



Wilmar's employee from Biase Plantations Ltd with smallholders in Nigeria.

OUR APPROACH TO SUSTAINABILITY

As a leading player in the global agrifood industry with a presence across the entire value chain, Wilmar is uniquely positioned to leverage our resources and expertise to create positive impacts for all stakeholders. Wilmar remains steadfast in delivering responsible and eco-friendly agricultural and feed products that prioritise both people and the planet.

Wilmar's sustainability strategy is underpinned by four core pillars that drive performance across all business segments:

- Environmental conservation
- Prioritising people and communities
- Supply chain transformation
- Responsibility to consumers

Our No Deforestation, No Peat, No Exploitation (NDPE) Policy and No Deforestation, No People Exploitation Sugar (NDPE Sugar) Policy, introduced in 2013 and 2021 respectively, are the cornerstones of our commitment to creating positive impacts and transforming the palm oil and sugar sectors. These policies serve as blueprints for our global operations and are supported by a suite of sustainability-related policies and frameworks covering environmental stewardship, human and labour rights, health and safety, equal opportunities, women empowerment, child protection and food safety.

To learn more about these policies and our sustainability work, please visit our Sustainability Dashboard (<https://www.wilmar-international.com/sustainability>).



Jujuhan river located within Wilmar's conservation area in West Sumatra, Indonesia.

ENVIRONMENTAL CONSERVATION

Wilmar was an early adopter of High Conservation Value (HCV) approach - identifying HCV areas and designating them as protected zones – a demonstration of our commitment to setting a positive example in environmental stewardship.

BIODIVERSITY AND CONSERVATION Protecting Biodiversity

Guided by our comprehensive NDPE Policy, we are dedicated to safeguarding biodiversity across our operations and supply chains. Our efforts focus on two key objectives:

- Managing and sustaining biodiversity and ecological functions within Wilmar-owned conservation areas and the broader landscapes in which we operate
- Providing technical support and guidance to our stakeholders, including suppliers, to integrate biodiversity conservation into plantation management practices

In line with our No Deforestation and No Peat commitments, we are working on meeting production demands by boosting yields and extraction rates. Across the Group, we maintain over 32,000 hectares of conservation areas. Through routine assessments in our palm oil operations, we actively manage and monitor all identified HCV and High Carbon Stock (HCS) areas. This critical evaluation is conducted by High Carbon Stock Approach (HCSA) practitioners and/or licensed HCV or HCV-HCSA assessors.

To ensure effective conservation management within Wilmar's operations and the surrounding regions, we collaborate with local communities, civil society organisations, governments and suppliers. Some key initiatives include the Gibbon



The conservation team setting up a camera trap to monitor wildlife in a Wilmar forest conservation area in Sabah, Malaysia.

Rehabilitation and Reintroduction Programme, Riparian Rehabilitation Project, and the Sekar Imej Conservation Area Project. Similar principles apply to our sugar operations, where new sugarcane farms are required to demonstrate non-involvement in HCV areas or regions under legal protection.

Protecting Peatlands

Peatlands are invaluable in mitigating climate change due to their high carbon-storing capacity, which exceeds that of all other vegetation types combined. Recognising the fire risks and carbon release potential associated with drained or dry peatlands, our NDPE Policy prohibits new development on peatlands. We also partner with experts and local communities to explore peatland restoration strategies to reduce greenhouse gas (GHG) emissions.

SUSTAINABILITY

In the 1% of our oil palm plantations classified as peat, we follow best management practices established by peatland experts and the Roundtable on Sustainable Palm Oil (RSPO). These practices include maintaining optimal water levels to reduce peat subsidence and limit carbon dioxide emissions.

We endorse the conservation targets set by the Ministry of Environment and Forestry of Indonesia which are Indonesian regulation related to peat rehabilitation and restoration. We also actively engage in knowledge-sharing platforms and multi-stakeholder initiatives, such as the Fire Free Alliance, to support peatland conservation.

Fire Prevention, Monitoring and Suppression

Since 2020, we have implemented an integrated fire-monitoring platform to oversee our plantation operations. Developed by our in-house geographic information system and IT teams, this platform automatically collects hotspot data and transmits it directly to our field managers via a web-based messaging app. The platform is utilised across Indonesia, Ghana and Nigeria while in Malaysia, we deploy fire data provided by NASA.

In addition to our internal monitoring, we also collaborate closely with the RSPO to share fire-related data and confirm hotspot notifications through the RSPO Hotspot Monitoring Programme. When fire incidents are confirmed, our response teams are promptly dispatched to manage and extinguish them.



Fire suppression training for employees in Africa.

CLIMATE CHANGE

Climate change poses a significant threat to our planet, impacting livelihoods, agricultural productivity, as well as food production and security.

In 2024, we initiated a quantitative scenario assessment that evaluates potential financial impacts under selected climate scenarios based on hypothetical scenarios published by the Network for Greening the Financial System and the Intergovernmental Panel on Climate Change. The assessment aims to refresh the key climate risks and opportunities for the Group, enabling us to calculate their potential financial impacts on material assets. Insights and outcomes from the assessment guide strategic discussions on climate mitigation and adaptation measures to enhance our business resilience in the long term.

We are dedicated to progressively reducing GHG emissions across our operations and aligning our efforts with global initiatives to address climate change. We are implementing targeted initiatives throughout all business segments to lower GHG emissions. These include transitioning from fossil fuels to renewable sources such as biofuel and solar, exploring power purchase agreements to secure renewable electricity, pursuing nature-based solutions for land-based emissions, and encouraging our suppliers to embark on the same journey.

Our Science Based Targets initiative targets were successfully validated in March 2025. These targets cover both near-term and net-zero time frames, addressing Scope 1, 2 and 3 emissions as well as our Forest, Land and Agriculture (FLAG) emissions. To ensure our approach remains adaptive, we will continue to closely monitor evolving climate risks and opportunities and update our climate strategy as needed.



Wilmar's refinery in Kunming, China, is the first in the national oil and grain industry to be certified carbon neutral.



Wilmar's sugar mills rely mostly on renewable energy generated from biomass.

ENVIRONMENTAL FOOTPRINT OF OUR OPERATIONS

We actively promote and implement strategies to efficiently manage natural resources such as water and energy. Our unwavering commitment to minimising the environmental impact of our operations is articulated in our Environmental Policy.

We prioritise practices centred on the reuse, recovery and recycling of waste materials, while ensuring the responsible management of waste, effluents and chemicals. Across all the countries in which we operate, we remain fully compliant with local environmental laws and regulations, upholding the highest standards of environmental stewardship.

The primary source of renewable energy in our palm oil and sugar upstream operations is biomass, which is largely derived from operational waste. In our palm oil mills, energy is predominantly generated from by-products of the milling process, including empty fruit bunches (EFB), palm kernel shells and palm mesocarp fibre. In our sugar milling operations in Australia and India, cane bagasse serves as the principal fuel for powering the mills. Notably, in Australia, we are one of the largest producers of renewable biomass energy, reinforcing our commitment to sustainable energy practices.

In our factories, we employ a variety of innovative technologies to reduce energy consumption, improve energy efficiency and minimise reliance on non-renewable energy sources. These technologies include steam condensate recovery, waste heat recovery of exhaust gas, steam residual pressure power generation, biogas capture and rooftop solar systems. Collectively, these initiatives contribute significantly to lowering our Scope 1 and 2 GHG emissions.

To address water conservation, we have implemented measures such as recycling cooling tower blowdown water, reusing reverse osmosis reject water in place of fresh water for non-food applications and organising Group-wide water-saving campaigns. These efforts exemplify our dedication to sustainable resource management and environmental stewardship.

In managing water use in our oil palm plantations, we take a holistic lifecycle approach to the planning and operation

of our mills. For areas with higher water demands, such as nursery irrigation and household needs, we have implemented water-saving practices including rainwater harvesting and wash water recycling. These initiatives not only reduce water consumption but also deliver long-term cost savings.

We have implemented comprehensive measures to protect the quality of discharged water. These include identifying priority substances of concern in water discharges, continuous monitoring and regular reporting on our progress in reducing significant pollutants. We strictly comply with all discharge limits set by local regulators in the countries where we operate.

We are committed to the principles of a circular economy, focusing on minimising waste generation. In our upstream palm operations, all waste is recovered and reused. Organic materials such as EFB, palm mesocarp fibre and palm kernel shells are repurposed as fuel or organic fertiliser. Similarly in our sugar milling operations, cane bagasse is used as a primary boiler fuel, while by-products like press mud, ash, sludge and yeast sludge are applied to enhance soil quality.

In our factory operations, we adhere to the waste management hierarchy, striving to minimise landfill waste. Wherever possible, we optimise production processes to maximise waste recovery and further reduce the waste sent to landfills.

SUSTAINABLE PACKAGING

Our packaging teams collaborate with the wider industry to develop solutions that minimise material usage and are reusable or recyclable by end-users. We continuously assess and improve the sourcing criteria for the materials we procure to ensure they are from sustainable sources.

We adapt our packaging solutions and sustainability strategies to meet local regulations and customer preferences, as each region plays an active role in advancing our sustainable packaging efforts. Through the creation of regional packaging sustainability committees and regular progress meetings, we continue to evaluate and enhance our consumer product packaging, focusing on incorporating recycled or recyclable materials to help reduce waste.

PRIORITISING PEOPLE AND COMMUNITIES

As a global organisation with a presence across diverse regions and a workforce encompassing various nationalities and cultural backgrounds, Wilmar remains committed to protecting human rights and upholding high labour standards. Our approach is rooted in the recognition and support of each individual's inherent dignity and extends to the local communities where we operate.



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

HUMAN RIGHTS AND LABOUR STANDARDS

Wilmar respects human rights, in alignment with the United Nations (UN) Declaration of Human Rights, the International Labour Organisation Core Conventions, and the UN Guiding Principles on Business and Human Rights. These principles guide us across our entire value chain, ensuring our commitment is reflected in every aspect of our operations, from employees to suppliers and partners.

We comply with local, national and ratified international laws wherever we operate. In regions where legal frameworks are not fully established, we uphold international best practices alongside Wilmar's internal policies, ensuring consistent protection of human rights across all our locations.

HUMAN RIGHTS POLICIES AND FRAMEWORKS

To strengthen our commitment, Wilmar introduced a comprehensive Human Rights Framework in 2019, based on the UN Guiding Principle on Business and Human Rights framework. This framework provides structured guidance for implementing human rights principles, including robust due diligence processes to identify, prevent, mitigate and address human rights impacts. Key policies within this framework include our NDPE Policy, Human Rights Policy, Whistleblowing Policy, Grievance Procedure, and our No Exploitation Protocol.

Our commitment to human rights is informed by insights from human rights experts and civil society organisations, who help assess our progress and finetune our approach. In 2021, we developed the Group-level Human Rights Defender Policy with input from these key stakeholders. In addition, we also partner with Dignity in Work for All (DIWA), formerly known as Verité, an independent non-profit organisation specialising in fair labour practices. This collaboration helps us better understand systemic labour and human rights challenges, identify the root causes of child labour and address emerging labour issues. DIWA's expertise supports Wilmar in refining our practices to strengthen labour rights across our supply chain.

Through these partnerships and policies, we continue to advocate human rights and remain vigilant in creating safe, fair and respectful workplaces and communities.

LIVING WAGE

In our palm oil operations, we are fully committed to ensuring that 100% of our employees and contractors are paid at least the applicable local minimum wage in line with local regulations and local living wages, where available, by conducting comprehensive assessments throughout our operations.

In addition, we assess our suppliers using the Supplier Reporting Tool (SRT) on criteria such as the provision of food, water, accommodation, healthcare, transport, education and childcare.

As an active and committed member of the RSPO Living Wage Task Force, which Wilmar co-chaired from 2021 to 2023, we work collaboratively to develop living wage benchmarks for various regions where the RSPO operates. These benchmarks align with the RSPO Guidance for Implementing a Living Wage, a framework published in 2020 with input from Wilmar.

In regions where a clear living wage standard is not established, we ensure that our workers receive at least the minimum wage alongside other benefits, such as non-mandatory savings schemes, free childcare and complimentary transport services. For employees based in remote areas, we provide free housing, essential facilities and additional support to promote their well-being.

RECRUITMENT OF WORKERS

In our palm oil operations across Malaysia and Indonesia, we prioritise ethical recruitment practices by hiring workers directly and covering all recruitment fees and related

expenses. This proactive approach is particularly important in Malaysia where recruitment challenges are prominent. It ensures that workers are safeguarded against risks of human trafficking and forced labour as well as from exploitative practices such as contract misrepresentation and debt bondage caused by high recruitment fees charged by agents. When recruitment agencies are involved, their role is strictly limited to assisting with the documentation process.

In Ghana and Nigeria, we work with contracted agents who support logistical and administrative tasks. However, all aspects of salary and remuneration are handled directly between Wilmar and the workers to minimise exploitation risks.

PROTECTING CHILDREN'S RIGHTS IN OUR SUPPLY CHAIN

Wilmar has zero tolerance for child labour, exploitation or any form of abuse, and we are steadfast in our commitment to safeguarding and advancing children's rights across our operations. We prioritise efforts within our upstream operations where the risk of child labour is heightened to ensure child protection remains integral to our practices.

In 2017, we formalised our commitment to advancing children's rights through the publication of our Child Protection Policy, establishing clear standards to protect children's rights within our plantations and across the operations of our suppliers and contractors. Since 2018, we have conducted annual child safety assessments within our upstream palm operations in Malaysia and Indonesia, and subsequently in our African operations in 2020. These assessments are conducted by an independent internal team, separate from the plantation's reporting structure, to objectively identify risks, address ongoing issues, and document existing interventions aimed at enhancing child safety.

Our Women's Working Groups (WoW) collaborate closely with plantation clinics to review health records which provide valuable insights into the well-being of mothers, infants and



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

children, and help to identify areas of potential concern. In addition, in partnership with Business for Social Responsibility and consumer brands such as Nestlé, Colgate-Palmolive, PepsiCo, Neste and Procter & Gamble, we developed a comprehensive Child Protection Implementation Manual. This manual serves as an industry-specific resource to uphold children's universal rights and provides practical guidance for child protection in the agricultural sector.

Recognising that education is fundamental to breaking the cycle of poverty and fostering sustainable development, we provide free and quality education to children living within our plantations. We have established schools and crèches in all our plantations to support young children in a safe and nurturing environment.

Wilmar's commitment to child protection was internationally recognised by the Global Child Forum which ranked us as the global leader in its 2024 Benchmark Report, awarding us with a perfect score of 10. This achievement underscores our leadership among 1,802 companies and reaffirms our dedication to advancing children's rights across our value chain. This also marks our third consecutive year of achieving a perfect score and maintaining our position as the top scorer since 2020.

EMPLOYEE HEALTH, SAFETY AND WELL-BEING

In 2024, we reaffirmed our commitment to cultivating a strong safety culture across our operations, prioritising the health and well-being of our workforce. Our efforts focus on mitigating risks across the wide range of tasks our employees perform, from plantation work, manufacturing processes to goods transportation. We consider employee safety a fundamental right that is essential to fostering a motivated, healthy and productive workforce.



Wilmar's inaugural 2024 Occupational Health and Safety campaign in Indonesia.

Key Initiatives and Achievements in 2024:

- **Reducing Serious Injuries:** Through targeted, risk-based programmes addressing high-risk areas — such as machine guarding, working at heights, confined spaces, electrical safety and energy isolation — we achieved a 47% reduction in Lost Time Injury Rate, surpassing our target two years ahead of schedule. In addition, over 98% of our sites maintained a record of zero fatalities.
- **Safety Leadership Development:** Our Group Safety Leadership Programme has now trained over 1,610 graduates across 18 countries, empowering them as safety leaders. Site managers continue to emphasise safety by leading committees and Environmental, Health and Safety (EHS) walkabouts, ingraining safety practices within their teams.
- **Fire Safety and Life-Saving Rules:** We fully deployed our global fire safety action plan and life-saving rules across all manufacturing and construction sites. With oversight from a dedicated Steering Committee, employees completed fire safety training through our Learning Management System (LMS), and ongoing risk assessments have bolstered fire safety and emergency preparedness.
- **Proactive Risk Management:** Continuous audits and safety leadership training have strengthened our risk management efforts. Our High-Risk Work Gap Assessment remained strong at 88%, underscoring our proactive approach to identifying and mitigating hazards throughout our operations.
- **Transparent Reporting Culture and SIF Intervention:** Leveraging the Enablon platform, we have cultivated a transparent reporting culture, as demonstrated by a 100% closure rate for reported events. Our approach emphasises reporting and intervention in Serious Injury and Fatality (SIF) risks, demonstrating a proactive commitment to preventing serious incidents.
- **Integrated EHS Management Systems:** We have advanced our EHS management integration, with over 20% of Wilmar sites now certified in ISO 14001, ISO 45001, or both. 28 sites completed our Global EHS Audit Programme, receiving “Good” or “Moderate” ratings, while major oleochemical sites underwent third-party Process Safety Management audits.
- **Expanding Digital Safety Tools:** The Enablon platform was upgraded with new features to streamline reporting and compliance tracking. Utilisation of the LMS also expanded, with 10 new courses introduced and over 400 new users, bringing the total number of users to 5,359.

- **EHS Awareness and Competency Building:** Our workforce completed over 19,000 EHS courses through the LMS, including specialised training for plantation workers in harvesting, motorcycle competency and tractor safety. In addition, selected Country EHS Leads are registered members of the Institution of Occupational Safety and Health and are undergoing competency assessments, further strengthening their ability to lead safety initiatives.

We continue to foster a safety culture that goes beyond compliance and is rooted in a collective commitment to employee well-being. This progress reflects our dedication to reducing injuries, enhancing safety leadership, promoting transparent reporting and advancing EHS competencies. By prioritising safety, we are creating a healthier and more productive environment for all employees.

DIVERSITY AND INCLUSION

At Wilmar, we are committed to fostering a diverse and inclusive work environment that provides equal opportunities for all. We believe diversity enriches our workforce with fresh perspectives, enabling us to better serve our broad customer base.

To build an inclusive organisation, we have established policies such as our Equal Opportunity Policy and our Board Diversity Policy. Country and Business Heads are responsible for ensuring these principles are consistently upheld across the workplace.

In Australia, Goodman Fielder is a proud member of Diversity Council Australia, an independent organisation at the forefront of supporting businesses towards equitable diversity and inclusion in the workplace. We are committed to contributing to reconciliation between First Nations people and non-Indigenous Australians and have launched our first Reconciliation Action Plan. We also run an internship programme through Career Seekers that connects underrepresented people with roles that can build their local experience and knowledge and an apprenticeship programme that welcomes both young men and women to apply and be evaluated based solely on their individual merits.

In 2019, we launched our Women’s Charter to strengthen gender equality and support women’s well-being across all Wilmar operations — from plantations, factories to corporate offices. This charter, applicable globally, is reinforced by

policies addressing sexual harassment, violence and abuse, and reproductive rights. It focuses on five key areas:

1. Protection and care of female health
2. Care of family life and welfare
3. Protection from sexual harassment and violence
4. Non-discriminatory, fair and equal opportunities at work and in worker representation
5. Continuous education for personal and family life improvement

Wilmar started establishing women's committees within our oil palm plantations in 2007. In April 2019, we set up the Women's Committee Steering Group to ensure there is consistency and alignment to the five key focus areas across our operations. Today, we have WoW or Gender Committees in all our oil palm plantations in Indonesia, Malaysia, Ghana and Nigeria. These committees promote women's health, offering training on reproductive rights, birth control and cancer screenings, as well as equal access to healthcare.

We also educate parents on childhood nutrition and collaborate with local health authorities on vaccination campaigns. To ensure children's safety, we provide crèches on plantations which enable us to maintain records for attendance and immunisation.

Our WoW and Gender Committees also act as channels for the investigations of sexual harassment allegations and provision of training on gender-based violence.

TALENT MANAGEMENT

With a global workforce of approximately 100,000 people across 37 countries and regions, our employees are central to Wilmar's success. We prioritise attracting and retaining the right talent while fostering an engaging and inclusive workplace aligned with the highest standards of human and labour rights across our supply chain.



A group session during a workshop on support systems for female workers in Sabah, Malaysia.

We recognise the value of local talent, knowledge and networks, emphasising the employment of locals across our global operations. In our upstream sugar operations, where sugarcane is a seasonal crop, we rely on temporary workers to address harvest demands, perform time-bound tasks and fulfil specialised roles. Regardless of employment status, all workers receive essential benefits including healthcare, parental leave, life insurance as well as disability and invalidity coverage.

We are committed to employee development through diverse courses available on our e-platform. We are building a robust training framework to enhance both soft skills and technical knowledge, in support of career growth. Entry-level courses are being developed via Litmos, a global corporate training platform, while advanced programmes focus on technical expertise and leadership, encouraging collaboration and knowledge sharing among Wilmar employees worldwide.

ECONOMIC AND COMMUNITY CONTRIBUTIONS

At Wilmar, we recognise that our long-term success is closely tied to the well-being and empowerment of the communities around our operations.

The establishment of our oil palm estates has catalysed infrastructure development in remote rural areas, including roads, electricity and access to safe drinking water. We contribute further by creating stable employment, building schools and enhancing road networks to improve accessibility within and around our plantations.

Our independent smallholder programmes are customised to address the unique challenges faced by farmers in different regions. In Malaysia, we prioritise fertiliser provision and application, while in Africa and Indonesia, we focus on best agronomic practices and the inclusion of smallholders in our supply chain. These programmes help farmers achieve relevant certifications and build expertise to support compliance with our NDPE Policy.

We conduct training sessions for our sugar outgrowers in India and Australia on sustainable farming techniques, focusing on land preparation, nutrient management and safe handling of chemicals.

We empower each subsidiary to manage community contributions in ways that meet local needs, which may include donations, volunteering by employees and in-kind support. This approach allows us to create meaningful and locally relevant impacts across the regions where we operate.

SUPPLY CHAIN TRANSFORMATION

Responsible sourcing and transforming our supply chain have always been strategic priorities for Wilmar. We recognise that our capacity to guide and influence our supply chain can lead to significant environmental and social impact. Therefore, we continue to actively engage and collaborate closely with our suppliers to make sustainable agriculture and food production a reality.

We have implemented traceability and transparency initiatives within our palm oil and cane sugar supply chains. Through diligent monitoring and capacity-building programmes, we ensure that our suppliers align with Wilmar's sustainability commitments. Suppliers are required to uphold essential principles related to legal compliance, business integrity, labour and human rights, environmental protection, as well as product quality and safety.

We have been reporting on our palm NDPE implementation progress concurrently with our annual Sustainability Report since 2021, offering a transparent and detailed overview of our sustainability endeavours and progress.

RESPONSIBLE SOURCING IN OUR PALM OIL SUPPLY CHAIN

Since mid-2013, we have maintained an extensive traceability programme to support the implementation of our NDPE Policy, especially as a significant portion of our impact is associated with third-party suppliers. Information regarding our suppliers is made publicly accessible through the traceable supply chain section on our Sustainability Dashboard. Comprehensive data is published on this platform, including details about the parent company, mill/refinery/trader/bulker name, location, percentage of traceability to the mill and plantation, as well as information on progress related to sustainability.

Our SRT enables us to actively monitor each mill supplier's compliance with our NDPE commitments. In addition, our Supplier Group Compliance Programme deploys satellite technology to oversee our direct and indirect supply chains.

STRENGTHENING OUR SUSTAINABILITY COMMITMENTS IN OUR SUGAR AND COCONUT SUPPLY CHAINS

As one of the world's leading sugar producers, it is essential for us to establish a strong sustainability commitment within our sugar supply chain.

We actively engage with our suppliers and buyers through awareness initiatives and capacity-building programs to promote inclusivity for small and large sugarcane growers and encourage the adoption of our NDPE Sugar Policy. This collaborative approach is strengthened by monitoring our mill suppliers using the SRT, enabling us to identify improvements for stronger partnerships and drive progress in sustainability and ethical practices across the sugar industry.

In 2023, we established our Coconut Responsible Sourcing Policy to create a transparent, ethical and responsible coconut supply chain that supports resilient livelihoods in the rural communities where we operate. The policy outlines key principles and approaches designed to foster partnerships with our suppliers, driving improvements in the coconut sector for sustainable long-term benefits. Mirroring our commitment to traceability and transparency in our palm oil and sugar supply chains, we adopt a consistent approach to enhance traceability in our coconut supply chain.

Through comprehensive initiatives and collaborative efforts, Wilmar continues to lead the way in promoting sustainable and ethical practices across our diverse supply chains, ensuring a positive impact on both the environment and society.



Supplier workshop on NDPE Sugar with mills in Bangkok, Thailand, on 23 September 2024.

RESPONSIBILITY TO CONSUMERS

We are dedicated to developing products that promote the health and well-being of our consumers. Our commitment to product excellence is reflected through continuous innovation, rigorous research and development (R&D), and transparent marketing and labelling practices, all of which ensure we meet the highest standards of quality and safety.

RESEARCH AND DEVELOPMENT

Our strategic focus remains firmly on adopting innovative and advanced technologies to drive progress. To strengthen our R&D initiatives, we have formed partnerships with renowned experts, academic institutions and research centres across Australia, China, New Zealand and Singapore, among others. These collaborations grant us access to a global talent pool and strengthen our research and innovation efforts.

In collaboration with Jiangnan University, we have conducted microbiological safety tests on fermented protein feed, including the assessment of factors such as endotoxins and antibacterial effectiveness. Our partnerships with leading institutions such as China Agricultural University, Zhejiang University, Shanghai Ocean University and Guangdong Academy of Agricultural Sciences are driving the development of specialised fermented protein feed for different animal species. These products continue to gain good market traction due to their high quality and innovative application methods.

With China Agricultural University, we have also developed application techniques for fermented protein feed in poultry, swine and aquaculture which improve feed efficiency and quality of meat. This project saw the adoption rate of fermented protein feed grow from 0% to 5%, which resulted in a notable increase of 15% in farmers' income.

Improving Yields and Reducing Pressure on Land Use

Our ongoing cloning programme is designed to boost yields without requiring additional land. It focuses on identifying and selecting high-performing oil palm varieties based on criteria such as yield potential. These variations are expected to increase yields by up to 30%. To support this programme, our oil palm clonal lab in Central Kalimantan, Indonesia, is expanding production with a target of 500,000 clonal palms annually by 2026.



Wilmar's oil palm clonal lab in Indonesia.

We have concluded our collaboration with the Temasek Life Sciences Laboratory which focused on research into plant breeding techniques designed to potentially halve the palm breeding cycle. Working directly with our plantations in Indonesia, we are conducting a genome-wide association study to further advance our palm breeding programme.

Wilmar Sugar Australia (WSA) is actively working to identify "super" parent plants that carry additive traits contributing to improved sugarcane yields and higher sugar content in their progeny. As part of its breeding programme, WSA is developing the use of Genomic Selection technology by using Single Nucleotide Polymorphism chips to further enhance our sugarcane varieties.

Improving Nutrition

We are in our second five-year collaborative research programme with the National University of Singapore and the National Research Foundation, focusing on enzyme development and biotransformation processes.

In 2024, Goodman Fielder launched its Nutrition Policy in New Zealand demonstrating its commitment to improve the nutritional value of its products. A key component of the policy is the Health Star Rating (HSR) which is a national front-of-pack labelling system that rates packaged foods from half to five stars. Currently, 50% of Goodman Fielder's intended retail products display the HSR, with a goal to reach 70% by the end of 2025.

Driven by the HSR, Goodman Fielder has reduced the saturated fat in a number of its yoghurts to raise their HSR to 4.5 stars. In Australia, it created a new range of breads that has a HSR of five stars.

PRODUCT QUALITY AND SAFETY

Wilmar has implemented a range of policies to ensure the quality and safety of our food products while adhering to regulatory requirements. These include our Food Safety Policy, Food Fraud Policy and Food Defence Policy, all of which reflect our commitment to maintaining rigorous quality and safety standards across our products.

A majority of our food production facilities hold certifications from food safety schemes accredited by the Global Food Safety Initiative, including:

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

RESPONSIBLE MARKETING AND LABELLING

Wilmar upholds responsible product marketing and labelling practices, adhering strictly to ethical standards and all applicable legal and regulatory requirements in our operational regions. We avoid targeting children in our sales and marketing efforts and remain committed to promoting our products responsibly.

CONSUMER HEALTH AND WELL-BEING

We strive to meet consumer needs, particularly in emerging markets, by offering nutritious, healthy and affordable food. Through ongoing innovation, we enhance our products to include nutritional benefits aligned with evolving consumer preferences.

Our brands are recognised for their quality and cover a wide range of food products including vegetable oils, sugar, flour, rice, noodles, specialty fats, snacks, bakery items, dairy products and more.

By closely tracking consumer demands and aligning with nutritional science advancements, we aim to deliver market-leading and nutritious food products that support consumer health and well-being.

RESPONSIBLE BUSINESS PRACTICES

Wilmar fosters a culture of ethical and responsible business practices, recognising it as foundational to long-term success. To build trust and maintain stakeholder confidence, we ensure that all employees comply with local laws and regulations as well as Wilmar's internal policies.

Business Ethics and Compliance

Wilmar believes in the pivotal role business ethics play in shaping our reputation and achieving enduring success. Our commitment to the highest standards of integrity and regulatory compliance throughout our global operations guides decision-making and employee conduct. Our directors and employees receive comprehensive training on corporate policies, which include our Code of Conduct, Code of Ethics, Anti-Fraud Policy, Anti-Bribery and Corruption Policy, and Whistleblowing Policy. All policies are reviewed and approved by our Board of Directors.

Wilmar's Tax Policy ensures that all entities within the Group manage taxes responsibly and in compliance with all relevant tax laws. Our Whistleblowing Policy provides a framework for employees and business associates to report potential concerns or incidents of corporate improprieties confidentially and without fear of reprisal. The policy outlines investigation procedures and follow-up actions to address any verified concerns.

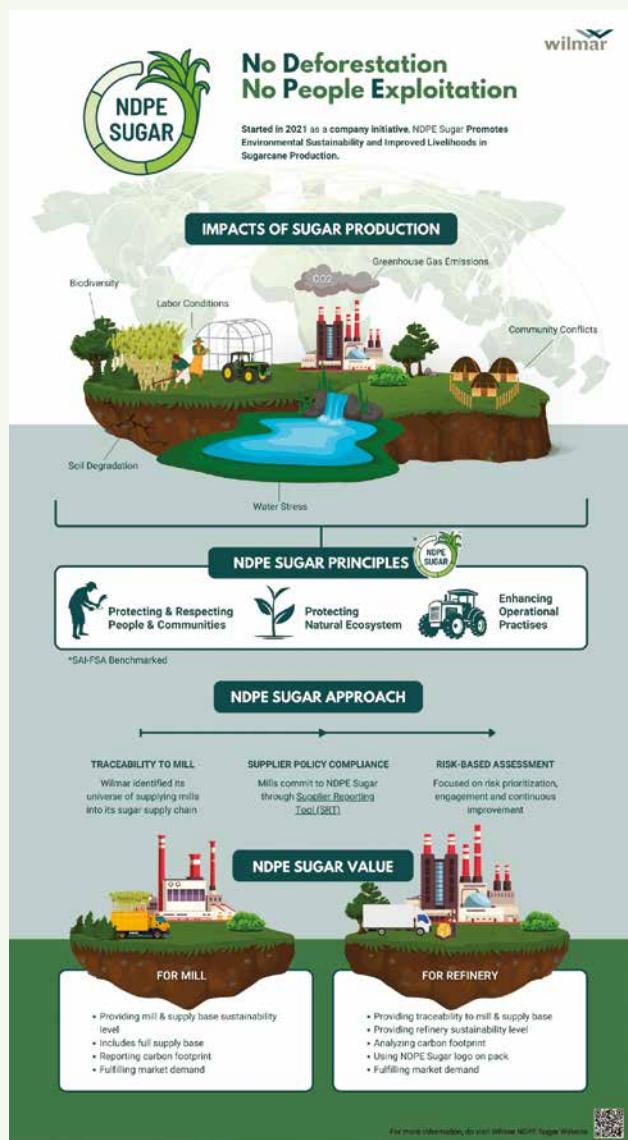
Wilmar makes no direct or indirect contributions to political parties, associations or candidates, while recognising employees' rights to participate in political activities as private individuals, so long as they adhere to the Group's Code of Conduct and other applicable policies.

BUILDING A SUSTAINABLE FUTURE: THE JOURNEY OF NDPE SUGAR

Leveraging the success of our NDPE Policy, we introduced our NDPE Sugar Policy in 2021 to drive transformation in the sugar sector towards more sustainable practices.

In the first two years following the launch of our NDPE Sugar Policy, we concentrated on laying a strong foundation to enable its successful global implementation.

- **Traceability:** Established traceability to mill processes across our global supply chain.
- **Supplier Engagement:** Deployed a sugar-specific SRT for mill suppliers in Australia, India, Thailand, Mexico, Brazil and Cambodia.
- **Recognition:** In 2023, our NDPE Sugar Policy was recognised to be Gold Level Equivalent in the Farm Sustainability Assessment (FSA) 3.0 by the Sustainable Agriculture Initiative Platform (SAI Platform).



Overview of Wilmar's approach to NDPE Sugar.

In 2024, we made significant strides building on the foundational work and intensified our efforts across three key pillars:

1. Enhancing our NDPE Sugar Programme

- **Expanded Expertise:** Increased our resources and capabilities.
- **On-site Assessment:** Conducted a comprehensive assessment to identify compliance gaps with the NDPE Sugar Policy.
- **Mill Tiering:** Developed a risk-based tiering system for mills, combining SRT results with country-specific risk factors.
- **Refinery Levels:** Introduced suppliers' performance-based sustainability levels for participating refineries.
- **Action-Oriented Support:** Formulated customised action plans to help mills achieve full compliance with our NDPE Sugar Policy.

- **Satellite Monitoring:** Partnered with GeoWatch Labs to monitor HCV deforestation in Brazil and Thailand, with plans to expand globally.
- **Carbon Footprint Pilot:** Completed a carbon emission pilot with two mills in Thailand and identified initiatives for emissions reduction.



Supplier visit to a raw sugar storage facility in Brazil.

2. Strengthening the Supply Chain

- **Mill Suppliers:** Increased the number of mills completing the SRT by 123% while achieving an impressive average SRT score of 73.8% across participating mills. Also hosted a successful NDPE Sugar workshop in Thailand with over 100 attendees representing 58 mills.
- **Refineries:** Expanded NDPE Sugar-compliant refineries from seven in 2023 to 10 in 2024, achieving a remarkable average traceability score of 97.7%.

3. Driving Customer Engagement

- **Collaborative Solutions:** Fostered deep engagement with global customers, while emphasising our NDPE Sugar commitments.
- **New Standard:** While certification remains widely recognised, many customers view our NDPE Sugar as a more dynamic and cost-effective solution for advancing sustainability across the sugar supply chain.

LOOKING AHEAD

Our NDPE Sugar Policy represents a paradigm shift in the sugar industry, prioritising supplier engagement, traceability and continuous improvements. By championing innovation and collaboration, we are paving the way for a more ethical and sustainable future for sugar production worldwide.