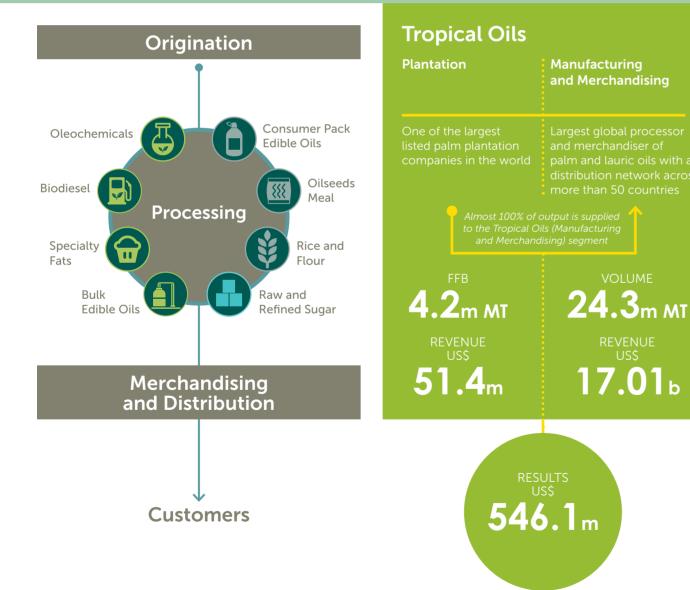
## WHAT WE DO

## VERTICALLY INTEGRATED BUSINESS MODEL

At the core of Wilmar's strategy is a resilient business model encompassing the entire value chain of the agricultural commodity business, from processing to branding, merchandising and distribution. Through scale, integration and the logistical advantages of our business model, we are able to extract margins at every step of the value chain, thereby reaping operational synergies and cost efficiencies.





Manufacturing	Consumer Products
Leading soybean crusher in China and one of the largest flour millers globally	World's largest produce of consumer pack edible oils with leading position in many Asian and Africa countries
is supp	s of edible oil lied to r Products
<sup>VOLUME</sup> <b>31.2m мт</b>	VOLUME <b>6.0m MT</b>
<sup>REVENUE</sup> US\$ <b>15.69</b> b	<sup>revenue</sup> us\$ <b>6.79</b> ь

\* Includes impairment of assets & goodwill of US\$138.6m.

## Sugar

Milling, Merchandising, Refining and Consumer Products

Largest raw sugar producer and refiner in Australia and leading sugar refiner in Indonesia

Leading consumer pack sugar manufacturer in Australia and New Zealand

> VOLUME **11.7m MT** REVENUE US\$ **4.01**b

Others

Fertiliser

Shipping

REVENUE US\$ **2.30**b

results US\$ (123.0m)\* results US\$ **19.9**m