and intensified dry seasons, and strong winds, are increasing the frequency and severity of wildfires, posing risks to our business operations. Further information on our nature-related DIROs assessment can be found in the [Nature and Biodiversity Reporting](#) section.

To proactively mitigate fire risks in our operations and surrounding areas, we carry out 24/7 fire monitoring as well as enforce land and forest fire management and mitigation protocols across our global operations. These protocols provide guidance on planning, prevention, suppression, post-fire reporting and management as well as firefighting coordination. They cover readiness and preventive measures for all concessions and their surroundings.


Through satellite monitoring, we monitor and identify fires within and up to five kilometres outside our boundaries. Our integrated fire monitoring system automatically captures hotspots and sends alerts to our field managers and dashboard system. This is further complemented by daily on-the-ground monitoring that verifies all detected hotspots, enabling early intervention – even before detection by satellites – reducing false alerts caused by temperature fluctuations.

We collaborate closely with the RSPO through its Hotspot Monitoring Programme to share fire-related data and verify hotspot alerts. All concessions are equipped with on-site response teams who are promptly dispatched to extinguish verified fires. To strengthen our readiness, firefighting personnel undergo regular training and assessments.

At the same time, we recognise that forest fire prevention also hinges on promoting awareness about responsible land management. We achieve this through community education and awareness campaigns, early detection systems and stronger law enforcement against unauthorised burning, supported by specialised firefighting teams in remote areas. We also adapt our mitigation strategies to address the increasingly prolonged dry seasons resulting from climate change.


For our smallholders and surrounding communities who continue to use slash-and-burn practices, often due to perceived benefits and legal allowances for farmers operating on less than two ha of land<sup>7</sup>, we couple our fire monitoring efforts with targeted initiatives. These include community education, awareness campaigns and multi-stakeholder partnerships to promote responsible land management and fire prevention. These programmes support local communities and smallholders within a five-kilometre radius of our concessions.

Fires in our suppliers' concessions are monitored through our Supplier Group Compliance Programme (SGCP). Any fire alert triggers our grievance mechanism for immediate investigation, verification and corrective action.

 More information on our fire prevention and management initiatives can be found in our [Palm NDPE Implementation Annual Report 2025](#).

## Yield and Extraction Rates

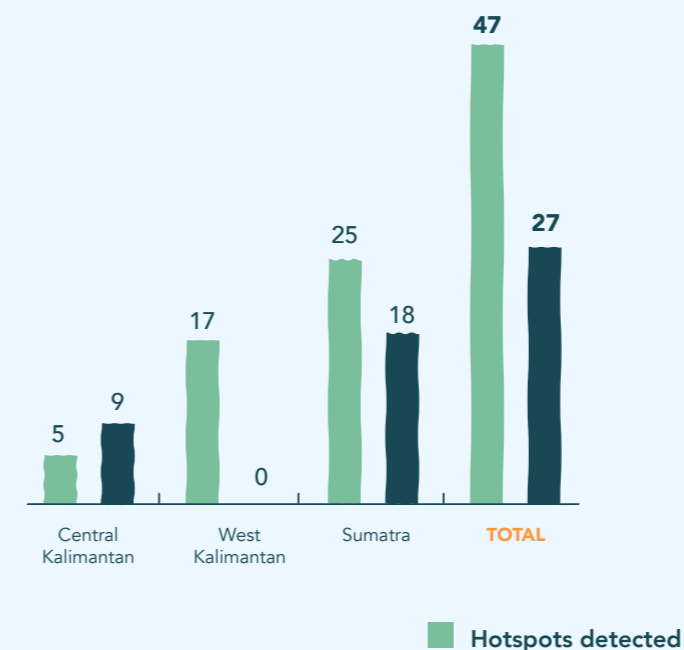
Palm oil is one of the most versatile and land-efficient oil crops capable of meeting 40% of the world's vegetable oil demand<sup>8</sup>. By continuously improving yield and extraction rates, we can boost production without expanding into new land.

 For more information on our R&D work, please refer to the section on [Innovation and Technology](#).

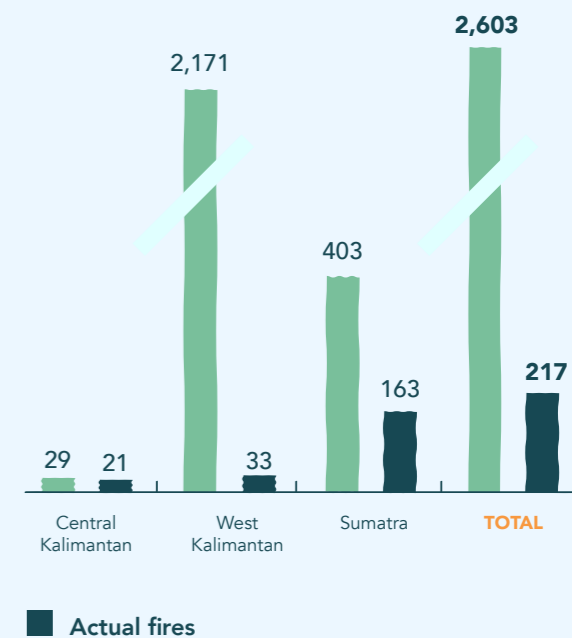
<sup>7</sup> <https://peraturan.go.id/files/uu-no-6-tahun-2023.pdf>.

<sup>8</sup> <https://www.wwf.org.uk/updates/8-things-know-about-palm-oil>.

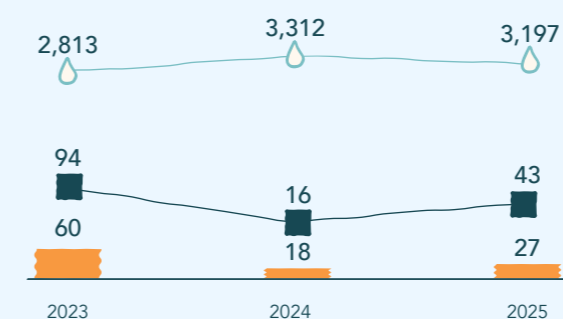
Hotspots vs actual fires in Wilmar's concessions by region in Indonesia (no.)



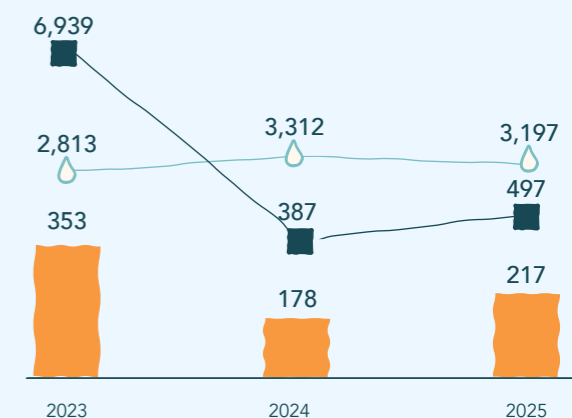
Hotspots vs actual fires within a five-kilometre radius outside of Wilmar concessions by region in Indonesia (no.)



Fires in Wilmar's concessions in Indonesia<sup>9</sup>



Fires within a five-kilometre radius outside of Wilmar's concessions in Indonesia<sup>10</sup>

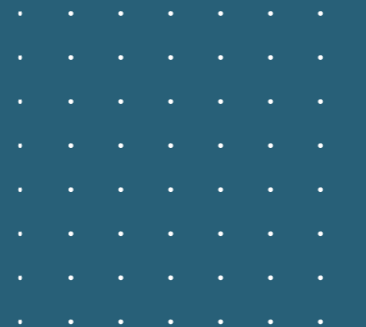


 No. of actual fires  Total affected area (ha)  Average rainfall (mm)

<sup>9,10</sup> For 2018-2022 data, please refer to our [2024 Sustainability Report](#).



Sprayers in Nursery.



# Climate Change

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

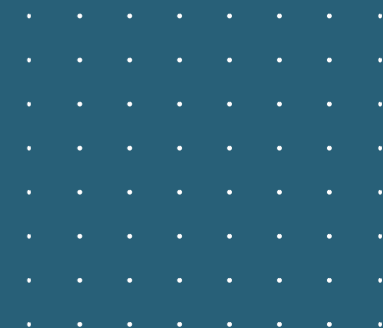
Climate change poses a significant threat to global food production and security. As a responsible and sustainable global agribusiness, Wilmar integrates climate risks and opportunities into various aspects of our business. We conduct ongoing assessments and proactively monitor climate-related risks and opportunities as part of our mitigation and adaptation efforts.

Our climate leadership is reflected through the continued fulfilment of our NDPE commitments and collaboration with our peers, suppliers and customers to intensify decarbonisation efforts.

Land use change, palm oil mill effluent treatment and fossil fuel consumption at our facilities form our main operational emissions. In 2025, we reached a significant milestone as the first and only agribusiness listed in Singapore to have validated science-based targets. The validation underscores our commitment to support international efforts to limit global temperature rise to 1.5-degree Celsius in line with the Paris Agreement.

In line with the guidelines set out by the Science Based Targets initiative (SBTi), we prioritise emission reductions through direct actions rather than carbon offsets. We have modelled region-specific, time-bound strategies for operations to adopt and implement. Our overarching roadmap outlines potential initiatives to reduce our Scope 1 and 2 emissions, such as securing renewable electricity through power purchase agreements or renewable energy certificates (RECs), expanding our biomass and solar capacity and enhancing energy efficiency.

At the same time, we are implementing nature-based solutions to strengthen carbon sequestration within our operations to drive down FLAG-related emissions. Furthermore, we have begun prioritising the collection of primary data across our supply chains, setting the foundation for more accurate Scope 3 reporting and enabling us to design targeted action plans to lower greenhouse gas (GHG) emissions from our suppliers.



# Climate-Related Risks and Opportunities

201-2

Wilmar uses climate scenario analysis to inform and strengthen our strategy for addressing climate-related risks and opportunities (R&Os) and their potential impact on our assets and operations in different climate futures. In accordance with international standards, our assessment draws on Representative Concentration Pathways (RCPs) that have been adopted by the Intergovernmental Panel on Climate Change (IPCC) and refined by the Network for Greening the Financial System (NGFS) to estimate the potential financial impact of climate change on our business in the short (one to two years), medium (two to 10 years) and long term (more than 10 years). The selected time horizons are aligned with Wilmar's business planning processes, risk management frameworks and the anticipated progression of sustainability initiatives.

To guide the scope of our assessment, we carried out a materiality assessment in which a representative selection of Wilmar's assets was chosen for quantitative scenario analysis. This takes into account present and projected potential financial impacts to identify financially material R&Os. The results of this analysis provide our internal teams with an understanding of the potential significance of material R&Os over different time horizons across our value chain, to better support risk management and mitigation planning.

Below are the climate scenarios adopted in our assessment:

**a. Transition risks and opportunities:**

- <2°C: NGFS Net Zero 2050 (Global warming is limited to 1.4°C at the end of this century, assuming immediate and smooth policy implementation as well as swift technological change)
- >2°C: NGFS Current Policies (Global warming rises to 3.0°C at the end of this century, assuming only existing policies are implemented and slow technological change)

**b. Physical risks and opportunities:**

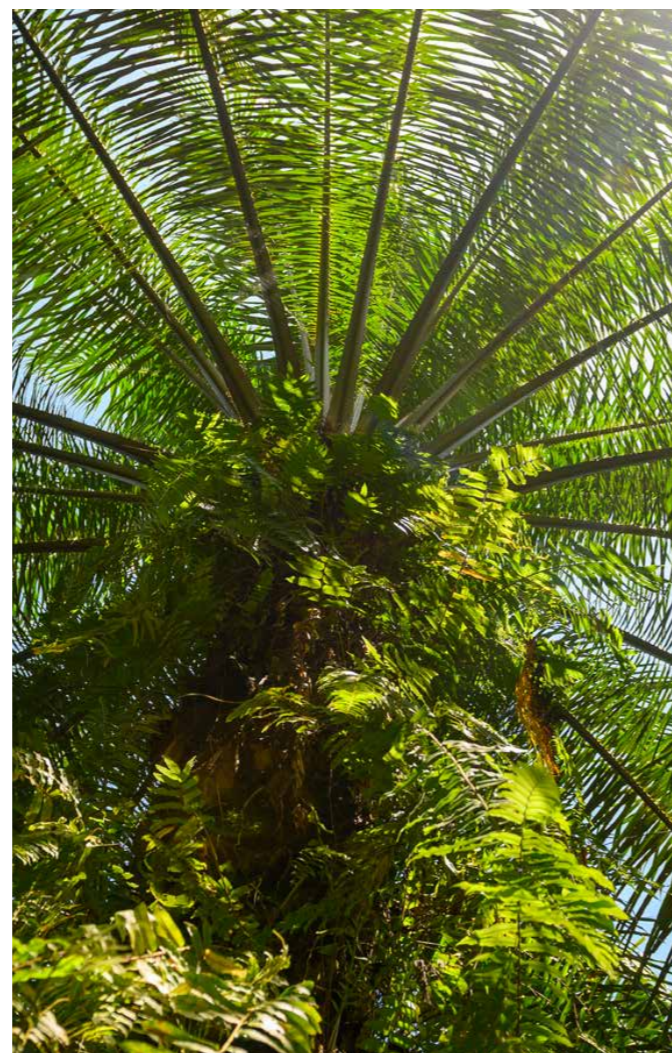
- <2°C: RCP 2.6 (or SSP1-2.6) (Global warming is limited to between 1.3°C and 2.5°C, assuming rapid and extensive implementation of aggressive climate policies worldwide)
- >2°C: RCP 8.5 (or SSP5-8.5) (Global warming rises to between 3.3°C and 5.7°C, assuming continued heavy reliance on fossil fuels and slow technological development)

The scope of our analysis covers our owned operations for physical risks and both our business model and supply chain for transition R&Os. The assessment focused on the most potentially material impacts, including the useful life of assets (property, plant and equipment), the impairment of non-financial assets and revenue.

The climate scenario analysis and financial impact assessments are subject to data constraints, simplified assumptions and estimations and static modelling approaches taken for the year of assessment.

The forward-looking information should therefore not be interpreted as precise estimates of future performance, as it is affected by key sources of uncertainty such as climate science uncertainty (modelled climate projections based on complex models and assumptions, with actual outcomes potentially differing materially), technology uncertainty (availability, cost, performance of decarbonisation technologies remain uncertain), regulatory and policy uncertainty, market uncertainty (commodity prices, customer preferences, macroeconomic conditions may change under different pathways) and value chain dependency (Scope 3 emissions trajectories depend on third-party actions, with limited direct control by the company).

The outcomes of our assessment are summarised in the next few sections. For more information on how we assess our climate-related R&Os, please see the **Aligning with the IFRS Sustainability Disclosure Standard** section. Information on how these climate-related risks and opportunities are reflected in our financial statements is set out in the **Notes to the Financial Statements - Climate-related matters** section of the **Annual Report 2025**.



Oil palm in Sabah, Malaysia.



Climate-change-induced weather pattern changes, including extreme weather events, may impact yields and productivity.

## Physical and Transition R&Os

Wilmar has conducted a robust qualitative risk assessment considering the full range of pertinent transition and physical risks, including:

**a. Transition Risks**

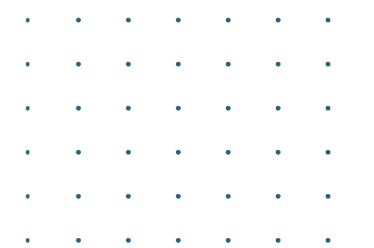
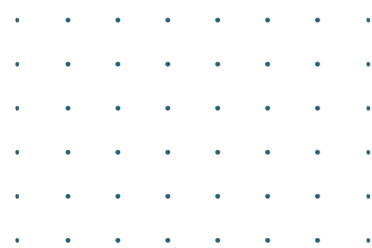
- Policy and legal: New regulations or government mandates on existing products that could lead to stranded assets or asset write-downs.
- Technological: Emergence of products with lower carbon footprints that could require significant financial investment in new technologies and create stranded assets.
- Market: Changes in customer preferences and investor expectations that could impact profitability and long-term growth.
- Reputational: Heightened stakeholder scrutiny that may impact market valuation and competitive positioning.

**b. Physical Risks (Acute and Chronic):**

- Increased severity and frequency of extreme weather events, such as floods, droughts and heatwaves and changing rainfall patterns that may affect agricultural yields and infrastructure.

All assessed risks carry differing degrees of potential financial implications for the Group. In determining anticipated impacts, the proportionality mechanisms permitted under the IFRS Standards were applied. Building on the outcome of this assessment, the Group applied its **risk management framework** in 2025 to further refine the risks considered most material to the business, as outlined in the tables below:

	TRANSITION RISKS			PHYSICAL RISKS
	POLICY AND LEGAL	MARKETS		ACUTE
<b>IDENTIFIED RISK</b>	Elevated pricing of GHG emissions	Evolving customer and stakeholder expectations	Higher raw material costs and volatility in commodity prices	Higher intensity of extreme weather events
<b>TIMEFRAME</b>	Short to Medium	Short	Medium	Medium
<b>DESCRIPTION</b>	Implementation or tightening of carbon pricing schemes (e.g. carbon tax, emissions trading scheme)	Shifting preferences of customers and stakeholders towards more climate-conscious competitors	Climate change-induced changes in weather patterns may increase input costs and place pressure on raw material and commodity prices	Rising temperatures and increased frequency of extreme weather events
<b>IMPACT</b>	Any rise in carbon tax rates would lead to higher compliance costs. Emerging carbon border adjustment mechanisms in customer markets could also create potential tariff exposure for products without carbon accounting fully in place  Additionally, increases in the price of purchased commodities could further elevate operating expenses	Changes in stakeholder demand or preferences could reduce sales and impact revenue. Such shifts initiated by downstream stakeholders could have a cascading effect on upstream operations and suppliers	Increases in the cost of raw materials and volatility in commodity prices could affect product pricing. This could result in a decrease in sales revenue or profit margins if Wilmar fails to remain price competitive or is required to absorb the additional costs, adversely affecting business performance	Severe weather effects may damage our infrastructure and assets, leading to increased insurance premiums and additional spending on repairs and maintenance. Supply chain disruptions could adversely impact production and revenue, including impacts on plantation operations that may reduce yields and productivity
<b>MANAGEMENT APPROACH</b>	Continue to prioritise the development and execution of initiatives aimed at lowering operational GHG emissions, including fugitive emissions, and optimising energy efficiency. This will be supported by stronger collaboration between our technical, operational and sustainability teams to identify opportunities and assess their feasibility from planning to implementation	Continue to collaborate with our suppliers to implement our NDPE commitments and broaden our portfolio of sustainable product options. Wilmar's marketing and sustainability teams will work together to stay abreast of evolving customer expectations, develop appropriate solutions and communicate these changes to traders	Wilmar's risk, trading and procurement teams will cooperate to deliver suitable solutions, including establishing advantageous long-term contracts, proactive pricing and appropriate hedging instruments. At an operational level, we will focus on enhancing efficiency and inventory management to reduce waste. We will also strengthen relationships with our suppliers through regular engagement and equip suppliers with the necessary information and tools to maintain a reliable and sustainable supply chain	Invest in R&D of palm seedlings to improve crop resilience against extreme weather patterns. For high-risk sites, we additionally invest in climate-resilient infrastructure to minimise the potential impact from future extreme weather events
<b>COST OF RESPONSE TO RISK</b>	An estimated US\$90.0 million to build methane capture plants across all palm oil mills	We consider this an integrated market risk, where the response costs would be embedded within business-as-usual operating expenditure	We consider this an integrated market risk, where the response costs would be embedded within business-as-usual operating expenditure	An estimated US\$30.0 million to US\$35.0 million to implement sustainable management and production practices, strengthen infrastructure and resilience against potential physical damage



OPPORTUNITIES

A corresponding analysis has also been undertaken to determine climate-related opportunities of significance to Wilmar. These opportunities are described below, with the most material ones identified in the subsequent table:

- Resource efficiency: Enhancing operational efficiency to lower GHG emissions and operational expenditure
- Market reach, driven by a stronger reputation and brand value to attract investment, and access government incentives and subsidies
- Products and services: Development of innovative offerings that support revenue growth
- Resilience: Strengthening risk management capabilities to meet increasing demand for robust food supply chain solutions


	ENERGY SOURCE	PRODUCTS & SERVICES
<b>IDENTIFIED OPPORTUNITY</b>	<b>Adoption of Lower-Emission Sources of Energy</b>	<b>Evolving Customer Preferences</b>
<b>TIMEFRAME</b>	Short	Short
<b>DESCRIPTION</b>	Progressive substitution of fossil fuels with cleaner and renewable energy options across operations	Enhancing the sustainability profile of existing products
<b>IMPACT</b>	Transitioning to renewable energy will decrease our dependence on grid electricity and carbon tax exposure, helping to reduce operating expenditure. We may unlock additional income streams in the process by selling excess renewable energy to national grids	Leverage innovation, including strengthening sustainable practices in the manufacturing process of our products and diversifying our product portfolio to meet shifting buyer expectations, to expand our market share in existing and untapped markets. Revenue generated from sales of low-carbon products, including biofuels and relevant feedstocks based on national biofuel mandates and renewable energy certification standards like the <b>International Sustainability &amp; Carbon Certification (ISCC)</b> or the <b>Italian National Sustainability Certification Scheme (INS)</b> , has contributed approximately 7.0% of our total revenue generated in FY2025
<b>MANAGEMENT APPROACH</b>	Technical projects, energy supply and sourcing teams will collaborate to evaluate and implement appropriate initiatives, including fuel switching and increased biomass use where available. Suitable opportunities to boost the rollout of methane capture plants across our palm oil mills will be identified.	Continue investing in R&D and collaborating broadly to create new and innovative products and proactively align our product specifications with international regulatory requirements and consumer trends in existing and new markets, such as the EU, including securing reputable third-party certifications to validate our low-carbon products credentials
<b>COST OF RESPONSE TO REALISE OPPORTUNITY</b>	An estimated US\$2.0 million to construct a new methane capture plant with biogas utilisation. The average cost of solar installation is estimated at US\$0.5-0.6 per kWp of installed capacity	Wilmar has allocated RMB100.0 million (approximately US\$14.0 million) for scientific R&D in China. An additional US\$40,000 to US\$50,000 has been spent on ISCC and INS certifications as well as aligning with biofuel standards

## Climate Change Adaptation

Climate change poses significant risks to the food and agriculture sectors as extreme and unpredictable weather, combined with rising global temperatures, directly threatens our business through reduced crop yields. To address these challenges, Wilmar has steadily invested in research and development to boost crop resilience and explore additional adaptation solutions.

strengthens the resilience of our supply base and value chain. Concurrently, we are exploring additional adaptation measures such as expanding our plant-based proteins to reduce reliance on emissions-intensive animal products and using vegetable-based surfactants in the manufacturing of soaps and detergents.

We breed seedlings to withstand unpredictable weather conditions and further extend our impact by selling them to smallholders and smaller plantation companies, which

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

## Climate Change Mitigation

305-5


To reduce our Scope 1 and 2 emissions in line with our targets, we focus on identifying opportunities to implement efficiency improvements and technological innovations to transform our production processes. In addition, we are also exploring more renewable energy options, shifting from fossil to non-fossil fuels, as well as the implementation of RECs where they deliver meaningful impact. A summary of our GHG emissions and energy performance can be found in the **Base Data Tables**.

### Decarbonising upstream palm oil operations

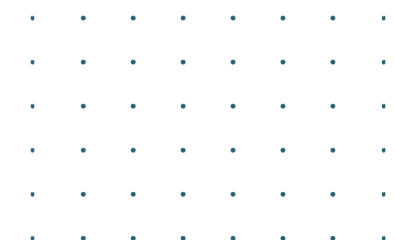
Our emissions reduction strategy for palm oil focuses on generating renewable energy from biomass, constructing more methane capture plants for palm oil mill effluent (POME) treatment and enforcing our NDPE Policy to eliminate deforestation and protect peatlands.

Understanding the importance of an industry-wide transition, we actively communicate our climate ambition to stakeholders and extend our support across our supply chain to deliver meaningful climate action. Suppliers are expected to adopt climate change mitigation practices aligned with our **NDPE commitments**.

Reducing methane emissions from the anaerobic digestion treatment of POME is a key priority due to its significant global warming potential. We mitigate direct emissions through our methane capture systems while using the resulting biogas to generate electricity. In 2025, our 25 methane capture facilities in Indonesia and Malaysia have enabled us to avoid approximately 0.5 million tCO<sub>2</sub>e<sup>11</sup> of GHG emissions being released into the atmosphere. We continue to evaluate opportunities for further expansion where viable and appropriate.

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

To reduce emissions from our mills, we use biomass fuels such as empty fruit bunches (EFB), palm kernel shells (PKS) and mesocarp fibre to generate electricity. For more information on our biomass initiatives, please refer to the section on **Environmental Footprint of Operations**.




<sup>11</sup> 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: CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O. 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.

## Energy efficiency and resource recycling in our sugar operations

We prioritise energy efficiency and resource optimisation at our sugar estates, mills and refineries. We adopt best practices when applying fertilisers, pesticides and herbicides in our cane plantations. At our mills, we implement highly efficient heat recovery systems, including Mechanical Vapour Recompression (MVR) evaporators, to enhance energy efficiency.

Additionally, bagasse generated from our sugar mills in Australia and India is recovered and utilised for on-site power generation, reducing reliance on external energy sources and minimising waste. Where permitted, surplus renewable electricity is supplied to local grids, supporting broader decarbonisation efforts and community energy resilience.

For our sugar refineries in Australia and New Zealand, we are developing an Energy and GHG Reduction Pathway to be completed in 2027 to support our transition towards a low-carbon future.

 For more information on our biomass initiatives, please refer to the [Environmental Footprint of Operations](#) section.

## Reducing GHG emissions in our factories

Factory operations account for most of Wilmar's energy use. As part of our commitment to achieving our targets, we continue to expand our energy efficiency programmes and increase the use of renewable energy.

We have rolled out solar photovoltaic (PV) installations across our facilities. In 2025, total installed solar PV capacity across the Group reached 138.8 MWp. This has resulted in approximately 40,700 tCO<sub>2</sub>e of reductions annually. Looking ahead, we aim to increase solar PV capacity by more than 10 MWp through installations at potential sites currently under review for implementation or construction.

In Fiji, Goodman Fielder has installed rooftop solar across its factories, warehouses and offices. Combined with guaranteed grid arrangements with its regional electricity provider, these initiatives have enabled Goodman Fielder Fiji to achieve 51.5% renewable electricity across its operations.

Since 2021, Goodman Fielder New Zealand has achieved 100% renewable electricity through the purchase of domestic RECs. Energy efficiency measures, such as heat recovery from boilers, ovens and air compressors, as well as upgrading equipment to more energy efficient models, further reduce emissions.

At the same time, we are exploring alternative energy sources, such as rice husks and geothermal, for our facilities that are still dependent on non-renewable fuel sources. Rice husks are repurposed to generate electricity and steam, backed by a conversion plan for coal boilers across our operations in China, Indonesia and Vietnam. In 2025, YKA commissioned seven new biomass energy facilities, bringing the total to 44. Among these, 84.0% are powered by rice husks, setting a benchmark for energy-saving and environment-friendly green production.

Beyond biomass, geothermal energy has been integrated to provide stable and continuous power, as demonstrated by Wilmar's Gingoog facility in the Philippines, which now supports round-the-clock industrial operations.

As we move towards net zero, electrification of equipment remains a key decarbonisation lever, though limited by local infrastructure. We continue to explore biogas, biomass, biodiesel and dual fuelling options for heat-generating equipment. In New Zealand, we are reducing emissions from linehaul trucks by upgrading from Euro 5 to Euro 6 models, lowering fleet age and assessing biodiesel use where electrification is not feasible. Goodman Fielder New Zealand has commissioned its first EV last-mile truck for trial in 2026, while all leased sales vehicles in Australia and New Zealand remain hybrids.

In New Zealand, Goodman Fielder has installed an air compressor for heat recovery at the Auckland bakery and a high-temperature heat pump at the Christchurch dairy plant, with further applications under review. Energy audits are currently underway, with recent approval granted for an ignition (automation) project for clean-in-place optimisation that will enable significant energy and water savings.



A sapling in our plantation nursery in Sabah, Malaysia.



Flour mill in Harbin, China.

## Our GHG Emissions

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

The bulk of Wilmar’s operational emissions come from our factories and upstream palm oil operations. In 2025, our Scope 1 and Scope 2 (market-based) GHG emissions<sup>12</sup> amounted to 13.6 million tCO<sub>2</sub>e (2024: 12.2 million tCO<sub>2</sub>e)<sup>13</sup>. Of this, 0.3 million tCO<sub>2</sub>e<sup>14</sup> (2024: 0.4 million tCO<sub>2</sub>e) was due to land use change.

Our GHG emission intensity stood at 136 kgCO<sub>2</sub>e per MT of product<sup>15</sup>, excluding shipping and aviation services, compared to 125 kgCO<sub>2</sub>e per MT of product in 2024. Biogenic<sup>16</sup> emissions totalled 10.3 million tCO<sub>2</sub>e.

Following the achievement of our initial target to reduce GHG emissions intensity by 15.0% from a 2016 baseline for all our palm oil mills by 2023, Wilmar set science-based targets in line with a 1.5-degree Celsius pathway that were validated in 2025. This includes a near-term target to reduce Scope 1 and 2 emissions by 50.4% and Scope 3 emissions by 30.0% by 2032 from a 2022 baseline<sup>^</sup>, as well as to reduce FLAG Scope 1 and 3 emissions by 36.4% by 2032 from a 2022 baseline<sup>^^</sup>.

Aligned with the Paris Agreement, we aim to achieve a 90.0% reduction in emissions across Scope 1, 2 and 3 by 2050<sup>^</sup> and a 72.0% reduction across FLAG Scope 1 and 3 emissions by 2050 from a 2022 baseline<sup>^^</sup>. Our Scope 1 and 2 emissions increased by 11.3% in 2025 compared with 2024, primarily due to the overall increase in production volumes and the corresponding increase in energy consumption from non-renewable fuel sources. While this increase has slowed our progress, the Group continues to evaluate opportunities to apply energy-efficient equipment upgrades, expand clean renewable energy (solar, geothermal, wind) deployment and implement lower-carbon fuel alternatives (e.g., biomass substitution) where operationally feasible and commercially available.

To support Scope 3<sup>17</sup> emissions reductions, we leverage the NDPE IRF “Delivering” status for supplying palm oil volumes from our suppliers. Our progress on supply chain performance is detailed in the section on **Responsible Sourcing and Supply Chain Transformation and the Palm NDPE Implementation Annual Report 2025**.

<sup>12</sup> 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: CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O. The GWP rates used are from the IPCC AR6. The operational control approach is used to consolidate GHG emissions. Non-manufacturing sites such as headquarters/offices, standalone offices and R&D facilities are excluded.

<sup>13</sup> Scope 1 & 2 emissions for 2023 and 2024 have been restated to have a comparable basis with the updated 2025 reporting scope.

<sup>14</sup> The FLAG component of our Scope 1 emissions totals around 0.6 million tCO<sub>2</sub>e, an 11.2% reduction from 2024.

<sup>15</sup> GHG emission intensity has been calculated based on Scope 1 and 2 emissions. These emissions include the following gases: CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O.

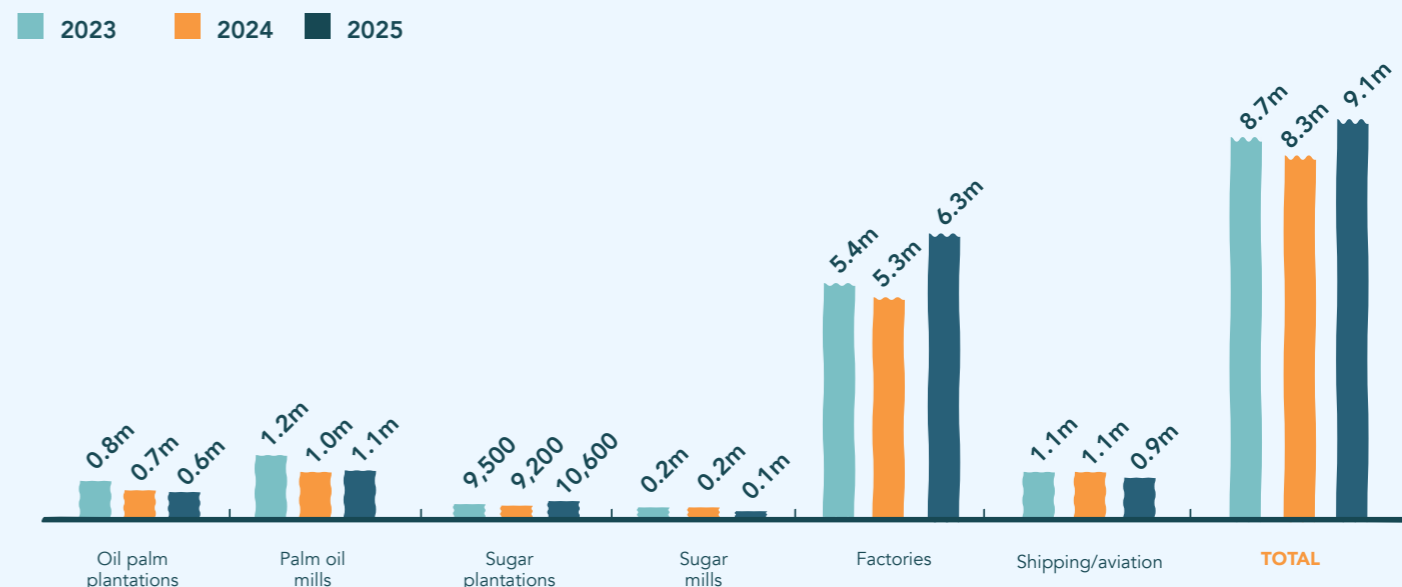
<sup>16</sup> Biogenic emissions are to be reported separately from the scopes according to GHG Protocol which cover CO<sub>2</sub> fluxes during land use management, land use change and CO<sub>2</sub> emissions from biofuel combustion. As indicated in the Net-Zero Standard, energy generated from the combustion of biomass in certain cases is considered “carbon neutral” because combustion-related CO<sub>2</sub> emissions are balanced by CO<sub>2</sub> that is sequestered during the growth of bioenergy feedstock.

<sup>^</sup> The target boundary includes land-related emissions and removals from bioenergy feedstocks. Base year (2022) Scope 1, Scope 2 and Scope 3 emissions (market-based) can be found in the [Base Data Tables](#).

<sup>^^</sup> The target includes FLAG emissions and removals.

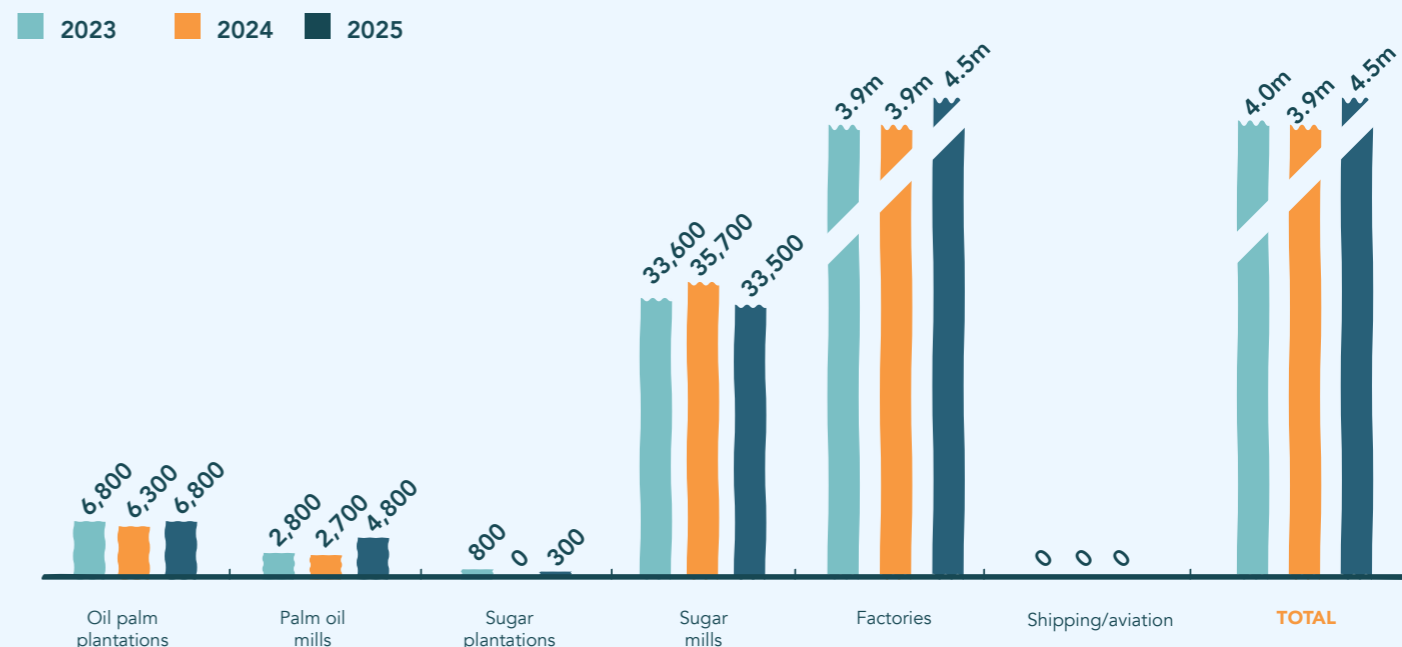
<sup>17</sup> Scope 3 emissions from base year 2022 can be found in the [Base Data Tables](#). The Group tracks all relevant Scope 3 categories to our business, with the exception of Category 13 (Downstream leased assets) and Category 14 (Franchises).

### Scope 1 emissions (tCO<sub>2</sub>e) by business activity<sup>18</sup> from 2023 to 2025



Note: Scope 1 emissions are calculated based on the GHG Protocol, the world’s most widely used GHG accounting standards for companies, and include the following gases: CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O. The GWP rates used are from the IPCC AR6. The operational control approach is used to consolidate GHG emissions. Non-manufacturing sites such as headquarters/offices, standalone offices and R&D facilities are excluded.

### Market-based Scope 2 emissions (tCO<sub>2</sub>e) by business activity from 2023 to 2025



Note: Scope 2 emissions are calculated based on the GHG Protocol, the world’s most widely used GHG accounting standards for companies, and include the following gases: CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O. The GWP rates used are from the IPCC AR6. The operational control approach is used to consolidate GHG emissions. Non-manufacturing sites such as headquarters/offices, standalone offices and R&D facilities are excluded. Location-based Scope 2 emissions can be found in the [Base Data Tables](#).

<sup>18</sup> Factories and Shipping business activities are aligned with the combined Annual Report 2025 segments of Food Products and Feed & Industrial Products; and upstream activities (Oil palm plantations, palm oil mills, sugar plantations and sugar mills) are aligned with the Plantation & Sugar Milling segment in the Annual Report 2025.



A mill employee in Nigeria.



# Environmental Footprint of Operations

3-3

Environmental stewardship is central to Wilmar’s pursuit of sustainability and long-term success. We recognise that our global business operations impact both nature and people. To minimise our environmental footprint, we prioritise rigorous resource management, with a focus on energy and water efficiency, waste reduction and responsible chemical use.

Our goal is to balance industrial growth with environmental protection, regardless of where we operate. To prevent harm to ecosystems and local communities, we remain vigilant in managing the risks of agricultural and industrial pollution from our commercial activities worldwide.

By proactively managing these environmental risks, we are creating opportunities for operational efficiency and industrial innovation while safeguarding the environment and society.

Wilmar’s environmental management strategy is focused on three key areas: chemical use minimisation, responsible waste disposal, and high resource efficiency. We hold ourselves accountable through clear performance targets for energy and water consumption, waste management and regulatory compliance. Collaboration is a cornerstone of our approach to sustainability and we do not act in isolation, seeking instead to cultivate an environmentally responsible culture through regular dialogue with our partners, suppliers and employees. The frontline insights we gained through specialised training and supply chain engagement are translated into actionable measures and goals. Further details on our targets and progress are set out in the [Summary of Progress](#).



# Environmental Management System

## Environmental Policy

Wilmar's **Environmental Policy** sets out the Company's commitment to reducing our environmental footprint. To remain aligned with evolving market demands and regulatory requirements, the policy was updated in 2024.

Various teams share responsibility for the execution of this policy across the Company. The Environmental, Health and Safety

teams oversee the rollout of the Environmental Management System (EMS) and ensure strict regulatory compliance whereas the Industrial and Plantation Sustainability teams oversee environmental performance enhancements. Our mills and factories apply rigorous environmental standards<sup>19</sup> to enforce consistency and uphold the integrity of the policy.

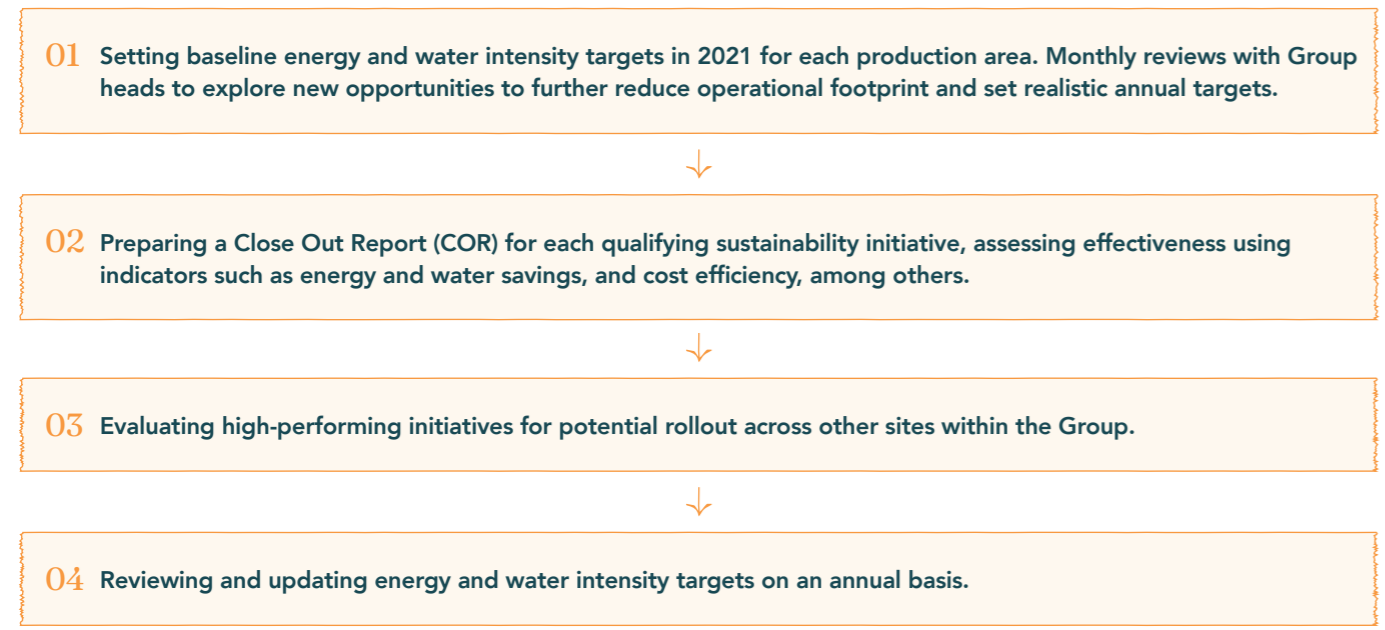
## Industrial Sustainability Programme

Wilmar's Industrial Sustainability Programme takes a proactive approach to resource management, from improving operational efficiency to lowering energy and water intensity across our facilities. The programme supports progress against our reduction targets by systematically identifying and pursuing opportunities for improvement. Once potential initiatives are identified, they are closely monitored from the concept stage through to commissioning, with regular reviews to ensure progress. Upon completion, each project undergoes real-time verification of its actual energy and water performance compared to prior records.

## Energy and Water Intensity Target Setting

Target setting within Wilmar begins at the operational level. Each business unit sets its own energy and water efficiency targets under the Energy and Water Intensity Improvement Programme, based on past operational data and local conditions, ensuring that goals are both practical and achievable.

To strengthen this process, production teams are engaged to identify efficiency measures and monitor performance at the business unit level. The target-setting process involves:



While results from individual sites are consolidated where applicable, establishing a single Group-wide intensity target remains challenging due to variations in production parameters and restrictions across business units.

<sup>19</sup> These environmental standards include our Environmental Programme Standard, Stormwater and Wastewater Standard, Spill Prevention, Control and Countermeasure Standard, and Environmental Inspection and Reporting Standard.

# Wilmar Integrated Management System (WIMS)

Aligned with ISO 14001 standards, WIMS enables the systematic monitoring of our energy, water and waste performance, supporting continuous improvement and reinforcing best practices in environmental management. It embeds key environmental principles into our daily operations while ensuring adherence to all local environmental regulations.



## ENABLON

Enablon, our global Environment, Health and Safety (EHS) reporting platform, is used to systematically track and investigate hazards, incidents and breaches across our operations. Through Enablon, we generate Critical Incident Investigation Reports that analyse the root causes and contributing factors of major incidents. The analysis and findings are essential for developing and implementing both immediate and long-term corrective actions to prevent recurrence and drive continuous improvement in environmental performance.

Enablon also supports our Environmental Metrics campaign, launched annually across global operations, to collect data on key environmental indicators, including water, energy, effluent and waste. This ensures consistent and comprehensive monitoring of environmental performance. Our broader campaign also tracks chemical use, further reinforcing Wilmar's commitment to holistic environmental management.

Please refer to the section on **Employee Health, Safety and Well-being** for more details on WIMS and Enablon.

## Employee Engagement

Employee engagement plays a pivotal role in reducing Wilmar's environmental footprint. To support this, we provide targeted training programmes that raise awareness and promote responsible practices on key topics such as energy and water efficiency. In addition, we deliver subject-specific training programmes on energy efficiency improvement, including steam and condensate system optimisation, compressed air systems optimisation, water heat recovery and pump efficiency improvements. These are complemented by expert-led sessions designed to deepen technical knowledge

In 2025, there were no significant fines or non-monetary sanctions related to non-compliance with environmental regulations.


“  
*Each business unit sets its own energy and water efficiency targets under the Energy and Water Intensity Improvement Programme, based on past operational data and local conditions, ensuring that goals are both practical and achievable.*”

# Energy

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

Wilmar implements innovative programmes focused on optimising energy generation and utilisation, resulting in significant emission reductions across our operations. These initiatives are reinforced through regular engagement with external consultants, who provide steam engineering training and conduct audits on steam and condensate management to identify additional efficiency opportunities.

SBTi validated our emissions reduction targets in early 2025, which are closely linked to our energy efficiency initiatives.

 For further information, please refer to the section on **Climate Change**.

## Energy Use in Our Upstream Operations

At Wilmar, we reuse biomass byproducts from our milling operations, including empty fruit bunches (EFB), palm kernel shell (PKS), mill fibre and bagasse, to generate energy for our palm oil and sugar mills.

In Australia and India, our sugar mills are equipped with cogeneration plants that simultaneously produce electricity and steam, with some facilities designed to export renewable electricity. To maintain a consistent supply of renewable energy throughout the year, surplus bagasse is stored at designated pads during the crushing season. In 2025, these mills exported 419,904 MWh of renewable electricity to the national grid across both countries.

Water pump usage represents a significant portion of operational energy demand in our plantations. Measures implemented to lower such energy consumption include optimising irrigation schedules, upgrading to more efficient motors and deploying Variable Speed Drives to regulate pump flows.

## Energy Use in Our Factories

At our factories, Wilmar employs a wide range of advanced technologies to improve energy efficiency and reduce consumption. These efforts are tailored to regional contexts while leveraging solutions that can be replicated across operations.

installing heat recovery systems and more efficient vacuum systems across our plants. Where feasibility is confirmed, sites will proceed with implementation.

Wilmar continues to implement advanced technologies to improve energy efficiency, with a particular focus on heat recovery and system upgrades. Initiatives span waste heat recovery, steam condensate recovery, Mechanical Vapour Recompression (MVR), cascading heat pumps, energy-efficient equipment and energy audits. These measures not only improve operational efficiency but also generate measurable savings in electricity and steam, supporting Wilmar's broader sustainability objectives.


We continue to explore additional opportunities across our operations to increase renewable energy adoption. These efforts align with government initiatives in several countries aimed at expanding private sector access to clean energy and reflect our commitment to innovative, forward-looking solutions that reduce energy consumption and enhance operational efficiency. As part of our renewable energy strategy, we are expanding our use of rooftop solar panels across the Group, with total installed photovoltaic (PV) capacity reaching 138.8 MWp in 2025.

For instance, our ongoing inspection and maintenance programme in China saw 27 factories undergo and complete inspections of 2,004 steam traps in 2025. A total of 83 faulty steam traps were identified and serviced, resulting in annual savings of 519 tonnes of steam, a reduction of 44 tonnes in energy consumption and the avoidance of 115 tonnes of greenhouse gas emissions. Looking ahead, we will strengthen the centralised management of steam traps and implement standardised inspection and maintenance procedures to enhance efficiency.

Many of our initiatives are highly replicable across sites and their overall impact is realised when successful solutions are deployed broadly across operations. These energy efficiency measures have been implemented across almost every region and main operational areas of our business. Our continued focus remains on expanding and replicating these initiatives to maximise energy savings and promote sustainable operational practices across all Wilmar facilities.

Under the Industrial Sustainability Programme, we expanded on the 2024 in-depth review of production areas responsible for roughly 90% of our energy use by conducting additional assessments to identify priority areas for intervention. Notably, in the Tropical Oil Refining area, an assessment was done to establish feasibility of

We further complement energy efficiency initiatives with purchases of renewable energy certificates (RECs). At our Goodman Fielder New Zealand operations, we have maintained 100% renewable electricity through the purchase of RECs since January 2021.

 Further information can be found in the **Climate Change** section of this Report.



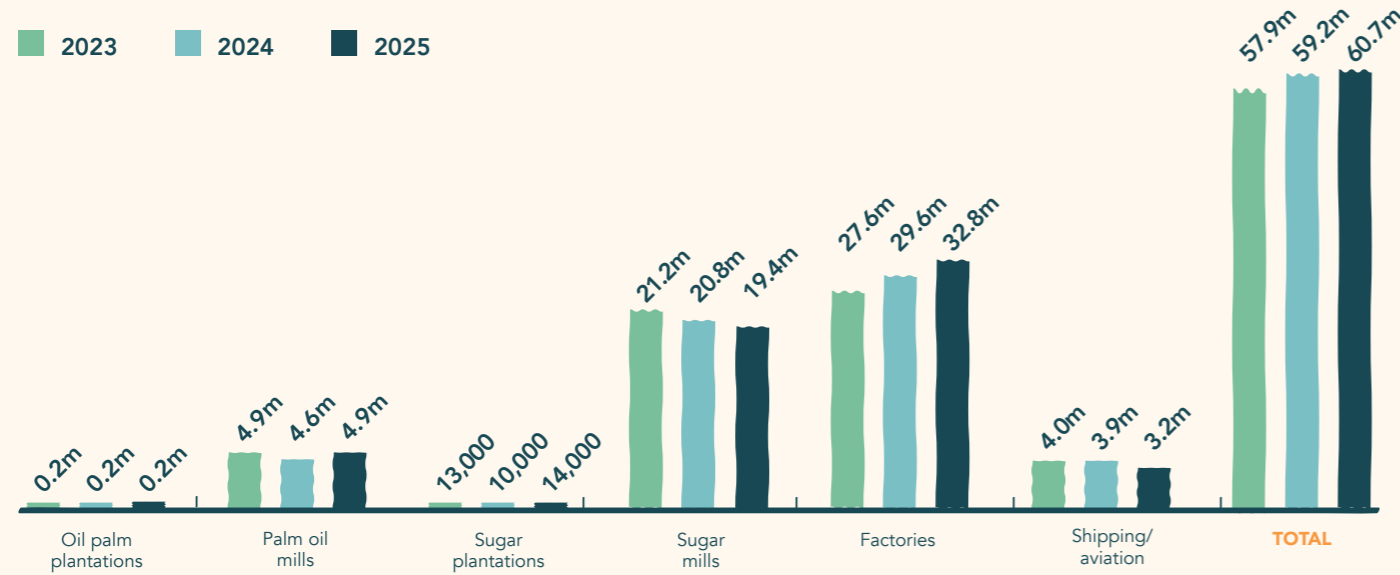
*Wilmar Sugar's farm in Australia. Sugar bagasse is used to generate electricity and heat at our mills. We are Australia's largest producer of renewable energy from biomass.*

# Group Energy Performance

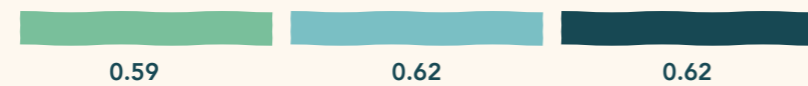
In 2025, Wilmar's total energy consumption reached 60.7 million MWh, of which 48.6% was sourced from renewables. This was largely driven by our palm oil and sugar mills, which derived 98.9% of their energy requirements from renewable sources.

At the Group level, energy intensity was 0.62 MWh per MT of product, excluding shipping and aviation services, representing a minor 0.50% decrease from 2024.

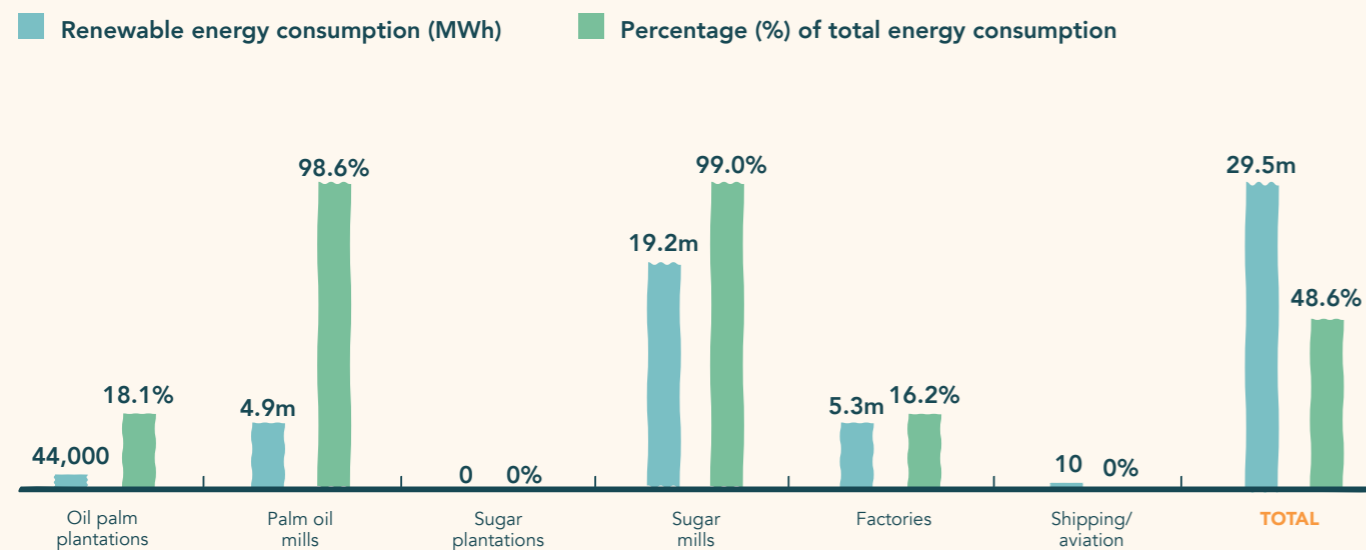
Total energy consumption (MWh) by business activity from 2023 to 2025<sup>20</sup>



Energy intensity (MWh per MT of product)<sup>21</sup>

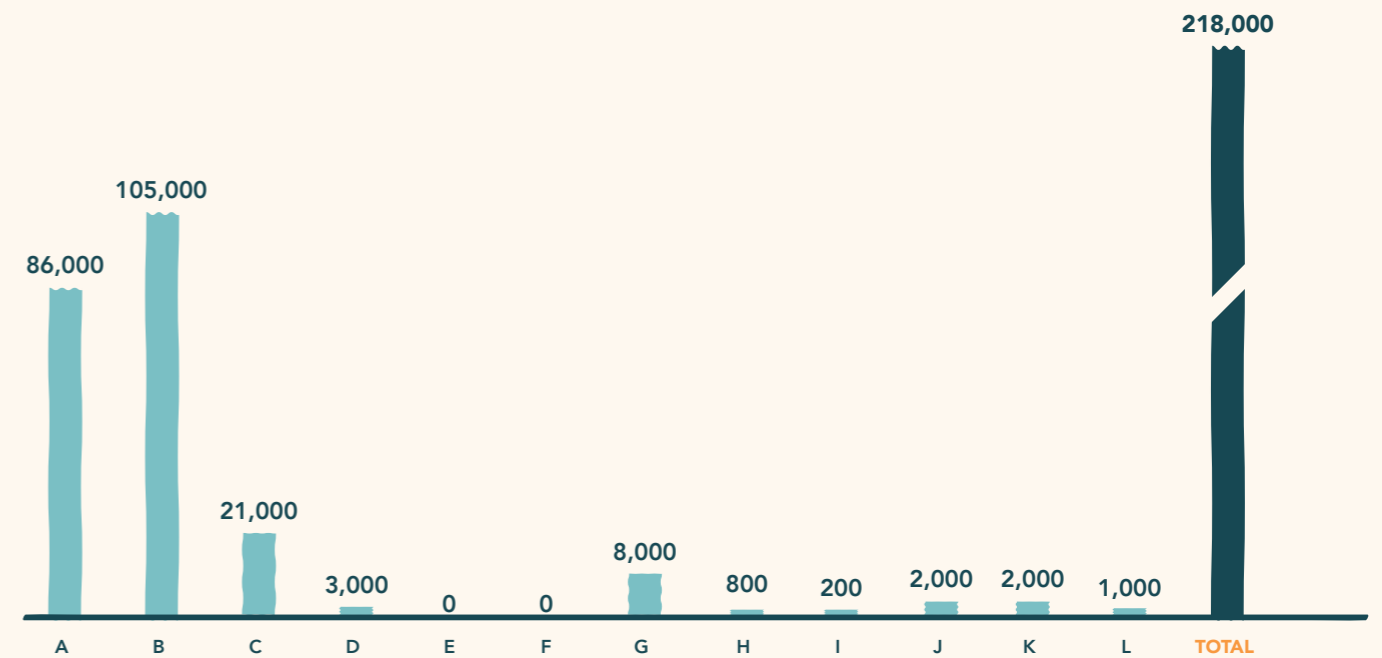


Total energy consumption (MWh) from renewable sources by business activity in 2025



Total energy consumption (TJ) in 2025<sup>22</sup>

Group 1	Group 2	Group 3
<b>Fuel Consumption</b>	<b>Electricity, Heating and Steam Consumption</b>	<b>Electricity, Heating and Steam Sold</b>
A Total fuel consumption from non-renewable sources	C Electricity consumption from non-renewable sources	I Electricity sold (non-renewable)
B Total fuel consumption from renewable sources	D Electricity consumption from renewable sources	J Electricity sold (renewable)
	E Heating consumption from non-renewable sources	K Steam sold (non-renewable)
	F Heating consumption from renewable sources	L Steam sold (renewable)
	G Steam consumption from non-renewable sources	
	H Steam consumption from renewable sources	
		<b>Total</b>
		<b>218,000</b>



<sup>20</sup> Energy consumption for 2023 and 2024 has been restated to have a comparable basis with the updated 2025 reporting scope.

<sup>21</sup> The energy intensity figures include energy consumption from fuel, electricity, heating and steam within the Group only. Energy consumption from shipping/aviation has been excluded due to the different basis of products and services. Wilmar does not sell heating or cooling energy.

<sup>22</sup> Type of fuels from non-renewable sources used include diesel, natural gas, lignite coal, sub-bituminous coal, other bituminous coal, lubricants, motor gasoline, jet kerosene, biodiesel, liquefied petroleum gas (LPG), heavy fuel oil (HFO), anthracite coal, acetylene and ethanol. Type of fuels from renewable sources include biogas, wood biomass and other solid biomass fuels.

# Water and Effluent

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

As a leading company in the palm oil industry, Wilmar recognises that our large-scale agricultural operations are closely interconnected with surrounding natural ecosystems. This relationship underscores the importance of responsible resource management, particularly for water, which has been identified as a critical operational dependency through Wilmar's nature-related DIROs assessment as further detailed in the section on [Nature and Biodiversity Reporting](#).

Disruptions to water supply present a significant operational risk to our business. Across our sites, water is typically sourced from local authorities or extracted from rivers or deep wells, and operations are inherently dependent on the volume and reliability of available supply. While operational teams ensure that incoming water is treated to meet production requirements, Wilmar has limited control over overall water availability. In situations where water supply is constrained, production operations are adjusted to align with available supply.

Water-related challenges, such as droughts and regulatory developments that increase the cost or complexity of sourcing water – particularly in regions like India, where stringent zero-liquid discharge requirements and advanced treatment processes such as reverse osmosis are mandated – further underscore the importance of efficient and sustainable water management. These factors have been considered in our climate scenario analysis to ensure a comprehensive understanding of potential risks.

To mitigate these risks, Wilmar has established a comprehensive water management framework that also streamlines data collection for monitoring climate- and nature-related impacts. In water-stressed regions, we prioritise effective water and effluent management, ensuring compliance with local regulations. Where regulatory guidance may be lacking, our Environmental Programme Standard, developed by the EHS team, sets out globally benchmarked guidelines for operational water management. We have wastewater management practices in place across our operations to ensure compliance with local regulatory requirements. Recognising the growing scarcity and cost of water in certain regions, our current priority is to expand wastewater recycling and reuse, particularly in water-scarce areas where these efforts can deliver the greatest impact.

Operational monitoring plays a central role in safeguarding ecosystems and community water resources. Accordingly, Wilmar's water usage and discharge metrics are carefully tracked across mills, plantations and other operations. Wastewater management is further strengthened through the Production Information Management System (PIMS) dashboard, which provides real-time monitoring of treatment plant availability, capacity and discharge quality. This system enhances quality control, delivers a regional overview of plant performance and supports data-driven management of wastewater across our operations.

## Water and Effluent Management in Our Palm Oil Operations

A risk assessment conducted in 2024 determined that water stress is not a material risk in Wilmar's oil palm plantation regions<sup>23</sup>. Despite this, we maintain a life-cycle approach to water management across our mills and plantations, recognising its importance for operational efficiency and ecosystem stewardship. Water conservation remains a priority, particularly at our most water-intensive sites, where targeted measures help to optimise usage and support sustainable operations.

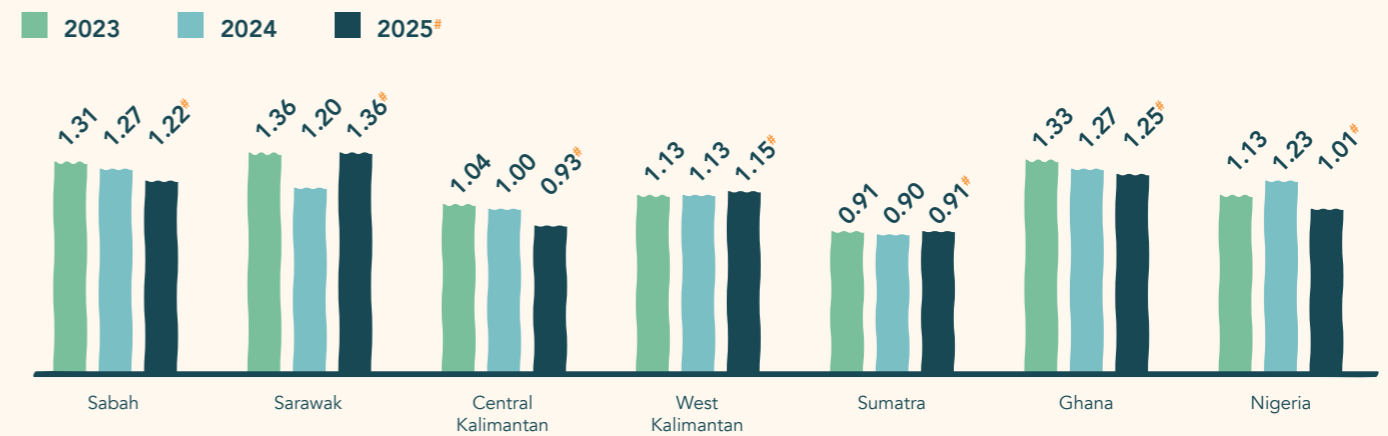
To address seasonal variability and reduce reliance on external water sources, we optimise the reuse of palm oil mill effluent (POME) for land irrigation. POME undergoes comprehensive treatment, including anaerobic and aerobic biological digestion, before reuse. Likewise, palm oil refinery effluent (PORE) from the refining of crude palm oil (CPO) is treated chemically to remove oil, grease and inorganic substances, followed by aerobic biological digestion. All operations comply with local discharge regulations, and water quality parameters, including biological oxygen demand (BOD) and chemical oxygen demand (COD) for both land application and river discharge, are regularly monitored to ensure effluent meets required standards.

Building on our previous water reduction targets<sup>24</sup>, we have set a new target to reduce water intensity in palm oil mills by 3.0% by 2028, using a 2022 baseline. In 2025, our sites in Indonesia, Malaysia, Ghana and Nigeria achieved reductions of more than 9.0% which exceeded our target, demonstrating tangible progress towards more sustainable water management across our operations.

<sup>23</sup> We have assessed water risk on a Tier 1 supply chain basis for palm and sugar, as we directly source from plantations in these commodities. Our water risk assessment does not assess the product use phase.

<sup>24</sup> Wilmar previously targeted to reduce water consumption intensity (m<sup>3</sup>/MT FFB processed) for palm oil mills to 1.2 in Indonesia and 1.3 in Malaysia, Ghana and Nigeria. This target was achieved in 2024 with Indonesia achieving a water intensity of 0.95 m<sup>3</sup>/MT FFB processed, Malaysia achieving a water intensity of 1.3 m<sup>3</sup>/MT FFB processed, Ghana achieving a water intensity of 1.3 m<sup>3</sup>/MT FFB processed and Nigeria achieving a water intensity of 1.2 m<sup>3</sup>/MT FFB processed.

## Water consumption intensity (m<sup>3</sup>/MT FFB processed) in palm oil operations from 2023 to 2025



## Water and Effluent Management in Our Sugar Operations

Wilmar regularly monitors net water consumption per unit of product, maintaining a strong focus on efficient water use across our sugarcane plantations and mills. In 2025, water usage in these operations remained within the limits prescribed by Bonsucro, demonstrating compliance with industry standards.

A water stress assessment using the World Resources Institute's (WRI) Aqueduct tools identified that our sugar mills and refineries in India and Australia operate in areas of high to extremely high

water stress. In response, we implement a circular approach to water management, maximising reuse wherever possible. For example, our refinery in Gujarat, India, operates as a zero-discharge facility, treating and reusing all withdrawn water before returning it to its source. Additionally, irrigation relies primarily on rainfall, river water and treated mill effluent, thereby reducing dependence on freshwater and supporting sustainable water stewardship.

## Water and Effluent Management in Our Factory Operations

Wilmar embeds environmental considerations into the early stages of project planning and operational decision-making to promote responsible water management. Before developing new plants or undertaking major projects, we conduct Environmental Impact Assessments (EIAs) or equivalent studies in accordance with local regulations. These assessments, which are carried out by qualified consultants accredited by the respective Department of Environment of each country, evaluate risk categories and severity, identify potential water-related impacts on ecosystems and local communities, as well as outline mitigation measures.

Upon the commencement of operations, Wilmar closely monitors water use and discharge, working in collaboration with local authorities to ensure alignment with long-term water resource management strategies. In regions facing water stress, Wilmar implements measures to recover and reuse effluent, including redirecting rejected water from reverse osmosis plants for use in cooling and wastewater treatment processes, where higher dissolved solid concentrations can be accommodated.

## Employee Engagement to Strengthen Water Stewardship

Employee participation plays a vital role in driving meaningful water conservation across Wilmar's operations. To strengthen this, we continue to raise awareness through our recurring global "Save Water, Save Lives" campaign across production sites. The campaign encourages employees in both factory and office settings to identify potential sources of water wastage using structured checklists and to propose practical solutions for improvement.

To sustain engagement, the campaign format has evolved each year. While a poster design competition in 2024 successfully inspired creativity and generated widespread participation, in 2025, Wilmar introduced a video-making competition to further enhance interactivity and storytelling. Running from October to December, the new format invited factories to showcase their water-saving initiatives and reinforced the importance of collective action in conserving water resources.

\* Limited assurance conducted by EY.

## Effluent Treatment Plants

Wastewater recycling is a cornerstone of Wilmar’s resource efficiency strategy, driving innovation in water management across our operations. In 2023, we introduced new recycling programmes in Indonesia and China, culminating in the successful commissioning of wastewater recycling plants in 2024. In Indonesia, our Gresik plant has recycled water for use in the production plant’s cooling tower since July 2025. The recycling system currently treats an average of approximately 550 m<sup>3</sup> of effluent per day, contributing to a reduction in freshwater consumption relative to a daily consumption of around 15,000 m<sup>3</sup>. The system continues to be enhanced, with an estimated design capacity of up to 1,200 m<sup>3</sup> per day once fully optimised. This demonstrates tangible, measurable water savings while maintaining treatment efficiency. While we recognise that water is also consumed within effluent treatment processes, for instance to dilute chemicals, teams are actively challenged to eliminate freshwater use entirely in these operations.

Robust management systems underpin the success of these initiatives. Each region has dedicated persons-in-charge (PICs) overseeing Effluent Treatment Plants (ETPs), ensuring compliance with local regulations, standard operating procedures and safety protocols. Monthly updates on effluent quality and project

progress are submitted, while key data is monitored in real time through PIMS, enabling data-driven decision-making and continuous improvement. In China, the Anammox process has been deployed to efficiently lower nitrogen content, reduce operational costs and minimise sludge generation compared with conventional treatment methods.

Collaboration with chemical suppliers and external partners further enhances and complements our internal initiatives. Suppliers operating treatment plants provide insights on potential water-saving measures and conduct water audits to identify efficiency opportunities. As part of Wilmar’s broader strategy, suppliers also present Total Cost of Ownership (TCO) savings projects, such as optimising cooling system cycles to reduce blowdown water, which can support price adjustments in upcoming contracts. This integrated approach reinforces our commitment to sustainable water management, maximising recycling and reuse while minimising freshwater consumption across our operations.

Wilmar did not incur any significant fines or prosecutions related to non-compliance with discharge limits in 2025, underscoring our commitment to responsible water management.

## Group Water Performance

In 2025, Wilmar consumed approximately 70,000 Megalitre (ML) of water, of which around 11,000 ML of wastewater was successfully recycled, representing 6.4% of total water withdrawn. Water and wastewater data are meticulously tracked using flowmeter readings, supported by calibration records to ensure accuracy. In cases where wastewater flowmeters are unavailable, a standardised methodology is applied using incoming flowmeter measurements and tank readings to monitor discharge flow. This ensures reliable, continuous monitoring across all sites.

To complement these technical measures, a Group-wide annual employee engagement initiative was launched in 2023 to identify and report water wastage across operations. Employees used a structured water-saving checklist, which led to the submission of 620 checklists for the 2025 campaign. These submissions highlighted 287 good practices and 501 observations requiring corrective action, enabling both behavioural improvements and operational efficiencies in water use.

### Total water consumption (ML) in 2025<sup>25</sup>

	ALL AREAS	ALL AREAS WITH WATER STRESS
TOTAL WITHDRAWAL	171,000	63,000
TOTAL DISCHARGE	101,000	50,000
TOTAL CONSUMPTION	70,000	13,000

<sup>25</sup> Total consumption is calculated by subtracting the total discharge from total withdrawal. For further information on water discharge, quality and destination, please refer to our [Base Data Tables](#).

## Waste

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

Wilmar consistently strives to advance resource efficiency across our operations, placing strong emphasis on reducing waste at every stage of production. In line with our broader sustainability goals, we actively implement circular economy principles to minimise waste generation, conserve resources and reduce environmental impact while supporting a regenerative approach to waste management.

Recognising that employee participation is critical to success, we provide site-specific training to ensure practical and effective waste management practices are embedded across all operations. Beyond internal efforts, Wilmar collaborates closely with original equipment manufacturers (OEMs) and technology suppliers to adopt energy-efficient solutions and explore the conversion of waste biomass into value-added fuels. Partnerships with boiler OEMs, for instance, facilitate the introduction of waste heat recovery technologies for boilers, thermal oil heaters and ovens, further enhancing operational efficiency and sustainability.

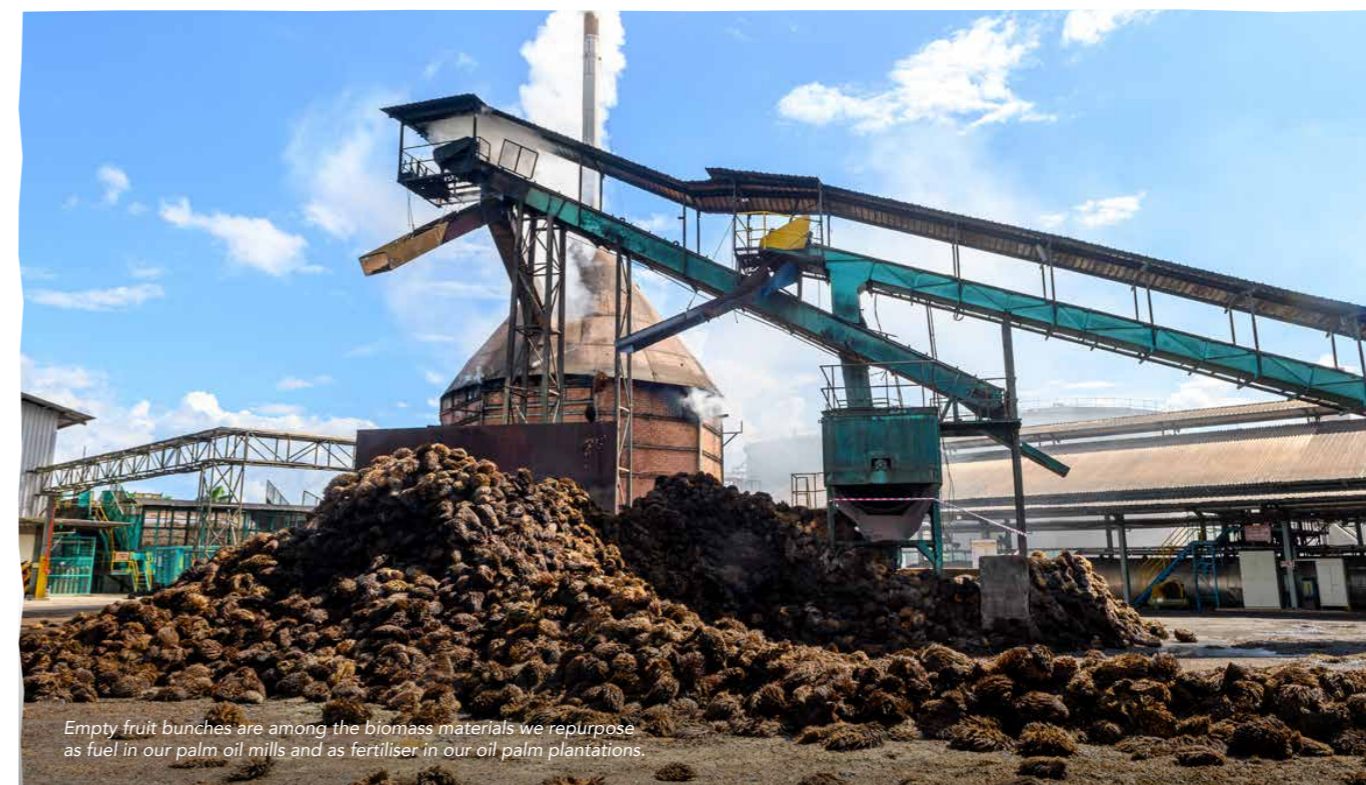
## Waste Management in Our Upstream Palm Oil and Sugar Operations

Wilmar actively manages and recovers waste from our upstream operations to maximise resource efficiency. Biomass materials – including EFB, mesocarp fibre and PKS from palm oil production, as well as bagasse, filter press mud, ash and dunder (vinasse) from sugarcane production – are prioritised for reuse as fuel or fertiliser.

At several production sites, large volumes of husk were previously disposed of at municipal dump sites, adding cost, logistical complexity and environmental burden. To address this, Wilmar introduced a briquetting solution that transforms husk waste into a usable biomass fuel. By redirecting husk from disposal to briquetting facilities, the initiative reduces landfill waste while

supplying a cleaner alternative fuel to third parties. Beyond environmental benefits, the programme has lowered waste handling costs and created an additional revenue stream, demonstrating how operational waste can be repurposed into a valuable resource through circular economy practices.

Hazardous waste, such as non-reusable chemicals, is gathered cautiously and disposed of by licensed contractors in full compliance with local regulations. Non-hazardous waste is managed internally where possible, while materials including metals and glass are processed by accredited third-party contractors, ensuring regulatory adherence and safe, responsible handling across all sites.



Empty fruit bunches are among the biomass materials we repurpose as fuel in our palm oil mills and as fertiliser in our oil palm plantations.



## Waste Management in Our Factory Operations

Wilmar applies the principles of the waste management hierarchy to minimise environmental impact, prioritising waste reduction, reuse and recycling wherever feasible. Within our operations, we strive to redirect waste away from landfills by repurposing materials or recovering value through alternative uses.

In China, innovative measures have been implemented to reduce waste volume and enhance resource efficiency. Sludge dryers installed in our ETPs lower the amount of sludge requiring disposal, while opportunities are being explored to reuse the steam condensate generated during the drying process. Additionally, at one of our packaging facilities in China, Wilmar reduced waste ink cartridges - a key source of hazardous waste - by optimising printer operations and lowering ink usage. In parallel, used cartridges are collected and recycled through our supplier's Planet Partners programme. Together, these measures have reduced the annual generation of waste ink cartridges by approximately 800 units and cut volatile organic compound (VOC) consumption by around 30.0%, demonstrating how targeted process optimisation can deliver both environmental and operational benefits. For more information, please visit [YKA's website](#).

As of end 2025, Wilmar has achieved zero waste certification for 18 sites in China by implementing source reduction, resource recovery, harmless disposal and low-carbon practices. Over the past three years, these measures have reduced overall waste

generation, increased industrial solid waste utilisation to over 95.0%, and achieved 100% recycling of renewable resources, earning recognition as national-level "green factories".

In Indonesia, we focus on operational safety and spill preparedness. In partnership with the Oil Spill Combat team, employees are trained as responders and supervisors for oil and chemical spills according to internationally recognised standards. The programme also fosters collaboration with neighbouring companies to provide additional support in the event of escalated incidents.

More efficient Circulating Fluidised Bed boilers have been introduced to re-fire high-carbon bottom ash from travelling grate boilers, extracting more energy and producing a fly ash suitable for use in the cement industry. This initiative reduces hazardous waste disposal costs and maximises the energy and usage potential of boiler ash.

Across our upstream operations, biomass continues to play a key role as a renewable energy source and valuable input material. We are exploring innovative solutions to overcome transportation challenges associated with its low bulk density, including converting biomass into thermal energy, green silica and activated carbon. By harnessing these opportunities, Wilmar maximises resource efficiency while reducing reliance on conventional fuels.



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



Our subsidiary, Yihai Kerry Arawana, achieved zero waste certification for 18 sites in China as of end 2025.



## Food Loss and Food Waste

Globally, over US\$1 trillion worth of food is lost or wasted each year, with the United Nations Environmental Programme (UNEP) estimating food waste to generate almost 10.0% of GHG emissions. At the same time, up to 783 million people face hunger annually, including 150 million children under five affected by stunted growth. To tackle this critical challenge, Wilmar implements measures to manage and reduce food waste across the value chain, supporting Goodman Fielder's efforts to continue to reduce waste across the value chain. To monitor Goodman Fielder's progress, we annually measure and report food waste in Australia and New Zealand via voluntary commitments, through which we also receive benchmarks on our performance against other manufacturers in these markets.

In our consumer product operations, our initiatives focus on optimising yield and reducing unsold volumes. Goodman Fielder Australia, for example, converts production waste and unsold bread from bakeries into breadcrumbs and animal feedstock. Goodman Fielder Australia also supports small innovative partners in testing the conversion of waste products into upcycled food and beverage opportunities. In New Zealand's North Island, a portion of retail sales returns is supplied to a third-party processing plant for conversion into animal feed or diversion to renewable biogas production. In Fiji, by-products from chicken processing are repurposed as animal feed, further minimising landfill impact. Similarly, our sugar refineries transform excess molasses and damaged or rejected sugar into feedstock, creating additional value from materials that would otherwise go to waste.

Supporting consumers in reducing household food waste is another area of focus. In Australia, products such as the mini loaf

range and Praise mini range are designed for smaller households to enable full consumption. The annual Pampas Re-Pie-Cling campaign encourages creative repurposing of leftovers into new meals. Since 2023, Goodman Fielder has sponsored the Saveful app, which helps households reduce food waste by generating recipe ideas based on available ingredients. In 2025, Goodman Fielder Australia also implemented a Freezer Friendly logo on bread packaging to encourage consumers to freeze their excess bread, to minimise wastage in the home. Goodman Fielder Australia has also partnered with The Great Unwaste, a nationwide campaign aimed at reducing household food waste.

Where redistribution is possible, we collaborate with partners to channel surplus food to those in need. In Australia, New Zealand and Fiji, surplus products that are safe for consumption are donated to local charity partners, supporting community efforts to tackle food insecurity while promoting responsible product management. Please refer to the section on [Economic and Community Contribution](#) for further details on these partnerships.

Demonstrating leadership in food waste reduction, Wilmar is also actively engaged in government and industry initiatives aimed at minimising food waste and its associated emissions. We contribute expertise and collaborate on solutions that drive meaningful progress. The section on [Product Marketing and Labelling](#) further details our participation in regulatory and industry developments.

To date, our operations in Fiji have achieved a 71.8% reduction in food waste against the 2022 baseline.



A female employee operating a tractor to fertilise the field with empty fruit bunches.

## Group Waste Performance

Wilmar's operations generated a total of 3.2 million MT of waste in 2025, of which 58.3% was successfully diverted from disposal through reuse, recycling or recovery. A large share of our waste is biomass, which we convert into fuel and fertiliser in our upstream oil palm and sugar operations. All hazardous waste is safely collected and disposed of by licensed contractors in compliance with local regulations.

Total weight (MT) of waste generated, diverted and disposed, by type in 2025<sup>26</sup>

	WASTE GENERATED	WASTE DIVERTED FROM LANDFILL	WASTE DIRECTED TO DISPOSAL
BIOMASS	1.8m	1.3m	0.5m
GLASS	12	12	0
METAL	19,000	19,000	0
PAPER/CARDBOARD	5,000	5,000	0
PLASTIC	6,000	6,000	0
RESIDUAL WASTE	0.8m	0.2m	0.5m
OTHERS	0.6m	0.3m	0.3m
<b>TOTAL</b>	<b>3.2m</b>	<b>1.8m</b>	<b>1.3m</b>

<sup>26</sup> The reported figures exclude effluent, unless required by national legislation to be reported under total waste. Waste data is collected through Enablon data campaigns, similar to those used for energy and water. Data is gathered from all sites under Wilmar's operational control, categorised by waste type and consolidated at the Group level for disclosure.



## Chemical Use, Including Pesticides and Fertilisers

Wilmar works to minimise chemical use across our agricultural operations and supply chain to protect worker health, communities and the environment. Our SOPs guide the responsible application of chemicals and ensure adherence to best practices, further supported by comprehensive risk assessments for substances that may pose harm to workers or the environment.

sugar operations in line with the Bonsucro Production Standard which covers all agrochemicals such as pesticides, herbicides, insecticides, fungicides and ripeners.

Please refer to our **Base Data Tables** for further details on chemical usage in our oil palm plantations and sugar operations.

In addition to monitoring chemical use in our oil palm plantations, Wilmar monitors active ingredient application per hectare in our



## Chemicals

Wilmar maintains strict controls on pesticide use, prohibiting all substances classified as highly hazardous (World Health Organization (WHO) Class 1A or 1B) and those listed under the Stockholm and Rotterdam Conventions. This commitment is applicable to all our operations and suppliers, ensuring alignment with international safety and environmental standards. Any use of restricted products is allowed only in exceptional cases where no feasible biological, cultural or mechanical alternatives exist, and must follow WHO guidelines to safeguard people and the environment.

We also work closely with suppliers to support safer, more sustainable agricultural practices. For example, we provide training to oil palm smallholders on efficient and responsible pesticide application and help sugarcane farmers in their shift towards organic fertilisers. These efforts strengthen ecosystem resilience and promote long-term sustainable farming.



## Integrated Pest Management

Wilmar promotes sustainable and innovative pest management, blending mechanical and biological control methods where feasible. In our oil palm plantations, rat infestations can significantly impact yields, requiring effective yet environmentally responsible interventions. To minimise reliance on conventional rodenticides, we leverage nature-based solutions such as breeding and releasing barn owls, which are natural predators of rats. This strategy strengthens long-term pest control while supporting biodiversity across plantation ecosystems.



## Paraquat

Wilmar does not permit paraquat use in our oil palm plantations or those of our suppliers. In sugarcane operations, its use is allowed under local regulations where no viable alternatives are available. Paraquat is biologically inert and does not leach into soil, making it suitable for plantations situated near marine environments. All contractors handling and applying paraquat must be properly licensed and equipped with personal protective equipment (PPE), ensuring responsible agrochemical management and worker protection.



Chemical sprayers are provided with personal protective equipment.



Goodman Fielder, Wilmar's subsidiary in Oceania, manufactures 2L size bottles for its Meadow Fresh brand with 30% recycled plastics.

# Sustainable Packaging

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

We champion sustainable packaging to ensure product integrity, safety and quality while minimising environmental impact by adopting eco-friendly solutions. Our strategy focuses on two key levers that are relevant for agricultural sector organisations like us: improving material efficiency and reducing food waste.

Through strategic investment and industry collaboration, we are advancing smart packaging solutions that use fewer materials while making it easier for our customers to reuse and recycle.

OUR APPROACH TO IMPROVING PACKAGING IS CENTERED AROUND THREE OBJECTIVES:

- 

**01** REDUCING THE OVERALL AMOUNT OF MATERIAL USED
- 

**02** IMPROVING THE MATERIALS TO ENHANCE SUSTAINABILITY
- 

**03** ENSURING THE MATERIALS ARE FROM SUSTAINABLE SOURCES

## Leveraging Data to Manage Packaging Material Consumption

We adopt a data-driven strategy to optimise our packaging, striving to balance innovation, durability and environmental stewardship. Since 2020, we have mapped our plastic packaging footprint through an annual Global Packaging Data Questionnaire. Polyethylene terephthalate (PET), high-density polyethylene (HDPE) and polypropylene (PP) have been identified as our primary materials, accounting for nearly 90.0% of our total consumption. Across our operations, we have implemented national and regional downgauging (thinning) initiatives to minimise waste generation.

In 2025, Wilmar's total material consumption, including plastic, wood/paper fibre, metal and glass, stood at **approximately 760,000 MT**. Notably, **53.8%** was derived from renewable materials.

 For a more detailed breakdown of our packaging materials, please refer to our [Base Data Tables](#).

## Sustainable Packaging

Building on our collaborative approach, our local teams across our global operations are empowered to develop sustainable packaging solutions that adhere to local regulations and meet customer preferences. Regional packaging sustainability committees have been established to oversee and assess progress, address challenges and discuss solutions that make strides to uphold our sustainability standards across our diverse business units and product lines.

R&D teams conduct extensive trials on lightweighting and recyclability to develop packaging solutions that meet our safety and quality standards for global adoption across our business, including lighter plastic containers, rice bags and pouches in several markets. As a result, Wilmar has reduced packaging material use across selected product categories through packaging lightweighting and design optimisation initiatives, while maintaining strict food safety and quality standards.

A primary industry challenge is developing lightweight packaging that remains durable during long-distance transport. To prevent food waste caused by damaged packaging, our

 Progress against our targets on Sustainable Packaging can be found in our [Summary of Progress](#).

## YKA's Progress

YKA's "Sustainable Packaging 2025 Plan" aims to cut packaging material usage by 15,000 MT from the 2020 baseline. In 2025, we continued our efforts to reduce material usage, implementing 12 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 2025, we have achieved a reduction of 24,199 MT, an additional 6,259 MT from 2024, exceeding the target by 60.0%.

### Plastic

Through R&D, Wilmar has developed a new patented design for softer polyethylene (PE) rice bag handles, switching from hard injection-moulded handles. This has led to reductions in plastic use by 21.2% for 5kg bags and 16.1% for 10kg bags while retaining the same strength and durability. The design has been widely adopted across our rice products where feasible, saving an estimated 1,100 MT of plastic annually. Where products still require the use of hard handles, we have redesigned the packaging to achieve a 33.3% plastic reduction.

As we seek to implement new designs and materials, we also explore ways to reuse and recycle plastic, reducing the amount of new materials required. By incorporating recycled materials into our feedstock packaging, we diverted 19,016 MT of plastic from disposal in 2025.



Patented soft handles for YKA's 5kg and 10kg rice bags eliminate the use of an estimated 1,100 MT of plastic annually.

## Goodman Fielder's Progress

Goodman Fielder's sustainable packaging framework centres on three key pillars:

- Material use - Use less materials and from more sustainable sources
- Intelligent design - Achieve best functionality with minimal impact
- Value beyond first life - Actively drive circular economy outcomes for used packaging

We continue to identify opportunities to improve the sustainability of our packaging through activities such as increasing recycled content and renewable materials, material selection, planning for packaging end of life, while responding to an evolving packaging regulation landscape.

In 2025, we made considerable progress towards optimising our packaging processes and materials. In Fiji, approximately 82.2% and 9.4% of packaging is recyclable and reusable respectively. In New Zealand, approximately 97.4% of packaging is recyclable and 21.9% of primary and secondary packaging by volume is recycled content. In Australia, approximately 85.0% of packaging is recyclable, and recycled content accounts for 43.0% of the total volume of primary and secondary packaging combined.

### Plastic

We continue to progressively implement a variety of packaging initiatives to reduce plastic use and improve the recyclability of our product packaging. In New Zealand, we began trialling the use of PP as an alternative to High Impact Polystyrene (HIPS) and designing out seals. These efforts demonstrate our commitment to moving away from problematic materials and minimise unnecessary plastic.

In 2024, Goodman Fielder became a founding member of the new Lids and Caps Scheme, an industry-funded programme operated by the Packaging Forum designed to keep plastic caps diverted from landfill. We continued to participate in this initiative in 2025.

Alongside these initiatives, we engage with key industry stakeholders in discussions on existing and emerging Soft Plastic Recycling Schemes which aim to reduce plastic waste sent to landfills across New Zealand and Australia.

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Goodman Fielder complies with all relevant packaging regulations and has updated all labels to align with the Australian Packaging Covenant Organisation (APCO)'s on-pack labelling requirement: Australasian Recycling Label Program (ARL), providing clear and consistent recycling guidance for consumers. Since 2024, all retail-facing products in Australia have been fully aligned with APCO labelling requirements, achieving our target ahead of the 2025 deadline. We also continue to extend this approach across our Australian foodservice portfolio where appropriate and are strengthening our data capability and increasing adoption for products in New Zealand. Any artwork updates in New Zealand also incorporate the ARL where appropriate, to ensure consistency across the ANZ region. In 2025, Goodman Fielder continued to adhere to APCO's Packaging Recyclability Evaluation Portal (PREP) standards to enhance the accuracy of its packaging recyclability assessment.

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### Paper

Cardboard shipping boxes represent a substantial portion of Goodman Fielder's paper usage. On average, 70.0% of the cardboard used for secondary packaging by weight, such as shipping boxes in Australia, is recycled content.

In New Zealand, 36.1% of corrugated cardboard used in secondary packaging is recycled content, and in Fiji, cardboard shipping boxes contain over 50.0% recycled content.

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# People and Communities

Wilmar is replacing sickles and chisels with motorised cutters to enhance efficiency and reduce the physical toll on harvesters.

## Talent Management

3-3

Wilmar employs more than 100,000 employees worldwide, embodying the diversity of the communities in which we operate. Our commitment extends beyond creating an engaged workforce – we endeavour to cultivate an inclusive and supportive workplace. We are dedicated to recruiting talent both locally and internationally on a non-discriminatory basis while offering structured pathways for professional growth and career advancement. Safeguarding the highest standards of human and labour rights for our employees and contractors is integral to our business and supply chain, reinforcing our ability to sustain a world-class workforce and secure the expertise needed to grow our global business, enabling us to consistently deliver exceptional products and services to customers.

## Profile of Our Workforce

2-7

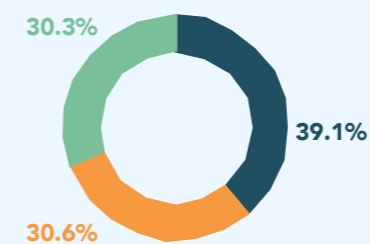
Our talent management and recruitment approach prioritises hiring from local talent pool wherever feasible. As of December 2025, 92.0% of our employees across 40 countries and regions were recruited locally. Three countries – China, Indonesia and Malaysia – collectively account for 79.3% of our workforce. Approximately a third of our workforce is based in plantations, manufacturing plants and offices respectively. 30.6% are involved in plantation activities, 30.3% work in our manufacturing plants while the remainder are based in our global offices. Employment arrangements are predominantly full-time, representing 96.8% of our workforce, with only 3.2% part-time employees.



*Our diverse workforce spans 40 countries and regions. 79.3% are based in China, Indonesia and Malaysia.*

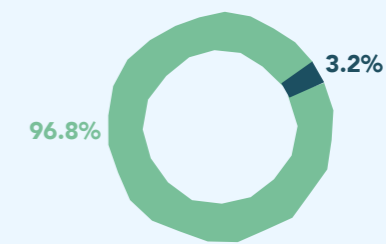
### Distribution of employees across operations

■ Employees in plantations
 ■ Employees in manufacturing plantations
 ■ Employees based in global offices



### Full-time and part-time employees

■ Full-time
 ■ Part-time



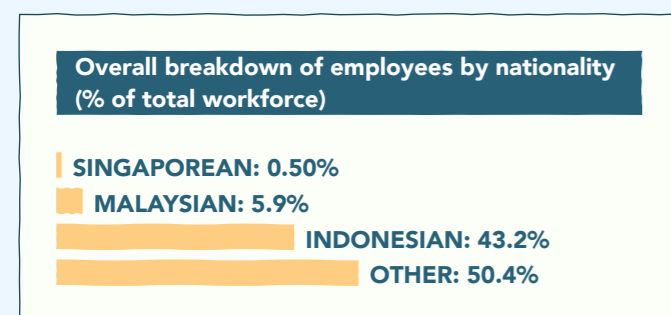
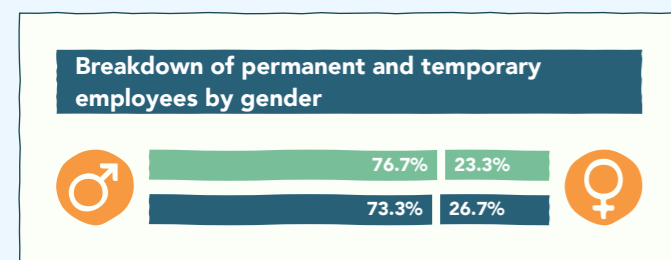
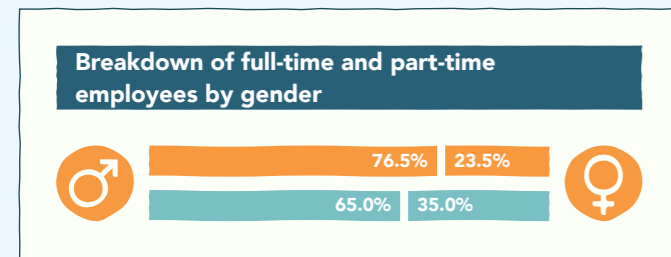
# Temporary Workers

2-8

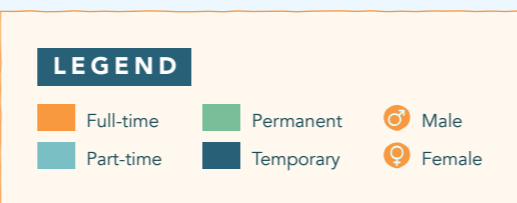
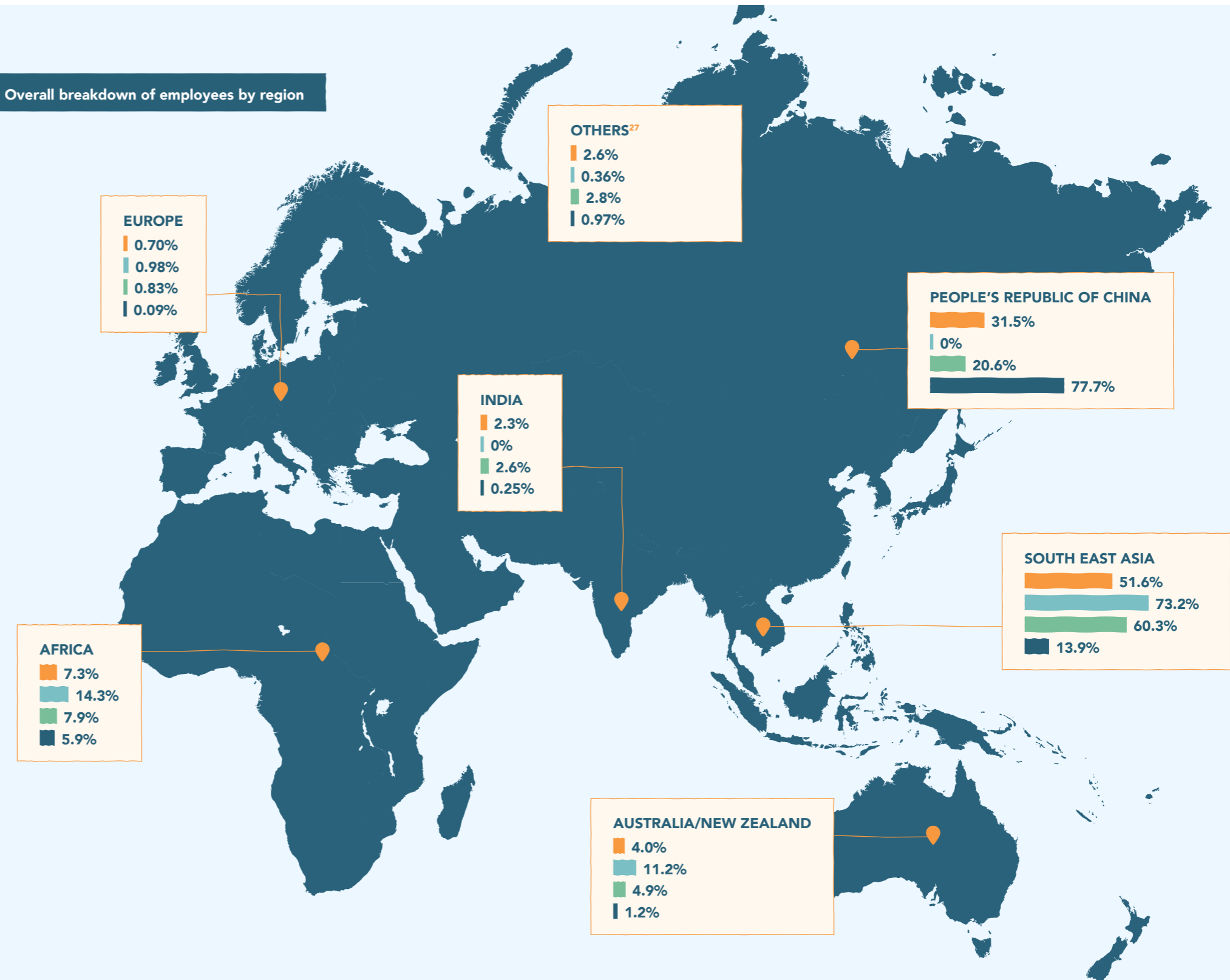
Temporary workers are essential in addressing the seasonal and time-sensitive requirements of our upstream plantation operations. We are committed to fair employment practices, ensuring that all temporary workers are hired under formal contracts based on seasonal harvest demands, rather than being engaged on a non-guaranteed hours basis.

In our sugar operations, temporary workers typically run their own plantations and have indicated a preference for flexible contract arrangements. Likewise in our oil palm operations in Indonesia, a key sourcing region, temporary workers typically include smallholders and small-scale entrepreneurs who value such temporary employment opportunities.

We are committed to upholding the labour rights of temporary workers and enhancing their work arrangements. To address the challenge of inconsistent work volume, we have launched initiatives aimed at exploring how industries can share complementary seasonal labour needs to provide workers with a more consistent stream of income. In 2025, we continued to work with the **Pacific Australia Labour Mobility (PALM) scheme**, engaging 45 employees from nine Pacific Island nations and Timor-Leste. Where local labour is limited, we will continue to source foreign labour and explore all avenues to meet our production needs.



## Overall breakdown of employees by region



### 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 2024 and 2025 beyond the seasonal employees engaged as temporary workers during harvest seasons.

<sup>27</sup> Countries included are: Brazil, Fiji, United Arab Emirates, Japan, Pakistan, Papua New Guinea, Sri Lanka, New Caledonia, Turkey, United States of America and Mexico.

# Talent Development and Retention

## Talent Attraction and Acquisition

The Group's workforce is growing, recording an overall increase of 0.25% at the end of 2025. Permanent employees represent 82.8% of our total workforce, while the remaining 17.2% are under temporary or fixed-term contracts.

We continue to leverage digitalisation to democratise access to employment and support our business expansion. Building upon the e-recruitment platform we launched in 2021, we provide an end-to-end virtual experience, from job applications, online interviews and assessments to remote job fairs. This digital-first approach enhances operational efficiency and removes geographical barriers for applicants.

For early-career candidates, we offer programmes such as internships, graduate programmes, apprenticeships and traineeships designed to provide valuable exposure and industry experience. Alongside the establishment of several training academies, we continue to identify and upskill promising employees to support their career development and create a sustainable talent pipeline for Wilmar. As of 2025, our new employee hire rate at the group level was 11.0%.

### EUROPE

We offer internships across finance, production and supply chain functions, recruiting two Commercial Graduates into our Commercial Department annually.

### INDONESIA

Our programmes in Indonesia provide early-career candidates with industry exposure as well as internship experience to meet graduation requirements. Over the past year, we experienced a 48.9% annual growth in our internship intake, rising from 45 interns in 2024 to 67 interns in 2025, with some subsequently being placed in permanent roles within our business.

Where suitable, we prioritise hiring locally as part of our efforts to support local communities. These include individuals from disadvantaged backgrounds, with limited social mobility and no formal education or qualifications. Many of these workers are hired as operators, field workers or other unskilled roles.

### MALAYSIA

In addition to an internship programme which currently enrolls 48 interns, we relaunched our IPAS training programme in 2025 to provide technical training on best management practices in oil palm cultivation. Our core training programmes also focus on enhancing environmental awareness in plantations and mills, with the aim of fostering a safe, conducive and sustainable working and living environment for employees.

### AUSTRALIA

Wilmar Sugar recruits graduates and tradespeople across a range of disciplines and provides financial scholarships to one engineering student. Currently, five Cadets are employed, working towards the tertiary requirements to obtain an Associate Degree in Mechanical Engineering. A total of 119 apprentice tradespeople are employed in the fields of boiler making, mechanical fitting, diesel fitting and electrical, instrumentation and control.

We also offer internal internships, secondments and tailored development plans to further support staff development. In 2025, 10 employees advanced to more senior roles through these pathways.

Through its partnership with Career Seekers, Goodman Fielder Australia offers internships to asylum seekers, welcoming five interns each year. These internships span three months, with the potential for mid-career interns to transition into permanent roles following review. Our collaboration with Career Seekers also includes volunteer activities such as conducting mock interviews to support job readiness.

In addition, our sites host a Bakers Apprenticeships programme to cultivate skilled professionals in the baking industry. To date, 10 apprentices have successfully completed the programme across Victoria and South Australia. A second intake is underway in both states, Queensland is currently in progress and preparatory work is underway to commence the programme in New South Wales.

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### VIETNAM

Our internship programmes are tailored to interns' educational background to ensure relevance and impact. Over the course of the two-month programme, interns engage in case studies or project-based assignments, submitting weekly and monthly reports for ongoing feedback and evaluation as well as a final report at the end of the programme.

In 2025, the internship programme continued in a six-month structured format across three completed batches. Four out of six interns were successfully converted to full-time roles and are currently working at Wilmar CLV, reflecting the programme's effectiveness in talent development and retention.

### CHINA

Our New Star Future programme is dedicated to nurturing college students' professional capabilities through hands-on training and mentorship. Over the past five years, 742 participants have been retained within the business, with 64.0% advancing further into senior positions. They have continued to grow and thrive in their respective roles.

Beyond skill development, the programme emphasises instilling good values. Participants engage in public welfare initiatives such as scholarship assistance, outreach to orphaned children and poverty alleviation efforts. Through these contributions, they have become key drivers of our charitable work and ambassadors of our corporate culture.

### GHANA

Our subsidiary Benso Oil Palm Plantation (BOPP) has several talent management programmes including internship and training programmes.

BOPP also has targeted programmes for youth and individuals with limited formal education. Our skilled plantation work initiative and semi-skilled plantation work initiative focus on employing graduates and youths respectively. Individuals with lower education backgrounds are typically employed within the business for driving, harvesting or other low-skilled jobs.

Our sustainability progress has evolved into a significant differentiator within our employer value proposition, enabling us to attract talent that share our sense of purpose, social and environmental stewardship. This alignment in values among our new hires in turn strengthens our organisational culture and sustainability agenda.

As we scale our business and workforce, we remain dedicated to ensuring our organisation mirrors the diverse demographics of our customer base. Further details on our implementation efforts can be found in the [Diversity and Inclusion](#) section.



Wilmar's employees in Vietnam.

# Compensation and Benefits

401-2

We provide a comprehensive package of compensation and benefits to attract and retain talent. Healthcare, disability and invalidity coverage are extended to all permanent employees, regardless of whether they are full-time or part-time staff. Paid parental leave is provided to all permanent employees, regardless of work schedule, with leave entitlements varying in accordance with local regulations. The entitlement is 10.5 weeks for primary caregivers and three weeks for non-primary caregivers.

Retirement and pension benefits, as well as life insurance, are provided in accordance with local legal requirements and business considerations, and may not be applicable to all employees. Their implementation varies by country and depends on local cost structures and financial viability.

# Training and Development

404-1, 404-2, 404-3

Wilmar considers continuous learning and workforce upskilling as a strategic imperative for sustaining the Group's competitive advantage. This empowers us to keep pace with technological advancements and industry expertise as well as strengthen our ability to meet evolving expectations in business sustainability and ethics.

These appraisals are an important tool for managers, creating vital space for the recognition of employee achievement and the identification of areas for improvement and critical skill gaps. Based on the insights generated, personalised training and support are recommended to foster continuous professional growth, thereby strengthening team dynamics and organisational performance. More information on our targets and progress can be found in the [Summary of Progress](#).

We believe our strength lies in our people. That is why we invest in equipping our workforce with the knowledge and skills to excel. Our training spans a diverse range of programmes, from leadership and communication to operational and technical expertise. These programmes enable employees to thrive in their current roles and deepen their understanding of our global business. Learning and development are fundamental to job satisfaction and career growth, positioning individuals to succeed in their roles while achieving their long-term professional goals.

Our Litmos e-learning platform makes available an extensive catalogue of courses to employees, regardless of role or location. A rigorous training framework, which will include foundational courses and advanced technical and leadership programmes, is being developed.

High-potential employees are nominated to participate in external leadership programmes conducted by reputable institutions, such as the Human Capital Leadership Institute in Singapore. Encouraged by positive feedback, Wilmar customised it into an in-house programme and launched The Future of Leadership programme in 2025. A total of 43 future leaders have benefited from this programme, of which 38 attended in 2025. Targeted training designed for specific employee groups will be rolled out to encourage cross-regional insight sharing and learning.

We continue to prioritise job performance and career development. In 2025, formal performance appraisals were conducted for 80.2% of our workforce. These reviews are a collaborative process between employees and their line managers, involving annual goal setting and progress evaluation. For applicable roles, the process also includes 360-degree feedback for the assessment of team contributions.



Asrif Mahmud, General Manager of our operations in Sabah, Malaysia, leading an operational training for employees.

# Global Programmes, Local Impact

## CUSTOMISED TRAINING IN CHINA

Our customised programmes, spanning between one to six months in length and featuring specialist tracks, have been effective in expanding our talent pool. Several programme participants have since been promoted to managerial roles and contributed to new initiatives across the country and region. In 2025, the Human Resources & Administration Department implemented a programme of systematic integration and collaborative optimisation to further strengthen talent development and support the Group's cost reduction and efficiency improvement efforts. This approach aims to build a more efficient, targeted talent development system that injects new momentum into organisational growth.

The integrated model is being rolled out across subsidiaries and by tailoring development plans to business objectives, the model ensures a precise match between capability building and business needs, and becomes a key driver in elevating organisational capabilities.

## 70-20-10 TRAINING MODEL IN VIETNAM

We apply the 70-20-10<sup>28</sup> training model, placing great emphasis on learning by doing and mentorship supplemented by self-learning and training activities. To support employee growth, we offer a mix of online and offline courses on topics including persuasive communication, project management and a competency training series tailored for marketing professionals.

In 2025, we prioritised data analysis and data visualisation tools such as Microsoft Power BI, equipping relevant employee groups to strengthen data capabilities across the organisation.

## E-LEARNING PLATFORM IN EUROPE

A range of training programmes is available on our e-learning platform to support continuous learning. We also encourage employees to engage with their managers and HR during mid-year and annual appraisals to explore additional learning opportunities that meet their professional goals.

## CAREER PATHWAYS IN AUSTRALIA

Employees may apply for secondments and explore career pathways that suit their personal combination of skills, experience and expertise. In 2025, 10 employees advanced to more senior roles through these pathways.

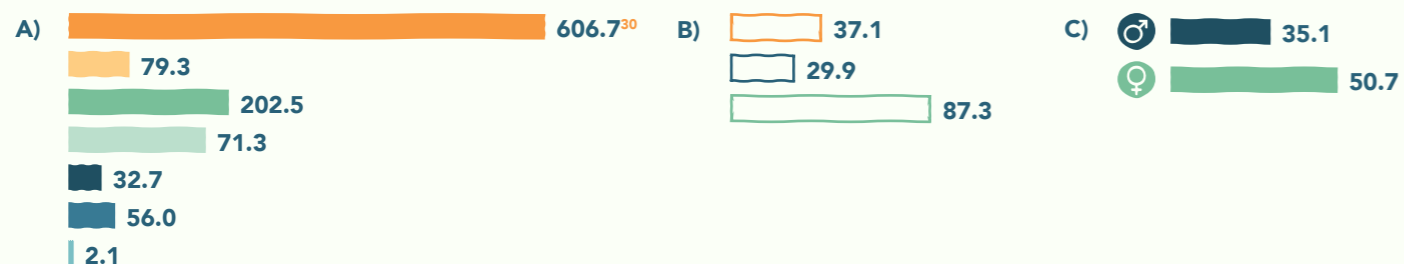
## GHANA

Employees of our listed Ghana subsidiary, BOPP, enjoy access to local and international courses and training offered by universities and research institutions.

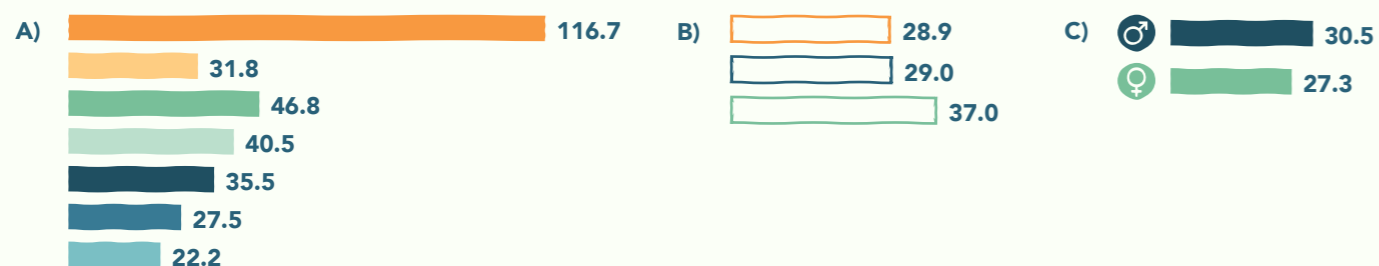
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<sup>28</sup> Approximately 10% of learning focuses on theoretical concepts delivered through formal training sessions, 20% on discussions, coaching, and guided practice, and the remaining 70% on post-training application, where employees are expected to apply the acquired knowledge and skills to their daily work assignments.

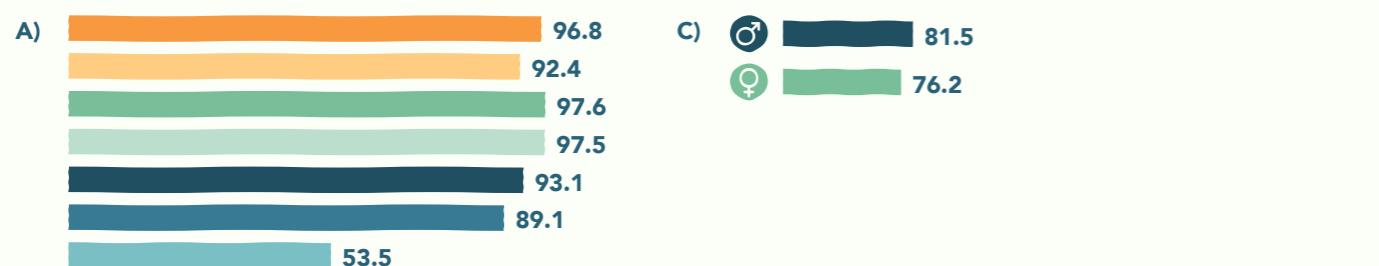
**Average annual training and development<sup>29</sup> spend per employee (US\$)**



**Average training hours per employee**



**Percentage of employees who receive performance and career development reviews**



**LEGEND**

**A) BY EMPLOYEE CATEGORY**

- Executive management
- Junior management
- Factory workers
- Senior management
- Non-management
- Plantation workers
- Middle management

**B) BY AGE**

- < 30 years old
- 30-50 years old
- > 50 years old

**C) BY GENDER**

- ♂ Male
- ♀ Female

<sup>29</sup>Data excludes the USA due to legal restrictions in providing a breakdown of the data.

<sup>30</sup>The Group spent a larger proportion on training projects for Executive Management employees as several training projects were rolled out in our China operations to support the strategy and development needs of the business.

## Talent Retention

We value the contributions of our employees and have continued to invest in initiatives to encourage organic growth within our employee pool. A key initiative involves absorbing contractual employees into our permanent workforce, which minimises dependence on third-party agencies. In Malaysia, this strategy has lowered turnover, strengthened employee retention and job security, enabling us to maintain a capable and experienced team.

Other initiatives include actively creating career growth opportunities and prioritising leadership succession. Our senior leadership works closely with HR to assess talent capabilities, identify future leaders and prepare them for critical roles, providing targeted development to support their transition into key positions. In 2025, internal promotions filled 22.5% of all vacancies.

Our global operations offer employees unique opportunities to expand their experience across the value chain – from upstream to downstream activities – and diverse geographies.

We value the institutional knowledge and experience of our mature workforce and support employees nearing retirement through part-time and flexible work arrangements that accommodate their individual needs.

Competition for talent is escalating as the industry evolves, fuelled by growing demand for flexible work arrangements, better benefits and competitive compensation in other sectors. To remain attractive, we actively engage our employees through regular check-ins and surveys, leveraging their feedback to improve our recruitment and retention strategies. These efforts are central to our commitment to building a positive and inclusive workplace that meets the changing expectations of our workforce.

We also recognise long-serving employees who have contributed to our organisational growth by offering gratuity payments that surpass statutory requirements. These payments are calibrated to tenure and acknowledge the lasting value of their contributions to our business.



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

# Tracking Employee Engagement

We conduct employee surveys<sup>31</sup> to gauge workplace satisfaction and engagement, fostering a collaborative and transparent work environment where employees feel valued and heard. The insights garnered from these surveys guide us in refining our business practices and addressing key areas for improvement. In 2025, the surveys reached 6.1% of our global workforce, with 68.3% of respondents indicating that they were “actively engaged”, “engaged” or “somewhat engaged.”

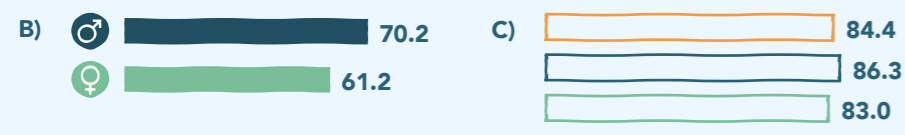
Wilmar’s commitment to talent management continues to support strong employee retention. In 2025, our overall employee turnover rate was 12.6% with voluntary turnover accounting for 7.4%. Regular reviews and exit interviews are conducted to better understand turnover trends and identify areas for improvement.

We integrate employee turnover into ESG targets that influence executive compensation, underscoring the significance we place on talent retention. Details on how ESG considerations are incorporated into annual performance evaluations can be found in the section on **ESG Targets** of this Report.

## Percentage (%) of open positions filled in by internal candidates<sup>32</sup>



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

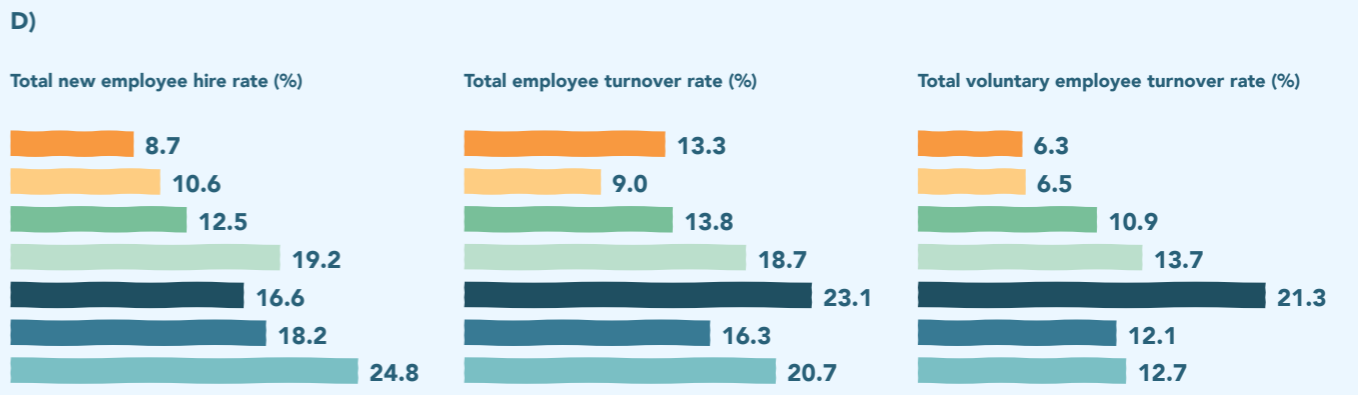
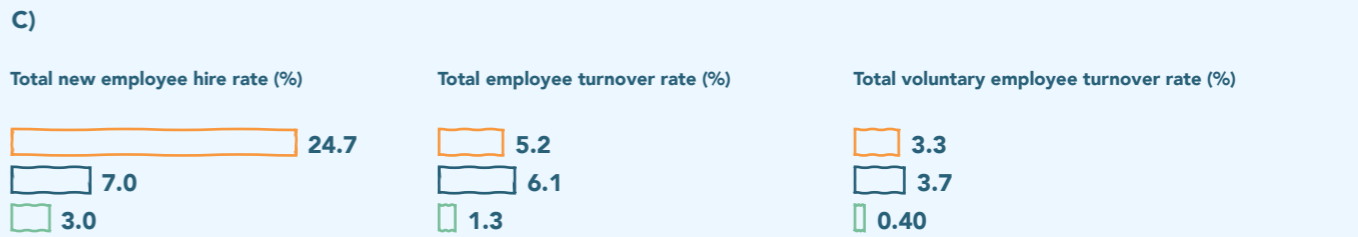
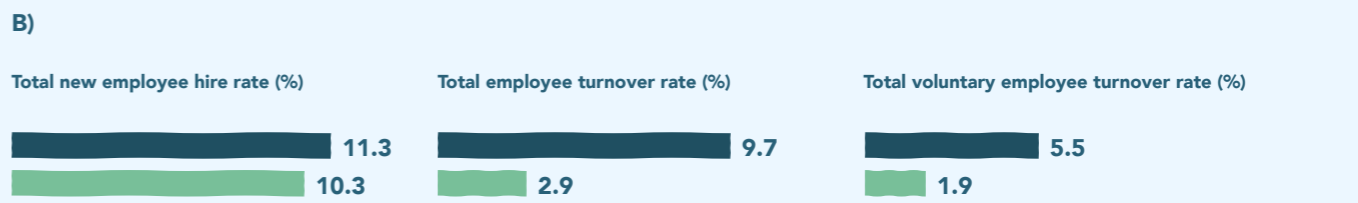
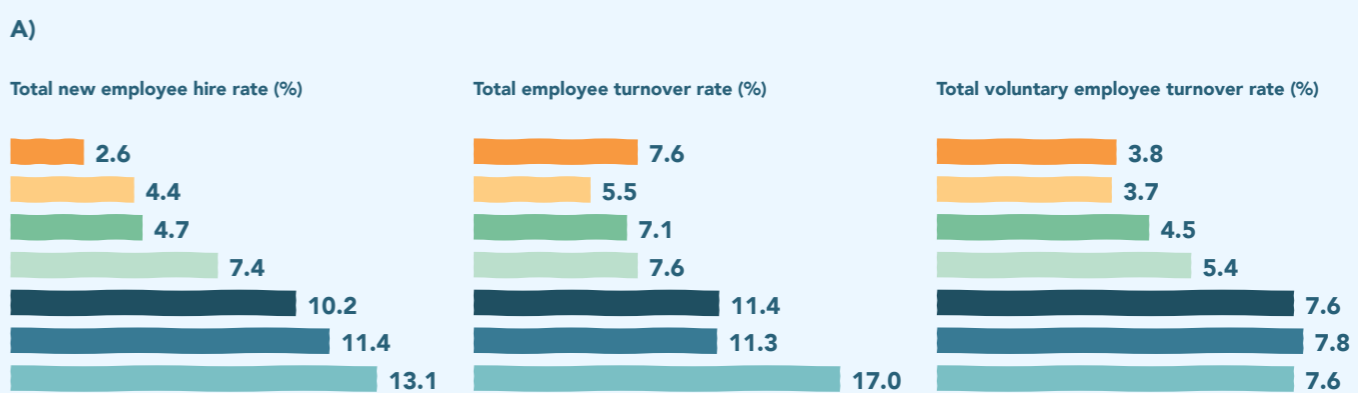


**LEGEND**

<b>A) BY EMPLOYEE CATEGORY</b>	<b>B) BY GENDER</b>	<b>C) BY AGE</b>	<b>D) BY REGION</b>
Executive management	Male	< 30 years old	South East Asia
Senior management	Female	30-50 years old	People's Republic of China
Middle management		> 50 years old	India
Junior management			Australia/New Zealand
Non-management			Europe
Factory workers			Africa
Plantation workers			Others

<sup>31</sup> Surveys are managed at a country-level and not all countries participate in surveys. In countries that undertake surveys, frequency ranges from bi-annually to annually. Our subsidiary, Wilmar GBS, additionally assesses purpose, happiness and stress in addition to workplace satisfaction.  
<sup>32</sup> Data excludes the USA due to legal restrictions in providing a breakdown of the data

## New employee hires and voluntary turnover rates<sup>33</sup>



<sup>33</sup> Turnover rates include total employee turnover and total voluntary employee turnover



Morning muster in Kalimantan, Indonesia.

# Human Rights and Labour Standards

3-3, 2-23

We are committed to upholding the inherent dignity of all individuals, respecting and protecting the rights of all those involved in our value chain. This commitment extends beyond our direct employees and contractors to include temporary and migrant workers, as well as the local communities surrounding our operations. By promoting fair and ethical working conditions across all levels of our operations, we aim to support a wider shift within the industry towards more inclusive and people-focused business practices.

We are guided by our **Human Rights Framework** which outlines the key policies used to identify, prevent and manage our human rights impacts. We also regularly carry out due diligence as part of our Human Rights Due Diligence (HRDD) approach.

Freedom of Association	Women's Rights	No Forced or Bonded Labour
Non discrimination / Equal Opportunities	 PROTECTING THE RIGHT TO RAISE GRIEVANCE AND RIGHT TO REMEDY	
	Whistleblowing	Grievance
	Human Rights Defenders	
Occupational Health And Safety	Child Protection	Community Development, Land Rights And Indigenous Rights

We work in close partnership with human rights experts and civil society organisations (CSOs), drawing on their insights and feedback to inform and strengthen our approach to protecting vulnerable groups. We also engage in multi-stakeholder platforms, partnering with actors across various sectors and value chains to jointly discuss challenges and identify solutions to critical issues facing the industry. More information on the partnerships and multi-stakeholder initiatives we participate in to protect human rights can be found in [Our Approach to Sustainability](#) section.

# Our Human Rights Framework

Our **Human Rights Framework** is based on the United Nations Guiding Principles (UNGPs) on Business and Human Rights and aligned with the United Nations (UN) Universal Declaration of Human Rights and the International Labour Organization (ILO) Core Conventions on Labour Standards. It consolidates Wilmar's

relevant policies on human rights and provides detailed instructions on putting these principles into practice. This includes establishing due diligence processes to identify, prevent, mitigate and address our human rights impacts as well as providing remedies for any adverse effects.

## Human Rights Policy

This policy outlines our commitment to respecting and promoting human rights across all our subsidiaries and affiliates, including our suppliers and contractors. It is informed by internationally recognised standards and internal policies and focuses on the rights we have identified as the most relevant to our operations:

- Labour rights
- Rights of Indigenous peoples and local communities

## NDPE Policy

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

## Grievance Procedure and Whistleblowing Policy

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

## No Exploitation Protocol

The protocol guides our third-party suppliers in addressing breaches related to the No Exploitation component of our NDPE Policy.



Computer lab of a school in Indonesia established by Wilmar.



School children at one of our community learning centres in Sarawak, Malaysia.

## Child Protection Policy

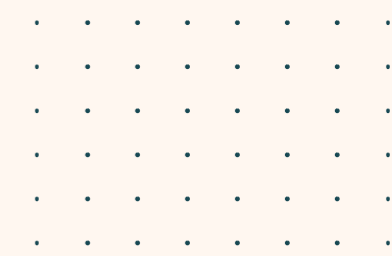
This policy outlines our commitment to safeguarding children's rights, which includes the prohibition of child labour across all our operations, including our subsidiaries, joint ventures and third-party suppliers.

To further address challenges faced by rural palm oil communities, including poverty, social exclusion and limited access to essential government services, we also worked alongside the Earthworm Foundation, Archer Daniels Midland Company (ADM) and other consumer brand companies to develop the **Children in Plantation Directory**. The directory provides guidance on four priority areas for improving conditions for children in plantations:

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

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

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



## Women's Charter

This charter focuses on five core areas aimed at creating an equitable and inclusive workplace for women. These areas include:

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

## Policy on Human Rights Defenders

This policy sets out our commitment to protect and respect the rights of individuals and organisations that defend or advocate for human rights throughout our operations. This commitment applies across all Wilmar subsidiaries, joint ventures and third-party suppliers.

# Human Rights Due Diligence (HRDD) Approach

Our HRDD process plays an important role in our approach to upholding the rights of individuals and communities across our supply chain. Through proactive identification, assessment and mitigation of human rights risks, we strive to prevent adverse impacts on vulnerable groups, including workers, local communities and indigenous peoples. We have identified eight key focus areas for human rights:

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

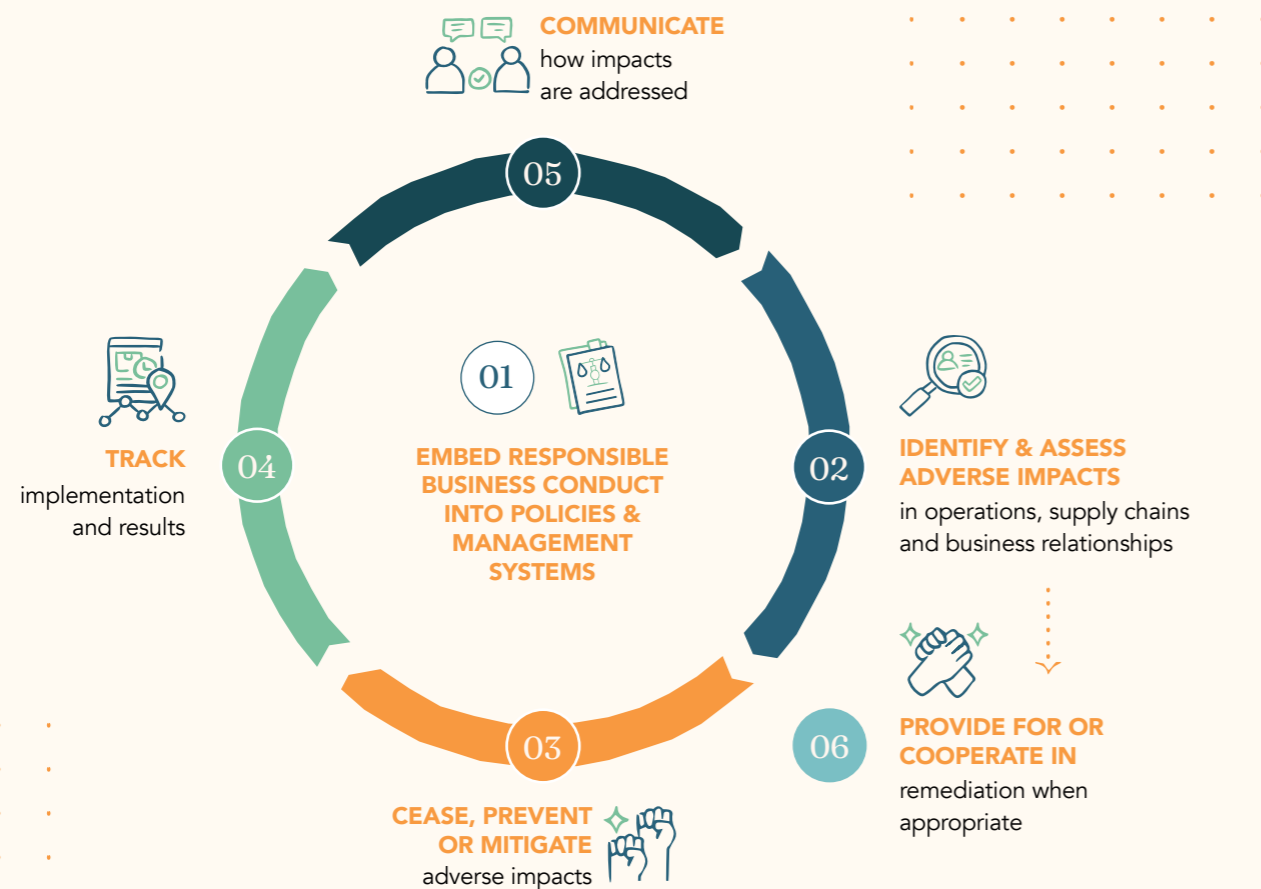
Our HRDD process complies with our Human Rights Framework and related policies and is aligned with the UNGPs on Business and Human Rights. It includes the following elements:

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

The diagram<sup>34</sup> below outlines the key components of our HRDD framework, which include, but are not limited to, the following activities:

 More detailed information on our HRDD process is available in the [Palm NDPE Implementation Annual Report 2025](#).

## KEY COMPONENTS OF THE HUMAN RIGHTS DUE DILIGENCE APPROACH



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

HRDD is a continuous process. To ensure our HRDD approach remains effective and that we maintain a comprehensive view of issues, we regularly review our strategies and programmes, including risk mapping of potential issues and engagement with relevant stakeholders to identify salient human rights issues. This enables us to understand challenges as well as identify ways to address and mitigate them.

For example, our **No Exploitation Protocol** was developed with the input of both local and international stakeholders, including NGOs, trade unions and worker unions. The Protocol offers a structured approach to addressing, mitigating and remedying grievances linked to human rights. This policy is supported by our SRT and Grievance Procedure, which help us monitor supplier performance and ensure alignment with our NDPE Policy. These tools enable us to identify concerns related to Wilmar or our third-party suppliers and take the necessary actions.

## Capacity Building

To help our employees and suppliers stay abreast of new developments in the palm oil sector, we provide regular human rights training covering FPIC, the management of forced labour risks, children’s rights and safety, improving labour practices in the palm oil industry and labour standards for specific regions. These sessions enable participants to engage with experts, gain valuable insights and seek clarification on key issues. Since 2015, we have conducted more than 100 training sessions on human rights-related topics, with more than 1,000 suppliers participating globally.

<sup>34</sup>Sourced from <https://mneguidelines.oecd.org/OECD-Due-Diligence-Guidance-for-Responsible-Business-Conduct.pdf>.

## Respecting Labour Rights

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

### Understanding and Tackling Labour and Human Rights Risks in Oil Palm Plantations

Recognising that human rights risks are complex and embedded in local contexts, we strive to manage labour and human rights risks within our oil palm plantations using a structured and data-driven methodology.

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

#### PT Daya Labuhan Indah (PT DLI) and PT Perkebunan Milano (PT Milano)

##### Initial Assessment



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

##### Strategy



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

##### Final Assessment



A final on-the-ground assessment was conducted in May 2023. This involved interviews with a total of 54 management executives and 185 workers, of whom 26.0% were 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 for improvement in 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 the issues identified and ensure we continue to uphold labour standards in our palm oil operations in Indonesia.


## Living Wage

We are committed to assessing and ensuring that all employees and contractors within our palm operations are paid a living wage in line with available living wage frameworks in the countries where we operate by following the RSPO Living Wage Benchmark. In regions or countries where living wage standards are not established, we focus on ensuring that employees and contractors are paid at least the statutory minimum wage.

In 2025, we continued to assess our employees and contractors to ensure that they are paid a living wage.

Beyond our commitment to ensuring that all employees and contractors are paid a living wage, we also assess our suppliers on key elements of a living wage using the Supplier Reporting Tool (SRT). This assessment covers essential provisions, including:

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

 For more information on the SRT and our living wage initiatives, please refer to our [Palm NDPE Implementation Annual Report 2025](#).



*In addition to housing, workers at our oil palm plantations have access to sporting facilities, clinics, crèches, schools or community learning centres for migrant children.*

## Working conditions

We ensure that workers are not working more than 60 hours per week as part of their standard or contracted working hours; that any overtime hours are worked on a voluntary basis and compensated at a rate consistent with national law; and that workers are not required to work on public holidays, or are compensated in accordance with local laws or regulations if they choose to work on such days.

Workers also have at least one day off in seven and at least one day off after six consecutive workdays. Where local laws or regulations provide greater protection or stricter limits on working hours, rest periods, or holiday entitlements, such requirements shall prevail.

# Human Trafficking and Forced Labour

409-1



Workers at a morning muster.

We prohibit all forms of forced, trafficked, or bonded labour across our operations and supply chain. We do not retain personal identification documents without consent. Instead, we provide secure storage lockers that are easily accessible, allowing workers to maintain control over their property without restriction. These measures reflect our broader commitment to “No Exploitation of People and Local Communities” and are integral to our ethical recruitment practices, including our zero-recruitment fee approach.

In our palm oil operations in Malaysia and Indonesia, we hire using direct recruitment practices and cover all recruitment fees and associated costs. This eliminates the potential for contract misrepresentation or debt bondage arising from recruitment fees charged by recruitment agents, mitigating risks of human trafficking and forced labour. When recruitment agencies are involved, we work only with authorised, licensed agencies and limit their role to administrative and logistical support.

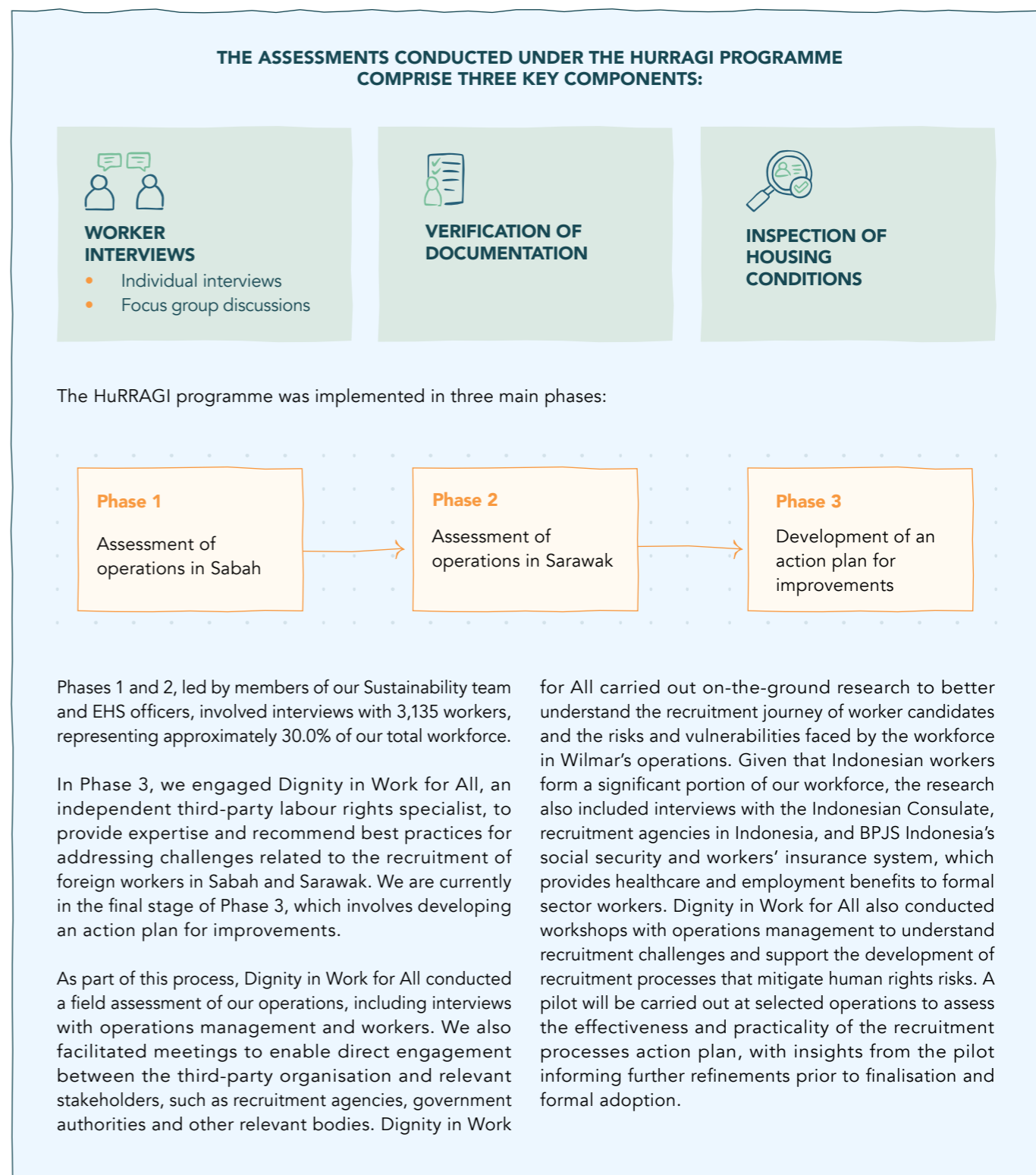
To further ensure transparency and prevent opportunities for exploitation, all salaries and remuneration are also paid directly to workers.

To ensure the effectiveness of our human rights and labour practices, we conduct regular internal audits and evaluate our human rights and labour practices across both upstream and downstream operations where the risk of forced labour is most prevalent. These audits are essential for verifying compliance with our policies, identifying potential gaps and strengthening ESG-related controls. Within our supply chain, we monitor and evaluate suppliers for human rights concerns, including forced and bonded labour, through our SRT. Insights from stakeholder engagement and the SRT have identified ethical recruitment as one of the key focus areas for our suppliers in Malaysia. To this end, we have organised targeted capacity-building and training workshops to address challenges related to forced labour and promote responsible recruitment practices. By continuously refining our processes, we strengthen risk management and enhance resilience across our operations.

# Internal Human Rights Risk Analysis and Gap Identification Programme

In recent years, increased attention has been placed on labour-related human rights, with particular focus on Malaysian companies. All of Wilmar’s plantation and mill units in Malaysia are certified under MSPO, RSPO or are progressing towards certification in line with the **RSPO Time Bound Plan**.


To reinforce our commitment to human rights beyond certification schemes, we introduced the Human Rights Risk Analysis and Gap Identification (HuRRAGI) programme in February 2023. This initiative is designed to identify potential gaps and concerns and facilitate the development of an action plan for improvements.



# Modern Slavery

We are committed to combating modern slavery within our operations and supply chain. Aligned with our HRDD process, our approach involves regularly evaluating our policies and programmes, mapping potential risks and engaging with external stakeholders. These efforts underscore our broader commitment to ethical labour standards and the protection of human rights throughout our business.

To provide transparency, we published a **UK Modern Slavery Act Transparency Statement** and an annual Modern Slavery Statement in accordance with the Australian Modern Slavery Act 2018. The annual Modern Slavery Statements are available on the **Australian Government's Modern Slavery Statements Register**.

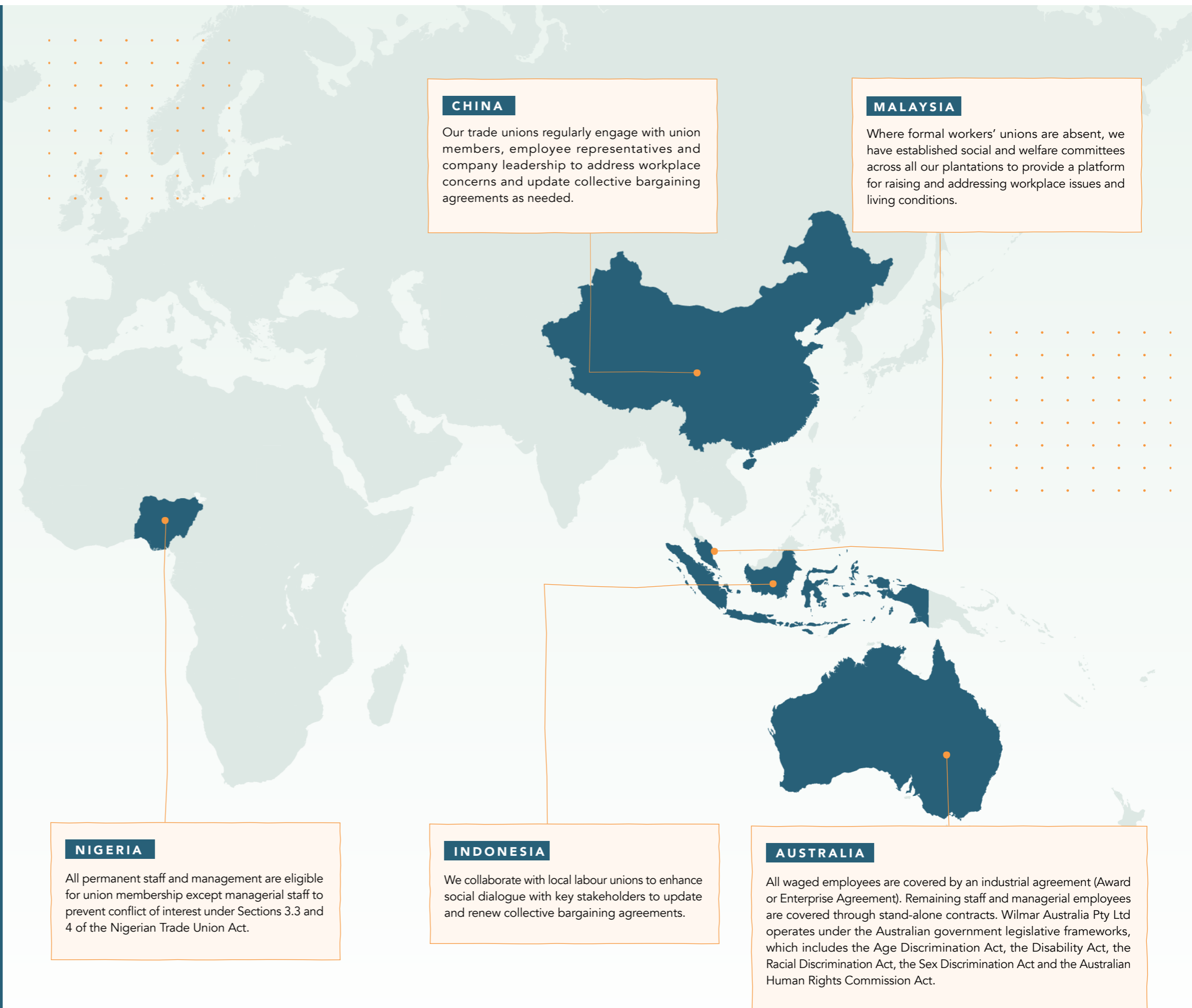
 More information on our partnerships and platforms can be found in our **Palm NDPE Implementation Annual Report 2025**.

# Collective Bargaining

2-30, 407-1

We respect employees' freedom of association and recognise their right to form and join unions of their choice, to bargain collectively and to negotiate work relations effectively. In doing so, we ensure that both employers and workers have an equal voice in negotiations to achieve fair and equitable outcomes. In locations where formal agreements or unions are not present, we provide alternative mechanisms for representation and negotiation.

As of December 2025, 88.0% of our eligible workforce worldwide was covered by collective bargaining agreements. These arrangements vary by region, reflecting the unique legislative frameworks and cultural environments of the agricultural and palm oil sectors. Examples of our collective bargaining arrangements across key regions where we operate include:



# Children's Rights and Safety

408-1

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

Our commitment to child protection extends to our palm oil supply chain. Our suppliers are guided by our Child Protection Policy Implementation Manual and Children in Plantation (CiP) Directory. Through our SRT, we assess our suppliers' progress in the implementation of our NDPE Policy, which includes the prohibition of child labour as part of our No Exploitation commitment.

More information on our partnerships and platforms can be found in our [Palm NDPE Implementation Annual Report 2025](#).

## Prioritising Child Safety

Many children live with their parents in worker housing and use facilities such as crèches located within our plantations. Acknowledging the potential hazards in these areas, we place strong emphasis on proactive safety measures. To safeguard children's safety, we conduct regular child safety assessments across our operations in Indonesia, Malaysia, Nigeria and Ghana. These assessments help identify and document potential or recurring risks as well as evaluate current programmes and interventions designed to improve child safety. Assessments are conducted by our Sustainability Department, which functions independently of plantation management.

These assessments serve three key purposes: to report on measures that foster safer environments for children and infants, to increase awareness of the health and safety of children residing in our plantations and to offer welfare support to those affected by the loss of a parent or guardian. Through these efforts, we strive to reduce risks, enhance living conditions and advance the overall well-being of children within plantation communities.

### THESE ASSESSMENTS SERVE THREE KEY PURPOSES:

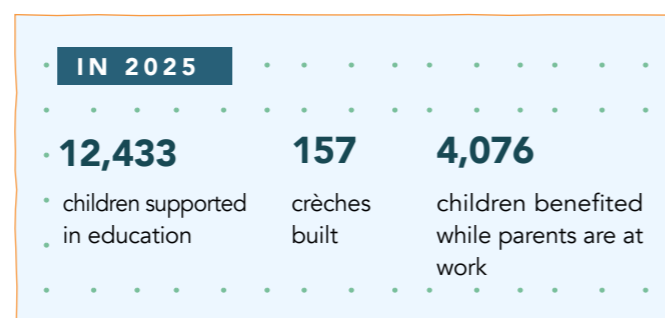
-  **REPORT ON MEASURES**  
to report on measures that foster safer environments for children and infants
-  **RAISE AWARENESS**  
to increase awareness of the health and safety of children residing in our plantations
-  **SUPPORT THE WELFARE**  
to offer welfare support to those affected by the loss of a parent or guardian

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

## Education as a Solution to Child Labour

Education plays a crucial role in preventing child labour, and access to education is a fundamental pillar of our strategy to eliminate it. In our oil palm plantations, we have built schools and provide scholarships to deserving students in underprivileged regions, helping to create opportunities for children to learn, thrive and reach their full potential. In 2025, we supported 12,433 children of compulsory school-going age in our oil palm plantations in their education. We monitor the number of children through a census at each plantation.

We have also established crèches across our oil palm plantations, providing a safe and nurturing environment for children while their parents are at work. As of December 2025, we have built 157 crèches, benefiting 4,076 children of Wilmar employees, from newborns to six-year-olds. These facilities ensure that children are well cared for during working hours, helping to promote a healthier work-life balance for families.



More information on our education programmes is available in the [Economic and Community Contribution](#) section of this Report.

# Indigenous and Local Community Rights

411-1



Family of a smallholder in Indonesia.

## Upholding Free, Prior and Informed Consent

We are committed to respecting and upholding both legal and customary land tenure rights, as well as the individual rights of indigenous and local communities. Our approach is aligned with established frameworks, including the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the High Carbon Stock Approach (HCSA) toolkit and the RSPO Principles & Criteria (RSPO P&C). To further drive industry-wide progress on human rights issues, we are also active participants in the [RSPO Human Rights Working Group \(HRWG\)](#).

As part of our commitment, we mandate obtaining Free, Prior and Informed Consent (FPIC) from indigenous and local communities before initiating any new planting activities and maintain continuous engagement with communities at every stage of project implementation to build trust. This ensures that communities have meaningful opportunities to engage in dialogue and negotiate the terms of proposed developments. We incorporate participatory mapping into our land-use planning processes, actively involving affected communities, their representatives, relevant stakeholders and, where appropriate, NGOs and independent experts. Where conflicts or disputes arise, we are committed to timely and transparent addressing of any adverse human rights impacts we may have caused or contributed to in line with our [Grievance Procedure](#).

## Supporting Local Communities

Where feasible, we aim to enhance food security in local communities by helping farmers grow alternative crops and establish food production businesses. In Ghana, we do this by designating plots of land for our workers to grow vegetables, which has increased workers' access to fresh produce while also reducing reliance on external food sources.

We also offer training in sustainable agricultural practices, including the safe handling of agrochemicals, to safeguard both human health and the environment. This initiative has bolstered food security for our workers, empowering them to grow a variety of vegetables near their homes and adopt healthier, more balanced lifestyles. As a result, we have seen a positive impact on both productivity and food security across our plantations.



All our oil palm plantations have Women's Working Groups or Gender Committees.



## Diversity and Inclusion

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

Wilmar recognises that a workforce rich in diversity and built on inclusion drives innovation, strengthens employee engagement and elevates overall business performance. At Wilmar, Diversity, Equity and Inclusion (DEI) are not just catchphrases – they are core values that sustain an enduring and thriving organisation. By fostering DEI, Wilmar empowers individuals, encourages collaboration and enhances productivity across all levels of the organisation. Our workforce reflects the diversity of the communities we serve, enabling us to better understand and address their needs and perspectives.

We are committed to fostering DEI principles in our workplace and across our supply chain. This dedication is evident in our policies and initiatives designed to manage and promote DEI, with a focus on empowering women by creating equal opportunities and increasing their representation in a traditionally male-dominated industry.

Such efforts ensure we stay competitive, agile and well-prepared to meet the challenges of an ever-changing global market.



# Diversity and Inclusion in the Workplace

Wilmar has implemented DEI policies with a clear expectation that all employees and directors adhere to these frameworks. We maintain a zero-tolerance approach to discrimination and harassment, ensuring every individual is treated with respect and fairness.

Country Heads and Business Heads are directly responsible for embedding DEI practices within their operations to guide leadership practices while upholding accountability and ensuring that diverse perspectives are incorporated into our strategic decisions. More information on our targets and progress can be found in the [Summary of Progress](#).

## Equal Opportunity Policy

Our **Equal Opportunity Policy** reflects our commitment to fairness and inclusivity. We provide equal opportunities and fair treatment to all employees, regardless of ethnic origin, gender, national origin, age, social class, religion, sexual orientation, gender identity, union membership, political affiliation or disability. This principle is embedded across all HR processes – including recruitment, promotions, training and retirement – with a strong emphasis on a merit-based approach. This policy also encompasses non-discriminatory remuneration. By cultivating an inclusive and fair workplace, we enable every employee to succeed and contribute to our shared goals.



## Board Diversity Policy

In line with the Singapore Council for Board Diversity's recommendations and SGX listing requirements, Wilmar's **Board Diversity Policy** sets clear gender diversity targets of 25.0% female representation by 2025 and 30.0% by 2030. Beyond gender, the policy highlights the importance of varied backgrounds, skills, qualifications and experiences in fostering better decision-making, fuelling innovation and thereby enhancing business performance.

As of December 2025, women accounted for 31.0% of our Directors, excluding an Alternate Director, reflecting steady progress towards our goals and underscoring our dedication to building a heterogeneous and efficacious Board.

Please refer to pages **74 to 76** of our **Annual Report 2025** for detailed statistics and a comprehensive overview of the diversity and composition of our Board of Directors.

# Gender Diversity in our Workforce

## Female Representation

Wilmar values the importance of empowering women in a traditionally male-dominated industry. We cultivate a gender-sensitive workplace where women can flourish and succeed professionally.

In 2025, women comprised 23.9% of our global workforce, with 29.0% in management positions. We ensure equal remuneration across all roles, regardless of gender, consistent with our **Equal Opportunity Policy**. As of December 2025, 24.5% of our science, technology, engineering and mathematics (STEM) professionals were female, reflecting our commitment to gender equality in these disciplines.

## Workplace Harassment and Discrimination

All new employees are required to read and acknowledge the Workplace Behaviour Policy as part of their induction to help preserve a respectful and inclusive work environment. We reinforce these standards through annual training for our employees.

We place particular focus on creating a safe environment for women. Trained Confidential Officers in Europe are appointed to handle cases such as sexual harassment, with their contact details made accessible to all employees. At Goodman Fielder, we conducted training and communication on sexual harassment and discrimination. In 2025, zero incidents of harassment and discrimination were reported.

## EUROPE

Diversity and inclusion form a core part of our HR practices and operational culture throughout our European operations. We conducted an employee survey in partnership with a leading external research institute, enabling us to evaluate our current practices and identify areas for improvement.

Following the outcomes of the survey, we organised Safe Place to Work & Grow Days, where employees participated in inspiring sessions, workshops, games and challenges to bring our values of Safety, Integrity, Teamwork and Excellence to life. In addition, we launched a Leadership in Safety journey, including further training for Team Leads and Managers over the next four to five months. This programme aims to deepen our shared understanding of safety leadership by integrating structure, mindset and behaviour, making safety an integral part of daily performance and teamwork.

## CHINA

We foster diversity at our Yihai (Changji) factory in Xinjiang through the employment of various ethnic groups – including the Kazakh, Hui and Tujia. The factory accommodates the dietary needs of all ethnic groups and has established a female committee to advocate for the rights and needs of women workers.

Wilmar also provides long-term, stable job opportunities for four individuals with disabilities. In addition, from 2024 to 2025, we funded and donated 102 customised prostheses to individuals with lower-limb disabilities from various ethnic groups in Changji Prefecture and Kashgar. Follow-up visits and two years of free maintenance services were also provided, helping recipients improve their quality of life and gain stable employment.

## GHANA

We promote inclusion through our equal opportunity policies that ensure equitable treatment for employees of all races, genders and religious backgrounds. Our respect for religious diversity within our workforce is reflected in the allocation of land for churches and mosques as well as our regular donations to local festivals and cultural traditions. One of our estates features a shrine, which we safeguard as part of our respect for local heritage.

## AUSTRALIA

Wilmar Sugar champions diversity and inclusion through a range of initiatives that help create an equitable workplace. These include the celebration of significant sociocultural events including International Women's Day, Harmony Day and Diwali, support for flexible working arrangements, the provision of Respect in the Workplace training and a prayer room at the Yarraville Refinery Front Office.

## INDONESIA

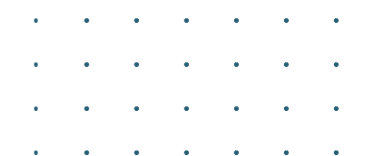
Wilmar collaborates with key stakeholders, including the ILO, the Indonesian Palm Oil Association (IPOA) and trade unions, to promote gender equality and safeguard the welfare of women and children in the plantation sector.

To strengthen our commitment to protecting women and children, we established three safe houses in 2024, located in West Sumatra, South Sumatra and Central Kalimantan. In 2025, we expanded this initiative by establishing two additional safe houses in West Sumatra, bringing the total number of safe houses across our Indonesia plantations to five.

In addition, task force members at these safe houses received specialised training from the Ministry of Women's Empowerment and Child Protection, enhancing their capabilities in case management and support services.

## NIGERIA

The Gender Committee, working alongside the EHS and HR teams, regularly conducts awareness sessions at the muster ground to educate employees and cultivate a safe, respectful and inclusive workplace culture. The Committee is responsible for handling gender concerns, including sexual harassment and domestic violence in the workplace.



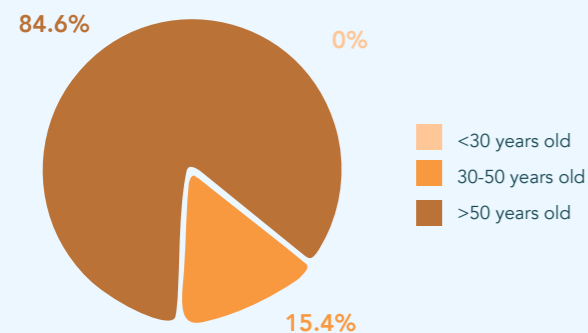
# Persons with Disabilities

Wilmar is committed to creating an inclusive workplace where everyone can flourish and succeed. We value the unique talents and perspectives each individual brings to our organisation.

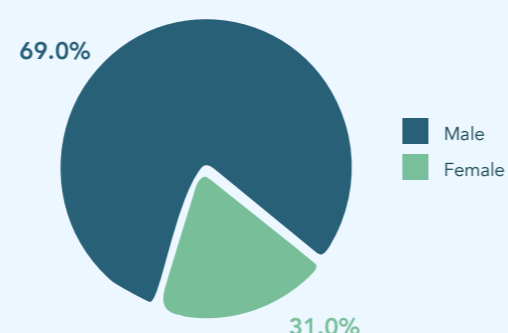
In 2025, our global workforce included 253 persons with disabilities (PWDs), representing approximately 0.21% of total staff. We also welcomed 65 new employees with disabilities during the year. These figures reflect our continued efforts to equitable recruitment, career development and an inclusive workplace that appreciates the contributions of people with disabilities.

# Our Performance

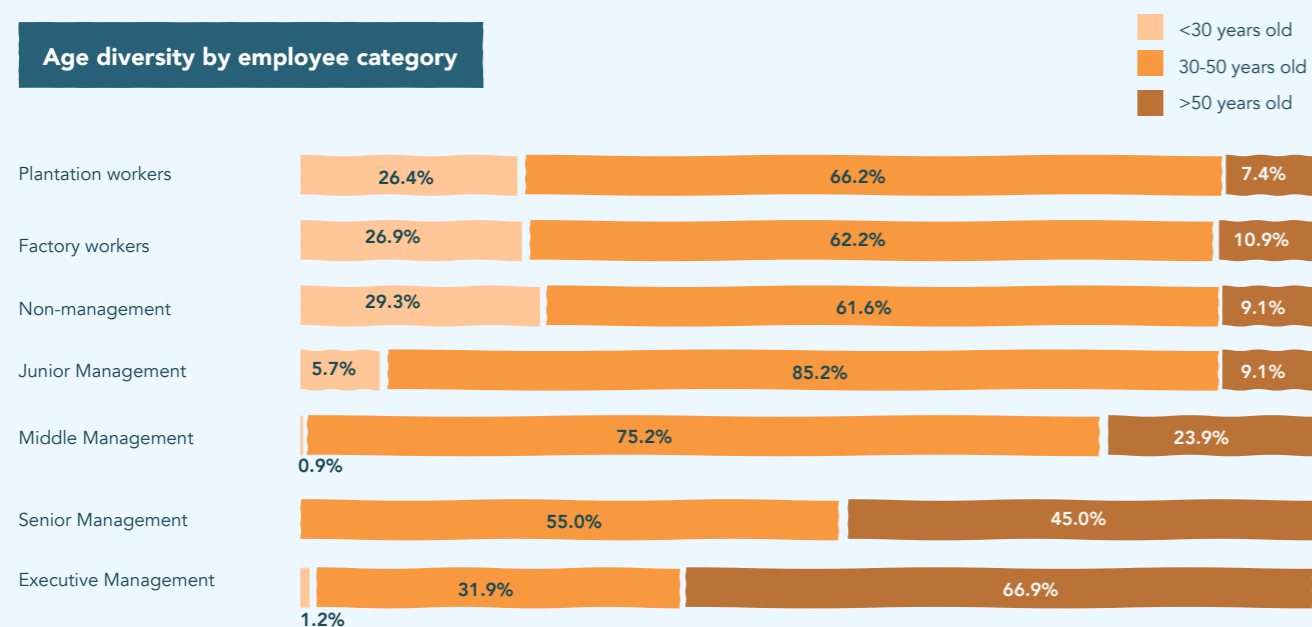
## Age diversity of the Board



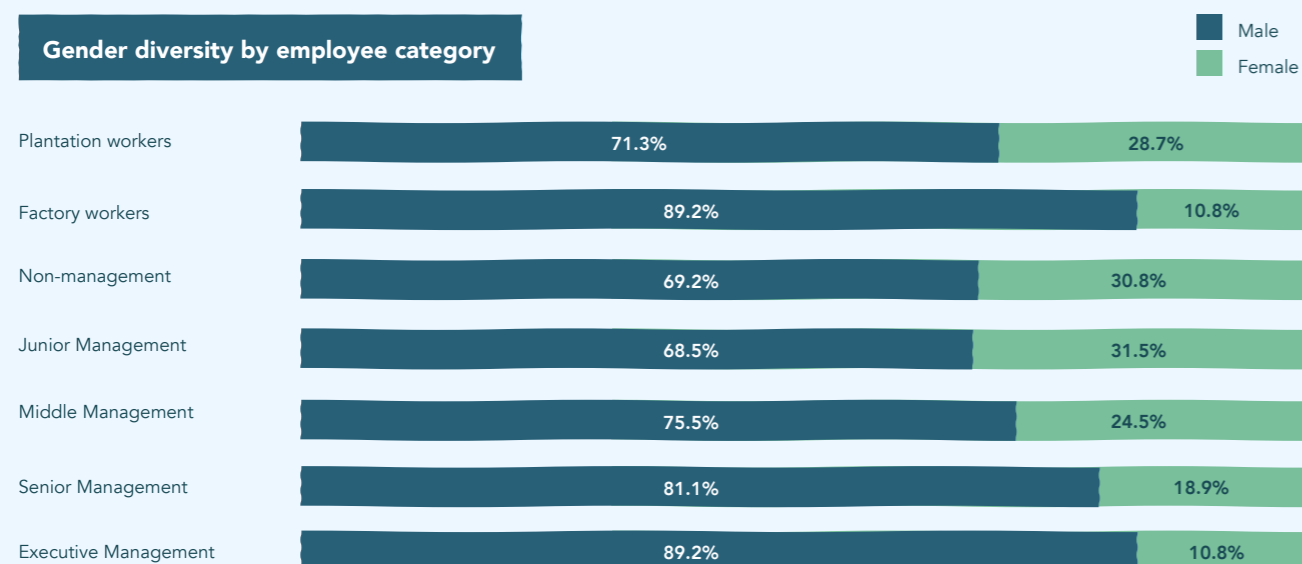
## Gender diversity of the Board



## Age diversity by employee category



## Gender diversity by employee category

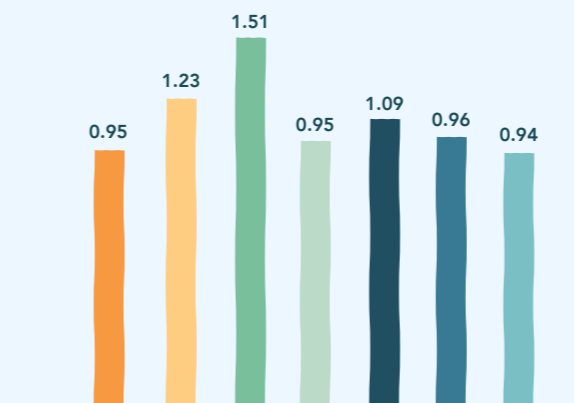


## Female representation in leadership and STEM-related positions

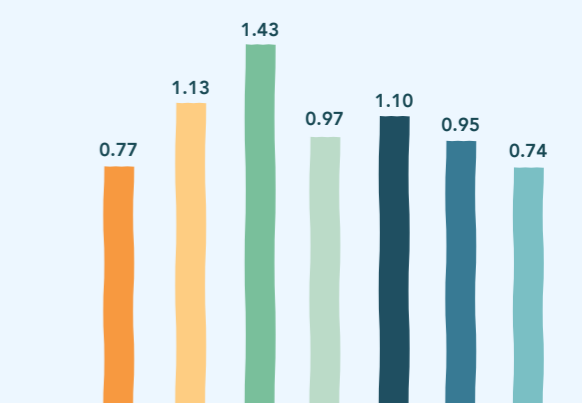


## Ratio of weighted average annual basic salary for each employee category<sup>35</sup>

Ratio female to male (basic salary)



Ratio female to male (annual remuneration)



### LEGEND

#### By management position

- Management positions in revenue-generating functions
- Executive and senior management positions (i.e. employees at a maximum of two levels below the CEO)
- First-level management positions (middle and junior management levels)
- All management positions
- STEM-related positions

#### By employee category

- Plantation workers
- Factory workers
- Non-management
- Junior Management
- Middle Management
- Senior Management
- Executive Management

<sup>35</sup> Significant locations of operation are defined as key geographical areas where Wilmar conducts its core business activities, including plantations, manufacturing facilities, processing plants and other major operational sites.



A nanny at one of our crèches in Indonesia.

## Protecting Women’s Rights

Women play a pivotal role in Wilmar’s workforce and community ecosystem. Acknowledging gender-specific barriers in plantation environments, we endeavour to nurture an equitable workplace that promotes gender equality. To achieve this, we have established dedicated initiatives, specifically the Women’s Working Groups (WoW) and Gender Committees, which serve as platforms advocating for women’s rights, addressing gender-specific concerns and ensuring alignment between our policies and the needs of women.

### Women’s Working Groups (WoW) and Gender Committees

2007 marked a key milestone in Wilmar’s journey towards women’s empowerment, with the establishment of women’s committees across our oil palm estates, independent of RSPO certification status. By 2020, WoW and Gender Committees were operational in Indonesia, Malaysia, Nigeria and Ghana, serving as vital conduits for our social policy implementation and advocacy.

### Women’s Charter

Established in 2019, our **Women’s Charter** demonstrates Wilmar’s commitment to the protection of women’s rights and their welfare. We recognise that societal and personal responsibilities influence women’s career trajectories distinctly. Hence, the Charter outlines commitments to providing customised support systems across our workforce and communities, as well as in the housing estates in our plantations. Our goal is to promote a fair, inclusive workplace environment while protecting the well-being of women and their families.

While the Charter provides a global framework, its implementation is localised to suit varied operational environments – from plantations, mills, to offices – to strengthen its relevance and impact. In our upstream oil palm plantations, WoW report directly to management to ensure their strategies meet on-the-ground needs. Robust complementary policies such as the **Sexual Harassment, Violence and Abuse and Reproductive Rights Policy** strengthen our approach to fostering a safe and equitable workplace for women.

## FIVE KEY FOCUS AREAS OF THE WOMEN’S CHARTER

### 01 Protection and care of female health

Wilmar prioritises the health and well-being of women at our plantations through initiatives targeting maternal health and overall wellness, such as:

- Training sessions and group discussions to increase awareness of reproductive rights, birth control options and regular screening for breast and cervical cancer
- Equal access to medical services
- Maternal health cards to systematically track prenatal health indicators

### 02 Care for family life and welfare

Wilmar aims to empower women by supporting efforts that contribute to improved family well-being, through the following:

- Training and awareness sessions on childhood nutrition and common illnesses, such as hand, foot and mouth disease
- Vaccination campaigns, organised in collaboration with local health authorities, to protect children against preventable diseases such as polio
- Childcare facilities, such as on-site crèches, allow female employees who are mothers to work with peace of mind, knowing their children are protected by rigorous safety protocols, including attendance tracking and strict adherence to mandatory immunisation requirements

#### CASE STUDY

##### Handbook on best practices for child protection in plantations

In collaboration with the IPOA, the Ministry of Women Empowerment and Child Protection in Indonesia, United Nations Children’s Fund (UNICEF) and other prominent organisations, Wilmar has developed the **Children’s Protection Handbook**. The handbook outlines best practices and practical guidelines to safeguard the rights of children. It has been distributed to all IPOA member plantations nationwide.

Wilmar also collaborated with BSR and other prominent consumer goods companies to publish the **Child Protection and Safeguarding Implementation Manual** tailored to the Indonesian context. This manual features visual aids and expert input from Indonesian child protection authorities, NGOs and trade unions to foster a shared understanding of children’s rights. A corresponding manual was published for **Malaysia**, offering guidance on conducting child protection risk assessments and implementing child labour remedial actions.

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

### 03 Protection from sexual harassment and violence

Wilmar has implemented robust mechanisms for reporting and addressing sexual harassment, with WoW and Gender Committees acting as formal reporting channels. These mechanisms have been strengthened by a clear definition of sexual harassment, which excludes non-relevant cases such as extra-marital affairs, allowing us to focus our response efforts on actual incidents.

Beyond safeguarding women, we also recognise the need to protect children from sexual abuse. Our Sentuhan Selamat, Tidak Selamat (Good Touch, Bad Touch) programme raises awareness of child sexual abuse, grooming and unsafe interactions. The interactive programme is conducted in local languages and uses songs and quizzes to engage children. In tandem with our **Child Protection Policy**, this initiative was expanded to our school partners in Malaysia in 2023. Further information about our child protection initiatives can be found in our **Sustainability Briefs**.

In 2025, we further strengthened our awareness and prevention efforts for child sexual abuse through a collaboration with Global Shepherds, delivering a two-part workshop series focused on the prevention of and response to child sexual abuse. The workshops aim to create a collective commitment to a culture of zero tolerance for abuse and exploitation of children by fostering an inclusive culture of safeguarding.

The first workshop introduced the SPOT STOP SUPPORT concept, aiming to equip participants with the ability to recognise risks of child abuse, understand appropriate actions to take, and provide effective support.

Building on the first session, the second workshop emphasised the importance of effectively managing disclosures and developing awareness materials. Both sessions were delivered using a range of interactive and participatory approaches designed to encourage active engagement and practical learning. Information Education Communication (IEC) materials were provided to support and guide the workshop sessions, including **practical handbook, guidance manuals, child-friendly storybooks** and **awareness posters**. These materials reinforced key messages, facilitated discussion, and enhanced participants' understanding of child-protection concepts.

In collaboration with key stakeholders, including the ILO, IPOA and trade unions, Wilmar established the first dedicated safe house for women and children, Rumah Perlindungan Pekerja Perempuan (RP3), at PT AMP Plantation in West Sumatra. A total of three facilities were completed at PT KSI, PT Tania Selatan and PT Mustika Sembuluh in 2024. Task force members at PT KSI and PT Tania Selatan received specialised training from the Ministry of Women Empowerment and Child Protection to enhance their capabilities in case management and support services. In 2025, we expanded this initiative by establishing two additional safe houses in West Sumatra, bringing the total number of safe houses across our Indonesia plantations to five.

#### Training and collaborative initiatives to address gender-based violence in Malaysia and Indonesia

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

In 2021, we partnered with the Women's Aid Organisation to deliver online training sessions in Malaysia addressing various forms of GBV, including sexual violence, harassment, child sexual abuse and domestic violence. Building on this foundation, a series of workshops held in 2022 for management teams and workers focused on prevention and reporting mechanisms. Following these workshops, participants reported greater confidence in handling GBV-related concerns.

In Indonesia, Wilmar collaborated with the IPOA to produce the **Protecting the Rights of Women Workers in Palm Oil Plantations manual**, and training sessions were conducted on the prevention of sexual harassment and exploitation within plantations.

In 2025, we continued these efforts through regular refresher awareness sessions for WoW members and employee representatives, aimed at strengthening understanding of the various forms of violence against women, including their impacts, legal implications, reporting procedures and grievance handling mechanisms.

In West Kalimantan, we collaborated with the **Teraju Foundation** an Indonesia-based NGO active in the palm oil sector with a focus on labour rights, to organise a training programme themed "Mainstreaming Gender Equality" for union committee members and workers' union representatives from Wilmar and peer companies in the region. The programme aimed to enhance awareness, capacity and engagement among both workers and management in promoting inclusive and equitable workplace practices, with a particular focus on GBV and harassment.

#### Training and collaborative initiatives to address gender-based violence in Malaysia and Indonesia (continuation)

Participants were also equipped with practical strategies for self-protection, and the programme strengthened their knowledge of existing reporting channels, available support mechanisms, and principles of decent work and gender equality — contributing to a safer and more responsive workplace culture.

Separately, in South Sumatra, Wilmar collaborated with the Regional Government's Technical Implementation Unit for Women's Empowerment and Child Protection and the Women and Children Protection Unit of South Sumatra Police to deliver training on the prevention and handling of domestic violence and violence against women. The programme engaged 75 participants across three Wilmar operations.

As part of Wilmar's broader sustainability and human rights initiatives, Wilmar launched the **Respect in Palm pilot programme** in Indonesia in collaboration with the Action for Sustainable Derivatives (ASD). This initiative strengthens workplace policies, enhances training programmes and establishes grievance mechanisms to ensure a safe working environment for all employees.

The initiative also supports our management teams in reinforcing anti-harassment policies, developing GBV-specific grievance mechanisms and deepening partnerships with local support services.

One of Wilmar's key strategic approaches to advancing gender equality is capacity-building through targeted training initiatives.

This approach was put into practice through a dedicated training programme featuring tailored modules addressing communication styles, gender norms and violence in the workplace and domestic settings. Interactive sessions, including group discussions and role-playing exercises, enabled workers to deepen their understanding of gender-related challenges and empowered them as change agents within their communities. Supervisors, who play a critical role in shaping workplace culture, received additional training focused on recognising different forms of harassment, supporting victims and cultivating a safer and more inclusive work environment. This leadership-oriented approach ensures that anti-harassment standards are upheld at all levels of the organisation.

The pilot in Central Kalimantan concluded successfully in August 2024, delivering positive outcomes by equipping workers and supervisors with essential knowledge on effective communication, critical reflection on gender norms, as well as a clearer understanding of harassment in both professional and personal settings.

In 2024, Wilmar collaborated with the ILO to run a three-day workshop in Palembang, Indonesia, to advance workplace equity, prevent discrimination and GBV. It brought together senior management and junior staff for in-depth discussions that strengthened their understanding of gender equity, workplace rights and practical measures to maintain a safe and inclusive workplace.

### 04 Non-discriminatory, fair and equal opportunities at work and in worker representation

We are committed to promoting a workplace that upholds fairness, inclusivity and equal representation for workers. Our WoW encourage diversity and inclusion through open communication, knowledge sharing and prompt grievance management. Gender representation is embedded at all levels, with every worker-representation committee including at least one female member. Female employees are empowered to seek internal promotions and new career opportunities. To enhance transparency, we regularly communicate our **Code of Conduct** to all employees while our **Grievance Procedure** and **Whistleblowing Channel** provide confidential, secure and trusted avenues for employees and stakeholders to report incidents of discrimination.



We piloted a gender-based violence prevention programme at PT Mustika Sembuluh in Central Kalimantan, Indonesia, equipping participants with practical tools and confidence to address GBV-related concerns.

## 05 Continuous education for personal and family life improvement

We empower women in our plantations through regular education and training programmes that support personal and family well-being. WoW conduct frequent health and safety awareness sessions, covering topics such as pregnancy care and postnatal support at our learning centres. These sessions provide prenatal and postpartum guidance, including breastfeeding, breast care and infant care – equipping women with the necessary knowledge to safeguard their health and well-being during this crucial stage of life.

### Incorporating diversity, equity and inclusion in the palm oil supply chain

In 2023, Wilmar partnered with Nestlé and BSR to deliver a training programme for suppliers focusing on key DEI concepts, policies and best practices in conformity with Wilmar’s commitments and international standards. To lay the groundwork, BSR carried out a landscape assessment of DEI within Malaysia’s palm oil industry. This involved a comprehensive review of global DEI standards, relevant Malaysian regulations and industry benchmarks such as RSPO and MSPO. The landscape assessment report is available publicly and can be accessed [here](#).

Subsequently, BSR engaged local stakeholders to develop tailored training materials, surveys and action plan templates, culminating in a series of workshops designed to equip suppliers with practical tools to address DEI challenges. In December 2023, BSR facilitated an in-person workshop for Wilmar’s suppliers. The workshop provided an interactive platform for participants to engage in breakout sessions focused on DEI challenges, assessments and strategies.

A follow-up online workshop was held in May 2024, where suppliers expanded their discussions to include additional DEI topics such as discrimination and harassment. The training outcomes were positive, with participants indicating that the sessions enhanced their knowledge to address DEI issues within their organisations.

In 2019, Wilmar established the Women’s Committee Steering Group (WCSG) to advance our efforts in line with the five pillars of our Women’s Charter. This leadership body connects female leaders from key operating regions via quarterly regional meetings, enabling consistent reporting and coordination to address gender-related grievances throughout our operations.



In May and June 2025, we conducted two trainings on child sexual abuse and exploitation in Sabah, Malaysia, involving representatives from 16 supplier companies.



Our women plantation workers in Indonesia.



In 2025, Wilmar's second global "Lead Safety, Live Safety" campaign saw enthusiastic participation from our subsidiaries worldwide, reinforcing our commitment to workplace safety.

# 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

The health, safety and well-being of our employees and workers are at the heart of everything we do. Wilmar acknowledges that tasks across our operations, ranging from harvesting, machinery operation to transportation, can be physically demanding and carry inherent risks if health and safety protocols are overlooked.

To address this, Wilmar implements robust health, safety and well-being practices designed to create secure and supportive working conditions across our plantations, factories and shipping operations. By consistently benchmarking against industry standards, we identify opportunities for improvement and the integration of best practices. This proactive approach

not only mitigates risks but also boosts employee productivity, safeguards our people and maintains operational efficiency. In doing so, Wilmar reinforces our reputation as a responsible and socially conscious business, delivering benefits to both our workforce and stakeholders.

## Instilling a Culture of Safety Across Our Business

**WILMAR'S APPROACH TO EMPLOYEE HEALTH, SAFETY AND WELL-BEING IS ANCHORED IN SIX KEY STRATEGIES IMPLEMENTED ACROSS ALL OPERATIONS:**



**LEADERSHIP AND CULTURE:**

We cultivate a strong safety culture that begins with our leadership. Our leaders actively engage employees, building trust and reinforcing a collective sense of care across the organisation.



**RISK MANAGEMENT:**

We embed risk management into our business strategy to ensure that comprehensive environmental standards and mitigation measures for human and environmental resources are applied consistently across all operations.



**MONITORING, VERIFICATION AND REPORTING:**

Through an integrated global reporting platform, we collect, analyse and manage EHS data to track and report progress and performance.



**EHS MANAGEMENT SYSTEM:**

Our comprehensive EHS management system governs environmental and safety hazards, upholds legal compliance and drives continuous improvements in efficiency and productivity.



**CAPABILITIES AND COMPETENCIES:**

We strengthen our EHS expertise and awareness among employees through targeted learning and development programmes.



**COMMUNICATION AND PROMOTION:**

We promote a culture of safety and environmental responsibility through clear, consistent communication and regular engagement initiatives.

# EHS Management System

403-1, 403-4, 403-8

## Wilmar Integrated Management System (WIMS)

WIMS, Wilmar’s global EHS management system aimed at reducing workplace health and safety risks, was launched in 2017. Designed in line with ISO 14001:2015 and ISO 45001:2018 requirements, WIMS ensures consistency in EHS management across all Wilmar employees and contractors, even in regions where formal systems are not required.

WIMS’ effectiveness and implementation are reviewed annually to keep pace with evolving standards and drive continuous improvement. Regular internal audits monitor compliance and reinforce employee and contractor adherence to our EHS programmes.

In 2023, WIMS was updated to further strengthen alignment with ISO 14001 and ISO 45001, introducing processes for Contractor Management, Procurement and Management of Change, along with enhanced stakeholder engagement, risk and opportunity assessments.

Since 2022, a gap assessment tool has been deployed at the site level to identify system improvements, forming the baseline for the 2023 Corporate EHS Audit programme. In 2024, our teams across China, Indonesia, Australia and Malaysia established internal audit teams and developed their own resources and capabilities. This was followed by IMS Lead Auditor training in 2025 with 14 associates becoming certified in ISO 14001 and 45001 across India, China, Indonesia, Malaysia and Africa.

At present, 29.2% of Wilmar’s facilities are certified to ISO 14001:2015 and 24.6% are certified to ISO 45001:2018.

## EHS Committees

Wilmar’s EHS policies and performance are overseen by the Group-level Safety Leadership Team, which reviews standards and drives improvements and regularly shares best practices and lessons learned. Quarterly Group EHS meetings provide a structured platform to discuss performance and promote continuous improvement across our operations.

At the country and site levels, EHS Committees, comprising management and worker and union representatives, enable transparent communication between employees and management. These committees play a vital role in addressing EHS concerns, reviewing health and safety policies and performance, investigating accidents and making decisions on EHS programmes.

Across our operations, management engages with worker representatives and trade unions on health, safety and well-being through formal consultative groups, bipartite forums and collective agreements. For instance, Wilmar Sugar follows a legislative framework that enables union delegates and employees to raise safety concerns through

structured escalation processes. This is further supported by a formal consultative group comprising Wilmar Management, Safety Health and Environment staff, People and Culture representatives and union delegates, which meets quarterly.

In Vietnam and China, trade unions actively review occupational health and safety measures through annual labour conferences and quarterly employee representative meetings. Production sites in China also conduct annual EHS target-setting meetings with employees and regularly collect feedback through public channels to strengthen workplace safety initiatives.

To support sites in countries without national legislation, Wilmar introduced the Safety & Health Committee Guidelines in November 2023, helping standardise committee formation and meeting practices. In Malaysia, committees convene quarterly to ensure workers are adequately represented in safety discussions. In Indonesia, EHS topics are addressed at bipartite forums, complemented by initiatives such as PPE awareness programmes, training on fire safety and first aid for independent farmers.

## EHS Policies and Standards

Employees play a central role in Wilmar’s efforts to strengthen EHS management. We engage, consult and train our workforce to ensure their needs and perspectives inform the development of policies, objectives and plans for a safer workplace.

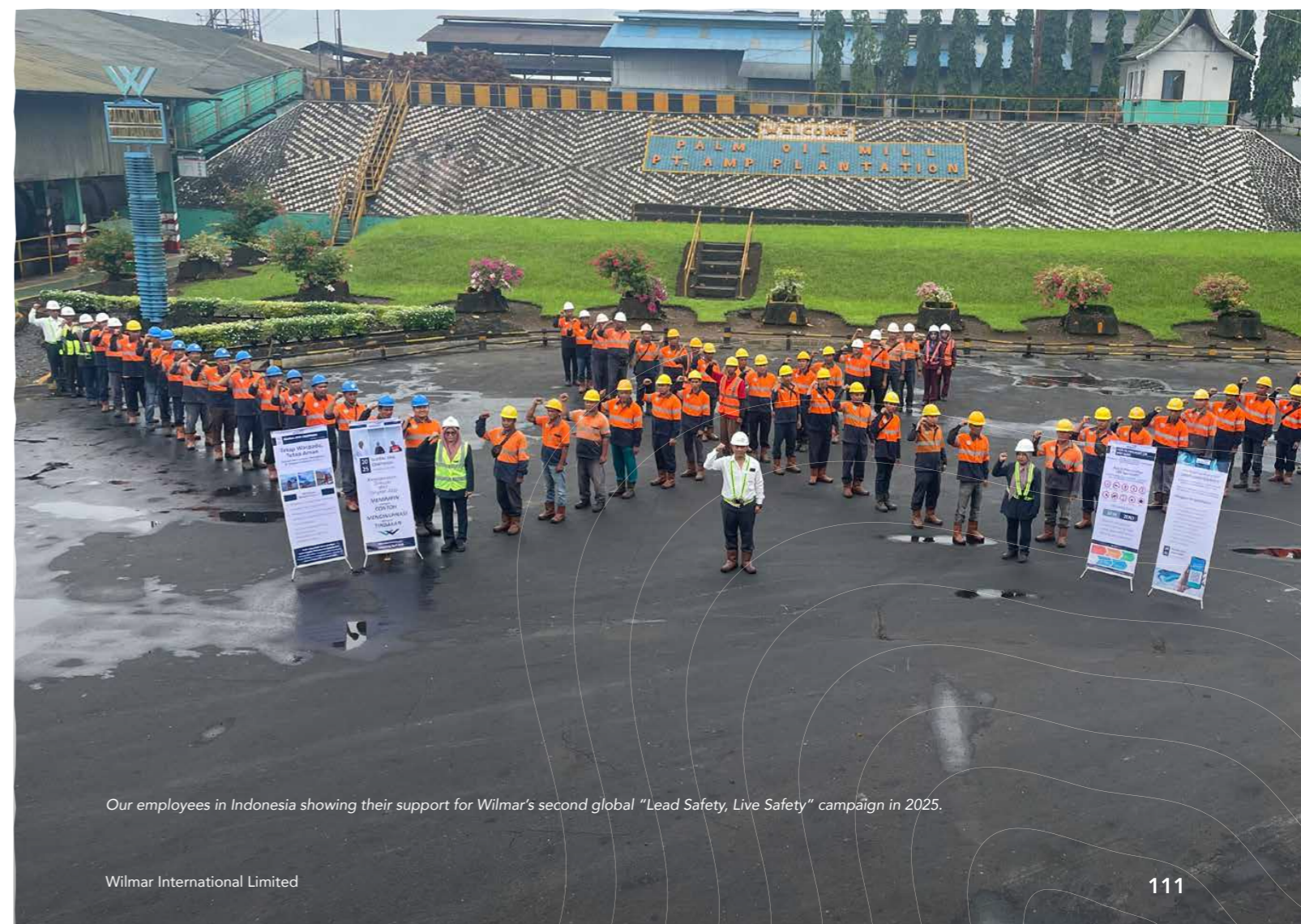
Wilmar’s EHS management strategy is supported by robust policies, including Workplace Occupational Safety & Health (OSH) Policy, the High Risk Work (HRW) Policy, Incident and Hazard Reporting Policy and Process Safety Management (PSM) Policy which provide clear expectations for compliance and effective risk mitigation. These policies and the broader OSH framework apply to all employees, contractors, contract workers and visitors under our supervision, with all standards, guidelines, gap assessment tools and training materials accessible via the Group’s SharePoint.

To drive sustained improvement, Wilmar publishes and reviews safety standards on an annual basis. In 2025, new standards introduced included the Bulk Material Handling and Storage Standard and the Wilmar Fire System Standard. The Group also reviewed the existing Machine Safety Standard and issued two new supporting guidelines on Machine Safety – Identifying Hazards and Machine Safety – Guarding and Other Safety Devices.

All standards and guidelines are implemented at the site level through gap assessments, following the Plan, Do, Check & Act (PDCA) approach. Wilmar is also working towards attaining at least 95.0% compliance with its HRW standards<sup>36</sup>, with the HRW campaign launched in 2025 achieving a score of 85.3% in the latest gap assessment. These standards are available on the SharePoint and Enablon.

At Wilmar’s Singapore headquarters, our Executive Directors serve as the key liaison between the Health, Safety, Security and Environment (HSSE) Department and the Board of Directors. They oversee the implementation of the Group’s workplace safety and health (WSH) Policy and action plan as well as compliance with the Singapore Government’s Approved Code of Practice on Chief Executives’ and Board of Directors’ WSH Duties, effective from 31 October 2022. The Board receives regular incident reports, reviews WSH matters and approves related policies, demonstrating leadership commitment. Supporting this, the Safety Committee, with the aid of a dedicated HSSE portal, provides employees with quick access to key resources such as policies, risk assessments and incident reporting tools.

<sup>36</sup>This target covers both employees and contractors.



Our employees in Indonesia showing their support for Wilmar’s second global “Lead Safety, Live Safety” campaign in 2025.

“  
 Wilmar’s EHS policies and performance are overseen by the Group-level Safety Leadership Team, which reviews standards and drives improvements.”

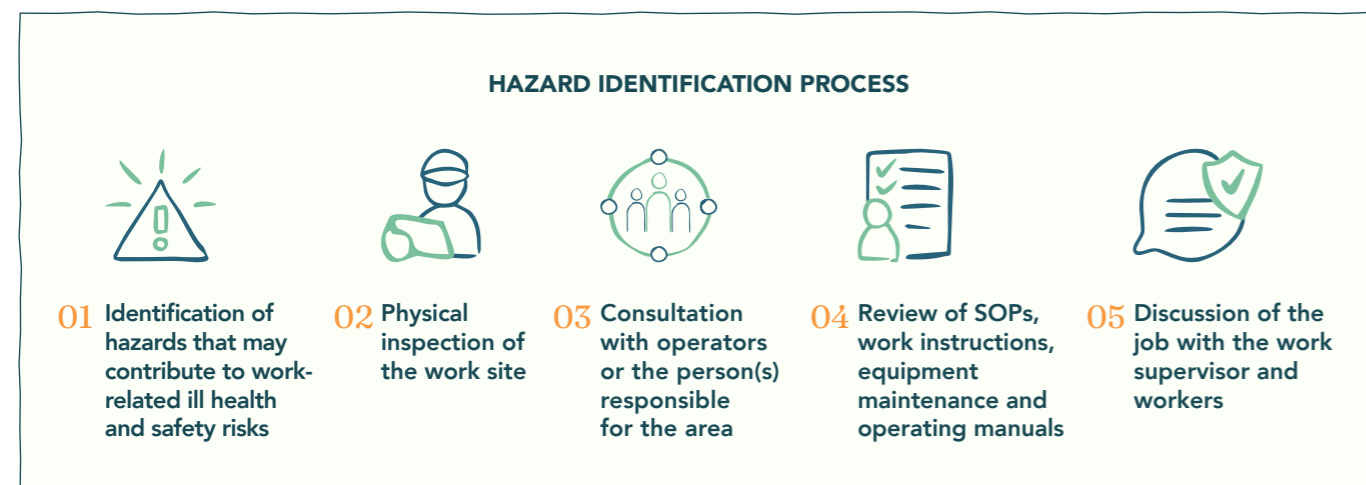
# Hazard Identification and Risk Assessments

403-2, 403-3, 403-7

Mitigating harm begins with the continuous, proactive identification of potential hazards and effective risk management. Wilmar upholds this through Job Safety and Environmental Analysis (JSEA) standards and tools, which enable consistent risk controls and the timely detection of EHS hazards across all sites.

## Hazard Identification Process

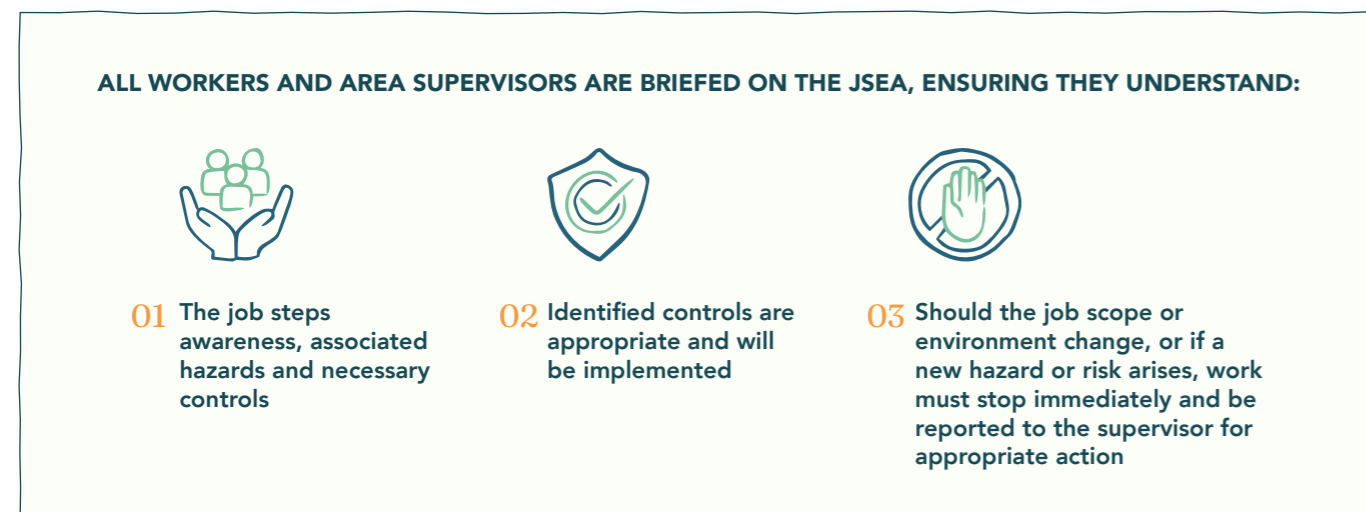
Hazards and risks are identified for every step of the job on both a routine and non-routine basis and recorded on the JSEA form. Each step may involve multiple hazards and risks. This process also includes the identification of potential hazards that may result in work-related ill health, enabling proactive measures to prevent occupational illnesses.



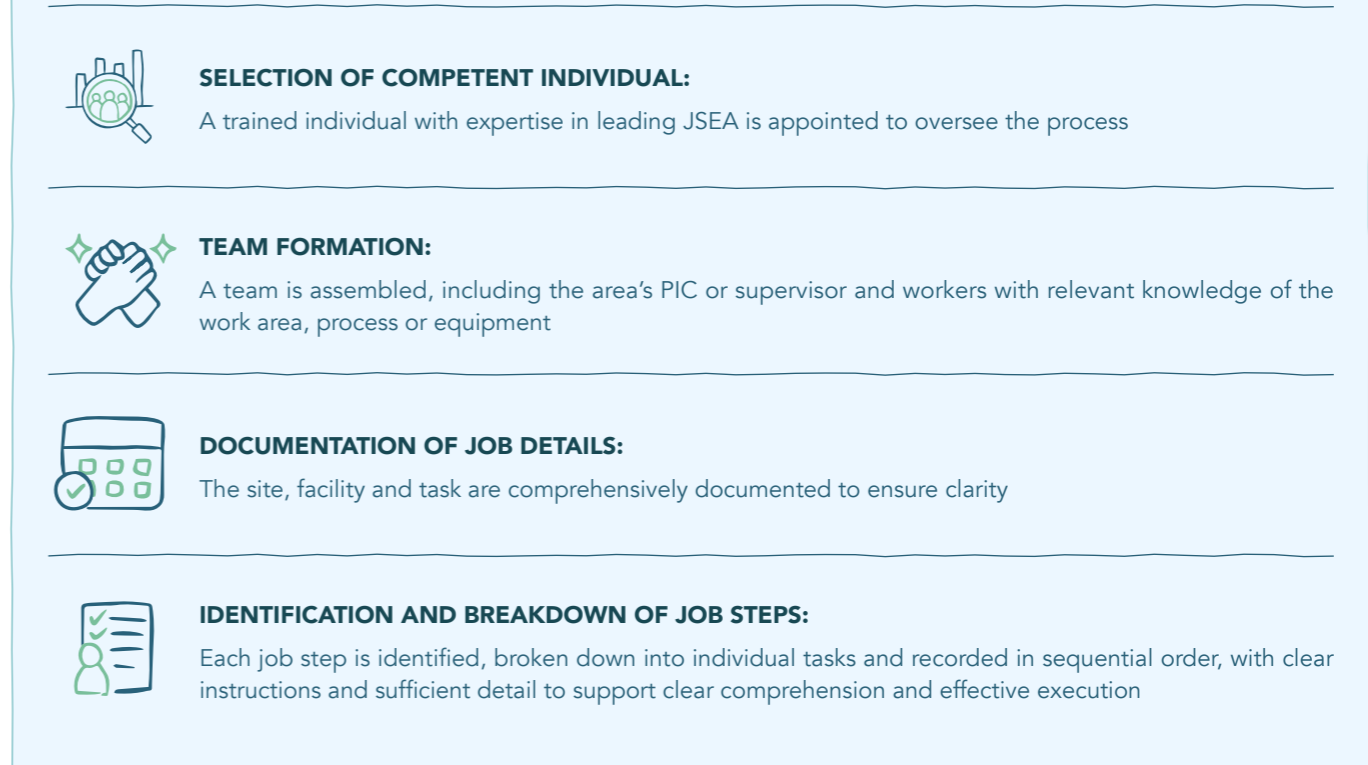
## Risk Assessments

Wilmar is committed to eliminating hazards at their source through the hierarchy of controls, rather than responding only to incidents. Residual risk – the level of risk remaining after controls are applied – is assessed using a Risk Matrix, which evaluates the likelihood and potential consequences of identified hazards. Our goal is to reduce risks to As Low As Reasonably Practicable, and work cannot proceed if residual risk remains high without additional controls or written approval from the Group Technical Head.

Qualified personnel conduct risk assessments in line with national and ISO standards. These assessments, carried out by trained individuals and audited for quality, help identify and mitigate work-related hazards by informing improvements to WIMS, risk controls, SOPs and targeted training initiatives.



### RISK ASSESSMENT PROCESS FOR EXISTING AND NEW OPERATIONS AND PROJECTS



Falls from height remain one of the highest operational risks globally, with potential for serious injury or fatality. In response, Wilmar launched a Global Action on Fall Prevention in 2024, introducing comprehensive checklists and mitigation strategies based on the hierarchy of controls for high-risk scenarios such as working on rooftops, scaffolds, silos and trucks or tankers.

At the core of the programme is the use of the hierarchy of control as the primary framework for risk reduction. This approach enables more reliable and comparable residual risk ratings, driving greater emphasis on elimination and engineering controls. Practical job aids further support sites in selecting and implementing effective controls aligned with the nature of their work.

Expanding these efforts in 2025, Wilmar's operations in multiple sites, including Shree Renuka Sugars (India), Fiji, New Caledonia, Indonesia, Malaysia, Ghana upstream and Goodman Fielder New Zealand, implemented practical upgrades such as proper staircases, guardrails, lifelines and automatic tank gauges to eliminate the need for climbing. These 2025 enhancements have further reduced fall risks, strengthened operational safety and reinforced a culture of proactive hazard management. The initiative's effectiveness is evident in China, where we maintained zero incidents of serious injury and fatality (SIF) cases and lost-time injuries (LTI) related to falls since 2024.

To reinforce accountability and assurance, the programme also introduces a structured process for reviewing risk reduction assessments and verifying the ongoing effectiveness of controls. Together, these measures support our continued shift towards a more preventive, systems-based approach to safety management and reinforce Wilmar's commitment to eliminating high-consequence incidents before they occur.

In 2025, Wilmar launched a strengthened Hierarchy of Control guideline programme, aimed at strengthening how Serious Injury and Fatality potential (SIFp) risks are identified, assessed and managed across our operations. The programme establishes a consistent approach to assessing initial SIFp risks, ensuring that likelihood and consequence ratings are applied consistently to accurately reflect true risk exposure.

**“**  
*In China, we maintained zero incidents of serious injury and fatality (SIF) cases and lost-time injuries (LTI) related to falls since 2024.*  
**”**

## Enhancing Risk Management through Worker Engagement

Actively engaging our workers in safety processes continues to be central to Wilmar's approach to risk management. Employees play a hands-on role when participating in risk assessments and incident investigations, as well as reporting near-misses, providing critical operational on-the-ground insights. Their feedback also informs improvements in areas such as procurement and contractor services, helping to refine hazard identification and strengthen risk management practices.

Workers are encouraged to remove themselves from any situation they deem unsafe, with the assurance of protection against any reprisals for reporting work-related risks or unsafe conditions. This right is embedded within Wilmar's Factory & Construction Life Saving Rules (LSR), which establish consistent standards for risk management and hazard identification across all manufacturing and construction sites.

Introduced in August 2024, the LSR framework reinforces incident prevention through the Stop Work Authority, granting workers the responsibility and authority to act immediately upon the identification of potential harm. The framework is supported by a suite of practical tools and learning resources such as the 10 Key Life Saving Rules, an interactive Learning Management System (LMS)-LSR Module, LSR Illustration Posters and LSR Spot-on Inspections via Enablon. Together, these tools enhance worker safety awareness, visualisation of site hazards and the facilitation of timely interventions to prevent incidents before they occur.

Building on this foundation, in 2025, the LSR Inspection programme continued to gain strong traction across Wilmar, achieving over 90.0% global implementation and full adoption across all regions. The widespread uptake was accompanied by a significant increase in workforce engagement, with LSR submissions rising from approximately 242 in Q4 2024 to over 3,200 submissions in 2025 – an increase of over 13-fold – reflecting stronger safety ownership at the site level.

Data from submissions are also now consolidated through a centralised Tableau dashboard, enabling country teams and leadership to monitor trends and performance, assess the effectiveness of HRW and Safe Systems of Work (SSOW) controls and implement targeted interventions where needed. As a result, visibility into HRW compliance has significantly improved, supported by digital tools that enable self-regulation, inspection and management review.

Collectively, these developments represent a significant step in embedding consistent safety expectations. They also reinforce leadership accountability and foster a proactive safety culture, strengthening our ability to identify risks early and prevent serious incidents and fatalities.

## Health and Safety Training

403-4, 403-5

We believe that building a strong safety culture begins with training. At Wilmar, health and safety training forms the cornerstone of our efforts to strengthen employee EHS awareness and knowledge of our established standards and systems, thereby minimising workplace incidents. All employees are required to undergo mandatory EHS induction training covering Wilmar's policies, local legislation and risk management processes. We further reinforce our organisational safety culture through regular refresher sessions and easily accessible educational materials in local languages, ensuring employees are kept up to date on the latest safety requirements and best practices.

Complementing these efforts, Wilmar launched its global Occupational Health and Safety (OHS) campaign – Lead Safety, Live Safety – in April 2025. The campaign engaged over 28,000 employees across 24 countries, promoting leadership commitment and engagement. The campaign achieved tangible results: more than 2,400 leaders completed the 14-day Safety Leadership Challenge, 8,744 employees participated in fire safety activities and 162 improvement projects were completed, while over 1,000 employees received OHS awards for their contributions to workplace safety.

## Global E-learning Programme

Digital learning continues to play a vital role in sustaining these efforts. Through Wilmar's global e-learning programme delivered via our LMS, employees can access comprehensive training materials and assessment tools to perform their roles safely and effectively. Available across 20 countries and regions, the programme continues to expand, adding one new EHS course in 2025 to the existing 25 courses, now totalling 68 learning modules. In the same year, over 300 new users were onboarded, and over 20,000 employees successfully completed EHS courses, underscoring our commitment to fostering a well-informed and safety-conscious workforce.

## Protecting Worker and Employee Health

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Supporting the health and well-being of our workforce through accessible and affordable healthcare is a central focus for Wilmar. Across most operations, employees are provided with health insurance, with some policies extending coverage to family members. In addition, many sites offer group personal accident insurance to provide extra financial security in the event of accidents.

Healthcare delivery at our sites is designed to be both timely and effective. Employees at our plantations have free access to on-site clinics, while partnerships with nearby hospitals ensure medical care is available where on-site facilities are not present.

Mandatory annual medical check-ups are conducted for most employees to help maintain overall workforce health, while ongoing assessments for specific roles proactively address risks associated with hazardous tasks.

To meet the unique needs of plantation environments, Wilmar has established Plantation Health and Wellness Committees at both country and site levels. These committees help strengthen healthcare systems and services tailored specifically for plantation workers, reinforcing our broader commitment to employee health and well-being.

### IN OUR AUSTRALIA AND NEW ZEALAND SUGAR BUSINESS, WE HAVE A COMPREHENSIVE EHS PROGRAMME THAT COVERS THE FOLLOWING SIX ELEMENTS<sup>37</sup>:



**Pre-Employment Health Assessments**



**Health Surveillance**



**Injury Management**



**Drug Abuse**



**Alcohol and Fatigue Management**



**Social Programmes and Preventative Health Assessments**

### Strengthening Employee Well-being through Preventive Health Screening

At Wilmar's operations in Ghana and selected sites in India, regular health screening initiatives were implemented to support early detection and preventive care for employees. These programmes provided access to essential medical and dental check-ups, helping employees better understand and manage their health.

By taking a proactive approach to employee well-being, the initiative supports healthier workplaces, helps reduce the risk of future health-related absenteeism and medical costs, and reinforces Wilmar's commitment to safeguarding the long-term health of its workforce.

## Health and Safety Initiatives

Wilmar implements a comprehensive range of health and safety initiatives across the Group, building on our established policies and procedures.

Digital technologies play a critical role in strengthening Wilmar's EHS capabilities. By capturing and integrating EHS data into our organisational systems, we are able to monitor trends, track performance and anticipate potential risks. This data-driven approach supports proactive incident prevention and reduces injury rates, ultimately contributing to safer working conditions across our operations.

In addition, we have introduced site-specific interventions to further enhance safety on the ground. Measures such as refining harvesting procedures, upgrading tools and increasing awareness of risks and safety practices among plantation workers help to address local hazards and reinforce a culture of safety.

<sup>37</sup> 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

## CHINA

### Driving Digital EHS Excellence

In China, a modular and intelligent digital EHS Management System was introduced to enhance the management of a broad spectrum of environmental, health and safety risks. The system integrates real-time data and risk alerts to support informed decision-making and continuous improvement. By documenting all EHS activities, it strengthens compliance with domestic and international regulations while reducing audit risks. Automated workflows and paperless processes improve operational efficiency and cross-functional collaboration, while embedding safety responsibilities into daily operations ensures that personnel at all levels can act on hazards and are held accountable. This approach has fostered a stronger safety culture and reinforced proactive risk management across sites.

### Automating Tarping to Improve Safety

An automated tarping system was implemented at our China sites to replace the manual process of securing tarps at height. Operators can now unfold and secure tarps from the ground using a remote control, eliminating the need to climb onto vehicles. This advancement has not only reduced the risk of falls but has also increased tarping efficiency by over 30.0%, allowing a single operator to complete tasks independently. The initiative sets a benchmark for automating high-risk operations, combining inherent safety improvements with operational efficiency and serves as a replicable model for other sites.

## GHANA

### Upgrading Labour Transport Safety

At the Ghana upstream site, labour buses were upgraded to improve both safety and comfort. Enhancements included seatbelts and improved ventilation, providing employees with a safer and more comfortable mode of transport. These improvements have contributed to better employee experience and reduced transportation-related safety risks across the site.

## NEW ZEALAND

### Strengthening HRW Oversight

At our New Zealand Sugar site, the HRW audit programme was expanded in 2025 to incorporate all aspects of LSR. Senior leadership was actively involved in the audits, demonstrating a commitment to proactive engagement and accountability at the front line. Alongside this expansion, a Critical Controls Compliance dashboard was developed to track two key controls for each HRW topic. Identified gaps were recorded in Enablon and monitored until full closure, enabling the site to strengthen governance and ensure consistent safety standards across operations.

### Enhancing Fleet Safety

In 2025, Goodman Fielder New Zealand launched a strategic safety initiative to enhance driver and vehicle safety across its fleet through the deployment of the E-Road2 telematics system and E-Road Inspect digital pre-trip inspections. The system enables real-time monitoring of driver behaviour, vehicle performance and route compliance, allowing for proactive intervention and improved operational oversight. Pre-trip inspections are digitised, ensuring that vehicle faults are promptly identified and addressed. By integrating these advanced technologies, the site has strengthened fleet safety, reduced fatigue-related incidents and increased visibility for both company and contractor vehicles.

## INDONESIA

### Mechanising Plantation Operations

In Indonesia, the introduction of grabber mechanisation equipment transformed plantation loading operations by reducing the reliance on manual handling. This mechanisation improved operational efficiency while mitigating ergonomic and physical risks, contributing to the overall well-being of employees. The initiative also aligns with Wilmar's broader sustainability and ESG commitments by promoting safer work practices and supporting continuous improvement in occupational health.

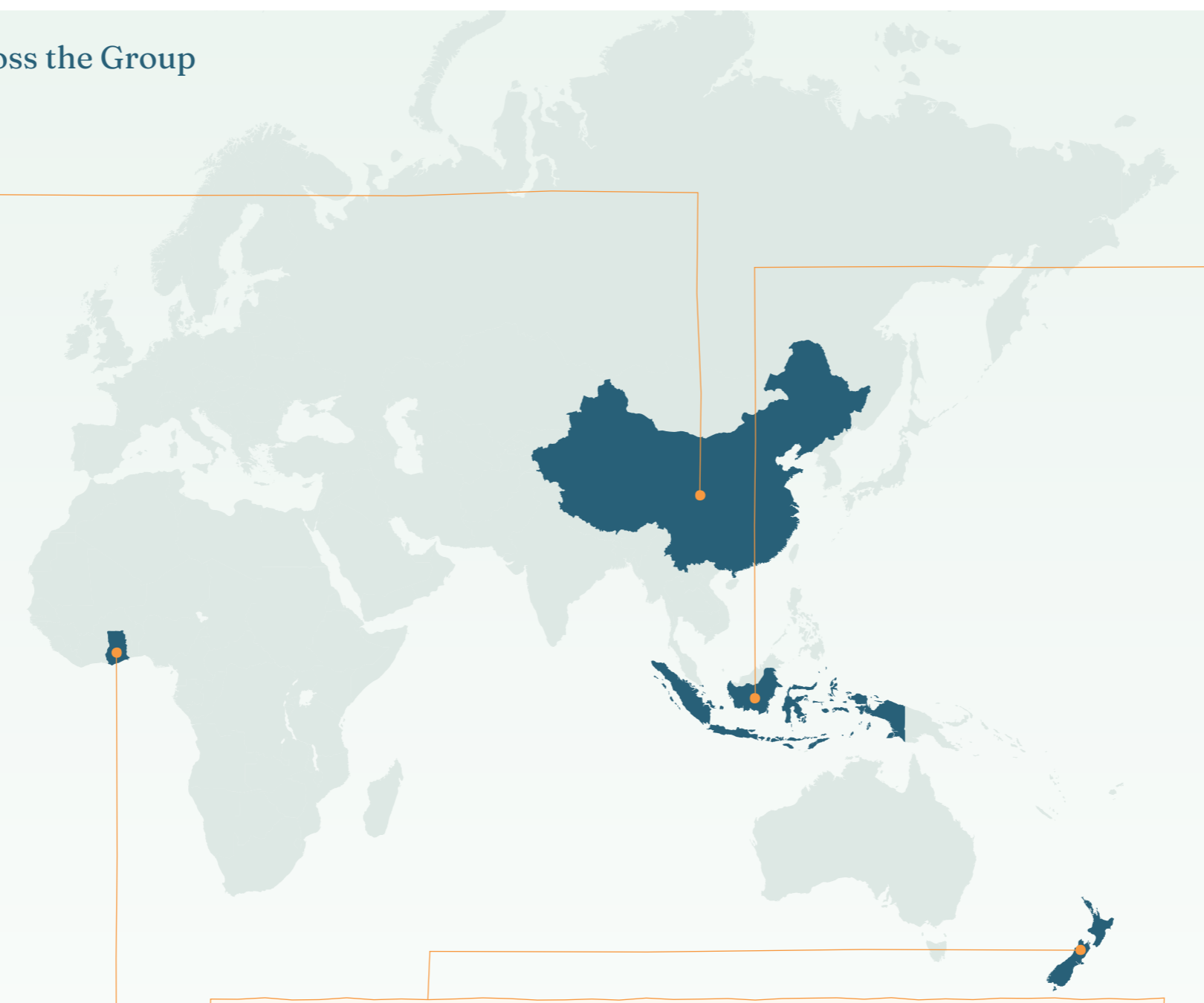
### Strengthening HIV/AIDS and Tuberculosis (TB) Awareness and Support in Our Workforce

We continue to strengthen our commitment to health and inclusivity across our plantations in Indonesia through comprehensive HIV/AIDS and TB prevention and support programmes. Anchored in a company-wide policy that is reviewed and communicated annually, these initiatives ensure sustained awareness and understanding, while complying with Indonesian Ministry of Manpower regulations, which require employers to actively implement HIV and TB prevention efforts in the workplace.

For HIV/AIDS, our programmes emphasise creating supportive, stigma-free workplaces. They include clear policy guidance, standard operating procedures, ongoing employee education, non-discrimination practices as well as counselling and screening services conducted in partnership with local health centres or hospitals. Treatment and recovery support are provided to employees living with HIV, helping foster a culture of dignity, safety and well-being.

Wilmar's TB prevention initiatives focus on reducing workplace transmission through promotive and preventive activities. These include awareness campaigns, employee education, screenings and collaboration with partner health facilities to ensure early detection and access to treatment, demonstrating Wilmar's proactive approach to protecting workforce health.

Wilmar's commitment to these initiatives is embedded in our company policies, supported by enhanced internal communication and the rollout of targeted education, referral pathways and support mechanisms that safeguard employee dignity and privacy.



# EHS Incident Reporting and Investigations

## Our Digital EHS Reporting Platform

Wilmar has been using Enablon since 2016 to establish a comprehensive global EHS reporting platform across all sites under our operational control. This platform enables Wilmar to actively manage risks and drive operational efficiencies by collecting and analysing data, tracking EHS action plans and ensuring compliance with applicable laws. To enhance field-level engagement, the Enablon Go Mobile App allows employees to seamlessly report incidents and behaviour-based observations, further strengthening our proactive safety management.

Wilmar has set a target to increase the reporting rate for hazards<sup>38</sup> and near misses<sup>39</sup> by 40.0% by 2025, with 2020<sup>40</sup> as the baseline year. We also aim to achieve a closure rate of over 90.0% for all cases reported through our EHS platform.

Between 2020 to 2025, 693,617 cases of near misses and hazards were reported, with a closure rate<sup>41</sup> of 99.3% for all reported cases.

- Hazard and Near Miss Reporting: Reporting increased by 151.2% compared to the 2020 baseline, reflecting improved awareness and proactive risk identification across our operations.
- Corrective Action Closure: A high closure rate of 98.5% was achieved in 2025, demonstrating timely resolution of identified hazards and prevention of incident escalation.

YEAR	REPORTED CASES	CLOSURE RATE (%)	INCREASE VS 2020 BASELINE (%)	YEAR-ON-YEAR INCREASE (%)
2020	62,188	99.9	-	-
2021	88,049	99.9	41.6	41.6
2022	118,111	99.8	89.9	34.1
2023	128,649	99.8	106.8	8.9
2024	140,420	98.1	125.8	9.1
2025	156,200	98.5	151.2	11.2
TOTAL	693,617	99.3	-	-

By consistently prioritising the reporting of hazards and near misses, Wilmar demonstrates a robust safety culture and a proactive commitment to identifying and preventing workplace incidents.

<sup>38</sup>Hazards refer to anything that could cause harm.

<sup>39</sup>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.

<sup>40</sup>This target covers both employees and contractors.

<sup>41</sup>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.

In 2025, we made significant progress in our EHS IT capabilities, with a strong focus on enhancing user capability and data analytics:

- Face-to-face workshops: Delivered in-person workshops to Enablon champions from 14 countries, alongside online webinars, to strengthen end-user capabilities.
- Advanced Data Analytics: Tableau Visual Analytics tool has been adopted in 2025 for advanced data analytics and insights for timely intervention.

Enablon had approximately 4,525 active users as of the end of 2025, demonstrating increasing adoption and engagement. We continue to enhance the platform's capabilities, including the deployment of additional modules such as Management of Change, Risk Management, Audit, Inspections and the GO Safety app across all operations.

### Serious Injury & Fatality Potential (SIFp) Reporting & Intervention

SIFp reporting, launched in 2022, promotes the early identification and reporting of potential serious injuries at the site level, preventing them from escalating into real events.

In 2024, to further strengthen this approach, the SIF Intervention & Reporting Matrix was implemented globally. This matrix provides a structured framework to conduct a deeper analysis of exposure patterns, control effectiveness and intervention opportunities. Through this approach, management and the EHS team are able to identify priority risk areas, focus on critical safety system and allocate resources towards the most significant risk exposures.

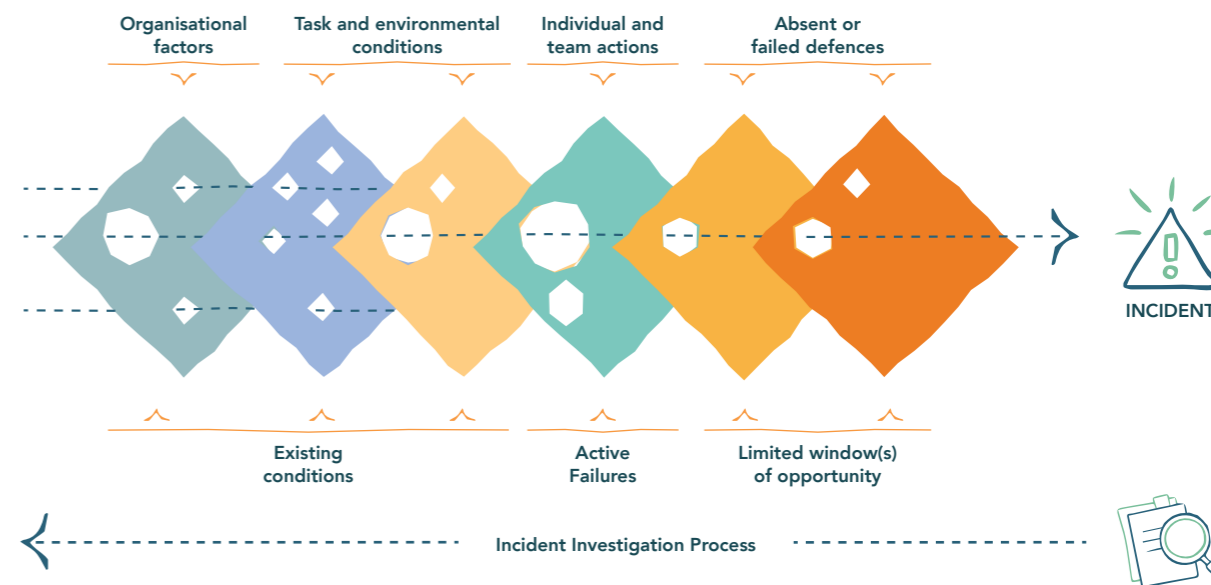
Building on this foundation, the SIFp quadrant has been fully embedded from 2024 through to 2025, marking a shift from reactive identification to proactive reporting and staged mitigation. This transition has strengthened risk visibility, facilitated earlier interventions and contributed to measurable reductions in serious injury and fatalities, particularly in areas where controls are most mature.

Our performance in 2025 reflects the effectiveness of this proactive approach. In our upstream operations, Indonesia and Ghana have demonstrated strong SIFp maturity, with proactive identification and mitigation clearly reducing SIF outcomes. Downstream operations in India, China and Malaysia have also recorded positive trends, where improved SIFp reporting has translated into earlier controls and improved safety performance.

### Incident Reporting and Investigation Standard

At Wilmar, every incident report is treated with the utmost seriousness. We conduct proactive and thorough investigations to identify gaps and weaknesses in our systems.

The diagram below provides a visual representation of our incident investigation process, illustrating how we determine and address root causes:



Our Incident Reporting and Investigation Standard provides a clear framework for managing incidents, encompassing the:

- Reporting of incidents, including hazards and near misses
- Investigation and management of incidents
- Implementation of Corrective and Preventive Actions (CAPA) to address the root causes and prevent recurrences

In the event of an incident, a specialised investigation team is assigned to gather evidence and perform a root cause analysis. The team then recommends CAPA to mitigate the risks identified based on the findings from the analysis. All incidents are documented in Enablon and the follow-up and implementation of CAPA are carefully monitored until the issue is fully resolved.

## Global EHS Audit Programme

Wilmar’s Global EHS Audit programme, launched in 2023, provides group-level assurance to ensure that high-risk sites such as oilseed crushing plants, tropical oil refineries and flour mills implement WIMS and our HRW practices, as well as comply with environmental standards. Phase 1, covering a three-year period, encompasses 68 plants across China, Indonesia and Malaysia. In 2025, we further audited 21 high-risk sites across these regions.

Following the audit exercise, each site was assigned a comprehensive audit score, reflecting overall performance and highlighting areas for improvement. Audit findings were closely tracked and monitored until fully resolved. Auditors also verified the effectiveness of corrective actions, ensuring long-term and sustainable improvements.

The programme’s audit scope covers both employees and contractors at audited sites, representing 100% coverage of these worker groups within the selected high-risk operations and representing 13.0% of our global key operations within Phase 1.

Beyond auditing, we provide coaching to site teams to strengthen their knowledge and capability in implementing management systems and managing on-site risks effectively.

## Our Performance

403-9

Wilmar remains dedicated to eliminating fatalities and cultivating a strong safety culture across all operations. Since 2023, we have implemented a Safety Leadership Development Programme, designed to equip business and operational leaders with the knowledge and tools to effectively address EHS challenges. The programme promotes best practices and fosters a shared understanding of the scale of transformation needed to achieve lasting safety improvements.

Wilmar commits to zero cases of employee and contractor work-related fatalities. However, in 2025, we regrettably recorded five<sup>#</sup> work-related fatalities involving employees and contractors — including two<sup>#</sup> in oil palm plantations, one<sup>#</sup> in a sugar mill, one<sup>#</sup> in a palm oil mill and another one<sup>#</sup> in a factory. The latter two<sup>#</sup> incidents involved contractors – one resulted from a fall from height while the other involved a contractor who was fatally injured by a blown-off filter. The most common causes of fatalities were related to falls from height, accidents involving equipment and lapses in safety processes.

As of 2025, 97.0% of assigned employees – equivalent to approximately 2,052 individuals – have completed the programme. To further strengthen our safety culture, we continue to organise focused workshops for managers and line leaders, alongside the rollout of additional safety behaviour programmes across multiple regions.

In addition, two other fatalities were recorded: one involving a contractor who fell from height, and another involving a contractor who was struck by a steel pipe during unloading activities. Both incidents occurred at a construction greenfield site during the preparation phase. Separately, in 2025, one incident classified as a “non-OHS recordable but significant event” resulted in two fatalities involving third-party service provider. Any loss of life or harm to our workers, whether directly employed or contracted, is deeply upsetting and unacceptable to Wilmar. These incidents reinforce the importance of our safety initiatives and strengthen our resolve to foster a culture of accountability, vigilance and continuous improvement.

Despite our ongoing efforts to strengthen safety leadership and culture, incidents and injuries were still recorded during the year. Wilmar’s disclosures on reportable injuries<sup>42</sup> cover our plantations, mills, factories and warehouses. We recognise that maintaining a safe workplace requires continuous improvement and vigilance across all operations.

<sup>42</sup> 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.

<sup>#</sup> Limited assurance conducted by EY.

## Fatalities<sup>43</sup>

	EMPLOYEES		CONTRACTORS	
	FATALITIES	FATALITY RATE PER 200,000 HOURS WORKED	FATALITIES	FATALITY RATE PER 200,000 HOURS WORKED
OIL PALM PLANTATIONS	2 <sup>#</sup>	0.004	0 <sup>#</sup>	0.000
PALM OIL MILLS	0 <sup>#</sup>	0.000	1 <sup>#</sup>	0.115
SUGAR PLANTATIONS	0 <sup>#</sup>	0.000	0 <sup>#</sup>	0.000
SUGAR MILLS	1 <sup>#</sup>	0.019	0 <sup>#</sup>	0.000
FACTORY	0 <sup>#</sup>	0.000	1 <sup>#</sup>	0.002
WILMAR	3 <sup>#</sup>	0.003	2 <sup>#</sup>	0.004
TOTAL FATALITY RATE	0.003			

## Lost Time Injury

Wilmar recorded a 46.6% decrease in LTIR compared to 2020, reflecting continued progress from 0.92<sup>^</sup> in 2020 to 0.49<sup>#</sup> in 2025, despite increased reporting across our global operations. This improvement underscores the effectiveness of our targeted Lost Time Injury (LTI) Intervention Programme implemented in our upstream operations.

### Lost time injury

	EMPLOYEES		CONTRACTORS	
	TOTAL LTI	LTIR PER 200,000 HOURS WORKED	TOTAL LTI	LTIR PER 200,000 HOURS WORKED
OIL PALM PLANTATIONS	485	1.03 <sup>#</sup>	10	0.37 <sup>#</sup>
PALM OIL MILLS	50	0.76 <sup>#</sup>	3	0.35 <sup>#</sup>
SUGAR PLANTATIONS	0	0.00 <sup>#</sup>	0	0.00 <sup>#</sup>
SUGAR MILLS	48	0.92 <sup>#</sup>	3	0.11 <sup>#</sup>
FACTORY	168	0.29 <sup>#</sup>	45	0.11 <sup>#</sup>
WILMAR	751	0.64 <sup>#</sup>	61	0.13 <sup>#</sup>
TOTAL LOST TIME INJURY RATE	0.49 <sup>#</sup>			

<sup>43</sup> Wilmar includes fatalities as a result of work-related ill health in the calculation of the number of cases of recordable work-related ill health. Nonetheless, in 2025, there were no cases of work-related ill health that resulted in fatalities among both employees and contractors.

<sup>#</sup> Limited assurance conducted by EY.

<sup>^</sup> Figure has been restated due to incorrect manhours being reported for FY2020.

Permanent disability

	EMPLOYEES		CONTRACTORS	
	PERMANENT DISABILITY	PERMANENT DISABILITY PER 200,000 HOURS WORKED	PERMANENT DISABILITY	PERMANENT DISABILITY PER 200,000 HOURS WORKED
OIL PALM PLANTATIONS	0	0.000	0	0.000
PALM OIL MILLS	2	0.030	0	0.000
SUGAR PLANTATIONS	0	0.000	0	0.000
SUGAR MILLS	0	0.000	0	0.000
FACTORY	5	0.008	0	0.000
WILMAR	7	0.006	0	0.000
<b>TOTAL PERMANENT DISABILITY RATE</b>	<b>0.004</b>			

### Work-Related Ill Health

Wilmar monitors work-related ill health and fatalities across all operations as part of our commitment to employee health and safety. Key work-related hazards have been identified through our **Hazard Identification Process**, and include heat stress, exposure to hazardous substances and manual handling.

During the reporting period, three cases of work-related ill health were recorded, with no fatalities arising from work-related conditions. The primary contributing hazards were heat stress and manual handling. Insights from these cases will be used to guide targeted preventive measures, enhance existing controls and further strengthen the health and well-being of our workforce.

	EMPLOYEES		CONTRACTORS	
	WORK-RELATED ILL HEALTH LTI	FATALITIES	WORK-RELATED ILL HEALTH LTI	FATALITIES
OIL PALM PLANTATIONS	0	0	0	0
PALM OIL MILLS	0	0	0	0
SUGAR PLANTATIONS	0	0	0	0
SUGAR MILLS	1	0	0	0
FACTORY	1	0	1	0
WILMAR	2	0	1	0



Our Malaysian employees showing their support for Wilmar's second global "Lead Safety, Live Safety" campaign in 2025.

# Promoting Employee Wellness

403-6

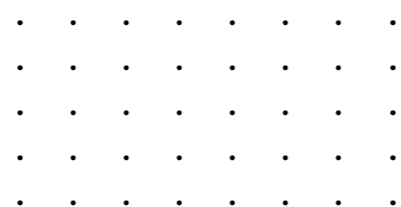
Wilmar places strong emphasis on the holistic well-being of employees, recognising that both physical and mental health are essential for cultivating a positive workplace culture. Our approach to well-being extends beyond occupational safety to encourage healthier lifestyles and sustainable habits, promoting happiness, health and work-life balance.

Across our global operations, we offer a wide range of well-being initiatives, including programmes on smoking cessation, physical exercise, nutrition, vaccinations and mental health, as well as awareness campaigns on domestic violence. To ease the demands on employees who are parents or caregivers, we offer flexible working hours and part-time arrangements that promote a family-friendly and inclusive workplace culture.

Wilmar also offers practical support facilities for working parents including childcare and lactation facilities at various sites. In YKA offices, Mommy Huts and baby-changing rooms offer private, well-equipped spaces for up to five nursing mothers at a time, while similar lactation facilities are available in our offices in Singapore, Australia, Vietnam and Europe. At factory locations in China, YKA also provides nutritious maternity meals for expectant employees.

Beyond parental facilities, YKA offers free dormitory accommodation for many factory employees, complete with gyms, badminton halls, reading rooms and canteens. Shuttle bus services between dormitories and factories further help to reduce commuting stress and living expenses, supporting employees' overall well-being and work-life balance.

To further encourage healthy and active lifestyles, Wilmar regularly organises sports and fitness activities such as basketball, football, badminton, table tennis and yoga classes. These activities not only promote physical health but also strengthen team cohesion and foster networking opportunities through collaboration with external partners.



## Workplace Wellness Programmes: A Global View

### AUSTRALIA

In 2025, Goodman Fielder Australia progressively enhanced the Health & Wellbeing programme, adopting a comprehensive approach through a unified strategy known as Better Me. This initiative reflects an ongoing commitment to supporting every facet of employee well-being, for both waged and salaried employees. The programme centres around the six pillars of wellness:

- Physical Wellness: Seated massages, nutrition coaching, ergonomic workstation assessments, injury prevention consultations, health evaluations, personalised wellness coaching and first aid training
- Mental Wellness: R U OK? Educational session, Telus Health Employee Assistance Programme, Mental Health Training at all sites
- Financial Wellness: Superannuation learning sessions, novated car leasing Q&A with our vendors, health insurance discounts
- Work/Life Wellness: Flexible work arrangements, parental leave policy and flexible work rosters for our manufacturing teams
- Career: Onboarding programmes, long service leave, service awards and retirement as well as training programmes
- Community: Volunteer leave, charity initiatives and DEI events and working groups

In our 2025 Engagement survey, 74.0% of employees were in strong agreement that employee well-being is a priority at Goodman Fielder Australia. This is further evidenced by the fact that our Employee Benefits programmes information is the most visited content across our employee intranet.

During our Good Start onboarding process, all new employees, both frontline and office-based personnel, are given information on how to access our well-being and employee benefits and services such as health insurance advice, superannuation information and our 24/7 Employee Assistance Programme delivered through Telus Health.

### CHINA

Factories such as Jinhai Food Factory have implemented comprehensive measures to safeguard employee health, safety and well-being. For instance, it has strengthened its occupational disease prevention framework through a structured system comprising pre-employment training, annual refresher training and ongoing health monitoring. Employees in roles exposed to risks such as dust, noise and chemicals undergo enhanced occupational health examinations in addition to annual health check-ups to support early detection and intervention.

Jinhai Food Factory also enforces strict health certificate management for employees in product-contact roles and continues to improve employee living conditions, including upgrading dormitory facilities and implementing heat-stroke prevention measures during high-temperature periods. To ensure workplace safety, labour protection equipment is provided based on job-specific risks, supported by regular training, inspections and audits to ensure proper use and maintenance.

To support employee well-being, Jinhai Food Factory regularly conducts cafeteria satisfaction surveys and maintains a rapid feedback mechanism to improve dining experiences. It also promotes a positive workplace culture through diverse recreational and team-building activities, including sports leagues, jogging challenges and hiking events, as well as family-oriented programmes and traditional festival celebrations.



### EUROPE

We promote employee well-being through various initiatives including subsidised fitness club memberships and a tax-friendly bike leasing programme to encourage active, eco-friendly commuting. As part of our holistic approach to workplace safety, the 2024 Safety Week featured workshops focused on social and psychological well-being, equipping employees with essential knowledge on recognising and addressing such challenges. Building on this initiative, we plan to organise another Safety Week in 2026 at a production site, continuing the focus on the social and psychological well-being of our employees.

### SOUTH AFRICA

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

### VIETNAM

To support the well-being of our night shift workers, we provide fresh milk as a nutritional supplement. In addition, we promote an active and social workplace by organising annual sports events. In 2025, this included the introduction of a national sports tournament for all Wilmar CLV subsidiaries, planned to be held biennially in Ho Chi Minh City. The tournament aims to promote a sports-oriented mindset and encourage employees to maintain an active and healthy lifestyle, while also strengthening employee engagement. It also serves as a platform to enhance connectivity and team spirit across companies, fostering unity and collaboration through team-based competitive activities.



Our employees in Nigeria showing their support for Wilmar's global EHS campaign in 2025.



Good Agricultural Practices training for independent smallholders in Aceh Singkil, Indonesia in August 2025.



# Economic and Community Contribution

3-3, 203-2

Smallholders and the communities we serve are integral to our value and supply chains, reflecting the principles we stand for as a responsible business. Acknowledging their importance, our sourcing approach goes beyond transactional relationships to include support for sustainability and capability development.

Our technical assistance programmes are geared towards enhancing agricultural practices and boosting productivity and knowledge among smallholders. We also offer financial assistance and access to replanting resources and planting materials.

These tools are designed to set smallholders up for success, empowering them to manage their plots independently and meet relevant national and international standards. We build long-term partnerships with smallholders and, in select regions, guarantee the purchase of their FFB to bolster their livelihoods. These efforts reflect our broader commitment to NDPE and empower smallholders beyond standard responsible sourcing.

Beyond our plantations, we focus on adopting progressive socio-economic policies aimed at enhancing the livelihoods of our local employees and the wider communities where we operate. Improving access to education, healthcare and infrastructure are the main goals of our rural development programmes. To ensure

relevance and long-term impact, these programmes are designed in collaboration with community members and are guided by UNGP and RSPO principles. Appointed community liaison officers serve as bridges between Wilmar and the communities we support, conducting needs assessments that inform the selection and implementation of projects. This approach enables us to continually refine our programmes to meet evolving local challenges while delivering targeted training.

To monitor the implementation of our community initiatives, we conduct Environmental and Social Impact Assessments (ESIAs) in tandem with ongoing monitoring. Alongside setting and tracking timelines, budgets and resources, we also track several KPIs, including the number of community engagements, participants involved and projects completed, among others. Learnings from previous projects are factored into decision-making for subsequent projects.

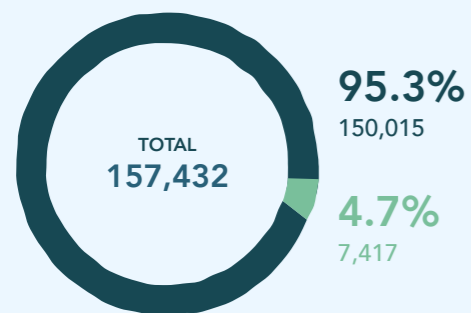


# Supporting Smallholders

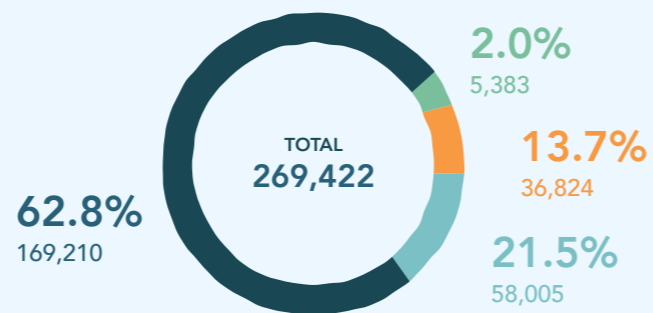
Even as a modest portion of Wilmar's FFB supply base, smallholders are central to advancing sustainable palm oil practices. Smallholders contribute to roughly 30%<sup>44</sup> of global palm oil production but often face barriers to accessing the resources and support needed to improve productivity, profitability and

sustainability of their farms. In response, we provide targeted capacity-building initiatives to empower smallholders. In 2025, we continued to support 100% of our scheme smallholders and expanded our outreach to 50.6% of independent smallholders.

Volume of FFB (MT) sourced from scheme smallholders



Volume of FFB (MT) sourced from independent smallholders



Indonesia Malaysia Ghana Nigeria



<sup>44</sup> FINAL-Palm-Oil-Barometer\_Full\_july25\_WEB.pdf



A smallholder in Nigeria.

## Our Scheme Smallholder Programmes

Across our key operations, we carry out several smallholder scheme programmes to empower farmers with the training and resources needed to thrive. These initiatives focus on promoting sustainable practices, improving yield per hectare, and achieving relevant industry certifications.

### GHANA

Benso Oil Palm Plantation (BOPP) launched its smallholder scheme in 1994, supporting 438 farmers from neighbouring communities. The initiative was instrumental in providing planting areas and technical support to help smallholders establish their own plantations. In 2014, BOPP and its smallholders achieved RSPO certification, becoming the first company in Ghana and the second in Africa to do so.

Building on its earlier success, BOPP launched the Adum Smallholder Oil Palm Project (ASHOPP). The project covered 633 ha and supported 343 smallholders in the Adum area.

Alongside technical assistance from BOPP, ASHOPP received external funding and training from organisations such as Partnerships for Forests (P4F) and the Oil Palm Value Chain Fund.

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

### INDONESIA

In Indonesia, Wilmar works with government-regulated scheme smallholder programmes to support surrounding plantation communities. We assist smallholders in securing legal operating licences, accessing financing, obtaining quality planting materials, and we also offer training in good agricultural practices (GAPs).

Once the crops mature or plasma co-operatives are well-established, ownership of the plantations is transferred to smallholders. Upon paying off their development credit agreements with partner companies, smallholders then become fully independent.

As of 2025, we supported 34,947 ha of planted area under government-originated plasma schemes.

## Our Independent Smallholder Programmes

Our independent smallholder programmes are tailored to each country and designed to address the distinct challenges faced in their local contexts.

### MALAYSIA

In Malaysia, our programmes focus on capacity-building and improving access to fertilisers to help farmers increase yields. We purchase fertilisers directly from manufacturers and offer them to smallholders at wholesale prices, enabling better nourishment for oil palms and higher yields. As of 2025, 57 smallholders had participated in this initiative.

### GHANA

Following the success of the **Rurality Programme**, which concluded in 2019, we continue to support independent smallholders in Ghana through BMPs training and organic fertiliser credits. In 2025, 40 smallholders benefitted from these efforts.

Through ASHOPP, we have also expanded opportunities for independent farmers within a 20-km radius of the BOPP Catchment Area Projects to cultivate oil palm. As of December 2025, a total of 610 ha have been planted to date, of which 143 ha were planted during 2025. The initiative has supported 153 farmers.

To promote economic resilience beyond palm oil, we also implemented livelihood projects and trained a total of 137 beneficiaries in poultry, fish and pig farming, as well as beekeeping.

### INDONESIA

We have implemented several initiatives to support independent smallholders in building a sustainable and traceable supply chain since 2017. These efforts include providing access to high-yield seedlings, quality fertilisers and training on sustainable farming practices. We also help smallholders to obtain ISPO and RSPO certifications and facilitate the purchase of FFB. By promoting certification, we help smallholders forge more permanent relationships with our mills, as certified suppliers are inherently lower risk.

To maximise impact and avoid duplication, we collaborate with NGOs and industry partners on supplier engagement initiatives. In 2025, 4,666 smallholders participated in these programmes. Additionally, we offer training, engagement, agronomic services, technical assistance and financial aid to cover certification audit costs and provide special pricing schemes for certified FFB.

To improve supply chain traceability, we developed a tracking tool that enables mills and co-operatives to monitor whether their FFB supply remains deforestation-free. This tool has been instrumental in helping 4,156 smallholders attain ISPO certification and 902 attain RSPO certification, advancing our collective commitment to sustainability. More information on this initiative can be found in our **Palm NDPE Implementation Annual Report 2025**.

### NIGERIA

Wilmar's subsidiary, Biase Plantation Ltd (BPL), first launched its Pilot Outgrower Programme in 2017, covering 150 ha and benefiting 43 farmers from surrounding communities. After its initial success, BPL secured funding from the Central Bank of Nigeria (CBN) to scale up the initiative to 6,000 ha and assist 1,500 smallholders.

Following the suspension of the CBN funding, BPL reaffirmed its long-term commitment to inclusive smallholder development by continuing the programme through internally generated funds and has developed 575 ha in 2025. This ensured continuity of farmer support, land development activities, good agronomic practices and capacity-building initiatives without disruption.

As part of its sustainability commitments, BPL is progressing with the development of an additional 3,024 ha under the RSPO Independent Smallholders Scheme, in accordance with the RSPO New Planting Procedure (NPP). All required preparatory studies, including ESIA's, HCV and HCS assessments, have been conducted in line with RSPO Principles and Criteria to ensure environmental protection, social safeguards and responsible land development.

# Certification of Our Scheme and Independent Smallholders

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

As of 2025, a total of 82.2%\* of our plantation area is RSPO-certified. This amounts to 252,501 ha\* across Malaysia, Indonesia, Nigeria and Ghana. This year, we sourced approximately 8,704 MT of certified FFB from independent smallholders, accounting for 3.2% of the total supply of FFB from independent smallholders. Although FFB from independent smallholders represents a small portion of our total supply, we have nonetheless established several schemes and programmes to support those seeking certification.

Wilmar currently sources from over 27,800 scheme smallholders and 9,500 independent smallholders, the majority of whom are based in Indonesia. Of the 43,729 ha of land owned by these scheme smallholders, 6,495 ha (14.9%) in Indonesia and Ghana are RSPO-certified.



Wilmar signed a memorandum of understanding with the Siak Pelalawan Landscape Programme in August 2025, committing to support ISPO certification for smallholders, deliver farmer training and engage in multi-stakeholder initiatives to advance landscape-level sustainability.

\* Limited assurance conducted by CU.

# Supporting Sugar Outgrowers

We also offer training to our sugar outgrowers in best farming practices, including land preparation, planting techniques, cane nutrient management, fertiliser application, weed control and the safe handling and use of chemicals.

## Sustainable and Climate-smart Sugarcane

In 2025, Wilmar continued to work with Shree Renuka Sugars Limited (SRSL) to strengthen sustainable sugarcane cultivation practices among outgrowers in India. Our focus was on Integrated Pest Management (IPM), the Seed Multiplication Programme, Soil Testing Lab (STL) at Athani, water management, continuous training for farmers, field staff, and drivers.

These initiatives aim to address rising pest infestations, declining soil health, varietal purity concerns, water scarcity challenges, and post-harvest losses, while enhancing productivity, resource efficiency, and supply chain resilience across operational units.

### 01 Integrated Pest Management (IPM)

We implemented IPM across all SRSL units to control white root grub and early shoot borer using chemical, biological and mechanical measures. The focus is on low-cost and sustainable solutions such as light traps and bio-fungicides, with chemical use only in severe infestations, ensuring long-term crop protection and minimal yield loss.

### 02 Seed Multiplication Programme

To address the decline in promising sugarcane varieties, SRSL supplies tissue culture foundation seed material across 282 acres at the Havalga unit. This promotes genetically pure, true-to-character, drought tolerant, high-sucrose and high-yielding cane varieties for commercial crushing.

### 03 Soil Testing Lab (STL)

The STL was established at Athani to analyse soil samples from all units while training staff in soil sampling. This enables farmers to apply the correct dosages of chemical fertilisers and micronutrients, manage problematic soils, improve productivity and reduce production costs.

### 04 Farmer Training and Water Management

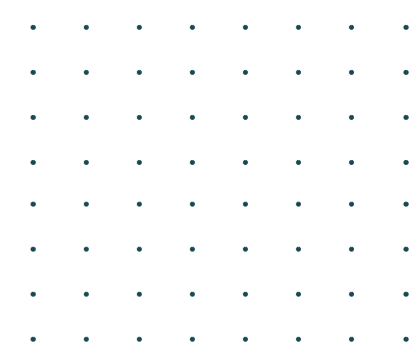
Ongoing farmer trainings cover the latest technologies, agronomic practices, safety, health and yield improvement. In Savasuddi village (Raibag unit), farmers were trained in water management, micro-irrigation, mulching, and accessing government schemes in collaboration with the Agricultural Department of Karnataka (GOK) to optimise water use during the peak summer season.

### 05 Technical Training for Staff

Field staff undergo advanced training in root grub control, soil fertility, irrigation, bio-fertiliser and bio-pesticide production and new sugarcane varieties. Through knowledge partnerships with experts, we ensure skills are transferred effectively to farmers.

### 06 Scientific Harvesting and Safety Training

Harvesters are trained in scientific and safe harvesting practices, including ground-level cutting, cane top reduction and planned harvesting holidays (Baspali) to avoid stale cane. Drivers are trained in farm and road safety, including reflector installation and accident response measures to minimise mishaps during the crushing season.



# Supporting Our Communities

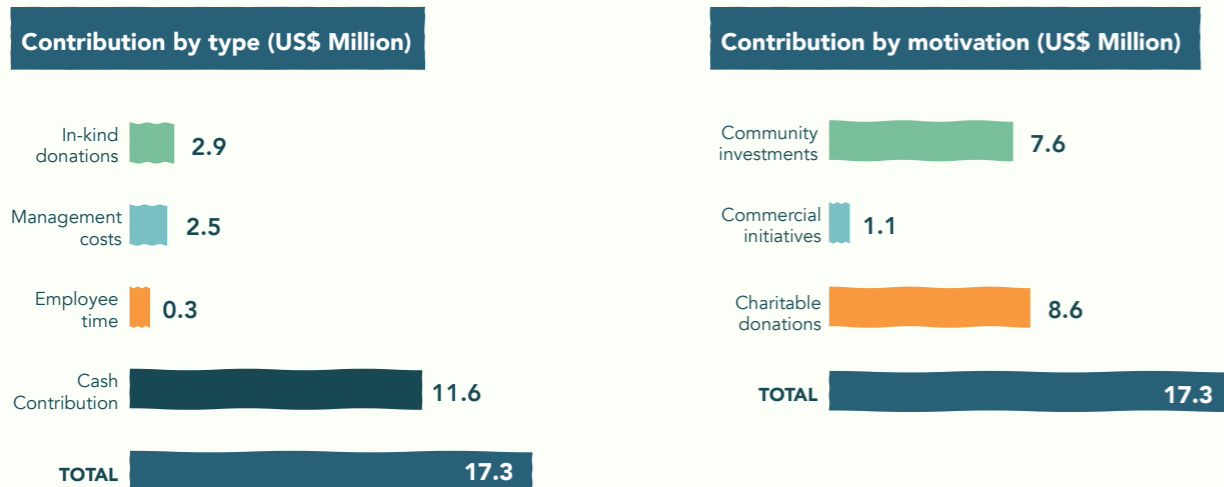
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Extending our efforts beyond economic livelihoods, we aim to provide more holistic support through community investments and philanthropic activities in the following areas:

 <b>Education:</b> Supporting children's access to quality education	 <b>Health and Well-being:</b> Promoting healthy lives and ensuring the well-being of our communities by providing access to healthcare services	 <b>Addressing food security:</b> Donating food products to charity partners
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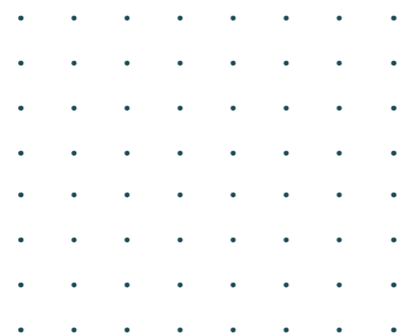
In 2025, US\$17.3 million<sup>45</sup> was contributed towards these causes in China, Indonesia, Malaysia, Australia, New Zealand, Fiji, Papua New Guinea, Ghana, Nigeria, Myanmar, Vietnam and Singapore. More information on our targets and progress can be found in the [Summary of Progress](#).

## Nature of Contribution to Communities and Local Economies



## Education

Access to education is central to our commitment to protecting children's rights and eliminating child labour. Across the communities where we operate, we invest in expanding educational opportunities by building, managing and supporting schools as well as providing scholarships to students from disadvantaged backgrounds or those with exceptional potential. For more information on our education programmes, visit our [Sustainability Dashboard](#).



<sup>45</sup> The Business for Societal Impact (B4SI) framework (formerly known as LBG) was applied to disclose our community investments and community causes addressed by our philanthropic activities.

### Yihai Kerry Education Aid Programme

The Yihai Kerry Education Aid Programme addresses educational needs in underserved regions of China where schools often lack sufficient government support. This programme focuses on enhancing infrastructure and standards in these regions. As of 2025, we funded the construction of 36 schools, serving 16,733 students.

To uphold high-quality standards, YKA's engineering and technical teams are actively involved in the full lifecycle of school development, from planning and design to construction. We also integrate input from local stakeholders into renovation efforts, allowing us to respond to district-specific needs. Similarly, we collaborate with educators to refine and tailor curricula to students' needs.

### Wilmar Scholarship and Kuok Khoon Hong Scholarship

In Singapore, we collaborate with educational institutions to provide scholarships and bursaries for financially disadvantaged but academically brilliant students. In 2025, we awarded scholarships to 65 students.

### Goh Ing Sing Agriculture Science Scholarship

The Goh Ing Sing Agriculture Science Scholarship, established in honour of our former Plantations Head, supports students pursuing degrees in agricultural science and related disciplines. A total of 64 awardees received scholarships prior to its cessation in 2022. 61 have completed their programme as of 2025, while the remaining three are expected to do so in mid-2026.

### Arawana Scholarship

The Arawana Scholarship financially supports children of migrant workers in urban centres and students from disadvantaged rural communities in western China, helping them continue their education. In 2025, we awarded scholarships to 1,441 students, further enabling them to pursue higher education at universities and research institutions across China.

### BOPP Tertiary Scholarship and the BOPP Community Scholarship

In Ghana, we support high-achieving students from underserved communities near our operations, and the biological children of our permanent and contract employees, through the BOPP Tertiary and Community Scholarship. In 2025, 44 students were awarded scholarships, bringing the total number of scholarship recipients since the programme began to 245.

### PZ-Wilmar Scholarship Programme

The PZ-Wilmar Scholarship established by Wilmar's subsidiary, PZ Wilmar Ltd, provides educational opportunities for residents in landlord communities near our operations. The scholarship covers tuition fees in full for students attending government-owned tertiary institutions in Nigeria. Since its launch in 2014, 754 students from host communities in Cross River State have benefited from this initiative totalling US\$ 205,350 in tuition support.

### Wilmar Achievement Scholarship Programme

In Indonesia, we provide educational support to elementary, high school, and vocational students, as well as polytechnic students, through the Achievement Scholarship programme. In 2025, the scholarship programme was awarded to 2,860 students across all units.



Dikris Jesenli was awarded a scholarship by Wilmar in 2024 and is currently pursuing a bachelor's degree in agrotechnology at the STIPER Institute of Agriculture in Indonesia. He grew up in Wilmar's plantation in Kalimantan, where his father has served as a chainsaw operator since 2007.

## Health and Well-Being

We remain dedicated to enhancing the health and well-being of our communities particularly in remote areas with limited access to medical care. We provide free healthcare services including establishing on-site clinics, funding mobile health units and essential treatments such as immunisations, cataract surgeries and circumcision procedures.

In collaboration with the Arawana Charity Foundation, we work to improve living conditions for vulnerable groups in China, comprising the elderly and people with disabilities. Our contributions include providing medical equipment to rehabilitation centres for children with disabilities, as well as

building orphanages for children and nursing homes for the elderly. In 2025, the foundation continued to support the development of three Yihai Student Aid Centres, serving a total of 443 children who study and live there. The Arawana prosthetic walking assistance project was carried out across nine regions, with 462 prostheses fitted, benefiting 450 people.

In Nigeria, free annual medical outreach programmes are organised for all our host (landlord) communities, providing basic healthcare services and treatment. On average, over 3,000 patients benefit from these medical interventions each year.

## Food Security

We view improving food security and reducing food waste as important avenues to provide support for communities. Goodman Fielder recognises its responsibility to use food as a force for good in alleviating poverty, fighting inequality and bringing communities together. Across Australia, New Zealand and Fiji, we work with local and national charities to ensure we have a purposeful range of initiatives that drives the greatest difference in the communities we serve.

We address food insecurity by donating surplus food through food rescue and direct food donation, while strengthening our charity partnerships through staff volunteering.

## Donations

In 2025, Goodman Fielder donated over 1.5 million meal equivalents to charities across Australia. This included over 1.3 million meals to Foodbank and bread used to prepare over 1.0 million sandwiches for Eat Up.

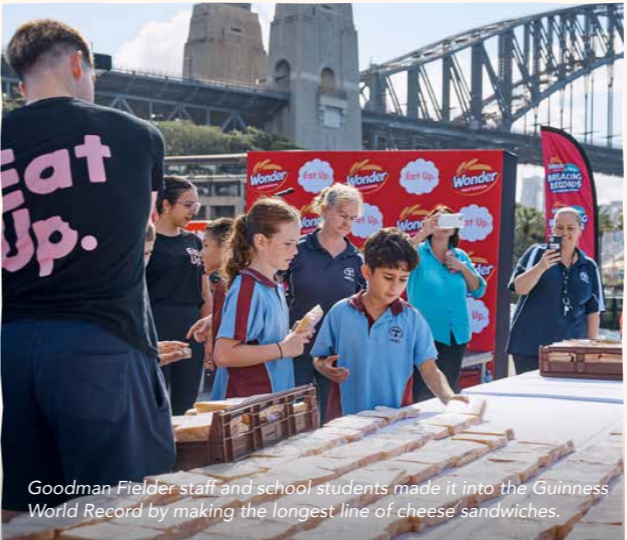
In New Zealand, we donated over 600,000 meal equivalents to the Salvation Army, Auckland City Mission, Just Zilch, Kiwi Harvest and other smaller partners. In addition to this, Goodman Fielder New Zealand was the major sponsor for the Steven Adams Basketball Camps for the 10th year in a row via the Meadow Fresh brand. These camps enable 1,800 children across four cities in New Zealand to participate at no cost. New Zealand Sugar, through Chelsea Sugar, also donated products to The Kindness Collective and other nonprofit organisations. Meanwhile, in Fiji, Goodman Fielder donated approximately FJD\$100,000 (approximately US\$42,970 worth of products in 2025). The Fiji business also supported Fiji Netball, Tucker's games, Lifeline and Bloodbank through direct financial donations totalling over FJD\$125,000 (approximately US\$53,713) contributing to community initiatives.

Sugar Australia similarly supports vulnerable communities through the donation of packaged sugar and sale of products to charitable partners at reduced wholesale prices. In a recent initiative to bolster food security and agricultural sustainability, Sugar Australia began donating powdered sugar to the New South Wales Beekeepers Association. This donation aims to aid crop pollination during challenging seasons while contributing to broader sustainability efforts within the agricultural sector.

## Staff Volunteering

We encourage our staff to volunteer in the communities where we operate and respond to local needs as a way to give back to society. In Australia, we actively support and volunteer with charities such as Bill Crews Foundation, Eat Up Australia and Foodbank. In 2025, Goodman Fielder Australia launched a new partnership with Lifeblood to extend our impact across the community. In 2025, the company also set a volunteering target of 1,000 hours and completed 1,139 hours working with these charities and other local partners.

In Fiji, approximately 720 team members dedicated 2,880 volunteering hours to support the community and protect the environment. Team members supported projects such as maintenance and painting of orphanages, aged care homes and primary schools, cleaning and removing litter from beaches and surrounding areas, as well as participating in blood drives.

**Wonder and Eat Up's Guinness World Record Event**

In May 2025, Wonder and Eat Up hosted 345 students from six schools across Sydney, Australia, to break the Guinness World Record for the longest line of cheese sandwiches. Eat Up and Goodman Fielder's Wonder brand have been partners since 2018. Eat Up works with schools and corporate partners to prepare and deliver free school meals to children in need. Eat Up's mission is to ensure no child goes hungry at school and every student has the chance to learn, grow and succeed.

Together, the students, in collaboration with Goodman Fielder Australia staff, broke the record and made 14,520 sandwiches which were delivered to 123 schools across Sydney supported by Eat Up.

*Goodman Fielder staff and school students made it into the Guinness World Record by making the longest line of cheese sandwiches.*

## Listening to and Learning from Indigenous Peoples

Goodman Fielder Australia acknowledges that it operates on and benefits from the lands of Australia's Traditional Custodians. Through our Social Impact Framework, we have developed a deeper understanding of how our activities drive positive long-term social impact.

Reconciliation with First Nations peoples is a foundational priority within the Better Communities pillar of our Better Together Sustainability Strategy, which focuses on addressing social issues and supporting marginalised groups who face challenges with DEI imperatives.

We engaged Reconciliation Australia to learn directly from First Nations peoples about what meaningful reconciliation would

entail. Following this engagement, an externally verified and monitored Reconciliation Action Plan (RAP) was created, with commitments to build relationships, respect and opportunities between First Nations peoples and non-Indigenous Australians.

All commitments were fulfilled in 2025, establishing a strong foundation for our team's continued contribution to reconciliation. These contributions include learning that supports healing, expenditure with First Nations businesses that supports employment, and relationship-building grounded in mutual understanding and respect.



*Goodman Fielder employees commemorated the National Reconciliation Week 2025 in Australia.*



# Delivering Product Excellence

A Wilmar laboratory in Brake, Germany.



## Innovation and Technology

3-3

Wilmar is committed to providing healthy, nutritious and affordable food products. As part of this commitment, we invest in R&D to enhance product quality and diversity through process optimisation and innovation.

As consumer lifestyles and dietary preferences evolve, demand for healthier food choices continues to grow. Wilmar actively engages with our consumers and invests in R&D to continually refine our product offerings. Our R&D initiatives are overseen through a structured framework that includes setting clear targets, tracking of implementation outcomes and establishing a comprehensive verification process. We also collaborate closely with our operational teams to support effective knowledge-sharing and dissemination of R&D advancements.

### Our R&D Centres and Teams

Innovation is embedded across Wilmar's global operations. Our R&D projects span several key focus areas:

	<p>Advancing agricultural practices</p>		<p>Optimising factory processes</p>
	<p>Studying food science to uncover ingredients' health benefits</p>		<p>Promoting digital technology and application of food nutrition</p>
	<p>Developing plant-based food products</p>		



Wilmar has established two state-of-the-art R&D facilities in China and Singapore, which lead our innovation efforts and collaborate with eight additional R&D centres worldwide. Together, these centres advance innovation in food safety, food analysis, new technologies and the application of new raw materials in the grain and oil sector.

As of 2025, Wilmar has been granted a total of **1,125** patents, of which **95** were granted in 2025.

**CHINA**

The YKA R&D Centre employs over 300 staff and is equipped with state-of-the-art facilities. Since its establishment in 2009, the centre has pioneered innovation in food science and bio-based chemicals, contributing to the development of safe, nutritious and palatable products. Its efforts also support improvements in production efficiency, product quality and manufacturing cost reduction. Cross-border collaborations with other Wilmar R&D centres further facilitate the exchange of cutting-edge research.

In 2025, the centre undertook **71** R&D projects. Its research on “Key Technological Innovation and Industrialisation of Soy Protein and Phytosterols Based on Nutritional Health Needs” received the Science and Technology Award from the Chinese Nutrition Society, while its collaborative work on “Innovation and Industrialisation of Key Technologies for the Precise Nutrition Design and Green Bio-Manufacturing of Human Milk Fat Substitutes” received the First Class Prize of the **Science and Technology Award** from the Chinese Cereals and Oils Association. These achievements demonstrate our progress in advancing the development of efficient manufacturing processes and nutritious, healthy products for our consumers.

**SINGAPORE**

The Singapore R&D Centre serves as Wilmar’s strategic hub for oil palm research and bioprocessing. Over 80 experts collaborate with counterparts globally to strengthen cross-regional partnerships, accelerate the adoption of best practices and directly support the development of advanced agricultural methods.

Leveraging Singapore’s position as a leading technology hub, the centre is expanding Wilmar’s capabilities in artificial intelligence (AI) to improve food production and optimise ingredient utilisation.

**Our key achievements include:**

Integrating volatile flavour profiling through gas chromatography-mass spectrometry with AI to predict roasted peanut oil volatiles from raw peanut oil volatiles, enabling more precise allocation of raw materials.

Advancing earlier AI applications, such as detecting adulteration and mixtures in edible oils.

Using AI tools to analyse competitor formulations and develop cost-effective solutions tailored to customer requirements, gaining a competitive advantage in producing high-volume, low-margin products.

## Strategic Partnerships with Leading Academic and National Research Centres

To drive innovation and capitalise on synergies, Wilmar partners with leading academic and national research institutions. These collaborations provide access to exceptional talent and opportunities for future joint research. Some of our partners include:

- Chinese Society of Nutrition
- Chinese Centre for Disease Control and Prevention
- Jiangnan University
- Zhejiang University
- Shanghai Jiaotong University
- Fudan University
- Oil Crops Research Institute, Chinese Academy of Agricultural Sciences
- Institute of Food Science and Technology, Chinese Academy of Agricultural Sciences

Beyond Wilmar’s China and Singapore operations, Wilmar Sugar and Goodman Fielder also engage in research partnerships and/or memberships with renowned academic and research institutes in Australia, New Zealand and other regions. These include:

- Baking Industry Research Trust
- Campden BRI
- James Cook University
- New Zealand Institute for Plant and Food Research Limited
- Riddet Institute
- Sugar Research Australia (SRA)
- Queensland University of Technology



YKA R&D Centre’s collaborative work on “Innovation and Industrialisation of Key Technologies for the Precise Nutrition Design and Green Bio-Manufacturing of Human Milk Fat Substitutes” received the First Class Prize of the Science and Technology Award from the Chinese Cereals and Oils Association.

## Highlights of Our R&D Initiatives

### Advancing Agricultural Practices

**01** Wilmar aims to produce 500,000 clonal palms annually by 2026 and increase seed production in the near future through oil palm cloning technology. To this end, we have established dedicated oil palm clonal laboratories in Central Kalimantan and West Java. We aim to scale up production and support our replanting efforts in the Central Kalimantan Project plantation to achieve a yield improvement of up to 30%.

**02** We also continue to enhance traditional breeding methods in Sumatra, aiming to produce three million germinated seeds and ready-to-plant seedlings of our superior oil palm DxP hybrids (Tenera) varieties: TS1 (Deli x Avros), TS2 (Deli x Ekona) and TS3 (Deli x Ghana). To do this, we incorporate in-house genomics-assisted plant breeding and tissue culture capabilities to hasten improvement progress for future new DxP planting materials, including clonal-seeds production.

**03** Our subsidiary, Wilmar Sugar and Renewables, is making notable progress on exploring Genomic Selection technology utilising Single Nucleotide Polymorphism chips in their established sugarcane plant breeding programme. This approach aims to identify “elite” parents with additive traits that will enhance cane yields and sugar content in their offspring. As a result of this project, the mean genomic estimated breeding value for the top 30 parents has improved significantly, enabling the replacement of “old” parent varieties with new, improved parents. The average age of the top 30 parents being used in the cane breeding project has been reduced from 14 years to six.

“**Launched the award winning “Key Technological Innovation and Industrialisation of Soy Protein and Phytosterols Based on Nutritional Health Needs” research project.**”

### Studying Food Science to Uncover Ingredient Health Benefits

To support scientific R&D, we established the National Nutrition Science Grant in collaboration with the Chinese Nutrition Society. The grant funds research on nutritional status, requirements and interventions of specific populations and regions with the goal of developing targeted consumer products that improve health and reduce medical expenses.

YKA R&D Centre collaborated with Dongnan University, Qingdao University, Fudan University Affiliated Huadong Hospital and Peking Union Medical College Hospital to launch the award-winning “Key Technological Innovation and Industrialisation of Soy Protein and Phytosterols Based on Nutritional Health Needs” research project. This project advanced research on improving lipid metabolism and combating oxidative stress, filling clinical trial data gaps on plant protein interventions in chronic diseases as well as phytosterols and their phospholipid complexes in the Chinese population. It became the first enterprise-led project to receive the **Science and Technology Award** from the Chinese Nutrition Society.

In line with YKA R&D Centre’s pledge to provide over RMB100.0 million (approximately US\$14.0 million) to support scientific R&D, we have established several partnership research projects with renowned academic institutes to address emerging health concerns. They include:

- Huazhong University of Science and Technology (Diabetes)
- Zhejiang University (Cognitive decline)
- South China Agricultural University (develop courses on modern grain and oil processing theory and practice)

Driven by rising consumer demand for functional foods and China’s “food as medicine” strategy, YKA is expanding its product portfolio beyond traditional staples such as rice, noodles and edible oils. Leveraging its competitive strengths, the R&D Centre is leading this transition by fostering innovation, exploring new opportunities in the health food space and delivering enhanced nutritional value to consumers.

### Developing Plant-Based Products

In 2025, Wilmar’s R&D team worked with Wilmar Greenfarm Food Industries Sdn. Bhd. (Greenfarm), our vegetarian food subsidiary, to develop higher-quality and healthier plant-based products. Greenfarm continues to advance innovation in vegetarian and vegan foods, including proteins such as soy protein and wheat- and corn-derived ingredients such as gluten and starch. Through this collaboration, we developed food products that cater to diverse tastes, dietary preferences and cultural traditions. These include vegan shiitake dumplings and vegan seafood products for the Asian market, as well as vegan meat patties and vegan sausages for the North American market.

In collaboration with Greenfarm and YKA, we also developed high-quality gluten-based plant-based products by leveraging our wheat deep-processing expertise. Compared with traditional gluten processing, our integrated wheat line generates fewer by-products and results in lower environmental impact, supporting our sustainability objectives.

In addition, using wheat as a raw material fully utilises our existing resource advantages. These plant-based products, such as plant-based char siew and braised duck, are not only flavourful but also nutritionally favourable, being high in protein and low in fat. Production will commence in 2026.


In 2025, YKA also launched the new Arawana Feng Yi Tang health food brand. Under this brand, we developed functional nutrition products, such as diacylglycerol (DAG) cooking oil and soymilk products containing phytosterol esters, formulated to aid weight loss and regulate blood lipid levels. The efficacy of these products in reducing chronic disease risk, when integrated into daily diets, has been confirmed by in-house health officers.

### Optimising Factory Processes

Following the establishment of the Huijia Global Peanut Industry Research Institute in 2024, the Institute launched the “High-value Utilisation of Peanut Oil and Protein” project in May 2025 to address the challenges of high nutrient loss and energy consumption during peanut processing.

### Advancing Food Nutrition Through Digital Innovation

In 2025, the “Promotion of Digital and Intelligent Technologies and Application for Food Nutrition” project, conducted by our central kitchen, earned the first prize in the Science and Technology Award by the Chinese Nutrition Society. This project developed an intelligent meal planning system and an AI-enabled nutrition education platform to address nutritional imbalance in school meals. This project enhances Wilmar’s capabilities in the school meal sector and demonstrates a replicable model for nationwide student nutrition improvement.

 For further information on our China R&D initiatives, please refer to **YKA’s Sustainability Report 2025**.



Chinese Nutrition Society Award.



YKA product family.

# Consumer Health and Well-Being

3-3, FB-PF-260A.2

Wilmar is dedicated to manufacturing healthy, nutritious and affordable food for our diverse and growing consumer base. Central to this commitment is our focus on ensuring that our products are sustainable, accessible and inclusive, thereby empowering communities, especially those in emerging markets.

Across our global operations, we continue to invest in product innovation to enhance our portfolio of nutritious offerings while supporting initiatives that encourage healthier diets and lifestyles. To adapt to changing consumer expectations, we maintain regular customer engagement, close monitoring of product performance and proactively reduce ingredients of concern.

## Our Range of Edible Food Products



## Our Approach to Improving Health and Nutrition

OUR FOCUS AREA:


**01** UNDERSTANDING THE EVOLVING SCIENCE AROUND NUTRITION

**02** INNOVATING PRODUCTS TO ENHANCE NUTRITIONAL VALUE

**03** RAISING PUBLIC AWARENESS OF HEALTH AND NUTRITION

# R&D on the Evolving Science of Nutrition

In partnership with the National University of Singapore (NUS), Wilmar established the **WIL@NUS Corporate Laboratory** to advance research in bioprocessing within the food science field.

 More information about our research is available in the **Innovation and Technology** section.

## Enhancing Nutritional Value Through Innovation

We recognise the critical role innovation plays in supporting improved health and nutrition outcomes. Wilmar continues to invest in R&D to develop new methods that deliver superior nutritional value and functional benefits. Scientific research enables us to launch new product lines and improve existing products with unique health and nutritional features to meet consumer needs and align with global best practices.

Goodman Fielder and YKA, our key subsidiaries which account for the majority of the Group's food production operations, drive our health and nutrition programmes.



### Goodman Fielder

Goodman Fielder's R&D teams focus on developing innovative products that respond to consumer demand for healthy, nutritious and affordable food. Our approach to supporting healthy eating is grounded in a deep understanding of evolving nutrition science and consumer preferences, enabling the design and production of market-leading, nutritious food offerings.

Through product development, improving nutrient composition and ensuring transparent labelling, Goodman Fielder actively enhances our product portfolio to provide consumers with accessible and nutritionally improved options. These formulated products are developed to meet specific nutrition benefits such as higher in fibre and protein, lower in calories, lower in carbs or contain ingredients such as resistant starch which is supportive of gut health. These products are clearly labelled and marketed to help consumers easily identify healthier options. Examples of these types of products are Helga's Plus+ White and Pumpkin Wraps and Helga's Plus+ Lower Carb 5 seeds bread, Helga's Plus+ High Protein Wholemeal bread and Helga's Plus+ High Fibre White bread.

At the same time, we are committed to transparency by providing clear on-pack information and delivering nationwide campaigns that empower consumers to make informed dietary choices. Goodman Fielder Australia and New Zealand are guided by evidence-based science and nutrition research, which underpin our product innovation and nutritional enhancement efforts. Our Nutrition Policy formalises these commitments by setting out targeted improvement priorities and the application of Health Star Rating (HSR). The HSR is the official front-of-pack labelling and publicly recognised nutritional profiling system used to assess the nutritional quality of products, guide product reformulation, support transparent nutrition assessment and continuous improvement and help consumers make informed and educated choices.

Guided by the HSR, Goodman Fielder Australia has continued to expand our range of breads with a 5-star health rating. In 2025, we launched Wonder 5-Star Soft Wholemeal, which contains 30% more protein than regular wholemeal bread, and Wonder 5-Star Best of Both, offering the taste of white bread with the nutritional benefits of wholegrains. These products build on our existing 5-star breads introduced in 2024, including Wonder 5-Star Soft White, Wonder 5-Star Soft Multigrain and Freya's Lower Carb White. We continue to innovate and reformulate products across our portfolio, targeting improvements in key nutritional areas such as fibre, protein and prebiotic resistant starch to support digestive health. In support of this ambition, we have set a target for 70.0% of our everyday portfolio to score a Health Star Rating of 3.5 or above.

To align with external targets set by the Australian Government's Healthy Food Partnership and the New Zealand Heart Foundation's Food Reformulation programme, we aim to voluntarily comply with nutrient target levels for relevant categories. Accordingly, we have implemented sodium, sugar, saturated fat and trans fat reduction initiatives across our everyday portfolio, with a target for 70.0% of relevant food products to meet these benchmarks by 2026. More information on our food reformulation and innovation initiatives as well as targets is outlined in Goodman Fielder's **Nutrition Policy**.



Helga's Plus+ Lower Carb 5 seeds bread

### YKA

YKA maintains robust due diligence protocols to ensure full traceability of our products and ingredients. These processes systematically identify, assess and address potential risks, while proactively responding to consumer expectations and concerns. Since 2020, YKA has pledged over RMB100.0 million (approximately US\$14.0 million) over a 10-year period in collaboration with the Chinese Nutrition Society to support scientific research in food science. This initiative aims to support the development of foods beneficial to targeted groups, such as the elderly and individuals with diabetes. Key product developments include:

#### Soy Milk with Phytosterol Esters:

The product was upgraded in 2025 to incorporate phospholipids (≥0.5g per serving) into the new formulation. Clinical studies indicate that the combination of plant sterols and phospholipids can act synergistically to improve lipid metabolism and reduce oxidative stress in individuals with elevated blood cholesterol levels. This provides a scientific basis for supporting improvements in blood lipid profiles and the prevention of blood lipids in individuals with abnormal lipid metabolism.

#### Low GI Rice and Noodles:


YKA has expanded its range of low glycaemic index (GI≤55) products tailored to individuals with diabetes and the elderly. In addition to black barley Tartary buckwheat noodles, YKA has also introduced instant low-GI and fat-free rice. Compared with conventional rice and noodles, which may cause rapid glucose spikes, this product line promotes a more gradual and sustained increase in blood sugar levels.

#### DAG Oil:

YKA's diacylglycerol (DAG) oil provides a healthier alternative to conventional triglyceride-based cooking oils. Due to its distinct metabolic pathway, DAG is less likely to be stored as body fat while continuing to provide essential nutrients. Regular consumption may therefore support weight management and improved regulation of blood lipids and blood glucose, contributing to cardiovascular health. Recent internal studies conducted in 2025, involving thousands of employee volunteers observed significant reductions in total cholesterol, serum triglycerides and body weight following one to two months of consumption. Upcoming clinical trials will further investigate the role of DAG in weight management and lipid metabolism among adolescents and assess the efficacy of DAG-enriched meal interventions in reducing visceral fat in elderly populations.

#### Fermented Rice Bran:

YKA is exploring the development of fermented rice bran as a functional ingredient for both human and pet nutrition. China produces substantial quantities of fibre-rich grain by-products each year. Through targeted microbial fermentation, this initiative aims to enhance the nutritional profile and functional properties of these by-products by improving fibre solubility, nutrient bioavailability and overall value as ingredients. This work supports the upcycling of agricultural side streams into high-value, sustainable and evolving ingredients for food and pet nutrition.

 Further details on Wilmar's research and innovation efforts can be found in the **Innovation and Technology** section of this Report, **Goodman Fielder's Nutrition Policy**, the **YKA website** and the **YKA Sustainability Report 2025**.

# Raising Awareness of Health and Nutrition

Product information transparency is a cornerstone of our consumer engagement strategy. We provide clear, accurate and practical information to educate our consumers on health and well-being, enabling them to make informed decisions.

### 01

Through Sugar Australia, we actively engage with stakeholders including employees, policymakers, health professionals, customers and consumers to raise awareness of the impact of sugar on health.

### 02

YKA discloses core nutrient information and the corresponding percentage of Nutrient Reference Values (NRV) on product labels, based strictly on scientifically verified results. To promote nutritional health awareness among adolescents, YKA also includes a precautionary statement below the nutrition information label: "Children and adolescents should avoid excessive intake of salt, oil, and sugar."

### 03

In 2025, Goodman Fielder Australia launched two additional 5-Star HSR breads under the Wonder brand: Wonder 5-Star Soft Wholemeal, offering 30.0% more protein than regular wholemeal bread, and Wonder 5-Star Best of Both, which combines the taste of white bread with the nutritional benefits of wholegrains. This expanded the Wonder 5-Star range to four delicious variants.

### 04

Goodman Fielder actively contributes information to government and regulatory bodies including Food Standards Australia New Zealand, to support the development of policy positions on emerging issues and proposed regulatory changes such as Nutrition Information Panels.

### 05

Goodman Fielder Australia and New Zealand displays HSR on the front label for 75.0% of our intended retail portfolio, an increase from 72.6% in December 2024.

### 06

Goodman Fielder Australia displays the HSR for all retail products online.

### 07

YKA has introduced portion-controlled packaging to promote responsible consumption, including 300g rice packs designed to provide one meal for a family of three, in line with national dietary guidelines.



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



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



A range of products offered by Goodman Fielder, our Oceania subsidiary.

# Product Marketing and Labelling

3-3

Wilmar is committed to delivering transparent and accurate product information while ensuring that all our marketing and labelling practices comply with applicable regulations and industry best standards. Responsible product marketing and labelling are critical for fostering trust, ensuring safety, promoting sustainable business and empowering consumers to make informed decisions.

## Our Principles for Responsible Product Marketing and Labelling

Our marketing, R&D, product safety, as well as legal and regulatory teams actively manage and honour our responsibility for truthful, accurate and transparent product marketing and labelling in accordance with the Group's Code of Conduct. Wilmar's approach is guided by a set of core principles:



### REGULATORY COMPLIANCE

We comply with all relevant laws wherever our products are sold



### BEING ACCURATE AND TRANSPARENT

We only make accurate and transparent product claims with factual and relevant nutritional information



### UPHOLDING PRODUCT SAFETY THROUGH RESPONSIBLE MARKETING

We commit to responsible marketing and ensure product safety for all consumers, including children



### BEING OPEN TO FEEDBACK

We encourage consumers to provide feedback on our social media platforms and via other avenues

# Regulatory Requirements and Voluntary Codes

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

To ensure full compliance with product marketing and labelling regulations, Wilmar has implemented rigorous internal procedures, systems and processes across the Group.

Goodman Fielder Australia and New Zealand's wide range of ingredients and finished goods are manufactured under stringent quality food safety management systems and manufacturing processes that meet regulatory requirements, including those set by Food Standards Australia New Zealand (FSANZ). In addition, our food safety management systems conform to Global Food Safety Initiatives (GFSI) recognised standards.

At Wilmar Sugar, ingredients used 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). External experts are engaged to classify products and prepare safety data sheets in line with the GHS.

In 2025, there were no incidents of non-compliance with industry codes or regulatory requirements related to product labelling or marketing, including those concerning the health and safety impacts on consumers and children. Wilmar remains committed to meeting the highest standards for responsible product marketing and labelling.

 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 2025](#).

## Responsible Marketing and Labelling for Children

Recognising our duty to protect vulnerable audiences, we are careful in how we market products to children. Where food and beverage products are featured, we are mindful that the marketing communication should not encourage unhealthy dietary habits or promote excessive consumption of confectionery or snacks in place of main meals.

In New Zealand, we abide by the Children's Advertising Code which came into effect in late 2024, replacing the Children and Young People's Advertising Code. In Australia, our product marketing is guided by the Australian Food and Beverages Advertising Code and the Australian Association of National Advertisers' Children's Advertising Code. Wilmar also engages an independent third-party to verify that our communications are accurate and maintain high advertising standards that will not have undue influence on children. We regularly evaluate our overall marketing strategy as new campaigns and policies are introduced.

In 2024, Goodman Fielder introduced a new **Nutrition Policy** covering products in Australia and New Zealand. The policy establishes a stronger framework for Goodman Fielder to deliver on its 2026 ambitions of improving the nutritional value of its products and enhancing product labelling transparency. The targets set in the policy include improving the HSR of our 'everyday' product portfolio to 3.5 or above and displaying HSR on the packaging of 70.0% of intended retail products by the end of 2026. In 2025, Goodman Fielder Australia and New Zealand remained on track to meet its voluntary HSR uptake target, with 74.0% of the intended retail portfolio displaying HSR on the front of pack. By helping consumers easily compare the nutritional value of products, we encourage them to select those with higher star ratings and make healthier choices.

**“**

*By helping consumers easily compare the nutritional value of products, we encourage them to select those with higher star ratings and make healthier choices.*



# Regulatory and Industry Engagement

As regulatory standards evolve, we actively engage with governments, regulators and industry organisations to shape laws and initiatives that strengthen standards and deliver better outcomes for consumers. The principal bodies that Wilmar is involved in are listed below:

### GOODMAN FIELDER

#### Australian Food and Grocery Council (AFGC) and New Zealand Food and Grocery Council (NZFGC) Health and Regulatory Working Group

Goodman Fielder Australia and New Zealand take an active role in working groups, contributing unified perspectives to government agencies on health and nutrition matters, including:

- FSANZ Food Act Review
- Added Sugars Definitions and Labelling
- Definitions for Gene Technology
- Nutrition Information Panel Review
- HSR Review
- HSR Guidance for Industry
- Advertising Standards Authority Code reviews

#### AFGC Nutrition and Regulatory Committee and NZFGC Health and Regulatory Working Group

Goodman Fielder remains well-informed and contributes actively to regulatory submissions and guidance as a committee member.

#### SAI Platform Australia

Goodman Fielder is part of the SAI, a cross-industry organisation committed to supporting the development of sustainable agriculture.

#### Australian Food Pact

As a founding signatory and member, Goodman Fielder Australia submits annual food waste data for review and industry benchmarking with other members.

Goodman Fielder Australia also actively engages with the national food waste behaviour change campaign, The Great Unwaste, launched by End Food Waste Australia as an industry advisor in 2024.

#### Kai Commitment

Goodman Fielder is a founding member of New Zealand's Kai Commitment — an initiative uniting major food sector businesses to cut food waste and associated emissions across the national food supply chain. It continued to submit an annual food waste measurement report in 2025 and continues to develop an ongoing action plan to lower its food waste.

#### New Zealand Packaging Partnerships

Goodman Fielder New Zealand supports its sustainable packaging ambitions by participating in multiple packaging partnerships.

It is a founding member of the soft plastics scheme which facilitates the recycling of soft plastics through establishing drop-off locations and logistics support.

It is also a founding member of the lids and caps scheme launched in Q4 2024. This is a growing initiative in New Zealand that seeks to increase consumer recycling access by expanding drop-off points, offering an interim solution while long-term recycling technologies develop.

Goodman Fielder New Zealand is also a member of the food and beverage carton recycling scheme, a voluntary product stewardship programme launched in 2024 to create end-of-life solutions for cartons through convenient drop-off locations.

#### Australian Association of National Advertisers (AANA)

Goodman Fielder Australia is a member of the AANA Food & Beverage Steering Committee and follows the principles of the suite of codes, including the AANA Code of Ethics, Food and Beverage Advertising Code, the Children's Advertising Code and Environmental Claims Code.

Goodman Fielder New Zealand adheres to the principles set out in the New Zealand Advertising Standards Authority Codes, specifically the Children's Advertising Code and the Food and Beverage Advertising Code.



**YKA**

**Government Regulatory Engagement**

YKA maintains active engagement with government bodies and regulatory authorities, contributing its industry expertise to industry seminars and consultations concerning the development and amendment of national laws, regulations and food safety standards. This includes participating in discussions on the revision of the Food Safety Law of China, as well as the formulation and review of specific standards, such as GB 31664 (Control Specification for 3-Chloropropanol Esters and Glycidyl Esters in Foods), GB 14881 (General Hygienic Regulation for Food Enterprises), and GB 14880

(Hygienic Standard for the Use of Nutritional Fortification Substances in Foods).

YKA also actively takes part in industry research on partially hydrogenated oils and evaluation projects on trans fatty acids organised by the China National Centre for Food Safety Risk Assessment. Through these efforts, YKA seeks to continuously strengthen food safety assurance and promote high-quality industry development.

## Sustainable Palm Oil and Sugar Certification

Wilmar pursues relevant industry certifications for our palm oil and sugar products to meet increasing market demand.

**PALM OIL**

**RSPO**

As a dedicated RSPO member, we have established a timebound plan to have all our mills and their supply bases certified against the RSPO Principles and Criteria. More information about our progress on RSPO certification can be found on the [RSPO website](#).

As of December 2025, 29\* out of 35 (82.9%\*) of our palm mills and 252,501 ha\* (82.2%\*) of our palm oil plantations are RSPO-certified. 98.4% of our refineries are certified against the RSPO Supply Chain Certification Standard and deliver palm oil products under the Segregated and Mass Balance supply chain models. By 2026\*, we seek to achieve RSPO certification for all our palm oil management mills (mills and supplying plantations).

As an industry leader, we extend our certification initiatives to include independent smallholders within our supply chain. For more information on how we support smallholders and their certification status, please refer to the section on [Economic and Community Contribution](#).

**MSPO**

MSPO is Malaysia's national certification scheme for oil palm plantations, including smallholders and mills. 100%\* of our palm oil mills (8\*) and plantations (20\*) in Malaysia have been certified since 2020.

**ISPO**


ISPO is a mandatory certification programme for all oil palm growers and millers in Indonesia. Its purpose is to address social and environmental challenges in the palm oil sector while enhancing its global competitiveness.

We have set a target to achieve ISPO certification for all our palm oil mills in Indonesia by 2026. Currently, 25 out of 34 mills (73.5%) are ISPO-certified including 18 Wilmar-owned palm oil mills and plantations and seven independent mills.

We have also completed ISPO certification audits, ahead of schedule, for all 11 independent mills.

**ISCC**

Wilmar is a member of the ISCC association, an international certification system for bio-based feedstocks and renewables in the energy, food, feed and chemicals sectors. Having been an active participant since 2011, Wilmar leverages ISCC certification to facilitate trade within the EU's renewable energy market. The certification ensures that Wilmar's products meet the sustainability requirements established under the EU's Renewable Energy Directive.

 Details on our progress against time-bound certification targets can be found in our [Summary of Progress](#).

\* Limited assurance conducted by CU. Please refer to our [RSPO Annual Communication of Progress \(ACOP\)](#) reports for more details.

**SUGAR**

**Bonsucro**

Bonsucro is a global sustainability standard and certification organisation for sugarcane products established since 2008. Throughout the 2025 production season, more than half (51.6%) of Wilmar-owned farms in Australia and three raw sugar mills produced Bonsucro Compliant Raw Sugar under the Bonsucro Production Standard 5.2. Our downstream operations in Australia, New Zealand, Indonesia and Singapore are certified under the Bonsucro Chain of Custody Standard.

**Smartcane**

Smartcane BMP is an industry-led initiative available to all sugarcane growers in Queensland, Australia. Our farms in the Burdekin region have been accredited since 2015. Currently, 100% of Wilmar-owned farms are accredited.

 More details on our certification progress can be found in our [Base Data Tables](#).

## Genetically Modified Organisms

FB-AG-430B.1

Wilmar does not grow or produce genetically modified (GM) crops or use GM organisms (GMOs) in our upstream palm and sugar production. In the manufacturing of our downstream products such as edible oils, we acknowledge the need for a systematic and varied approach to managing GM ingredients to ensure regulatory compliance globally and to provide accurate consumer information.

Goodman Fielder endeavours to avoid the use of GM ingredients in retail branded products where feasible and complies fully with regulatory requirements on the use and labelling of GM ingredients. At YKA, imported GM soybeans and rapeseeds are used under a comprehensive management system supported by controls across our value chain:

			
<b>01 USING THE LATEST TECHNOLOGY TO CONDUCT STRINGENT TESTING OF GMOs</b>	<b>02 SEGREGATING GMO AND NON-GMO INGREDIENTS AT SOURCE</b>	<b>03 ENSURING THAT SOME FACTORIES REMAIN STRICTLY GMO-FREE</b>	<b>03 ADHERING TO LABELLING REQUIREMENTS FOR OUR GMO PRODUCTS</b>
on raw materials and finished products including checking every truck shipment that arrives	for specific customer orders	by processing only non-GMO ingredients	to ensure that consumers are well-informed

In China, YKA strictly complies with all relevant GMO regulations, including

- 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 (农业转基因生物安全管理条例)
- Measures for the Supervision and Administration of Inspection and Quarantine for Import/Export Grains (进出口转基因产品检验检疫管理办法)
- Measures for the Approval of Biological GMO Processing (农业转基因生物加工审批办法)



Wilmar's flour mill in Harbin, China.



# Product Quality and Safety

3-3, 416-1, 416-2

At Wilmar, product quality and safety throughout our value chain are fundamental to sustaining consumer trust and long-term business success. Recognising the serious implications of any lapse, we safeguard human rights and public health through risk mitigation.

To avoid food safety incidents, we have established a comprehensive framework of policies, processes and certified management systems in line with international standards. This framework is reinforced through regular inspections, close coordination between country-level and Group-level quality

teams and consistent stakeholder engagement to strengthen system effectiveness. We monitor our performance through defined targets and indicators, from which we derive insights to enhance policies and operational practices.

## Wilmar's Food Safety Policies

Wilmar upholds the highest food quality and safety standards through robust measures that exceed statutory and regulatory requirements. We enforce the following internal policies:

<b>FOOD SAFETY POLICY</b>	<b>FOOD FRAUD POLICY</b>	<b>FOOD DEFENSE POLICY</b>
<p>Defines the framework ensuring all products meet the most stringent food safety standards</p>	<p>Establishes the process to protect our supply chain from deliberate or unintentional adulteration of food products, ingredients and packaging</p>	<p>Outlines preventive measures to safeguard our products and supply chain against malicious threats that could compromise the safety of our food products, ingredients and packaging</p>



# Food Safety Certifications

Wilmar's dedicated Quality Assurance and Quality Control (QAQC) Department oversees the execution of a Food Safety Management System (FSMS) across our factories. Our FSMS is certified under globally recognised schemes, including:

- Food Safety System Certification 22000
- British Retail Consortium Global Standard for Food Safety
- Safe Quality Food


As of 2025, 88.4% of our factories with a floor area above 5,000 sqm have achieved certification under a GFSI-recognised food safety accreditation programme. We aim to secure accreditations for all such factories.

Independent third-party reviews and feedback from these schemes strengthen our management practices and system effectiveness. To maintain organisational consistency, food safety updates are regularly shared with QAQC heads at both the Group and country levels.

As part of our commitment to global food safety excellence, Wilmar engaged AIB International (AIB), a leading food safety systems expert, to inspect our factories for Good

Manufacturing Practice (GMP) compliance and other food safety prerequisites. In 2025, AIB conducted 278 inspections, of which 15 were reduced inspections, complemented by 21 internal inspections conducted by Wilmar, achieving 99.3% of our target 301 inspections. The remaining 0.66% factories were not inspected due to severe weather and factory renovations.

Mature GMP-compliant factories are also subject to unannounced AIB inspections to reinforce food safety standards in our daily operations. In 2025, 252 (83.7%) of the 301 inspections were unannounced, of which 87 factories (34.5%) passed without serious findings — 15 of them passed for three consecutive years.

 For further information on our certification progress, please refer to the [Summary of Progress](#).

# Enhancing Product Quality Throughout our Supply Chain

Across our factories, we have established a comprehensive quality and safety management model to ensure the quality and safety of our entire supply chain. This includes regular product quality testing and food-related inspections, certifying our factories and products and tracing product information using digital means. Where non-conforming products or batch quality deviations (including semi-finished goods) occur, relevant departments conduct root-cause analysis, implement corrective and preventive actions and monitor their effectiveness.

At the same time, we constantly seek opportunities to enhance product quality in response to evolving customer expectations and preferences. We have put in place stringent controls to mitigate the presence of 3-MCPD<sup>46</sup> fatty esters, a chemical contaminant found in palm oil, across every stage of our supply chain – from plantation management, milling to refining and transportation.



Employees in Wilmar's laboratory in Sarawak, Malaysia.

 In 2025, we continued investing in R&D to elevate product quality. For more details on how innovation and technology drive these enhancements, please refer to the section on [Innovation and Technology](#).

# Strengthening Our Approach

416-1

Wilmar consistently seeks opportunities to advance food safety initiatives across the Group by embedding a strong food safety culture. Our key priority areas include:



**Continue pushing AIB inspections across factories,** including unannounced inspections, to incorporate GMP into daily operations.



**Reinforcing hazard and critical control points (HACCP) implementation** in factories through ongoing coaching and collaborative reviews.



**Building GMP self-inspection factory resources and capabilities** by training all factory staff in GMP requirements and equipping selected internal GMP auditors to train peers within their regions under guidance of the Group QAQC team.



Further information on our product quality and safety training initiatives and customer communication mechanism is available in the [YKA Sustainability Report 2025](#).

<sup>46</sup>An organic chemical compound of 3-monochloropropane-1, 2-diol or 3-chloropropane-1, 2-diol.

## Zero Food Safety Incidents

416-2

In 2025, there were zero product recalls related to food safety incidents and zero reported incidents of non-compliance with regulations or voluntary codes concerning the health and safety impacts of our products, including non-compliance affecting children.

## Animal Feed Safety

Wilmar maintains the highest animal feed safety standards through comprehensive product safety management systems. Most of our animal feed products are certified under the GMP+ scheme, with the majority of our certified production facilities located in Southeast Asia.

Our factories exporting to Australia remain certified by the Australian Quarantine and Inspection Service and fully compliant with feed safety and biosecurity requirements.



Most of Wilmar's animal feed products are certified under the GMP+ scheme.

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# Transforming Our Supply Chain

Plantation workers at a nursery in one of Wilmar's oil palm estates in Uganda.



## Responsible Sourcing and Supply Chain Transformation

3-3, 308-1, 308-2, 414-1, 414-2, FB-AG-430A.1, FB-AG-430A.3, FB-PF-440A.2

A well-managed supply chain has the potential to drive economic growth, strengthen communities and protect the environment. At Wilmar, responsible sourcing forms the foundation of how we help transform the agriculture sector. By prioritising strong due diligence, transparency and close collaboration with our suppliers, we work hand in hand to advance sustainability and create lasting impact.

Wilmar is committed to building a traceable, transparent and accountable supply chain underpinned by strong stakeholder engagement. We recognise that open dialogue and collaboration are essential to achieving meaningful progress. Through scalable partnerships, we create continuous opportunities for feedback and engagement, ensuring our initiatives remain effective, relevant and responsive to stakeholders.

We actively support and empower our suppliers through capacity-building initiatives to meet and uphold our sustainability standards. To measure impact and drive continuous improvement, we maintain robust frameworks that track progress and evaluate the effectiveness of our initiatives across our supply chains.

Besides leveraging new technologies to deliver timely updates and actionable insights through real-time tracking and reporting, we also actively collaborate with sustainability experts. They provide on-the-ground support, playing a vital role in the implementation of our NDPE and broader sustainability policies. They also contribute to the development of traceability targets and promote the adoption of sustainable practices among suppliers. Active stakeholder engagement remains a core driver of our success. Through scalable partnerships, we facilitate dialogue and feedback to ensure our initiatives remain effective and relevant.

Wilmar's **Supplier Guidelines** set clear expectations on key principles, including legal compliance, business integrity, human

rights, labour standards, environmental protection, product quality, safety and reporting misconduct. We expect all suppliers to uphold these standards and cascade them through their own supply chains. They must also comply with all applicable international, national and local laws and regulations governing their operations.

Through our responsible sourcing programme, we build supplier capacity to meet our Supplier Guidelines, particularly across our palm oil and sugar supply chains. We promote responsible sourcing practices and advance long-term sustainability by facilitating knowledge sharing and providing hands-on support.



*We actively support and empower our suppliers through capacity-building initiatives to meet and uphold our sustainability standards.*



# Palm Suppliers

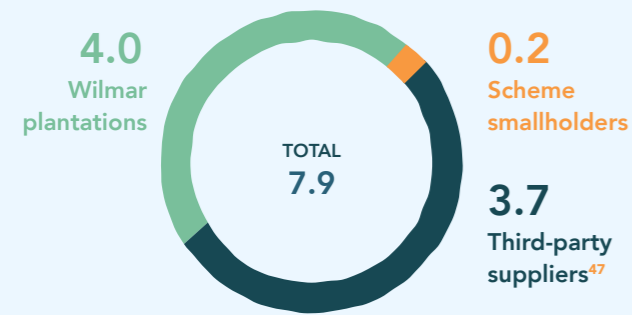
A significant share of our supply of FFB, CPO and palm kernel oil (PKO) is sourced from third-party suppliers:



For further information on Wilmar's supply chain, please visit our [Sustainability Dashboard](#).



## FFB (million MT) processed by Wilmar palm oil mills

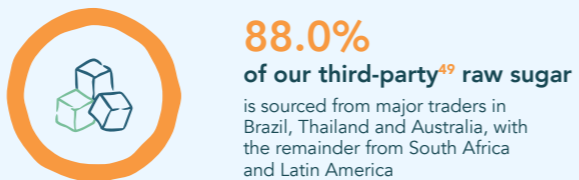


## CPO and PKO processed by Wilmar refineries (%)

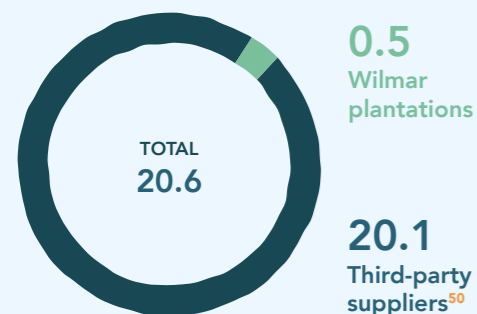


# Sugar Suppliers

Wilmar sources sugarcane and raw sugar from a diverse global network comprising our own operations, independent mills, refineries, traders and global sugar exchanges. The majority of our sugar is procured from third-party suppliers worldwide:



## Sugarcane (million MT) processed by Wilmar sugar mills



<sup>47</sup> Include independent smallholders, FFB collection centres and agents.  
<sup>48</sup> Include third-party direct mills, third-party refineries/traders/bulkers.  
<sup>49</sup> Include third-party refineries/traders/direct mills.  
<sup>50</sup> Include third-party farmers.

# Ensuring Sustainable Practices by Our Palm Suppliers

Wilmar's **NDPE Policy**, first introduced in 2013, positioned us as a leader in sustainable palm oil. This Policy was updated in 2019 to incorporate new commitments and procedures, ensuring its continued effectiveness and relevance.

With a significant portion of Wilmar's palm oil being sourced from third-party suppliers, traceability is central to monitoring NDPE implementation and compliance. In line with our 2025 targets, we have achieved 98.5%\* traceability to mills and 90.0%\* traceability to plantations, as well as maintained a 100% response rate for all grievances raised via our Grievance Mechanism. As of December 2025, 89 grievance cases were logged, of which 86 have been closed and three remain under review.

The Policy applies to our entire supply chain and includes key elements such as smallholder support, a deforestation cut-off date, strengthened health and safety standards, access to grievance mechanisms and transparent public disclosures. These elements collectively strengthen accountability and promote sustainable practices throughout Wilmar's operations.

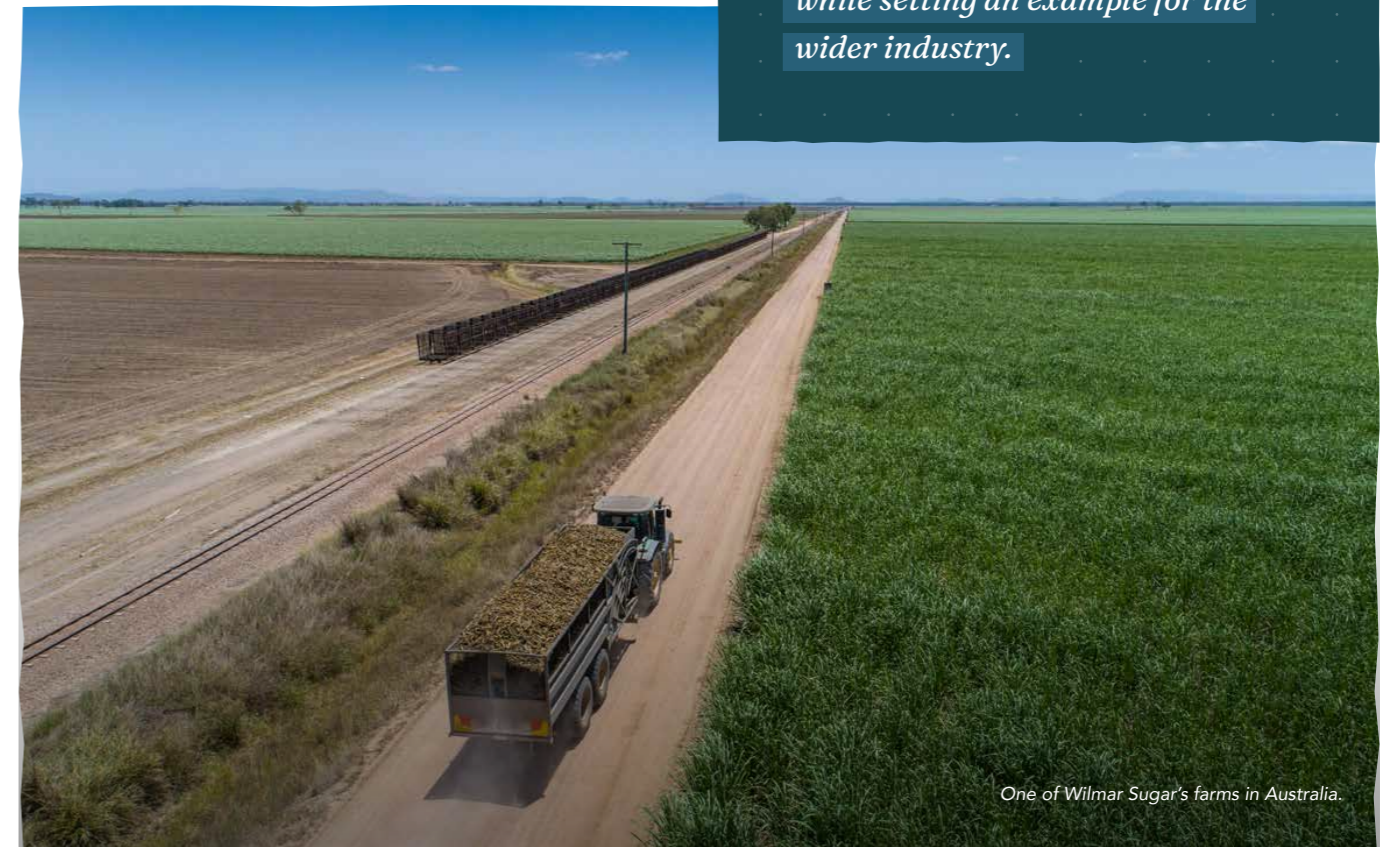
For more details on our commitments and progress, please refer to our [Palm NDPE Implementation Annual Report 2025](#) and [Summary of Progress 2025](#).

Through our NDPE Policy, Wilmar seeks to catalyse positive change across the palm oil supply chain, reinforcing the sustainability and resilience of our own operations while setting an example for the wider industry.

Water is an important resource in palm oil cultivation. Based on our assessment, approximately 0.41% of our total palm oil volume is sourced from water-stressed areas.

As part of our broader environmental protection efforts, we socialise environmental conservation topics with our suppliers in these areas.

“  
Through our NDPE Policy, Wilmar seeks to catalyse positive change across the palm oil supply chain, reinforcing the sustainability and resilience of our own operations while setting an example for the wider industry.”



One of Wilmar Sugar's farms in Australia.

\* Limited assurance conducted by CU.

# Ensuring Sustainable Practices by Our Sugar Suppliers

Wilmar introduced our **NDPE Sugar Policy** in 2021 to create a responsible sugar supply chain grounded in the protection of forests, people and communities while promoting operational efficiency. Unlike palm oil, peat is not a material concern in the sugar industry and is therefore excluded from the Policy.

The NDPE Sugar Policy applies to our sugar operations worldwide, including subsidiaries, refineries, mills and farms that we own, manage or invest in, regardless of stake, as well as all directly contracted third-party suppliers. To ensure effective implementation, we actively engage suppliers through knowledge-sharing and capacity-building. Our approach is tailored to regional and national contexts, recognising the differing paces of sustainability adoption across countries.

Strengthening traceability across our sugar supply chain is a key priority for Wilmar, as it enhances visibility and deepens our understanding of supply origins. Our traceability mapping process identifies all mills supplying to NDPE Sugar Refineries, forming the foundation of our responsible sourcing approach.

We have taken a phased approach to implementation, starting with the introduction of the Sugar Supplier Reporting Tool to key mill suppliers in Australia, Thailand, India, Brazil and Mexico. In 2025, we expanded the engagement to the Philippines, Guatemala, Costa Rica and South Africa.

In 2025, strengthened procedures across nine partner refineries enabled us to achieve an average of 98.8% traceability to mills. This progress has supported the wider adoption of the SRT and enhanced our ability to evaluate supplier risks based on assessment outcomes. We also provide targeted action plans and guidance materials to help suppliers improve their performance. In addition, Wilmar will continue to engage suppliers through webinars and regional support programmes on key sustainability topics identified through the SRT.

As of 2025, 149 sugar mills across eight countries including Brazil, Mexico, Australia, Thailand, India, Cambodia, the Philippines, and Guatemala have successfully completed the SRT. This reflects our continued efforts to deepen supplier engagement and drive alignment with the NDPE Sugar Policy.


Recognising that suppliers operate in different contexts and are at varying stages of sustainability adoption, we tailor our support to their specific needs – ranging from introductory awareness and capacity-building to advanced implementation guidance. For example, we introduced targeted capacity-building programmes for suppliers in Brazil, with plans to expand similar programmes to Thailand in 2026. By working closely with suppliers through focused engagement sessions, we aim to enhance their understanding of sustainability requirements, while promoting continuous improvement and deeper engagement with third-party sugarcane suppliers.

Through the SRT, we also ensure that suppliers have a decarbonisation approach in place, providing them with tools and practical guidance to support their low-carbon transition. This strengthens the implementation of our NDPE Sugar Policy and supports the wider shift towards lower-carbon supply chains.

To further enhance monitoring and accountability, we partnered with Geowatch Labs to implement satellite-based deforestation surveillance of sugar production areas. As of end-2025, assessments have absence of deforestation breaches in our supply chain in sugar production areas of Brazil and Thailand. While surveillance continues in both countries, we will expand coverage to other sourcing countries. This initiative strengthens our ability to detect deforestation risks in real time, reinforcing transparency and ensuring compliance with our NDPE Sugar Policy.

Water is a critical input in sugarcane cultivation. Our assessment indicates that approximately 24.1% of our sugar supply base operates in water-stressed areas. In response, we actively communicate water conservation best practices to suppliers in these regions, supporting their efforts to manage water use responsibly and in line with our broader environmental commitments.

Beyond our own operations, we participate in the Sugar Collaboration Group (SCG), an industry coalition aimed at developing a shared definition of deforestation for the sugar sector, including the consideration of non-forest natural habitats and an agreed sector-wide cut-off date. This collective effort supports consistency across suppliers and buyers while strengthening alignment with our NDPE Sugar Policy.

 To learn more about our ongoing initiatives with our sugar suppliers, please refer to the **NDPE Sugar** section on our Sustainability Dashboard.

*“Strengthening traceability across our sugar supply chain is a key priority for Wilmar, as it enhances visibility and deepens our understanding of supply origins.”*



## Supporting Market Awareness through the NDPE Sugar Logo

The NDPE Sugar logo signals that the sugar is produced within Wilmar's NDPE Sugar programme, which requires participating mills and refineries to commit to no-deforestation practices and responsible production.

To raise awareness and promote responsible sugar sourcing, partner refineries now feature the NDPE Sugar logo both on-pack and off-pack. In Malaysia, the logo is featured on sugar packaging, transport fleet branding and social media communications. Similarly, our refinery in Indonesia has adopted the logo on its retail packs to promote responsible sourcing. In Brazil, participating mills have promoted their involvement through press releases and digital platforms, highlighting their commitment to strengthening responsible production practices.

Through controlled and transparent logo use, Wilmar and our partners are helping to build recognition of the NDPE Sugar programme across the value chain, encouraging more suppliers to engage, commit and progress in their sustainability journey.

## Screening Our Suppliers and Ensuring Oversight

Wilmar conducts thorough screening and assessments of all new and existing suppliers to ensure alignment with our environmental and social standards. All new or prospective supply mills undergo rigorous due diligence covering a broad set of environmental and social criteria. For existing suppliers, we use the SRT to identify potential risks and negative impacts.



Further information on our due diligence and the SRT are available in the **Palm NDPE Implementation Annual Report 2025**.

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One of Wilmar Sugar's mills in Australia.



# Responsible Business Practices

FFB grading process in Sabah, Malaysia.


## Business Ethics & Compliance

3-3


Wilmar is committed to conducting business responsibly and upholding the highest ethical standards, while ensuring full compliance with regulations across our global operations.

### Core Values

In our commitment to excellence, we are guided by a set of values that define who we are and the way we work.



**SAFETY**  
We pay careful consideration to the health and safety of our employees at the workplace.




**TEAMWORK**  
We work as one team to achieve our corporate goals.




**INNOVATION**  
We value innovative efforts, ideas and methods to continually improve our business processes.



**INTEGRITY**  
We value honesty, trustworthiness and high ethical standards.



**EXCELLENCE**  
We strive for excellent performance in everything we do.



**PASSION**  
We are passionate about growing our business globally.

Integrity is one of Wilmar's **core values** and serves as the guiding principle behind every decision and action we take. It ensures that our business approach is rooted in honesty, trustworthiness and high ethical standards. We are committed to upholding these principles by proactively monitoring, preventing and addressing actual or potential misconduct. This commitment extends beyond our own operations to our broader network of business partners, reinforced through clear corporate policies and transparent communication of expectations. By maintaining these standards, we strengthen trust and amplify our positive impact across the entire value chain.

We continuously enhance transparency and accountability to better identify and manage environmental, social and human rights impacts in the regions where we operate. To support this, we maintain robust due diligence processes, including whistleblowing procedures and grievance mechanisms, to ensure issues are addressed promptly. Through these processes, we actively engage stakeholders and business partners to ensure timely and effective remediation of actual or potential negative impacts.

# Group Policies and Guidelines on Business Ethics

2-23, 205-1, 205-2

Wilmar has established a comprehensive framework of policies, procedures and guidelines to uphold business ethics. Our ethics-related policies are reviewed periodically to ensure they remain relevant and aligned with applicable regulations and industry standards. These policies, which are approved by our Board of Directors, apply across the Group.



## Code of Conduct and Code of Ethics

Wilmar's **Code of Conduct** applies to all employees and sets out key principles that govern our operations. These include information confidentiality, the management of conflicts of interest, anti-bribery and corruption, anti-money laundering, anti-trust and fair dealing, whistleblowing and responsibility for workplace health and safety. It also promotes respect in the workplace through non-discrimination, anti-harassment and anti-violence policies. To reinforce our zero-tolerance stance on bribery, corruption and money laundering, we have introduced dedicated policies that provide clear guidance for Management, employees and stakeholders. These policies align with relevant legislation in the jurisdictions where we operate.

Adherence to the Code of Conduct forms part of Wilmar's appraisal system and is incorporated into employee performance evaluations and remuneration. Breaches of the Code may result in disciplinary action, ranging from warnings to dismissal.

Wilmar's **Code of Ethics** provides a comprehensive framework for ethical conduct and decision-making across the organisation. It underscores core principles such as honesty, integrity, fairness, respect and accountability. It applies to all employees, including the leadership team.

In addition to the Code of Conduct and the Code of Ethics, the Group employs the following measures to detect and prevent fraud:

- Maintaining strong vigilance and integrity among Management
- Establishing a whistleblowing channel for employees and external parties to report concerns about dishonesty, fraud, corruption and misconduct
- Providing briefing and training on Anti-Bribery and Corruption Policy and Anti-Fraud Policy
- Conducting ongoing internal audit procedures



## Anti-Bribery and Corruption Policy

Wilmar maintains a zero-tolerance stance towards all forms of corruption, bribery and extortion as part of our commitment to ethical and fair business conduct. Our **Anti-Bribery and Corruption Policy**, which is communicated and applies to all employees and leadership across Wilmar and our subsidiaries, sets out clear guidelines, responsibilities and procedures for monitoring compliance, implementing controls and investigating potential incidents. To strengthen awareness and compliance, we provide focused training

and communication to all employees every two years, ensuring a shared understanding of our expectations. This Policy should be read alongside Wilmar's Anti-Fraud Policy and **Whistleblowing Policy**.

Our Board members stay informed of relevant policies and are fully committed to upholding the highest standards of corporate governance and integrity to safeguard the interests of all our stakeholders.



## Anti-Fraud Policy

Wilmar's **Anti-Fraud Policy** provides clear guidance, sets out responsibilities and outlines procedures to prevent, detect and address potentially fraudulent activities involving our employees and business partners. Management is responsible for developing and maintaining effective internal controls to prevent fraud and to ensure that any occurrence is promptly detected and reported.

All managers, including line managers, have a responsibility to conduct an annual review to assess the adequacy of these controls, ensuring that the Anti-Fraud Policy, together with other relevant corporate policies, is communicated to all employees under their supervision and that all obligations outlined in the Policy are fulfilled.

# Communication and Training on Wilmar's Corporate Policies

2-23

All employees, including part-time staff and those hired on contract terms, receive training and guidance on Wilmar's Code of Conduct and other corporate policies during onboarding. This training covers key ethical topics such as anti-bribery and corruption. To maintain compliance, employees participate in regular mandatory refresher sessions. Any updates to the Code of Conduct or related policies are communicated through internal bulletins.

Wilmar also ensures that our corporate policies are clearly communicated to our business partners and external entities. For example, compliance with our NDPE Policy is monitored through the SRT across subsidiaries, joint ventures and third-party suppliers. High-risk entities are further supported through in-person engagements when necessary. All corporate policies are accessible through the **Company's website** and intranet.

## Wilmar's Tax Policy

207-1

Wilmar's **Tax Policy** outlines the Group's approach to the management of tax compliance and tax risks across our global operations. Approved at the management level and reviewed periodically.

### THE POLICY IS GUIDED BY THE FOLLOWING KEY PRINCIPLES:



**Commitment to fulfilling all statutory tax compliance and disclosure obligations** in accordance with relevant tax laws and regulations



**Paying the correct and proper amount of taxes** in every jurisdiction where we operate



**Managing tax affairs efficiently** to maximise shareholder value while ensuring that all tax planning is grounded in sound commercial activities and fully compliant with applicable laws and regulations



**No adoption of any tax planning and structures** that are aggressive or designed for tax avoidance or non-compliance with laws and regulations

These principles reflect our commitment to transparency, fiscal regulatory responsibilities and regulatory compliance in our tax practices, which are crucial to building stakeholder trust and the sustainable growth of Wilmar's business and operations.

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# Raising and Reporting Concerns

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

Wilmar's **Whistleblowing Policy** provides a secure and confidential channel for individuals to anonymously raise concerns about potential corporate improprieties in good faith. The Policy applies to all employees and external stakeholders including customers, suppliers and contractors. It clearly outlines the process for submitting concerns anonymously, including the option to file a formal Whistleblower Report.

All reported matters are independently investigated and appropriate remedial actions are taken where warranted. Where allegations are substantiated, cases are reported to the Audit Committee (AC) in accordance with the guidelines set out in the Company's Whistleblowing Policy and as directed by the AC. As part of the closure process, investigation findings and remediation measures are communicated to the whistleblower. The Policy protects whistleblowers from retaliation or victimisation, ensuring they are not at risk of job loss or other adverse actions, even if allegations are later found to be false but made in good faith. Reporting forms are available in local languages, including **Bahasa Indonesia** and **Chinese**, which are the primary languages in our key operational regions.

In addition, Wilmar maintains a grievance mechanism to address concerns relating to the implementation of our NDPE Policy. A dedicated hotline is available, supported by detailed guidance through our **Grievance Procedure**. Grievances may be submitted anonymously and in local languages through designated channels. For more information, please refer to our **Palm NDPE Implementation Annual Report 2025**.

Wilmar maintains a zero-tolerance stance towards corruption and does not condone any such acts by employees or office holders. We strive to achieve no incidents of ethical business misconduct. Despite this commitment, the Group faced several legal challenges in Indonesia and China in FY2025.

## Indonesia

In July 2025, the Indonesian National Police investigated rice producers, including Wilmar's subsidiary, PT Padi Indonesia Maju (PT PIM), for suspected violations of rice quality and measurement standards, allegations which Wilmar has denied. Three PT PIM employees, namely the President Director, Factory Head and Head of Quality Control, were named as suspects for allegedly selling rice that did not meet the required packaging standards. The case is still pending. Wilmar will provide further updates in future reporting should any material developments arise.

While Wilmar respects the decision of the District Court, it regrets the case against the representatives of the nine sugar producers did not mirror the outcome of the corresponding case against the former Trade Minister, whose direction they had acted in accordance with, but whose case was abolished and halted.

Wilmar maintains that all actions taken by the employees in the above cases were carried out in compliance with prevailing regulations and in good faith.

In September 2025, the Indonesian Supreme Court overturned earlier acquittals of Wilmar Group and two other palm oil groups following an appeal by the Indonesian Attorney General's Office (AGO). The appeal involved five Wilmar subsidiaries and was related to actions taken during Indonesia's shortage of cooking oil in 2021. The Supreme Court fined the Wilmar subsidiaries IDR1 billion (approximately US\$59,666) and ordered compensation for State losses amounting to IDR11,880,351,801,176 (approximately US\$712.3 million).

In October 2025, the Central Jakarta District Court convicted the General Manager of P.T. Duta Sugar International (DSI) for sugar import activities in 2016. He was sentenced to four years' imprisonment and fined IDR200 million (approximately US\$12,000). The security deposit of IDR41.2 billion (approximately US\$2.5 million) placed by DSI with the Indonesian AGO was forfeited and considered as restitution for DSI's share of the alleged losses suffered by the country.

The representatives of eight other sugar producers who were charged received similar custodial sentences.

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## China

In November 2025, the Intermediate People's Court of Huaibei City issued a first-instance judgment in respect of a criminal indictment of Wilmar's China subsidiary, Yihai (Guangzhou) Oils & Grains Industries Co. Ltd. (Guangzhou Yihai). Guangzhou Yihai was found guilty of contract fraud and fined RMB1 million (approximately US\$141,000). The court also ordered Guangzhou Yihai and Yunnan Huijia Import and Export Co., Ltd. to jointly compensate Anhui Huawen International Trade Co., Ltd., a China state-owned company, for losses totalling RMB1.88 billion (approximately US\$264.5 million). Guangzhou Yihai maintains that the first-instance judicial proceedings, factual determinations, adoption of evidence and application of law were erroneous and has lodged an appeal with the Anhui Provincial High People's Court against the first-instance Court Judgment within the statutory time limit.

In connection with the above case, a former general manager of Guangzhou Yihai was found guilty of contract fraud and accepting bribes as a non-state employee. He was sentenced to 19 years' imprisonment, fined RMB2.8 million (approximately US\$394,000), and ordered to surrender all illegal gains to the State.

Wilmar has disclosed details of the abovementioned incidents through SGX announcements. For more information, please refer to these announcements on the **SGX website** and the **Company's website**.

In 2025, there were no significant incidents of non-compliance with environmental or socio-economic laws and regulations across our operations. There were also no breaches of the Code of Conduct and no recorded cases of anti-competitive behaviour, anti-trust or monopoly practices.

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## Public Policy

### No Political Involvement and Contributions

Wilmar maintains a strict policy against political involvement and contributions, in alignment with our **Code of Conduct**. The Group does not make any direct or indirect contributions to political parties, political associations or political candidates. We nonetheless respect the rights of employees to engage in political activities in their personal capacity, provided that such participation complies with the Code of Conduct and all other relevant Group policies.

### Advocacy and Engagement

Wilmar takes our role as a responsible corporate citizen seriously and actively participates in public policy discussions that may affect our business. We evaluate legislation and government policies carefully and advocate for change where appropriate, in line with applicable laws and regulations, as well as Wilmar's own corporate policies and procedures.

Previously, our subsidiary Wilmar Europe Trading B.V. (WET) retained Europtimum under a contractual arrangement to represent our views on EU sustainability policies. Since 2024, we have engaged KDC Conseil for this purpose. In 2025, a total of EUR37,500 (approximately US\$43,700) in fees was paid to KDC Conseil, shared equally between WET and Olenex Sàrl (Olenex), our joint venture with ADM.

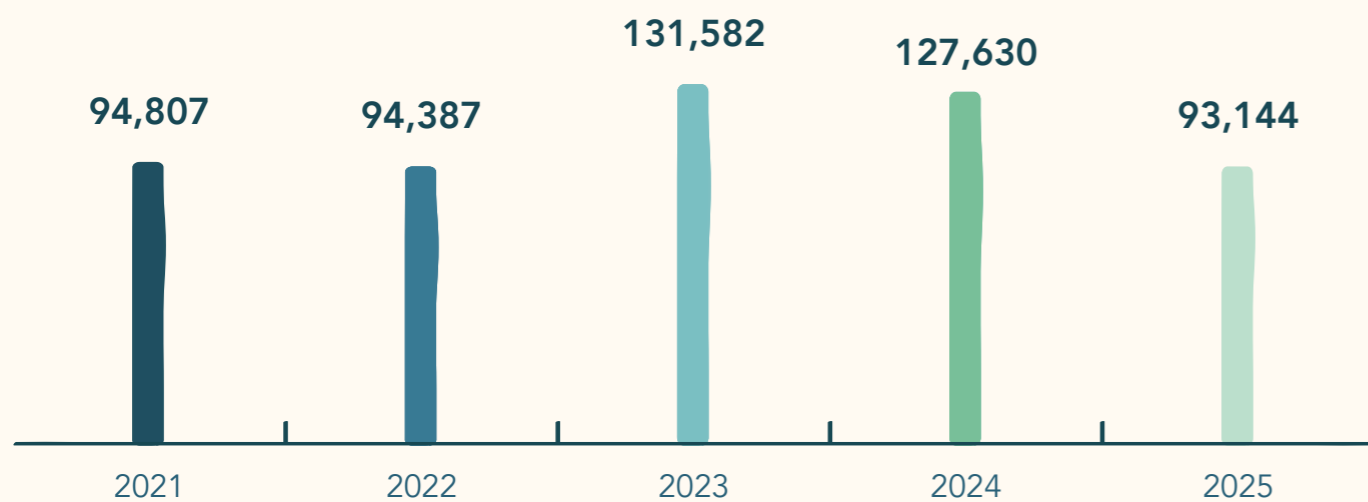
Through this engagement, we provided input to the European Commission on its proposed regulation on deforestation-free products and the Corporate Sustainability Reporting Directive. While expressing broad support for these proposals, Wilmar offered practical insights on commodity flows, highlighted potential risks and recommended solutions.

We also contributed feedback, both directly and through relevant industry associations such as Fediol, on the biofuels aspects of the European Commission's Fit for 55 package, which aims to reduce EU GHG emissions by at least 55.0% by 2030 compared to 1990 levels.

No monetary value was offered to any government officials as part of our advocacy work. All industry associations with which we collaborate maintain similarly strict codes of conduct, as well as ethical and anti-trust policies.

In addition, Wilmar participates in recognised sustainability-related trade associations, multi-stakeholder initiatives and tax-exempt groups, reaffirming our commitment to responsible and transparent corporate engagement.

Graph: Total monetary contributions to recognised<sup>51</sup> sustainability-related trade associations and tax-exempt groups (US\$)



<sup>51</sup>Based on contributions made by Wilmar's Sustainability Department.

## Corporate Governance

2-9

### Board Diversity

Wilmar is committed to fostering a diverse, inclusive and collaborative culture across the organisation. The Board plays a critical role in setting the tone from the top, ensuring that the value of diversity is recognised and embedded throughout the Group. We believe that a Board comprising Directors with a broad range of competencies, perspectives, ages, cultural backgrounds, nationalities, gender and experiences is essential for long-term business resilience.

All Board appointments and candidate selections are based on merit and aligned with Wilmar's Board Diversity Policy. During the selection process, the Nominating Committee considers opportunities to strengthen diversity across areas such as expertise, nationality, ethnicity, gender and age.

Further information on our Board diversity can be found on page 71 of our [Annual Report 2025](#).

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### Training for Our Board of Directors

Wilmar's Board of Directors continuously participates in training and briefings to upskill and enhance their knowledge. These initiatives aim to strengthen the Board's capacity to carry out its duties responsibly and effectively, while keeping Directors informed of evolving business, technological, societal and sustainability trends. Directors are also encouraged to attend external seminars, conferences and professional courses relevant to their roles.

During FY2025, Wilmar invited Ernst & Young LLP to conduct an on-site training session on the International Sustainability Standards Board (ISSB)-aligned climate-related disclosure requirements for its Directors and employees. In addition, some Directors also attended an off-site briefing on the latest developments in sustainability reporting conducted by PricewaterhouseCoopers Risk Services Pte. Ltd. The briefing covered evolving legal risks and directors' duties related to sustainability.

The Code of Conduct mentioned herein was also communicated to all Directors.

More information on the Board's training programmes can be found on pages 69-70 of our [Annual Report 2025](#).



Wilmar's conservation site and oil palm plantation in Uganda.



Wilmar's cybersecurity processes are developed with reference to international frameworks.

# Data Security and Privacy

3-3, 418-1

Safeguarding the integrity of our digital systems is paramount to maintaining trust and ensuring the resilience of our business. With cyber threats growing in frequency and sophistication, robust data security and privacy practices are critical to protecting sensitive and customer data, preventing operational disruptions and mitigating reputational risks.

Wilmar takes a proactive approach to managing these risks by implementing comprehensive policies, processes and technologies designed to prevent, detect and respond to potential threats. Our cyber and data security risk framework established clear controls and monitoring measures that strengthen our overall digital defence and protect our organisation and stakeholders. For more details on our commitments and progress, please refer to our [Summary of Progress 2025](#).



## Data Protection & Privacy

Wilmar's **Group Privacy Policy** sets out clear guidelines on the collection, use and management of personal data. This policy applies to all Wilmar subsidiaries and associates including third-party IT service providers that use our systems or process our data. The Policy details the types of data collected, the purposes for which it may be utilised, the parties that may access it and the rights of individuals regarding the processing of their personal data.

To reinforce governance and data management, Wilmar's Internal Privacy Policy guides employees on the responsible handling of personal data in accordance with prevailing regulations.

Wilmar complies with all relevant data protection regulations in the countries and regions where we operate, including the General Data Protection Regulation in the European Union, the Personal Information Protection Law in China and the Personal Data Protection Act in Singapore. As data protection requirements vary across the jurisdictions where we operate, we work closely with local regulatory authorities to better understand data residency obligations and incorporate them into our system design.



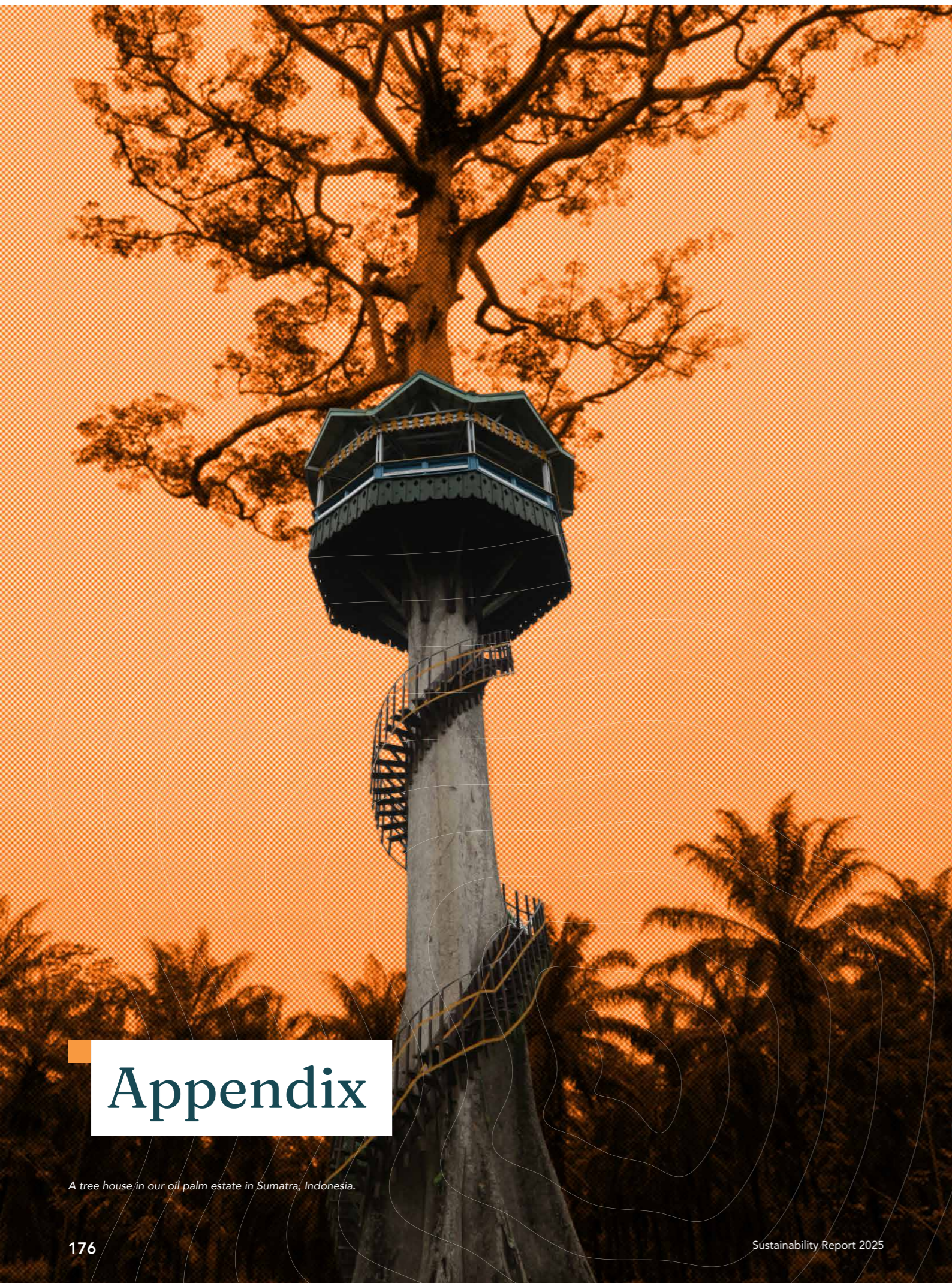
## Establishing Cybersecurity Safeguards

Wilmar's cybersecurity processes and initiatives are developed with reference to international frameworks, including the National Institute of Standards, Technology Cybersecurity Framework and ISO/IEC 27001:2022. We also maintain a publicly available **Information Security Policy**, which outlines our commitment to preventing, detecting and responding to cyberattacks effectively.

We adopt a preventative approach where employees are encouraged to report cybersecurity concerns promptly through established channels to the IT Security team. To cultivate a culture of awareness, Wilmar conducts regular cybersecurity awareness training and disseminates internal bulletins and guidelines that address emerging issues, reinforce best practices in cybersecurity and strengthen employee vigilance.

Cybersecurity oversight is led by the Group Chief Operating Officer, who is also a Board Director, and supported by the Chief Information Officer (CIO). The CIO oversees the IT Security team which monitors cybersecurity measures, emerging risks, key developments and ongoing initiatives. Issues of concern are escalated to the CIO and the Board as appropriate.

In 2025, there were no substantiated incidents of customer privacy breaches or losses of customer data.



# Appendix

A tree house in our oil palm estate in Sumatra, Indonesia.



## Materiality

3-1, 3-2

Materiality assessments are essential for identifying sustainability impacts, risks and opportunities that matter most to Wilmar’s business and stakeholders. They help ensure that our sustainability efforts and strategic decisions remain focused on the issues with the greatest potential to influence long-term performance and value creation.

In line with international best practices, Wilmar adopts the GRI Standards methodology to assess the social, environmental and economic impacts of our activities. In 2020, we undertook a detailed materiality assessment across key business segments, supported by extensive stakeholder engagement to capture and evaluate diverse perspectives<sup>52</sup> drawn from both internal and external groups.

In 2025, an independent sustainability consultancy reviewed Wilmar’s ESG material topics and concluded that they remained highly relevant, with no changes required at that time. Building on this baseline, and in response to evolving regulatory expectations, stakeholder priorities and business conditions, Wilmar is currently undertaking a double materiality assessment (DMA), which is scheduled for completion in 2026.

The DMA represents a more comprehensive reassessment, extending beyond Wilmar’s standard annual review of ESG material issues. It evaluates sustainability matters from two perspectives: the potential financial risks and opportunities for Wilmar, and the impacts of Wilmar’s operations on people and the environment.

In addition to strengthening Wilmar’s sustainability disclosures and responsible business practices, the reassessment is expected to support more informed strategic decision-making and long-term value creation. The outcomes of the DMA will inform Wilmar’s sustainability priorities and be incorporated into the 2026 Sustainability Report.



<sup>52</sup>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.

# Materiality Assessment Process



## TO IDENTIFY AND VALIDATE OUR MATERIAL ESG TOPICS, WE APPLIED A STRUCTURED FIVE-STAGE PROCESS GUIDED BY GRI'S PRINCIPLES



### 1. CONTEXT AND TOPIC IDENTIFICATION

A desk-based research and benchmarking exercise identified 16 potential material topics for our key business segments.



### 2. STAKEHOLDER ENGAGEMENT: SURVEY

To obtain balanced feedback and diverse insights from key internal and external stakeholder groups, we conducted an online survey to assess the relevance and prioritisation of the 16 potential material topics based on our societal impact and business importance. In total, we received 364 responses from internal stakeholders and 521 responses from external stakeholders, representing a response rate of 66.5% and 42.0% respectively.



### 3. STAKEHOLDER ENGAGEMENT: INTERVIEWS

We conducted interviews with key stakeholders to gather additional context and deeper insights on our material topics.



### 4. VALIDATION

Findings from the online survey and interviews were consolidated and analysed to produce a preliminary matrix. The results were then validated with the Sustainability Department and approved by the Board of Directors.



### 5. REVIEW

We reviewed our material topics with support from an independent sustainability consultancy to determine if priorities had shifted or new topics were emerging.

# Priority Topics

**PRIORITY TOPICS ARE OF THE HIGHEST IMPORTANCE TO WILMAR AND OUR KEY STAKEHOLDERS. THEY SHAPE OUR LONG-TERM STRATEGY, UNDERPIN OUR SUSTAINABILITY COMMITMENTS AND DRIVE OUR SOCIETAL AND ENVIRONMENTAL CONTRIBUTIONS**



### BIODIVERSITY AND CONSERVATION

Conserving, managing and rehabilitating HCS forests, HCV areas and peatland through no deforestation, no development on peatland and fire prevention.



### CLIMATE CHANGE

Mitigating climate change impacts by reducing GHG emissions and strengthening adaptation to regulatory and physical climate risks.



### ECONOMIC AND COMMUNITY CONTRIBUTION

Contributing to the socio-economic development of the communities where we operate.



### EMPLOYEE HEALTH, SAFETY AND WELL-BEING

Promoting and safeguarding the health, safety and well-being of our workforce.



### PRODUCT QUALITY AND SAFETY

Ensuring the highest standards of product quality and safety.



### BUSINESS ETHICS AND COMPLIANCE

Upholding the highest standards of governance, ethics and compliance with all applicable laws and policies.



### DIVERSITY AND INCLUSION

Fostering a diverse and inclusive workplace free from harassment and discrimination based on an individual's ethnic origin, gender, national origin, age, social class, religion, sexual orientation, gender identity, union membership, political affiliation or disability. Ensuring a fair and more inclusive workplace for women.



### ENVIRONMENTAL FOOTPRINT OF OPERATIONS

Minimising our environmental footprint through efficient consumption and responsible management of energy, water and waste.



### HUMAN RIGHTS AND LABOUR STANDARDS

Providing fair and decent working environment and opportunities, respecting and protecting the rights, dignity and security of our workers and communities across our value chain.



### RESPONSIBLE SOURCING AND SUPPLY CHAIN TRANSFORMATION

Building a traceable and transparent supply chain, while promoting inclusiveness by engaging and empowering suppliers to meet high sustainability standards through capacity-building.

# Important Topics

## IMPORTANT TOPICS HOLD MODERATE TO HIGH SIGNIFICANCE FOR WILMAR OR OUR KEY STAKEHOLDERS



### CONSUMER HEALTH AND WELL-BEING

Supporting access to affordable, healthy and nutritious food, especially in emerging markets.



### INNOVATION AND TECHNOLOGY

Investing in R&D and adopting new technologies to drive product and process innovation, enhance product quality and boost operational efficiencies.



### SUSTAINABLE PACKAGING

Sourcing and developing packaging solutions that minimise material use and support reusability or recyclability.



### DATA SECURITY AND PRIVACY

Protecting personal data from unauthorised access or malicious attacks, and ensuring the proper handling, processing, storage and usage of personal information.



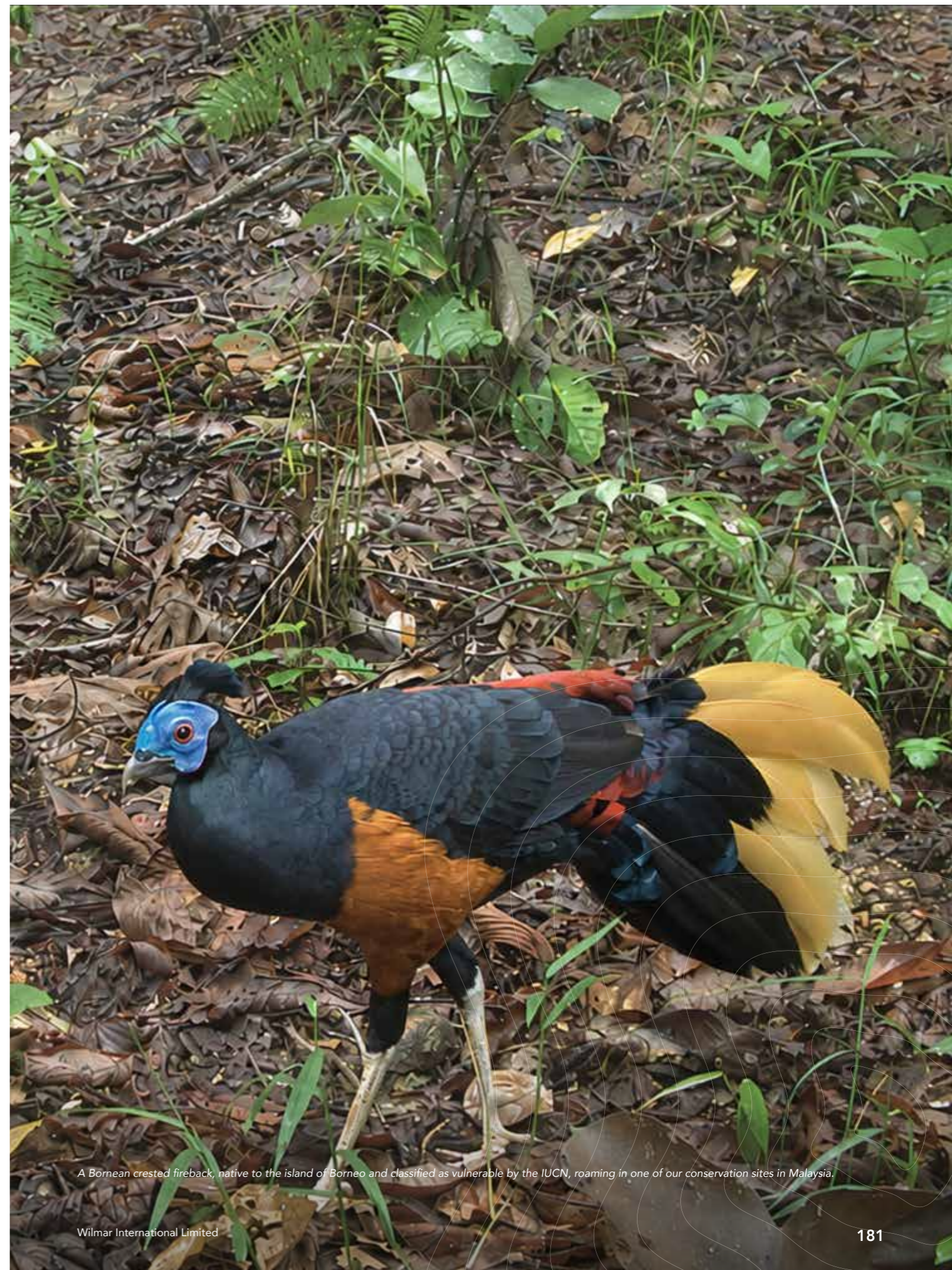
### PRODUCT MARKETING AND LABELLING

Ensuring accurate, transparent and responsible product marketing and labelling practices.



### TALENT MANAGEMENT

Attracting skilled individuals, providing development opportunities and maintaining an engaged workforce to support long-term organisational performance.



A Bornean crested fireback, native to the island of Borneo and classified as vulnerable by the IUCN, roaming in one of our conservation sites in Malaysia.

# External Assurance from Ernst & Young LLP

Independent Limited Assurance Statement in connection with the Subject Matter included in the Sustainability Report 2025 of Wilmar International Limited.

To the Management and Directors of Wilmar International Limited,

## Scope

We have been engaged by Wilmar International Limited (“Wilmar”) to perform a ‘limited assurance engagement’, as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on Wilmar’s selected sustainability information as detailed in Appendix A (the “Subject Matter”) contained in Wilmar’s Sustainability Report 2025 for the period from 1 January 2025 to 31 December 2025 (“the Report”).

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

## Criteria Applied By Wilmar

In preparing the Subject Matter, Wilmar applied criteria from the Global Reporting Initiative Sustainability Reporting Standards (“GRI Standards”), CDP, and the Roundtable on Sustainable Palm Oil (“RSPO”) Manual on the Best Management Practices for the Management and Rehabilitation of Riparian Reserves. Such criteria were specifically designed for sustainability performance; as a result, the Subject Matter may not be suitable for another purpose.

## Wilmar Management’s Responsibilities

Wilmar’s management is responsible for selecting Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records, and making estimates that are relevant to the preparation of the Subject Matter, such that it is free from material misstatement, whether due to fraud or error.

## EY’s Responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (“ISAE 3000 (Revised)”), and the terms of reference for this engagement as agreed with Wilmar on 21 January 2026. 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 Matter 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 judgement, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

## Our independence and Quality Management

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.

Our firm applies Singapore Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

## Description of Procedures Performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management’s internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information, and applying analytical and other appropriate procedures. Our procedures performed included, but were not limited to:

- Making inquiries with Wilmar’s Sustainability teams to
  - Understand principal business operations
  - Appreciate key sustainability issues and developments
  - Map out information flow for sustainability reporting and the relevant controls
  - Identify data providers with their responsibilities, and
  - Recognise the likelihood of possible manipulation of sustainability information and data.
- Conducting virtual interviews with and seeking clarification from employees and management in Singapore, Indonesia, Malaysia, Ghana, and Nigeria (e.g. Sustainability team, Environmental Health and Safety team, Estate Managers, Mill Managers) to understand key sustainability issues related to the selected indicators, collection processes and accuracy of reporting.

- Conducting process walk-through of systems and processes for data aggregation and reporting with relevant personnel to understand the quality of checks and control mechanisms, assessing and testing the controls in relation to the Subject Matter in the Report.
- Obtaining documentation through sampling methods to verify assumptions, estimations and computations made by management in relation to the Subject Matter in the Report.
- Checking data and statements had been correctly transcribed from corporate systems and / or supporting evidence into the Report.
- Obtaining invoices and confirmations in relation to the Subject Matter in the Report.
- Relying on Wilmar’s management representation letter on the Subject Matter 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 as of 26 May 2026 for the year ended 31 Dec 2025 in order for it to be in accordance with the Criteria.

## Restricted Use

This report is intended solely for the information and use of the Management of Wilmar and is not intended to be and should not be used by anyone other than those specified parties.

*Ernst & Young LLP*

**Ernst & Young LLP**  
26 May 2026  
Singapore

## Appendix A: Subject Matter

The metrics listed below constitute the selected sustainability information contained in Wilmar’s Sustainability Report 2025 for the period from 1 January 2025 to 31 December 2025 that is within the scope of this Assurance Statement.

S/N	Material Issues	Indicators for Assurance	Countries	Scope
1	Employee Health, Safety and Well-being	Number of reported fatalities of Wilmar’s employees and contractors	Global	Plantations, mills and factories
2	Employee Health, Safety and Well-being	Lost Time Injury Rate (“LTIR”)	Global	Plantations, mills and factories
3	Environmental Footprint of Operations	Water use intensity (m <sup>3</sup> /MT FFB processed)	Indonesia, Malaysia, Ghana and Nigeria	Palm oil mills
4	Biodiversity and Conservation	Hectarage of riparian zones restored, rehabilitated and maintained (Ha)	Indonesia, Malaysia, Ghana and Nigeria	Plantations

# External Assurance from Control Union Certifications

## Independent Assurance Statement

Control Union Certifications was commissioned by Wilmar to conduct an independent assurance of the following disclosures: Traceability to Mill (TtM), Traceability to Plantation (TtP), Satellite Monitoring, Supplier Engagement and Certifications. The scope of this assurance covers palm oil and lauric.

The information provided for verification in the Sustainability Report 2025 and the Palm NDPE Implementation Annual Report 2025 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, Satellite Monitoring, Supplier Engagement and Certifications 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 include 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 2025, Wilmar's progress against their commitments and targets are categorised below according to the disclosures within the scope of this assurance statement.

#### TtM and TtP

98.5% which translates to approximately 27.3 million MT of palm and lauric products is traceable to mill level

90.0% which translates to approximately 24.9 million MT of palm and lauric products is traceable to plantation level

#### Supplier Engagement

900 (100%) suppliers assessed

890 (98.9%) suppliers assessed as low-priority mills

10 (1.1%) suppliers assessed as high-priority mills

10 (100%) high-priority mills engaged (e.g. field visit, action plan follow-up, meeting, email correspondence, etc).

#### Certifications

For operations in Malaysia, Indonesia, Ghana and Nigeria:

- 29 mills are RSPO-certified (82.9%)
- 252,501 ha of oil palm plantations are RSPO-certified (82.2%)

For operations in Indonesia

- 25 mills are ISPO-certified (73.5%)
- 7 independent palm oil mills completed ISPO certification audits (63.6%)

For operations in Malaysia

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

#### Satellite Monitoring

>24.4 million ha of land covered by satellite monitoring across Wilmar's global operations and supply base<sup>53</sup>

1,504 supplier groups and 11,456 plantation units monitored

<sup>53</sup> Indonesia, Malaysia, Brazil, Cambodia, Cameroon, Colombia, Costa Rica, Democratic Republic of the Congo, Dominican Republic, Ecuador, Gabon, Ghana, Guatemala, Honduras, India, Ivory Coast, Liberia, Madagascar, Mexico, Myanmar, Nicaragua, Nigeria, Panama, Papua New Guinea, Peru, the Philippines, Sao Tome and Principe, Sierra Leone, Solomon Islands, Sri Lanka, Thailand, Togo, Uganda and Venezuela.

## 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, Satellite Monitoring, Supplier Engagement and Certifications.

## 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  
Head of Assurance Services  
COE Sustainability Assurance Asia  
30 April 2026



Wilmar's plantation workers in Uganda.



The proboscis monkey is one of the endangered species found in our conservation sites in Malaysia.



## Aligning with the IFRS Sustainability Disclosure Standards

Wilmar has maintained a focus on climate-related financial disclosures since 2020, reflecting our ongoing organisational commitment to strengthening our climate resilience. In 2023, we welcomed the introduction of the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards by the International Sustainability Standards Board (ISSB). These standards have deepened our internal understanding of climate-related R&Os while offering stakeholders valuable insights into our decarbonisation strategy and measures.

This section describes how we manage climate-related R&Os, guided by the four core pillars of the IFRS Sustainability Disclosure Standards. We strive to align our disclosures with the IFRS Sustainability Disclosure Standards to ensure they remain robust, transparent and consistent with international best practices.



# Governance

Wilmar's sustainability strategy, including our approach to climate-related matters, is overseen by the Chairman and Chief Executive Officer (CEO), together with the Board of Directors and the Board Sustainability Committee (BSC). Our Chairman and CEO holds overall accountability for our climate-related policies, the management of climate-related R&Os, as well as the setting and implementation of climate-related targets.

Formed in 2022, the BSC oversees the monitoring of the Group's sustainability impacts and issues. Its responsibilities, specifically in relation to climate-related matters, include:

- Endorsement of sustainability strategies and climate-related targets
- Evaluation of climate-related risks and associated financial and strategic implications
- Review and monitoring of the execution of climate-related risk management guidelines, policies, systems and practices
- Assessment of climate-related performance

The BSC - which meets quarterly - plays a pivotal role in embedding climate-related R&Os into our commercial strategy to safeguard the organisation's long-term growth prospects. This involves evaluating climate impacts on business plans and performance objectives as part of the Group's broader **risk management framework**.

BSC members are appointed based on their expertise and knowledge of climate-related matters relevant to Wilmar's core businesses. The BSC's current Chair, Jessica Cheam, is recognised as a sustainability pioneer with two decades of experience in sustainable development and ESG issues. All Board members have undergone SGX-mandated ESG training, supplemented by in-house sessions on climate and other material ESG topics. For more information on the composition and profiles of our Board, please refer to our **Annual Report 2025**.

Wilmar's **Sustainability Management Team** (SMT), led by our Chief Sustainability Officer, provides quarterly updates to the BSC and the Board. Assisted by independent sustainability advisors where required, the Chief Sustainability Officer oversees the execution of Wilmar's sustainability strategy across the following areas:

- Emerging global ESG trends and issues
- Physical and transition R&Os from climate change
- Progress of GHG reduction and other climate commitments
- Production and delivery of climate transition plans


These updates inform the Board's decision-making on business strategy and financial planning.

The BSC's oversight of climate-related R&Os is supported by the SMT and executed through the Sustainability Department. The Sustainability Department consistently tracks and monitors climate-related issues, including R&Os and emissions reduction programmes, across Wilmar's operations and business functions. The department, which reports to the Group Sustainability General Manager, collaborates closely with operational teams across continents.

Effective management of R&Os demands coordinated efforts across the Group. Each business function is responsible for monitoring climate R&Os within their scope of work and escalating issues to the Sustainability Department. The Sustainability Department then works with the relevant teams to assess the significance of these issues and whether they should be brought to the attention of the SMT, BSC and the Board. For instance, our trading and marketing teams may collect market intelligence on climate-related requirements and customer expectations. This information is shared with the Sustainability Department, which in turn passes it to relevant functions, such as Legal or Procurement, to ensure regulatory compliance and facilitate stakeholder engagement. The Finance team may be engaged to provide financial information to assess potential financial impacts. If the impact is assessed to be material, it will be escalated to the appropriate governance body and included in the quarterly updates to the SMT, BSC and/or the Board.

To ensure alignment between our business goals and sustainability objectives, Wilmar's remuneration framework incorporates key ESG targets into the annual performance reviews of Executive Directors and key management personnel. These targets include, among others, priorities related to climate change and are aligned with Wilmar's broader set of material topics, including near-term climate goals outlined in our climate roadmap.

From FY2025, the Company has further strengthened this commitment by linking 15.0% of the annual bonus of the Group's Executive Directors and key management personnel to the achievement of ESG targets. This underscores the Board's position that sustainable business practices and responsible stewardship are integral to long-term value creation.

 For more information on how we govern sustainability at a corporate level, please refer to the **Business Ethics and Compliance** and **Our Approach to Sustainability** sections in this Report.

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Executive Chairman of Shree Renuka Sugars Limited, Wilmar's subsidiary in India, delivered one of the welcome remarks at Globoil India in September 2025.

# Strategy

We employ climate scenario analysis to evaluate potential impacts of climate-related R&Os on our operations and supply chain across timeframes. In 2022, we performed a qualitative climate scenario assessment to ascertain material physical and transition R&Os and their significance. To maintain the comprehensiveness and applicability of our assessment, in 2024, we engaged an external consultant to assist with the refresh of our climate R&Os through a two-step process.

The process began with a thorough review of R&Os, drawing on industry standards including but not limited to the ISSB and CDP, peer disclosures and an analysis of potential impacts on key operating regions. This was followed by a materiality assessment incorporating quantitative scenario analysis, adopting updated climate scenarios in accordance with international best practices, to evaluate current and projected financial impacts. This step was essential in identifying financially significant R&Os for Wilmar based on a set of macro and micro factors.

The financial impacts of identified R&Os were assessed across a sample of 25 material assets across key operating regions, including China, Indonesia, Malaysia and Australia, as well as our core business divisions. These selected assets are intended to provide a representative view of Wilmar's operations and their exposure to our selected R&Os. They span multiple business sectors and divisions in medium- to high-risk countries, with emphasis on our top five key commodities by revenue and asset value. More information on our operational presence can be found in the **About Wilmar** section of this Report.

While strategically chosen, we acknowledge that this sample may not capture the full spectrum of potential impacts across our entire operations, especially for impacts due to physical climate risks. As our climate assessment evolves, we seek to broaden its scope by including additional sites and criteria. This iterative approach allows us to continuously enhance our analysis and remain abreast of emerging insights, business realities and disclosure requirements.

**CLIMATE SCENARIOS**

Wilmar adopts internationally recognised climate scenarios to identify R&Os over short- (one to two years), medium- (two to 10 years) and long-term (more than 10 years) time horizons. The selected time horizons are aligned with Wilmar’s business planning processes, risk management frameworks and the anticipated progression of sustainability initiatives, as follows:

- **Short-term (one to two years):** Aligns with the annual budget cycle and near-term operational plan where capital planning and operational targets are set.
- **Medium-term (two to 10 years):** Aligns with the major capital investment planning horizon and our near-term SBTi targets, where strategic decisions on asset deployment, market positioning and technology adoption are made.
- **Long-term (more than 10 years):** Aligns with asset useful lives for key infrastructure and net-zero target year, where long-term business model evolution and resilience are considered.

Temperature Alignment	Physical Risks	Transition R&Os
<2°C	RCP 2.6 (or SSP1-2.6) at +1.3°C to +2.5°C	NGFS’ Net Zero 2050 at +1.4°C
>2°C	RCP 8.5 (or SSP5-8.5) at +3.3°C to +5.7°C	NGFS’ current policies at +3.0°C

In selecting climate scenarios to support the quantification of R&Os, Wilmar has considered the following:

- Ability to link climate scenario outcomes to financial impacts
- Coverage of material operational geographies
- Alignment with national commitments of operating countries
- Coverage across all of Wilmar’s business operations
- Data quality and availability

Our updated **list of climate R&Os** forms the basis of our climate strategy, informing management and leadership discussions on business resilience strategy and the deployment of targeted mitigation and adaptation strategies. Our analysis covers owned operations for physical risks and both our business model and supply chain for transition risks, focusing on areas with the most potentially material impacts. As this is our first assessment applying a quantitative financial lens, certain risks could not be reliably quantified due to data constraints, modelling assumptions and key uncertainties, including climate science, technology, regulation, market conditions and value chain dependencies. We have applied the proportionality mechanisms permitted under the IFRS Standards. Accordingly, the forward-looking information should not be interpreted as precise estimates of future performance.

Nonetheless, based on this analysis of climate risks, none were identified to have a material impact on Wilmar’s financial position, performance or cash flows in the current reporting period, while the anticipated impacts are estimated to be potentially material for four identified risks as described in our **Climate Change** section. Through this assessment, Wilmar believes that our business model and products will remain viable, with relevant mitigation or adaptation actions taken, during the transition to a low-carbon economy and we will continue to monitor relevant developments for future stress-testing.

Moving forward, we intend to expand our financial impact modelling to encompass a broader range of material assets. Wilmar plans to use self-funding and existing human resources to implement these strategies.

Wilmar espouses a long-term, holistic approach to sustainability, viewing it as a catalyst for business transformation rather than solely a risk management exercise to protect our assets. Core elements of this approach include:

- Securing appropriate certifications to enter and lead in new and emerging markets
- Designing new products that are made in an environmentally friendly and socially responsible manner to meet consumer expectations
- Investing in the R&D to breed palm seedlings capable of enduring extreme weather patterns
- Partnering closely with our suppliers to fulfil our NDPE commitments, including the **NDPE Sugar Policy** introduced in 2021 and the **Coconut Responsible Sourcing Policy** introduced in 2023, aimed at building transparent, ethical and responsible supply chains
- Establishing near-term and net-zero emission targets validated against a 1.5-degree Celsius pathway

For more information, please refer to the **Climate Change** and **Innovation and Technology** sections in this Report. For progress on our NDPE commitments, please refer to the **Palm NDPE Implementation Annual Report 2025**.

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**Risk Management**

Our integrated risk management approach is underpinned by our robust Group-wide **risk management framework**. Board oversight is provided by the BSC, Risk Management Committee and Executive Risk Committee. Operational teams identify and monitor risks in their respective departments, with our Independent ISAs providing specialist guidance on stakeholder expectations and global sustainability trends where necessary.

Our risk assessment covers both transition risks, including current and emerging regulations, technology, legal, market and reputation risks, as well as acute and chronic physical risks. To evaluate these risks, Wilmar uses internationally recognised data sources and projections such as the NGFS, the IPCC, Intensel as well as internal data on emissions, energy and other factors. Risks are identified and prioritised based on likelihood and impact, consistent with Wilmar’s risk management practices and risk matrix framework that is applied across operational, financial and strategic risks.

Risks with potential annual financial implications exceeding our materiality threshold are escalated to the Sustainability Department for further assessment. In collaboration with relevant teams, mitigation and adaptation strategies are tailored and rolled out across Wilmar.

Responsibility for implementation is assigned to relevant departments and team leads, with support from the Sustainability Department and senior management as needed. Where necessary, cross-department working groups coordinate action plans, oversee solutions and monitor effectiveness and progress towards our emissions-reduction targets. Climate-related risks are subject to the same governance approach as other enterprise risks, including quarterly reviews at the Board level.

The Group identified the exposure to climate-related transition risks arising from increasing carbon pricing pressures on operations and from evolving customer preferences toward lower-carbon products in the short to medium term as low. Based on broad, country-level natural hazards exposure data from INFORM Risk Index, we also assessed the exposure to physical risks affecting assets located in geographies with elevated natural hazard levels in the medium term as low.

At the same time, the exposure to climate-related opportunities associated with the renewable energy transition and initiatives to enhance the sustainability profile of its products in the short term has been assessed to be low. Wilmar’s adaptation and mitigation actions are systematically structured to address both physical and transition risks across the Group’s operations. Progress to date includes the implementation of key climate-related actions and initiatives, as further described in the **Climate Change** section. These initiatives are resourced internally, primarily through self-funding and existing operational budgets.

For details on the capital deployment towards managing climate-related risks and opportunities, please refer to the **Climate Related Risks and Opportunities** section of this report.

<sup>54</sup> Our emissions are measured using the operational control approach, consistent with the GHG Protocol Corporate Standard. This approach reflects our governance structure, as we account for facilities and operations where Wilmar has the authority to introduce and implement operating policies, including emissions reduction measures.

**Metrics & Targets**

We endeavour to minimise the environmental footprint of our operations to better manage our climate-related R&Os. We regularly monitor and track key sustainability metrics including emissions<sup>54</sup>, energy, waste, water and other factors in our **Base Data Tables**.

To further this commitment, Wilmar has established both near-term and net-zero targets in line with a 1.5-degree Celsius pathway. In March 2025, our absolute emissions targets were validated by the SBTi.

1. **Near-term targets (by 2032 against a 2022 baseline):**
  - Scope 1 and 2 emissions: 50.4% reduction
  - Scope 3 emissions: 30.0% reduction in emissions arising from purchased goods and services, fuel and energy-related activities, upstream transportation and distribution, and processing of sold products
  - FLAG: 36.4% reduction in Scope 1 and 3 emissions
2. **Net-zero targets (by 2050 against a 2022 baseline):**
  - Scope 1, 2 and selected Scope 3 categories: 90.0% reduction for Scope 1, 2 and Scope 3 categories encompassing purchased goods and services, fuel and energy-related activities, upstream transportation and distribution, downstream transportation and distribution, and processing of sold products
  - FLAG: 72.0% reduction across Scopes 1 and 3 emissions
3. Lower energy intensity across our Australia and New Zealand sugar refineries by 20.0% by 2030 from a 2020 baseline
4. Expand installed solar photovoltaic (PV) capacity across our China factories to 200 MWp by 2030
5. All palm oil volumes will come from suppliers under the “Delivering” category of the NDPE Implementation Reporting Framework (IRF) by 2025 (in revision)<sup>55</sup>

In pursuing these targets, our primary approach is to reduce operational emissions through structural abatement measures. Carbon credits are not planned for use in meeting our near-term targets. The only voluntary credits we consider are RECs procured to support renewable energy adoption. In addition, we currently do not use internal carbon pricing as part of our decarbonisation strategy.

To ensure our climate targets lead to tangible action, performance against these goals is assessed annually and integrated into the performance evaluations and remuneration of our Executive Directors and key management personnel, reinforcing accountability at the highest levels of leadership. This translates into a defined weighting within the ESG scorecard, with 15.0% of annual bonuses linked to the achievement of ESG targets, including emissions reduction targets.

More information on our targets and progress can be found in the **Climate Change** and **Environmental Footprint of Operations** sections in this Report. For progress on our NDPE commitments, please refer to our **Palm NDPE Implementation Annual Report 2025**.

<sup>55</sup> This target was set based on NDPE IRF version 5.8 and will be replaced following the update to version 6.0. Wilmar is currently updating our commitment target and will disclose the revised target once finalised.

# Glossary of Terms

<b>AANA</b>	Australian Association of National Advertisers
<b>AC</b>	Audit Committee
<b>ADM</b>	Archer Daniels Midland Company
<b>AFGC</b>	Australian Food and Grocery Council
<b>AGO</b>	Indonesian Attorney General's Office
<b>AI</b>	Artificial intelligence
<b>AIB</b>	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
<b>ANZ</b>	Australia and New Zealand
<b>APCO</b>	Australian Packaging Covenant Organisation
<b>ARL</b>	Australasian Recycling Label is a labelling system that provides information on the recyclability of packaging in Australia and New Zealand
<b>ASD</b>	Action for Sustainable Derivatives
<b>ASHOPP</b>	Adum Smallholder Oil Palm Project
<b>BAGASSE</b>	A by-product of crushing sugarcane
<b>BHCV</b>	Biodiversity and HCV
<b>BKSDA</b>	Balai Konservasi Sumber Daya Alam
<b>BMP SMARTCANE</b>	A Queensland-focused voluntary accreditation system providing best practice guidance for cultivating sugarcane
<b>BMPS</b>	Best Management Practices
<b>BOD</b>	Biochemical Oxygen Demand is 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
<b>BONSUCRO</b>	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
<b>BOPP</b>	Benso Oil Palm Plantation PLC, a Wilmar subsidiary listed on the Ghana Stock Exchange
<b>BPL</b>	Biase Plantation Ltd, a Wilmar subsidiary
<b>BSC</b>	Board Sustainability Committee
<b>BSR</b>	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

<b>BU</b>	Business Unit
<b>CAPA</b>	Corrective and Preventive Actions are actions taken to address the root cause of an incident and prevent future occurrences
<b>CO<sub>2</sub>e</b>	Carbon dioxide equivalent is 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
<b>COD</b>	Chemical oxygen demand is 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 oxidisable pollutants found in surface water (e.g. lakes and rivers) or wastewater
<b>CDP</b>	Formerly known as the Carbon Disclosure Project, CDP is a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts
<b>CEO</b>	Chief Executive Officer
<b>CH<sub>4</sub></b>	Methane
<b>CHELSEA SUGAR</b>	A Wilmar majority-owned sugar refining joint venture based in New Zealand
<b>CIO</b>	Chief Information Officer
<b>CIP</b>	Children in Plantation
<b>CO<sub>2</sub></b>	Carbon dioxide
<b>COR</b>	Close Out Report
<b>CPO</b>	Crude palm oil
<b>CSO</b>	Civil society organisation
<b>CTF2</b>	The Compensation Taskforce of the RSPO that is tasked with decisions related to the compensation procedure when High Conservation Values (HCV) have been cleared after 2005 without a valid HCV assessment
<b>CU</b>	Control Union
<b>DAG</b>	Diacylglycerol
<b>DEI</b>	Diversity, Equity and Inclusion
<b>DIROs</b>	Dependencies, impacts, risks and opportunities
<b>DSI</b>	P.T. Duta Sugar International
<b>EFFLUENT</b>	Treated or untreated wastewater that is discharged
<b>EHS</b>	Environment, Health and Safety
<b>EIA</b>	Environmental Impact Assessment
<b>EFB</b>	Empty fruit bunches are biomass remaining once the fruitlets have been removed for oil pressing
<b>EMS</b>	Environmental Management System
<b>ESG</b>	Environmental, Social and Governance
<b>ESIA</b>	Environmental and Social Impact Assessment
<b>ETP</b>	Effluent treatment plant

<b>EU</b>	European Union
<b>EUDR</b>	EU Deforestation Regulation
<b>ENCORE</b>	Exploring Natural Capital Opportunities, Risks and Exposure is a free online tool launched in 2018 by Global Canopy and the UN Environment Programme, which aims to help financial institutions and organisations understand their dependencies on nature and explore their exposure to nature-related risks
<b>EXTRACTION RATE</b>	The percentage amount of product extracted from raw material
<b>EY</b>	Ernst & Young LLP
<b>FATALITY RATE</b>	The number of work-related fatalities per 200,000 hours worked
<b>FFB</b>	Fresh fruit bunch is the ripe fruit bunch harvested from the oil palm tree. The weight of the fruit bunch ranges between 10 kg to 40 kg depending on the size and age
<b>FLAG</b>	Forest, Land and Agriculture
<b>FPIC</b>	Free, prior and informed consent is the principle that a community has the right to give or withhold its consent to proposed projects that may affect the lands they customarily own, occupy, or otherwise use
<b>FSANZ</b>	Food Standards Australia New Zealand
<b>FSMS</b>	Food Safety Management System
<b>FSSC 22000</b>	Food Safety System Certification 22000
<b>FY</b>	Financial year
<b>GAP</b>	Good agricultural practice
<b>GBV</b>	Gender-based violence
<b>GFSI</b>	Global Food Safety Initiative is a business-driven initiative for the development of food safety management systems to ensure food facilities are processing safe food for consumers
<b>GHG</b>	Greenhouse gases contribute to the greenhouse effect by absorbing and re-emitting heat
<b>GHS</b>	Globally Harmonised System of Classification & Labelling of Chemicals
<b>GI</b>	Glycemic index
<b>GM AND GMO</b>	Genetically modified and genetically modified organism
<b>GMP</b>	Minimum quality standards that a food production or manufacturing facility must meet
<b>GOODMAN FIELDER</b>	The Goodman Fielder group of companies, ultimately owned by Wilmar via the holding company Wilmar GF Singapore Holdings Pte. Ltd.
<b>GOODMAN FIELDER AUSTRALIA</b>	The Goodman Fielder business in Australia
<b>GOODMAN FIELDER FIJI</b>	The Goodman Fielder business in Fiji
<b>GOODMAN FIELDER NEW ZEALAND</b>	The Goodman Fielder business in New Zealand
<b>GRI</b>	Global Reporting Initiative is an independent, international organisation that helps businesses and other organisations take responsibility for their impacts, by providing them with the global common language to communicate those impacts
<b>GWP</b>	Global warming potential

<b>HACCP</b>	Hazard and critical control points
<b>HCS</b>	High Carbon Stock are 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
<b>HCSA</b>	High Carbon Stock Approach
<b>HCV</b>	High Conservation Value areas are considered to be of outstanding ecological or social importance
<b>HCVN</b>	Formerly known as the HCV Resource Network, the HCV Network is a member-based organisation that strives to protect HCV in areas where the expansion of forestry and agriculture may put important forests, biodiversity and local communities at risk. The HCV Network governs the quality control process for HCV and HCS assessments
<b>HDPE</b>	High-density polyethylene
<b>HIPS</b>	High impact polystyrene
<b>HR</b>	Human Resources
<b>HRDD</b>	Human Rights Due Diligence
<b>HRDS</b>	Human Rights Defenders
<b>HRW</b>	High-risk work activities are identified as having a greater potential for causing serious injuries or fatalities
<b>HRWG</b>	RSPO Human Rights Working Group
<b>HSR</b>	Health Star Rating is 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
<b>HSSE</b>	Health, Safety, Security and Environment
<b>HuRRAGI</b>	Wilmar's Human Rights Risk Analysis and Gap Identification Programme
<b>IFRS</b>	International Financial Reporting Standards is a set of globally recognised accounting standards developed by the International Accounting Standards Board, providing a common language for financial reporting, enabling consistency, transparency and comparability of financial statements across jurisdictions
<b>ILO</b>	International Labour Organization
<b>INDEPENDENT SMALLHOLDER</b>	Small growers with less than 50 ha of land, or less than 25 ha in Indonesia, which are self-financed, managed, equipped and not bound to a particular mill. They may deal directly with local mill operators of their choice or process their own palm oil using personal or community manual palm oil presses
<b>INTERNATIONAL UNION FOR CONSERVATION OF NATURE (IUCN) RED LIST OF THREATENED SPECIES</b>	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
<b>IPCC SIXTH ASSESSMENT REPORT (AR6)</b>	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

<b>IPOA</b>	Indonesian Palm Oil Association
<b>IPM</b>	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
<b>IRF</b>	Implementation Reporting Framework
<b>ISA</b>	Wilmar's Independent Sustainability Advisors
<b>ISCC</b>	International Sustainability and Carbon Certification is a certification system that promotes the sustainable cultivation, processing and utilisation of biomass and bioenergy. It is geared towards GHG emissions reduction, sustainable land use, protection of natural biospheres and social sustainability
<b>ISO</b>	International Organization for Standardization
<b>ISPO</b>	Indonesian Sustainable Palm Oil Standards is 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
<b>ISSB</b>	International Sustainability Standards Board
<b>JCSC</b>	Sabah Jurisdictional Certification Steering Committee
<b>JSEA</b>	Job Safety and Environmental Analysis
<b>JV</b>	Joint Venture
<b>KPI</b>	Key performance indicator, a type of performance measurement for evaluating the success of an organisation or a particular activity in which the organisation engages
<b>LEAP</b>	A structured framework developed by TNFD to help organisations assess and address nature-related issues. It consists of four phases: Locate, Evaluate, Assess, and Prepare. Designed for all sectors, it supports due diligence for TNFD-aligned disclosures and broader nature-related risk and opportunity assessments
<b>LIVING WAGE (LW)</b>	The remuneration received for a standard workweek by a worker in a particular place sufficient to afford a decent standard of living for the worker and his or her family.
<b>LMS</b>	Learning Management System
<b>LPG</b>	Liquefied petroleum gas
<b>LSR</b>	Life Saving Rules
<b>LTI</b>	Lost Time Injury is an injury that results in an employee missing at least one day of work.
<b>LTIR</b>	Lost Time Injury Rate is the number of lost time injuries occurring in a workplace per 200,000 hours
<b>MESOCARP</b>	The middle layer of pericarp, consisting of the fleshy part of a palm fruit
<b>MSPO</b>	Malaysian Sustainable Palm Oil Standard - a national certification requirement applicable to all Malaysia-based palm oil operations
<b>MVR</b>	Mechanical Vapour Recompression
<b>N<sub>2</sub>O</b>	Nitrous oxide
<b>NC</b>	Nominating Committee
<b>NDPE IRF</b>	NDPE Implementation Reporting Framework is a reporting tool designed to help companies to systematically understand and track progress in delivering NDPE commitments in their palm oil supply chain

<b>NDPE POLICY</b>	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
<b>NGFS</b>	Network for Greening the Financial System is a group of central banks and financial supervisors that aims to accelerate the work on managing climate-related and environmental risks in the financial sector, and to mobilise finance to support the transition towards a sustainable economy
<b>NGO</b>	Non-governmental organisation
<b>NPP</b>	RSPO New Planting Procedure
<b>NRV</b>	Nutrient Reference Values
<b>NUS</b>	National University of Singapore
<b>NZFGC</b>	New Zealand Food and Grocery Council
<b>OEM</b>	Original Equipment Manufacturers
<b>OHS</b>	Occupational Health and Safety
<b>P&amp;C</b>	Principles & Criteria. Often used to reference the RSPO Principles and Criteria for oil palm production
<b>P4F</b>	Partnerships for Forests
<b>PALM AUSTRALIA LABOUR MOBILITY (PALM) SCHEME</b>	A programme that allows businesses in Australia to hire workers from Pacific Island countries
<b>PDCA</b>	Plan, Do, Check & Act
<b>PEATLAND</b>	Accumulation of partially decayed vegetation matter. Peat forms in wetlands or peatlands. This can include bogs, moors, muskegs, pocosins, mires and peat swamp forests. Land with soil consisting of over 65.0% organic matter is considered peatland
<b>PERMANENT DISABILITY</b>	An injury or illness that permanently impairs an employee's ability to work
<b>PERMANENT DISABILITY RATE</b>	The number of permanent disabilities per 200,000 hours worked
<b>PE</b>	Polyethylene
<b>PET</b>	Polyethylene terephthalate
<b>PIC</b>	Person-in-charge
<b>PIMS</b>	Production Information Management System
<b>PKS</b>	Palm kernel shells
<b>PKO</b>	Palm Kernel Oil is extracted from the kernels (seeds) of the oil palm fruit
<b>POCG</b>	Palm Oil Collaboration Group
<b>POME</b>	Palm Oil Mill Effluent by-product generated from the processing of FFB
<b>PORE</b>	Palm Oil Refinery Effluent is a wastewater generated from the processing of CPO in a palm oil refinery
<b>PPBC</b>	Production and Protection Beyond Concessions working group is a part of the POCG.
<b>PP</b>	Polypropylene
<b>PPE</b>	Personal protective equipment
<b>PREP</b>	Packaging Recyclability Evaluation Portal

<b>PRESS MUD</b>	Leftover residue after the filtration of sugarcane juice during sugar processing
<b>PSM</b>	Process safety management
<b>PT DLI</b>	PT Daya Labuhan Indah
<b>PT KSI</b>	PT Kencana Sawit Indonesia
<b>PT MILANO</b>	PT Perkebunan Milano
<b>PT PIM</b>	PT Padi Indonesia Maju
<b>PV</b>	Photovoltaic
<b>PWD</b>	Persons with disabilities
<b>QAQC</b>	Quality Assurance and Quality Control
<b>R&amp;D</b>	Research and Development
<b>R&amp;O</b>	Risks and Opportunities
<b>RAP</b>	Reconciliation Action Plan
<b>RCP</b>	Representative Concentration Pathways are climate change scenarios adopted by IPCC to project future greenhouse gas concentrations
<b>REC</b>	Renewable Energy Certificate is a certificate that represents the environmental benefits of renewable energy generation
<b>RP3</b>	Wilmar's first women and children protection safe house locally known as Rumah Perlindungan Pekerja Perempuan.
<b>RSPO</b>	Roundtable on Sustainable Palm Oil is a not-for-profit organisation that unites stakeholders from the seven sectors of the palm oil industry: oil palm producers, processors or traders, consumer goods manufacturers, retailers, banks/investors, and environmental and social NGOs, to develop and implement global standards for sustainable palm oil consisting of environmental and social criteria
<b>RTE</b>	Rare, Threatened and Endangered
<b>RTRS</b>	Round Table on Responsible Soy
<b>SAI</b>	Sustainable Agriculture Initiative
<b>SASB</b>	Sustainability Accounting Standards Board is an independent non-profit organisation that sets standards to guide the disclosure of financially material sustainability information by companies to their investors
<b>SCHEME SMALLHOLDERS (OR PLASMA SCHEMES)</b>	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)
<b>SBTi</b>	Science-Based Targets Initiative is a global body that helps companies set emission reduction targets in line with climate science
<b>SCG</b>	Sugar Collaboration Group
<b>SDGs</b>	Sustainable Development Goals is 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
<b>SGCP</b>	Supplier Group Compliance Programme
<b>SGX</b>	Singapore Exchange Securities Trading Limited

<b>SIF</b>	Serious Injury Fatality
<b>SIFP</b>	Serious Injury & Fatality Potential
<b>SIWG</b>	Social Issues Working Group
<b>SKN</b>	Sistem Kebolehejakan Nasional
<b>SMT</b>	Sustainability Management Team
<b>SOP</b>	Standard operating procedure
<b>SPATIAL MONITORING AND REPORTING TOOL (SMART)</b>	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
<b>SQF</b>	Safe Quality Food
<b>SRA</b>	Sugar Research Australia
<b>SRSL</b>	Shree Renuka Sugars Limited, a Wilmar subsidiary listed on the National Stock Exchange and the Bombay Stock Exchange in India
<b>SRT</b>	Wilmar's Supplier Reporting Tool
<b>SSOW</b>	Safe Systems of Work
<b>SSP1</b>	A climate scenario that depicts a world focused on sustainability, with low inequality, green energy and sustainable economic practices
<b>SSP5</b>	A climate scenario that depicts a future where rapid economic growth and high energy demands are prioritised, with a strong reliance on fossil fuels and minimal efforts to mitigate climate change
<b>STEM</b>	Science, technology, engineering and mathematics
<b>STL</b>	Soil Testing Lab
<b>SUGAR AUSTRALIA</b>	A Wilmar majority-owned sugar refining joint venture based in Australia
<b>TB</b>	Tuberculosis
<b>TCFD</b>	Taskforce on Climate-Related Financial Disclosures is a voluntary disclosure platform, set up by the Financial Stability Board, designed to provide a framework for companies and other organisations to develop more effective climate-related financial disclosures through their existing reporting processes
<b>TCO</b>	Total Cost of Ownership
<b>TFA</b>	Tropical Forest Alliance is a multi-stakeholder partnership platform hosted by the World Economic Forum and initiated to support the implementation of private-sector commitments to remove deforestation from the supply chain of various commodities
<b>TNFD</b>	Taskforce on Nature-related Financial Disclosures is a global framework helping organisations identify, manage and disclose nature-related risks and dependencies, while providing a structured approach for companies to report on how their operations interact with natural ecosystems
<b>UN</b>	United Nations
<b>UNDRIP</b>	United Nations Declaration on the Rights of Indigenous Peoples
<b>UNEP</b>	United Nations Environmental Programme
<b>UNGPS</b>	United Nations Guiding Principles on Business and Human Rights

<b>UNICEF</b>	United Nations Children's Fund (formerly called the United Nations International Children's Emergency Fund)
<b>VOC</b>	Volatile organic compound
<b>WCSG</b>	Women's Committee Steering Group
<b>WET</b>	Wilmar Europe Trading B.V.
<b>WHO</b>	World Health Organization
<b>WIL@NUS</b>	WIL@NUS Corporate Laboratory is a research partnership between the National University of Singapore (NUS) and Wilmar and is hosted at the Yong Loo Lin School of Medicine, NUS
<b>WILMAR SUGAR</b>	Wilmar Group's sugar operations in Australia and New Zealand, incorporating Wilmar Sugar and Renewables, Sugar Australia and Chelsea Sugar
<b>WILMAR SUGAR AND RENEWABLES</b>	A subsidiary owned by Wilmar, involved in sugar cane farming, raw sugar and renewable energy production
<b>WIMS</b>	Wilmar Integrated Management System
<b>WOW</b>	Women's Working Groups
<b>WRI</b>	World Resources Institute
<b>WSH</b>	Workplace safety and health
<b>YKA</b>	Yihai Kerry Arawana Holdings Co., Ltd., a subsidiary listed on the Shenzhen ChiNext Stock Exchange in China

# Glossary of Measurement Units

<b>m<sup>3</sup></b>	cubic metre
<b>GJ</b>	Gigajoule
<b>ha</b>	hectare
<b>kg</b>	kilogram
<b>kgCO<sub>2</sub>e</b>	kilogram carbon dioxide equivalent
<b>km</b>	kilometre
<b>ML</b>	Megalitre
<b>MWh</b>	Megawatt-hour
<b>MWp</b>	Megawatt-peak
<b>MT</b>	metric tonne
<b>tCO<sub>2</sub>e</b>	metric tonne carbon dioxide equivalent
<b>mg/L</b>	milligram per litre
<b>mm</b>	millimetre
<b>m</b>	million
<b>sqm</b>	square metre
<b>TJ</b>	Terajoule
<b>US\$</b>	United States dollar



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