

THE EVOLUTION OF WILMAR

From a palm oil trading company to
a Global Integrated Agribusiness



Harvesting oil palm fruits in Sabah, Malaysia

CROP CULTIVATION

OIL PALM

Wilmar's first oil palm project was a 7000-hectare (ha) plantation in West Sumatra, Indonesia undertaken in 1991 – the same year the company established a palm oil trading company in Singapore.

Wilmar is one of the world's largest oil palm plantation owners today with a total planted area of about 279,000 ha spread across Indonesia, Malaysia, Uganda, Ivory Coast, Ghana and Nigeria.

SUGAR

Wilmar's sugar business, which commenced in 2010 with the acquisition of Sucrogen Limited (known today as Wilmar Sugar Australia), includes sugarcane cultivation in Australia as well as beet plantations in Morocco.

Sugarcane farm in North Queensland, Australia



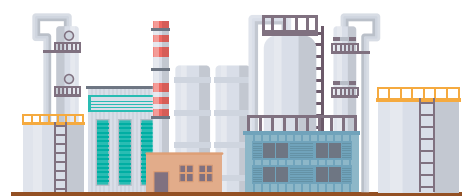
Oleochemicals plant at night in Lianyungang, China

PROCESSING

Over the years, our expansion strategy has involved substantial investment in building integrated manufacturing complexes that allow cost efficiencies through shared utilities such as boilers, effluent treatment, storage tanks, offices and manpower. Logistic efficiency is also improved as the output from one plant is often the feedstock for another plant within the same manufacturing

complex. Further cost savings are achieved by using waste products from plants as feedstock for co-generation plants to produce steam and electricity for the manufacturing complexes.

Through economies of scale and logistic efficiency, we are able to offer products of the highest quality at a very competitive cost.



WE OPERATE OVER
900
 MANUFACTURING PLANTS IN
32 countries¹
 TODAY

¹ Including plants owned or operated by subsidiaries, joint ventures and associates

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REFINING

Wilmar is the world's largest processor of palm oil, turning it into refined palm oil, specialty fats, oleochemicals and biodiesel. We own processing plants in Indonesia, Malaysia, China, Vietnam, Philippines, Sri Lanka, United States of America, South Africa and Ghana. Through joint ventures, we also have interests in processing plants in India, Bangladesh, Russia, Ukraine, Ivory Coast, Nigeria, Uganda, Tanzania, Zambia, Zimbabwe, Germany, Netherlands and Poland. Our versatile products are used in a number of important edible and industrial applications such as in the manufacturing of food, soaps and detergents, palm-based biodiesel as well as cosmetic and pharmaceutical products.

For the sugar business, our refineries are in Australia, New Zealand, India, Indonesia and Morocco.



Production of Sania specialty fats in Indonesia



Unloading of soybeans in Qinhuangdao, China



Flour mill in Quang Ninh, Vietnam

CRUSHING

We crush palm kernels in Indonesia, Malaysia, Ivory Coast, Nigeria and Uganda. Palm kernel oil is generally processed into oleochemicals and used in the production of soaps, detergents and cosmetics.

We crush a wide range of oilseeds such as soybeans, rapeseed, groundnut, sunflower seeds, sesame seeds, cotton seeds and corn into protein meals and edible oils. The protein meals are mainly sold to the animal feed industry while the oils are largely sold to our own Consumer Products and Oleochemicals businesses.

Our oilseed crushing operations are in China, India, Malaysia, Russia, South Africa, Tanzania, Ukraine, Vietnam, Zambia and Zimbabwe.

We also operate copra crushing plants in Indonesia and Philippines. Copra meal is made into animal feed.

MILLING

Apart from palm oil milling, we have expanded into flour and rice milling. We are one of the largest wheat and rice millers in China and own flour mills in Indonesia, Myanmar, New Caledonia and Papua New Guinea, and through joint ventures in Malaysia, Indonesia, India, Vietnam and Thailand.

As part of our integrated sugar business, we operate sugar mills in Australia, China, India, Morocco and Myanmar.

MERCHANDISING & DISTRIBUTION

The Group merchandises our products to customers across the world. The global and local market insight gained through this worldwide network enables us to identify and capitalise on business opportunities across the entire agribusiness value chain.

As part of the integrated business model, we build dedicated ports and jetties with deep draft next to the manufacturing complexes to facilitate shipping and reduce logistic costs. Wilmar also owns a fleet of liquid and dry bulk carriers which caters primarily to in-house needs and enhances operational flexibility and efficiency.



43
liquid bulk vessels

16
dry bulk vessels

8
ports in **Indonesia**

7
ports in **China**

1
port in **Myanmar**

Network of
1,250km
of cane rail in **Australia**

Silos/storage
facilities in
strategic
locations

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Over the years, we have established a comprehensive sales and distribution network reaching traditional retail outlets, supermarkets, convenience stores and hypermarkets.



CONSUMER PRODUCTS

Wilmar is the world's largest producer of consumer pack edible oils with leading positions in many Asian and African countries. We adopt a multi-brand strategy to target different market segments and invest in building our brands into well-established household names over the years.

Our consumer brands are renowned for their quality and many have won awards in their respective markets.

Leveraging the brand value of our edible oils, we launched other complimentary products such as flour, rice and noodles under the same brands, hence allowing the new products to gain market penetration more quickly.

Today our comprehensive product offering includes rice, wheat flour, noodles, sauces, condiments, margarine, sugar, chocolates, plant-based protein, soaps and detergents.

Over the years, we have established a comprehensive sales and distribution network reaching traditional retail outlets, supermarkets, convenience stores and hypermarkets. Our products reach about five billion consumers worldwide.



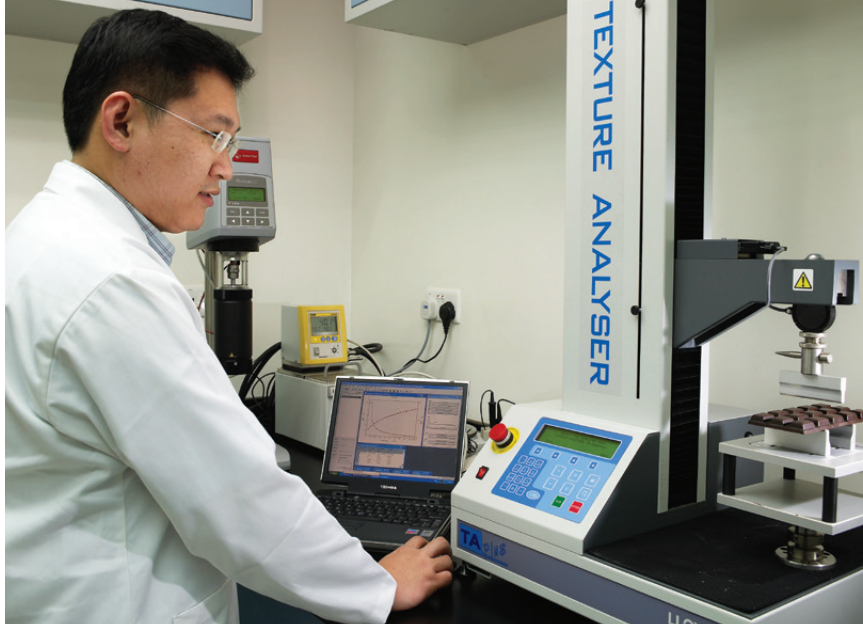
OUR PRODUCTS
REACH ABOUT

5 billion
consumers
WORLDWIDE

RESEARCH & DEVELOPMENT

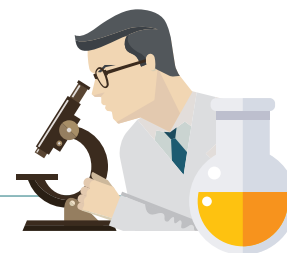
We invest extensively in research and development (R&D) technologies and consistently apply them throughout the value chain to improve the quality and range of our products and overall operational efficiency.

To stay ahead of consumers' evolving preference, over 600 scientists and researchers located globally engage in R&D activities focusing on product innovation and quality, food technology, oil palm productivity and operational efficiency. In addition, we collaborate with world-class clinical research facilities and medical experts to advance our understanding of the role of food as the new medicine. We are focusing our capabilities on creating functional foods that are health-enhancing such



as designer cooking oils for elderly patients and those with metabolic diseases. In China, our R&D facilities in Shanghai and Qinhuangdao focus on developing new technologies and products for cooking oils, specialty fats, proteins, condiments, functional foods, cereals as well as animal feed.

Wilmar will continue to invest in R&D as part of its commitment to deliver innovative products and better quality food for our consumers worldwide.



Over
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R&D activities

A GLOBAL INTEGRATED AGRIBUSINESS

Wilmar has over the years invested substantially in building an integrated business model as part of our strategy for long-term sustainable success. Our presence across the entire supply chain from cultivation, processing, merchandising to manufacturing of a wide range of branded consumer products is what sets us apart from our competitors. We benefit from operational synergies and pass on cost efficiencies to our customers. Furthermore, the resilience of our business model has enabled the Group to weather macroeconomic headwinds and stabilise earnings amid volatile commodities cycles.

Apart from substantial manufacturing infrastructure, Wilmar has built an unparalleled sales and distribution network in over 50 countries and regions. The connectivity between markets is crucial for the success of a global business. It not only allows our products to reach customers efficiently, it gives us access to market information and business opportunities.

Wilmar's evolution from a palm company to a global integrated agribusiness will continue well into the future. Food is the biggest business in Asia, if not the world, and our footprint spanning

19 markets including the three most populous nations of China, India and Indonesia will be a significant growth driver as consumers' preference shift towards better quality and healthier food. Africa, the world's second fastest growing region, will be another key growth area. We are present in 16 African countries and we will continue to strengthen our manufacturing base in Africa.