



# SUSTAINABILITY

## OUR APPROACH TO SUSTAINABILITY

As a global leader in the agrifood industry, Wilmar is well-positioned to leverage our resources, networks and expertise to create lasting positive impacts across our commodity supply chains. We are dedicated to producing food, animal feeds and agri-products responsibly and ethically. Our sustainability approach is anchored on four key areas that guide performance across all business segments:

- Protecting the Environment
- Looking After People and Communities
- Transforming Our Supply Chain
- Delivering Product Excellence

Our commitment to responsible sourcing and supply chain transformation is underpinned by our No Deforestation, No Peat, No Exploitation (NDPE) Policy introduced in 2013 and our No Deforestation, No People Exploitation (NDPE) Sugar Policy introduced in 2021. Our global operations are guided by these two core policies, together with our broader frameworks on environmental stewardship, human and labour rights, health and safety, diversity and inclusion, child protection, food safety, and responsible business conduct.

Visit our Sustainability Dashboard ([www.wilmar-international.com/sustainability](http://www.wilmar-international.com/sustainability)) to learn more about our suite of sustainability policies and the latest updates on our sustainability work.

## PROTECTING THE ENVIRONMENT

Wilmar was among the early adopters of the High Conservation Value (HCV) approach, identifying areas of high ecological importance and designating them as protected zones. This reflects our strong commitment to environmental stewardship and our role in setting a positive industry benchmark.

### BIODIVERSITY AND CONSERVATION

#### Protecting Biodiversity



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.

We safeguard biodiversity across our operations and supply chains in line with our comprehensive NDPE Policy. We strive to achieve two key objectives:

- Manage and sustain biodiversity and ecological functions within Wilmar-owned conservation areas and the broader landscapes in which we operate; and
- Provide technical support and guidance to our stakeholders, including suppliers, to integrate biodiversity conservation into plantation management.

Guided by our No Deforestation and No Peat commitments, we maintain over 32,000 hectares of conservation areas across the Group. All identified HCV and High Conservation Stock (HCS) areas are monitored and maintained as conservation areas based on evaluations done to date for our palm oil operations. This crucial evaluation work is carried out by a dedicated team of qualified High Carbon Stock Approach (HCSA) practitioners, along with licensed HCV-HCSA assessors.

The Gibbon Rehabilitation and Reintroduction Programme, Riparian Rehabilitation Project and the Sekar Imej Conservation Area Project are among our flagship conservation initiatives. We continuously engage with local communities, civil society organisations, governments and suppliers to effectively conserve biodiversity within Wilmar's operations and surrounding regions.

We apply similar principles to our sugar operations. New sugarcane farms are required to demonstrate they do not operate in HCV areas or protected regions.

#### Protecting Peatlands

Our NDPE Policy prohibits new development on peatlands, as drained or dry peatlands pose high fire risks and carbon release potential. We adhere to best management practices established by peatland experts and the Roundtable on Sustainable Palm Oil (RSPO) in our oil palm plantations classified as peat developed prior to the introduction of our NDPE Policy. Maintenance of optimal water levels to reduce peat subsidence and mitigating greenhouse gas (GHG) emissions are examples of such best management practices.

Recognising the extraordinary capacity of peatlands as carbon sinks, we partner with experts and local communities to explore restoration strategies. We also actively participate in knowledge-sharing platforms and multi-stakeholder initiatives such as the Fire Free Alliance. Beyond complying with local regulations on peat rehabilitation and restoration, we support peatland conservation targets set by the Ministry of Environment and Forestry of Indonesia.

#### Fire Prevention, Monitoring and Suppression

We have implemented an integrated fire monitoring platform to oversee our plantation operations since 2020, enabling our field managers in Indonesia, Ghana and Nigeria to directly receive hotspot data via a web-based messaging app. This platform was developed by our in-house geographic information system and information technology teams. Meanwhile in Malaysia, we continue to leverage NASA's fire monitoring data to enhance our fire prevention efforts.

On top of our internal monitoring, we collaborate closely with the RSPO to share fire-related data and verify hotspot alerts through the RSPO Hotspot Monitoring Programme.

Once a fire incident is confirmed, we promptly deploy our response teams to manage and extinguish the fire.

### CLIMATE CHANGE

In early 2025, Wilmar achieved a major milestone by becoming the only Singapore-listed agriculture company to have both our near- and long-term emissions reduction targets validated by the Science-Based Target initiative (SBTi). The approved targets were validated under the SBTi Corporate Net-Zero Standard and the SBTi Forest, Land, and Agriculture (FLAG) Guidance.

Near-term targets:

- 50.4% reduction in Scope 1 and 2 emissions and 30.0% reduction in Scope 3 (selected categories\*) emissions by 2032 from a 2022 baseline.
- 36.4% reduction in FLAG Scope 1 and 3 emissions by 2032 from a 2022 baseline.

Net-zero targets:

- 90.0% reduction in Scope 1, 2 and 3 emissions (selected categories\*) by 2050 from a 2022 baseline.
- 72.0% reduction in FLAG Scope 1 and 3 emissions by 2050 from a 2022 baseline.

We will progressively reduce GHG emissions across our operations and are implementing targeted initiatives throughout material business segments. Emissions reduction roadmaps have been modelled for key regions with several main initiatives, such as exploring power purchase agreements for renewable electricity, increasing the use of biomass fuel and solar energy to replace fossil fuels, pursuing nature-based solutions for land-based emissions and encouraging our suppliers to embark on the same journey.

In 2024, we conducted a quantitative scenario assessment to evaluate potential financial impacts under selected hypothetical climate-related scenarios published by the Network for Greening the Financial System and the Intergovernmental Panel on Climate Change. The assessment identified key climate risks and opportunities for the Group as well as their potential financial impacts on our business over varying timeframes. These outcomes provided us with an understanding of the potential financial implications of climate change on the Company and supported better integration of climate risks and opportunities into the

\* Purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution, distribution and processing of sold products for near-term target. The net-zero target also includes downstream transportation and distribution.



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Company's enterprise risk management to ensure business resilience in the long run.

Together, these complementary initiatives form a robust framework that strengthens our efforts to reduce our carbon footprint and mitigate climate-related impacts on our operations.

## ENVIRONMENTAL FOOTPRINT OF OUR OPERATIONS

Wilmar actively promotes and implements efficient resource management measures, including for energy, water and waste. Our steadfast commitment to controlling the environmental impact of our operations is detailed in our Environmental Policy.

We prioritise the reuse, recovery and recycling of waste materials while ensuring the responsible management of waste, effluents and chemicals. Across our global operations, we maintain full compliance with local environmental laws and regulations, upholding the highest standards of environmental stewardship.

Biomass is the primary source of renewable energy in our upstream operations. The principal fuel that powers our boilers includes empty fruit bunches (EFB), palm kernel shells and palm mesocarp fibre in our palm oil mills across Asia and Africa, as well as cane bagasse in our sugar mills in Australia and India.

In our factories, we deploy a variety of technologies to reduce energy consumption, improve energy efficiency and reduce reliance on fossil fuels. These technologies include high-efficiency boilers, cogeneration, steam condensate recovery, waste heat recovery, biogas capture and rooftop solar systems, among others. Collectively, these initiatives lower our operational emissions.

We have executed water conservation measures such as reusing cooling tower blowdown water, reusing reverse osmosis reject water for non-food applications, recycling wastewater, and implementing Group-wide water-saving campaigns. These initiatives underscore our dedication to sustainable resource management and environmental stewardship.

We adopt a holistic approach to managing water use in our oil palm operations. To reduce treated water consumption, we harvest rainwater and recycle wash water to meet high-demand areas such as nursery irrigation and household needs. Such measures also deliver long-term cost efficiencies.

From investing in state-of-the-art wastewater treatment technology to continuous monitoring of discharge quality, we have implemented comprehensive measures to protect the quality of our discharged water. We adhere strictly to all local discharge limits set by regulators in the countries we operate in.

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, 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

We continuously optimise our production processes to minimise packaging material use, source packaging materials that are recyclable, reusable or compostable, and improve sourcing criteria to ensure our packaging materials come from sustainable sources.

Our packaging team adopts a data-driven approach to managing packaging consumption and waste through an annual Global Packaging Data Questionnaire initiated in 2020.

We tailor our packaging solutions and strategies to align with local regulations and customer expectations. Each region actively drives our sustainable packaging agenda through dedicated committees and regular progress reviews.

Our subsidiaries, specifically Yihai Kerry Arawana in China and Goodman Fielder in Oceania, have redesigned their product packaging and shipping boxes to incorporate recycled plastics or paper as well as reduce packaging weight without compromising on strength, durability and quality.

## LOOKING AFTER PEOPLE AND COMMUNITIES

Wilmar is committed to upholding human rights and labour standards across all regions where we operate. We recognise and respect the inherent dignity of each individual and embrace the cultural diversity of local communities.

### HUMAN RIGHTS AND LABOUR STANDARDS

Our approach to human rights and labour is guided by international norms, specifically:

- Universal Declaration of Human Rights
- International Labour Organisation Core Conventions
- United Nations (UN) Guiding Principles on Business and Human Rights

We ensure every aspect of our operations and value chain upholds human rights principles and best practices.

### HUMAN RIGHTS FRAMEWORK AND POLICIES

In 2019, the Group introduced a comprehensive Human Rights Framework grounded in the UN Guiding Principles on Business and Human Rights. This framework encompasses our NDPE Policy, Human Rights Policy, Whistleblowing Policy and Grievance Procedure, providing structured guidance for operationalising human rights principles. It includes rigorous due diligence processes to identify, prevent, mitigate and address potential human rights impacts.

To strengthen this framework, we engaged human rights experts and civil society organisations to help assess our progress and fine-tune our approach, which culminated in the development of our Human Rights Defender Policy.

Our collaboration with Dignity in Work for All, an independent non-profit specialising in labour advocacy, has empowered us to address systemic labour and human rights challenges, especially the root causes of child labour and other emerging labour issues.

We remain committed to maintaining safe, fair and respectful workplaces and communities. Across our global operations, we comply with local, national and ratified international human rights and labour laws. Where legislation is absent or limited, our policies align with international best practices to ensure consistent protection of rights.

### LIVING WAGE

We conduct comprehensive assessments to ensure that our employees and contractors across our palm oil operations receive at least the minimum wage in line with local regulations or the local living wage. In addition, we assess our suppliers using the Supplier Reporting Tool (SRT) against criteria such as the provision of food, water, accommodation, healthcare, transport, education and childcare.

Wilmar contributes to the development of living wage benchmarks for regions covered by the RSPO. From 2021 to 2023, we co-chaired the RSPO Living Wage Task Force and remain an active and committed member today. While the RSPO Guidance for Implementing a Living Wage is still being finalised, Wilmar has contributed technical input – particularly on prevailing wage calculations – which has been incorporated into RSPO's working drafts and benchmarking discussions.

In countries where a living wage benchmark has yet to be formally established, our estate employees are paid at least the minimum wage. Beyond wages, our oil palm plantations provide a range of amenities, including housing, childcare, healthcare and education facilities, transport services and access to utilities, to safeguard the well-being of workers and their families.

### RECRUITMENT OF WORKERS

Wilmar adopts a responsible recruitment approach across our oil palm operations, engaging workers through direct hiring or ethically recruiting from their home countries. We are committed to safeguarding against risks of human trafficking, forced labour and other exploitative practices, including contract misrepresentation and debt bondage arising from high recruitment fees charged by agents.

In Malaysia and Indonesia, where recruitment agencies are involved, their responsibilities are confined to logistical support and legalisation processes. All recruitment-related expenses are borne by Wilmar, and designated personnel oversee the process to ensure full transparency, legal compliance and the prevention of any human rights violations.

Similarly, in Ghana and Nigeria, our contracted agents handle only logistical and administrative tasks, while Wilmar manages all aspects of salary and remuneration directly to minimise exploitation risks.



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## PROTECTING CHILDREN'S RIGHTS

Wilmar is firmly committed to protecting children's rights and ensuring their well-being across all our operations. We uphold a strict zero-tolerance policy for child labour, exploitation and any form of abuse. Recognising that risks are more pronounced in our upstream operations, we prioritise our focus on these areas to ensure that safeguarding children remains integral to our practices and day-to-day operations.

Underpinning Wilmar's holistic approach to child protection across our plantations and supply chain is our Child Protection Policy, supported by industry-specific resources such as the Child Protection Implementation Manuals in Malaysia and Indonesia, which go beyond child labour prevention.

The Group's approach to child protection focuses on three core areas:

- Embed protection in operations
- Empower children through education and awareness
- Extend child protection measures into the supply chain

Across our operations in Asia and Africa, the Group provides nurseries, schools or community learning centres, clinics, housing and access to utilities to ensure that the children of our employees thrive in a safe and nurturing environment. Our Women's Working Groups (WoW) partner with plantation

clinics to review health records to gain insights into the well-being of mothers, infants and children to identify areas of concern.

We have conducted child safety assessments in our upstream palm operations in Malaysia and Indonesia since 2018, and expanded these assessments to our African operations in 2020. Child safety remains a core element of our Child Protection Policy, with all child-related incidents required to be reported immediately, investigated and addressed in line with established procedures. Continuous monitoring by our teams ensures risks are identified and mitigated at all times. An internal team, independent of the plantation's reporting structure, conducts assessments to objectively identify risks, address ongoing issues, and document existing interventions aimed at enhancing child safety.

In 2025, we emerged once again as the only company among over 1,800 companies across eight sectors and 33 industries with a combined revenue of US\$40 trillion, to achieve a perfect score in The State of Children's Rights & Business Benchmark by the Global Child Forum and Boston Consulting Group. This marks our fourth consecutive year of achieving a 10/10 score. Headquartered in Stockholm, the Global Child Forum is a non-profit founded in 2009 by the Swedish royal family to advance children's rights in support of the United Nations Convention on the Rights of the Child.



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

## EMPLOYEE HEALTH, SAFETY AND WELL-BEING

From plantations and factories to offices and distribution networks across Asia, Africa, Europe, the Americas and Oceania, safety is more than a priority – it is a shared responsibility and a core value that shapes how we lead, work and care for one another at Wilmar.

Building on the success of our occupational health and safety campaign last year, we kicked off a second global "Lead Safety, Live Safety" campaign in 2025. This year's campaign was anchored on four key pillars to foster a strong, safety-first culture:

- Visible Leadership – Leaders set the tone by actively championing health and safety.
- Empowerment & Accountability – Encourage teams to make safe decisions and support one another.
- Strengthening Safety Culture – Make safety a shared value, not just a checklist.
- Proactive Risk Management – Identify risks early, act quickly and lead from the ground up.

By embedding these four pillars into our everyday work, we are creating safer, more resilient workplaces for all.

The campaign kicked off with a leadership video message that reinforced our top management's personal commitment to safety and the role every employee plays in maintaining safe workplaces. Core activities included a 14-day safety leadership challenge, peer-to-peer spot audits on life-saving rules, a safety climate survey, a continuous improvement challenge, reward and recognition, as well as fire safety programmes. Leaders engaged teams in meaningful daily safety interactions, while the improvement challenge empowered teams to identify practical opportunities to make sites safer, driving innovation and collaboration across operations.

Key Initiatives and Achievements in 2025:

- **Reducing Serious Injuries:** Over 98% of our sites maintained zero fatalities.
- **Safety Leadership Development:** Our Group Safety Leadership Programme trained a total of 2,052 employees, including 1,638 graduates across 18 countries. Site managers continue to lead committees and Environmental, Health and Safety (EHS) walkabouts.
- **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.



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



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- **Proactive Risk Management:** Continuous audits and safety leadership training have strengthened hazard identification and mitigation. Our High-Risk Work Gap Assessment remained strong at 85%.
- **Transparent Reporting Culture and SIF Intervention:** Through the Enablon platform, we achieved a 99% closure rate for reported Hazards and Near Miss events. Our approach reinforces reporting and intervention in Serious Injury and Fatality potential risks.
- **Integrated EHS Management Systems:** More than 24% of Wilmar's facilities are certified to EHS management systems such as ISO 14001:2015 and ISO 45001:2018. In 2025, 21 sites completed our Global EHS Audit Programme, receiving "Good" or "Moderate" ratings, while major oleochemical sites underwent third-party Process Safety Management audits.
- **Digital Safety Tools Expansion:** The upgraded Enablon platform streamlines reporting and compliance tracking, and one new course (Safety Moments) was added to the LMS for over 300 new users, bringing the total number of users to 4,525.
- **EHS Awareness and Competency Building:** Over 20,000 employees successfully completed EHS courses through the LMS. A total of 26 EHS courses and 68 learning modules are available to our employees across 20 countries and regions, 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.

We continue to foster a safety culture that goes beyond compliance and is rooted in a collective commitment to employee well-being. Our progress reflects a dedication to reducing injuries, strengthening 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. This partnership has enabled us to better understand and apply diversity, equity and inclusion (DEI) insights and trends in our corporate strategy.

In 2025, over 95% of Goodman Fielder Australia's employees participated in an optional annual culture and engagement survey, which collected anonymised demographic data, including caregiving status, gender, age range, cultural identity, languages spoken and gender and sexual identity. Employees were also asked if they would benefit from workplace adjustments to accommodate a disability, illness or condition.

Using insights from the survey, we launched an evidence-based DEI strategy in Australia, focusing on gender equity and reconciliation. Our gender equity working group is identifying measurable indicators and suitable baseline quantitative and qualitative data to objectively evaluate the impact of our gender initiatives on access to careers, rewards and a safe working environment. Another highlight was engaging employees on the impact of menopause for women in the workplace as part of our International Women's Day learning sessions in March.

As part of our contribution to the reconciliation between First Nations people and non-Indigenous Australians, we delivered our first Reconciliation Action Plan and established an enduring Reconciliation Strategy in 2025.

We continued our integrated internship programme with CareerSeekers, an organisation that supports refugees and asylum seekers who are either studying at universities or restarting their professional careers. Through this collaboration, Goodman Fielder is attracting diverse talent, providing them with long-term career opportunities and job security while fostering cultural exchange across our workforce.

In 2019, we launched our Women's Charter to strengthen gender equality and support women's well-being across all Wilmar operations — from plantations and factories to corporate offices. Reinforced by policies on sexual harassment, violence and abuse, and reproductive rights, the Charter 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

Women's committees were first established in our oil palm plantations in 2007, and in 2019, we formed the Women's Committee Steering Group to ensure alignment with the five focus areas across our operations. Today, we have WoW or Gender Committees in all our oil palm plantations in



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.

Indonesia, Malaysia, Ghana and Nigeria, promoting women's health through 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 maintain records for attendance and immunisation. WoW and Gender Committees further serve as channels for the investigation of sexual harassment allegations and provision of training on gender-based violence.

## TALENT MANAGEMENT

With a global workforce of about 100,000 people across 40 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 business and supply chain.

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 employ temporary workers to meet harvest demands, perform time-bound tasks and fulfil specialised roles.

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 made available via Litmos, a global corporate learning management platform, while advanced programmes focus on technical expertise and leadership, encouraging collaboration and knowledge sharing among Wilmar employees worldwide.



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Our Good Agricultural Practices training in Aceh Singkil, Indonesia, brought together 60 independent smallholders in August 2025 for practical sessions on oil palm health, leaf and soil sampling, and strategies to boost productivity sustainably.

## ECONOMIC AND COMMUNITY CONTRIBUTIONS

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

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

Our independent smallholder programmes are tailored to address region-specific challenges. 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 ensure compliance with our NDPE Policy.

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



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.

## TRANSFORMING OUR SUPPLY CHAIN

Responsible sourcing and supply chain transformation have long been strategic priorities for Wilmar. We recognise that our ability to influence our supply chain carries significant environmental and social impact. To drive meaningful change, we actively engage and collaborate with suppliers to advance sustainable agriculture and food production.

Our approach includes traceability and transparency initiatives, continuous monitoring and capacity-building programmes to ensure our suppliers in the palm oil and cane sugar supply chains adhere to Wilmar's sustainability commitments.



From just 10 members in 2006, our GIS team in Indonesia has expanded to 50 specialists across Yogyakarta and Kalimantan, driving traceability and reinforcing our sustainability goals.

Suppliers are required to comply with our rigorous standards covering product quality and safety, environmental protection, labour and human rights, business integrity and legal compliance. A detailed and transparent overview of our sustainability progress in the palm oil supply chain is available in our NDPE report, published alongside our annual Sustainability Report since 2021.

## 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. Through our Supplier Group Compliance Programme, we deploy satellite technology to monitor supply chains, and we use the SRT to actively track suppliers' compliance and progress towards meeting our NDPE commitments.

To uphold transparency, we publish comprehensive supplier information in the Traceability section of our Sustainability Dashboard. This includes parent company, mill/refinery/trader/bulker name, location, levels of traceability to the mill and plantation, as well as information on progress related to sustainability.

## ETHICAL SOURCING IN OUR SUGAR AND COCONUT SUPPLY CHAINS

Since the launch of Wilmar's NDPE Sugar Policy in 2021, we have collaborated with our network of suppliers and buyers to promote and encourage its adoption. Using the SRT as the primary platform for engagement and monitoring of mill suppliers, we are able to identify areas for improvement, strengthen partnerships through awareness initiatives and capacity-building programmes, and advance sustainability across the industry.

Our Coconut Responsible Sourcing Policy, introduced in 2023, sets out core principles and approaches to cultivate strong partnerships and drive positive change within the coconut sector. We aim to establish a transparent, ethical and responsible coconut supply chain that supports rural communities and resilient livelihoods. Consistent with our traceability and transparency efforts in palm oil and cane sugar, we are implementing similar measures to advance traceability in our coconut supply chain.

Wilmar remains committed to leading the way in sustainable and ethical sourcing across all agricultural commodities we trade. Through comprehensive initiatives and collaborations, we aim to create a lasting positive social and environmental impact across our diverse supply chains as a responsible global agribusiness.



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## DELIVERING PRODUCT EXCELLENCE

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 partner with renowned experts, academic institutions and research centres across Australia, China, New Zealand and Singapore, among others. These collaborations provide access to a global talent pool and strengthen our research and innovation capabilities.



YKA R&D Centre's research on "Key Technological Innovation and Industrialisation of Soy Protein and Phytosterols Based on Nutritional Health Needs" bagged the Science and Technology Award from the Chinese Nutrition Society in 2025.

In 2025, the YKA R&D Centre's research on "Key Technological Innovation and Industrialisation of Soy Protein and Phytosterols Based on Nutritional Health Needs" bagged the Science and Technology Award from the Chinese Nutrition Society. Its collaborative research on "Innovation and Industrialisation of Key Technologies for the Precise Nutrition Design and Green Bio-Manufacturing of Human Milk Fat Substitutes" also won the Science and Technology Award (First Class Prize) from the Chinese Cereals and Oils Association. These achievements demonstrate our progress in advancing the development of efficient manufacturing processes and nutritional, healthy products for our consumers.

### Improving Yields and Reducing Pressure on Land Use

Wilmar's ongoing oil palm cloning programme, which identifies high-performing varieties based on criteria such as yield potential, is expected to boost harvests by up to 30% without expanding land use. Our clonal labs in Central Kalimantan and West Java, Indonesia, are scaling up their annual production capacity to 500,000 clonal palms by 2026.

Our R&D team is working directly with plantations in Indonesia to implement a genome-wide association study to further advance our palm breeding programme.

In our sugar operations, Wilmar Sugar Australia has been applying genomic selection technologies since 2021 to develop better parents for sugarcane plant breeding. The top 30 parents, carefully chosen from crosses made between 2022 and 2023, have shown significant improvements in their mean genomic estimated breeding value. As newer variants replace older ones, the average age of the top 30 parents has declined from 14 years to six, accelerating breeding cycles and improving genetic performance.

### Improving Nutrition

Wilmar is in the third year of our second five-year joint research programme on enzyme development and biotransformation processes conducted with the National University of Singapore and the National Research Foundation, Singapore.

In 2024, Goodman Fielder launched its Nutrition Policy in New Zealand, demonstrating its commitment to improving the nutritional value of its products. A key component of the policy is the Health Star Rating (HSR), a national front-of-pack labelling system that rates packaged foods from half to five stars. Currently, 83% of Goodman Fielder's intended retail products display the HSR, thereby exceeding the goal to reach 70% by the end of 2025. Overall, 67% of Goodman Fielder New Zealand's retail portfolio has a rating of 3.5 stars or higher.

This year, YKA introduced the Arawana Feng Yi Tang health food brand, featuring functional nutrition products such as diacylglycerol cooking oil and soy milk fortified with phytosterol esters to support weight management and regulate blood lipid levels. Our in-house health officers have evaluated and affirmed the efficacy of these products in reducing the risks of chronic diseases when incorporated into daily diets.

### PRODUCT QUALITY AND SAFETY

Wilmar upholds the highest standards of food quality and safety through a comprehensive framework of policies, including our Food Safety Policy, Food Fraud Policy and Food Defence Policy.

To ensure our products meet rigorous food quality and safety standards, the majority of our production facilities are certified by 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 adheres to ethical standards and all applicable regulations in product marketing and labelling across our operations. The Group's Code of Conduct specifically prohibits marketing communications directed at children from promoting unhealthy or excessive eating or drinking habits. All marketing claims made by our subsidiaries must be substantiated and deliver on their promises. Products and services must be described truthfully, accurately and transparently. In addition, we design our marketing activities to be culturally, socially and religiously sensitive and respectful to our target audiences.

### CONSUMER HEALTH AND WELL-BEING

From vegetable oils, sugar, flour, rice, noodles, specialty fats, snacks, bakery items to dairy products and more, our brands in Asia and Oceania are well-known for their quality and variety of offerings.

We are committed to meeting consumer needs while balancing evolving consumer preferences with nutritional considerations to deliver superior product quality and customer satisfaction.

Our subsidiaries stay attuned to consumer demands and the latest innovations in nutrition and food science to ensure we manufacture nutritious, healthy and affordable products for the diverse populations we serve.

### RESPONSIBLE BUSINESS PRACTICES

At Wilmar, we foster a culture of ethical and responsible business practices that underpin our reputation and long-term success. To build trust and maintain stakeholder confidence, all employees are expected to comply with local laws and regulations as well as Wilmar's internal policies.

#### Business Ethics and Compliance

Wilmar recognises the pivotal role of business ethics in shaping our reputation and achieving enduring success. Our commitment to the highest standards of integrity and regulatory compliance guides decision-making and employee conduct throughout our global operations.

To reinforce this commitment, Wilmar has established comprehensive corporate policies that set clear principles for ethical conduct, ensuring alignment among employees and stakeholders. Directors and employees receive regular training and briefings to promote transparency and effectiveness.

These policies are periodically reviewed for relevance and approved by our Board of Directors or the relevant Board Committees. They are published on the Group's intranet and, where applicable, on our website, making them accessible to employees and the public. The following key policies are available on Wilmar's website ([ir-media.wilmar-international.com/corporate-policies](http://ir-media.wilmar-international.com/corporate-policies)):

- Investor Relations Policy
- Group Privacy Policy
- Whistleblowing Policy
- Anti-Fraud Policy
- Code of Conduct
- Code of Ethics
- Board Diversity Policy
- Group Tax Policy
- Anti-Bribery and Corruption Policy

The Group Privacy Policy outlines how Wilmar collects, uses, shares, and protects personal data. It details the types of information collected, its usage, who it is shared with, and how users can manage their data and rights.

For details on the Investor Relations Policy, please refer to the Investor Relations section of this Annual Report. Information on the Whistleblowing Policy and Board Diversity Policy is available in the Corporate Governance Report section of this Annual Report. Details on the Anti-Fraud Policy, Code of Conduct, Code of Ethics, Group Tax Policy, and Anti-Bribery and Corruption Policy will be provided in Wilmar's Sustainability Report for FY2025.