

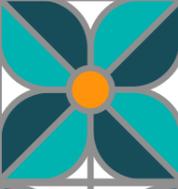


wilmar

ANNUAL  
SUSTAINABILITY  
REPORT

20  
22

# TABLE OF CONTENTS

	<b>ABOUT THIS REPORT</b> 03	<b>PROTECTING THE ENVIRONMENT</b> ..... 32 Biodiversity and Conservation ..... 34 Climate Change ..... 48 Environmental Footprint of Operations ..... 60 Sustainable Packaging ..... 76	<b>TRANSFORMING OUR SUPPLY CHAIN</b> ..... 179 Responsible Sourcing and Supply Chain Transformation ..... 180	
	<b>BOARD STATEMENT</b> 06	<b>LOOKING AFTER PEOPLE AND COMMUNITIES</b> ..... 82 Talent Management ..... 84 Human Rights and Labour Standards ..... 94 Diversity and Inclusion ..... 108 Employee Health, Safety and Well-being ..... 116 Economic and Community Contribution ..... 138	<b>RESPONSIBLE BUSINESS PRACTICES</b> ..... 188 Business Ethics and Compliance ..... 190 Data Security and Privacy ..... 196	
	<b>SUMMARY OF PROGRESS</b> 12	<b>DELIVERING PRODUCT EXCELLENCE</b> ..... 148 Innovation and Technology ..... 150 Consumer Health and Well-being ..... 158 Product Marketing and Labelling ..... 164 Product Quality and Safety ..... 174	<b>APPENDIX</b> ..... 199 Materiality ..... 200 External Assurance from Ernst & Young LLP ..... 204 External Assurance from Control Union Certifications ..... 208 Internal Assurance ..... 212	
	<b>ABOUT WILMAR</b> 22	Aligning with the Recommendations from the Task Force on Climate-related Financial Disclosures (TCFD) ..... 214 Supporting the United Nations Sustainable Development Goals (SDGs) ..... 218 Glossary of Terms ..... 224 Glossary of Measurement Units ..... 233		
	<b>OUR APPROACH TO SUSTAINABILITY</b> 24	    	   	



# ABOUT THIS REPORT

2-3, 2-5



Welcome to the 11<sup>th</sup> edition of our Sustainability Report. At Wilmar International Limited (the “Company” or “Wilmar”, together with its subsidiaries, the “Group”), we are committed to creating a positive and sustainable impact, while being transparent and accountable to our stakeholders.

Building on 16 years of sustainability disclosures since 2007, we have been constantly enhancing our approach to disclosing relevant, timely and decision-useful information to our stakeholders. In 2022, we have evolved our approach to produce a data-driven and more accessible report that succinctly communicates our sustainability story, while also providing key disclosures on our sustainability performance. We continue to reference and apply a number of standards and frameworks to ensure our report is aligned with global best practices and provides consistent and comparable information to readers. In this regard, this year we have also reported in accordance with the updated GRI Universal Standards 2021, and the recently released sector standard, GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022.

**i** The content within this report is determined based on our materiality assessment, which is reviewed annually with our third-party sustainability consultants. For more information, please refer to the section on **MATERIALITY**

**i** All photos of people and places used in this Sustainability Report are photographs of Wilmar sites and of past or present Wilmar employees and stakeholders.

THIS REPORT FORMS PART OF A REPORTING SUITE, AND IS INTENDED TO BE READ IN CONJUNCTION WITH OUR:



ANNUAL REPORT 2022



PALM NDPE IMPLEMENTATION ANNUAL REPORT 2022



SUSTAINABILITY DASHBOARD



BASE DATA TABLES

## SCOPE AND BOUNDARY

2-3, 2-2

Aligned with our financial reporting cycle, this report contains data and information in respect of the financial year (FY) ended 31 December 2022.

Unless otherwise stated, this report covers all subsidiaries across our business segments. The Group's business segments include the following: (1) Plantation and Sugar Milling; (2) Feed and Industrial Products; and (3) Food Products.

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

cover all subsidiaries and also include joint ventures and associates where we have operational control.

With a proactive approach to data consolidation amidst a rapidly expanding business, we continue to onboard recently acquired businesses and commissioned sites into our global safety and environmental data reporting platform and strive to complete these additions within six months of acquisition or commissioning. This platform centralises the approach towards consolidating information across our material topics.

## REPORTING FRAMEWORKS

GRI 1

STANDARD	APPLICATION OF STANDARD	LINK TO CONTENT/DISCLOSURE INDEX
GRI	<p>Wilmar has reported <b>in accordance</b> with the GRI Standards for this report</p> <p>References to the GRI disclosures are denoted throughout the report using the notation: [XX-XX]</p>	<b>GRI CONTENT INDEX</b>
SASB	<p>Wilmar has reported disclosures recommended by the SASB's:</p> <ul style="list-style-type: none"> <li>Agricultural Products Sustainability Accounting Standard (Industry Standard, Version 2018-10)</li> <li>Processed Food Sustainability Accounting Standard (Industry Standard, Version 2018-10)</li> </ul> <p>These disclosures are denoted throughout the report using the notations: [FB-AG-XXXX.X] and [FB-PF-XXXX.X]</p>	<b>SASB DISCLOSURE INDEX</b>
UN GUIDING PRINCIPLES REPORTING FRAMEWORK	<p>Since our Annual Sustainability Report 2021, we continue to report based on the UN Guiding Principles Reporting Framework</p>	<b>UN GUIDING PRINCIPLES REPORTING FRAMEWORK INDEX</b>
TCFD	<p>Our climate change disclosures are based on TCFD recommendations</p>	<b>TCFD DISCLOSURE INDEX</b>
SGX	<p>This report complies with the requirements of the Singapore Exchange Securities Trading Limited's (SGX-ST) Listing Rules 711A, 711B and Practice Note 7.6 (Sustainability Reporting Guide)</p>	-

## EXTERNAL ASSURANCE

2-5

Ernst & Young LLP (EY) provided independent, limited assurance on selected disclosures in this report. Material disclosures related to our palm value chain have been assured by Control Union Certifications (CU). More details can be found in the Assurance Statements on pages 204 – 211. Wilmar's Board of Directors, through the Board Sustainability Committee (BSC), have oversight of the subject matter covered by the assured figures and statements in this report.

## INTERNAL ASSURANCE

In line with SGX's enhanced sustainability reporting regime, Wilmar's Internal Audit Department will progressively conduct internal assurance on the Group's sustainability reporting process. Our internal audit plan is for our internal assurance process to complement our external assurance, by assessing material topics that are not externally assured. For details on the internal assurance conducted for this reporting cycle, please refer to the Internal Assurance Statement on pages 212 of this report.

## CONTACT

2-3

We strive to remain cognisant, responsive and inclusive. We welcome any comments, questions or suggestions regarding this report and our sustainability performance.

### POST

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

### E-MAIL

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

# BOARD STATEMENT



Dear Stakeholders,

We are proud to present the 2022 edition of our Sustainability Report, which marks 16 years of sustainability disclosures by Wilmar.



**KUOK KHOON HONG**  
Chairman and Chief Executive Officer

The world has faced a number of challenges in the past year, presenting both risks and opportunities for our businesses. The ongoing economic crisis, geopolitical instability and the increasing threat of climate change, remain some of the key issues impacting our stakeholders and operating environment. Confronted with these challenges, it is even more important that Wilmar remains committed to driving sustainability across our value chain as a strategic priority as we believe this is imperative to building a resilient business that will continue to create value for our stakeholders over the short, medium and long-term.

Since our last report, we have been improving and enhancing our approach to provide transparent, comparable and decision-useful information to our stakeholders. We appreciate that while there are a number of growing disclosure requirements, our stakeholders value succinct and focused information. Therefore beginning this year, we have revised our reporting approach to be more data-driven and streamlined, focusing on disclosure requirements and performance updates related to our material Environmental, Social and Governance (ESG) topics. Cognisant of the importance of fully communicating our sustainability initiatives, we are also tapping on various other channels to add detail and colour to our ESG data disclosure, including our corporate website, sustainability dashboard, dedicated annual No Deforestation, No Peat, No Exploitation (NDPE) Implementation Report and real-time communication channels such as newsletters and social media.

In addition to the standards and frameworks we have previously referenced to guide our reporting, such as the Sustainability Accounting Standards Board (SASB) Standards and Task Force on Climate-related Financial Disclosures (TCFD) recommendations, this Sustainability Report has adopted the newly updated Global Reporting Initiative (GRI) Standards 2021, including the new sector standard GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022.

We believe these improvements enhance our reporting to stakeholders, better meeting their needs and expectations. These standards are the most widely adopted for sustainability reporting globally and enhance the comparability and quality of ESG disclosures for our various stakeholder groups. Wilmar is committed to upholding accountability, transparency and engagement with our stakeholders as fundamental principles that guide our endeavours to foster sustainability across our businesses.



**PUA SECK GUAN**  
Executive Director and Chief Operating Officer (Part-Time)

**TEO LA-MEI**  
Executive Director, Group Legal Counsel and Company Secretary

**KUOK KHOON EAN**  
Non-Executive and Non-Independent Director

**KUOK KHOON HUA**  
Non-Executive and Non-Independent Director



**GREGORY MORRIS**  
Non-Executive and Non-Independent Director

**LIM SIONG GUAN**  
Non-Executive and Lead Independent Director

**KISHORE MAHBUBANI**  
Non-Executive and Independent Director

**TEO SIONG SENG**  
Non-Executive and Independent Director



**SOH GIM TEIK**  
Non-Executive and Independent Director

**CHONG YOKE SIN**  
Non-Executive and Independent Director

**LOUIS CHEUNG**  
Non-Executive and Independent Director

**JESSICA CHEAM**  
Non-Executive and Independent Director



**JUAN RICARDO LUCIANO**  
Alternate Director to Mr Gregory Morris

**TONG SHAO MING**  
Alternate Director to Mr Kuok Khoon Hua

## BOARD COMPOSITION AS AT 20 APRIL 2023

Reflects the retirement of MR KWAH THIAM HOCK and MR TAY KAH CHYE as well as the appointment of DR LOUIS CHEUNG and MS JESSICA CHEAM on 20 April 2023.

## OUR ACHIEVEMENTS IN 2022

Despite what has been a challenging year, Wilmar maintained a strong financial performance. For FY2022, we reported a record net profit of **US\$2.40 billion**, a **27.1%** increase (FY2021: US\$1.89 billion) from the previous financial year. We credit our continued ability to do well, to the embracing of sustainability at the core of our business. At Wilmar, sustainability is embedded in the way we run our business, from the strategic decision-making at Board level, which is supported by the BSC, to the way we run our operations and source responsibly from our supply chain. The BSC is responsible for Wilmar's ESG governance by formulating strategies, identifying risks and opportunities to determine the Group's material ESG factors, evaluating our ESG performance and targets as well as monitoring the implementation of ESG-related policies and practices.

We are very pleased to see that our sustainability progress and performance have again been recognised by several global rating benchmarks and awards. In 2022, Wilmar retained its top position globally in the Sustainable Palm Oil Transparency Toolkit (SPOTT) assessment among 100 palm oil producers, processors and traders while our effort in protecting human rights was recognised by the Global Child Forum and the Corporate Human Rights Benchmark (CHRB). The Global Child Forum ranked Wilmar as the best performing company in its Food, Beverage and Personal Care benchmark, with the company scoring a perfect 10 for our effort in safeguarding children's rights and well-being. CHRB, who evaluates how human rights and responses to serious allegations are systematised by companies through policies and processes, ranked Wilmar second globally and first in the East Asia and Pacific region. In addition, Wilmar maintained its inclusion in the Dow Jones Sustainability Indices (DJSI) World Index, making 2022 the second consecutive year Wilmar remained on the DJSI World Index and our third straight year on the DJSI Asia Pacific Index. Wilmar also retained its position in the FTSE4Good Developed Index and FTSE4Good ASEAN 5 Index.

Wilmar's sustainability track record and good standing have enhanced our ability to secure sustainable financing compared to the previous financial year. We secured more sustainability-linked loans (SLLs) this year, bringing the total amount of sustainable financing that we have secured to over **US\$2.20 billion** as at the end of December 2022. Our sustainable financing includes facilities with DBS Bank Ltd., Oversea-Chinese Banking Corporation Limited, The Bank of East Asia, Limited, among others. The continued interest from banks to link sustainability to our borrowing provides a strong incentive for us to secure more of such loans and is a testament to the importance of sustainability in our business model and strategy.

## TAKING CLIMATE ACTION

While we are proud of our achievements, we are cognisant that there is more work to be done and we continue to make progress on our sustainability commitments. Climate change impacts are already being felt across the world and the importance of climate action cannot be overstated.

In 2022, we made significant strides in our commitment to mitigate climate change, signing up to the Science Based Targets Initiative (SBTi) and committing to develop timebound plans to achieve near-term and net-zero emission reduction targets.



**US\$2.40  
BILLION**

RECORD NET PROFIT FOR  
FY2022 (27.1% INCREASE  
FROM FY2021)

**RETAINED TOP  
POSITIONS**

IN SEVERAL GLOBAL  
RATING BENCHMARKS  
AND AWARDS

**>US\$2.20  
BILLION**

SECURED AMOUNT OF  
SUSTAINABLE FINANCING  
AT THE END OF  
DECEMBER 2022



Tree planting at our Sapi Estate operations, Sabah, Malaysia

As part of this journey, we have established our Scope 1 and 2 greenhouse gas (GHG) footprint for our baseline year of 2020, which has been externally audited in 2022. We have also completed the mapping of the Group's 2020 Scope 3 GHG footprint to complete our emissions profile for target setting.

**i** For more information, please refer to the chapters in this Report on **CLIMATE CHANGE** and **ENVIRONMENTAL FOOTPRINT OF OPERATIONS**

We continue to make progress towards the commitment made at COP26 in Glasgow to develop a sectoral roadmap for enhanced supply chain action and at COP27 in Sharm El Sheikh to follow through with this sectoral roadmap on a commodity-by-commodity basis. We are actively engaging peers to participate in the palm oil sectoral roadmap to accelerate supply chain action and reduce emissions from our value chain. Please refer to the section on the Palm Oil Sector in **this publication** by the Tropical Forest Alliance for more information.



*At Wilmar, sustainability is embedded in the way we run our business, from the strategic decision-making at Board level, to the way we run our operations and source responsibly from our supply chain.*



## PROGRESS ON OUR SUSTAINABILITY COMMITMENTS

Since 2015, we have achieved **100% traceability to plantations (TtP)** for all of the mills that we own across our global operations. In 2022, we committed to attaining **90% TtP** across our global supply chain by 2023. We are pleased to note that as at end 2022, we have achieved over **80% TtP** across our global supply chain. We have also achieved **98.7% traceability to palm oil mills** across our global supply chain in 2022. Traceability aids transparency and enhances our ability to monitor, engage and report against our goals and initiatives, while we strive for and maintain a deforestation and exploitation-free supply chain.

Our ground-breaking No Deforestation, No Peat and No Exploitation (NDPE) commitment serves as a crucial foundation and blueprint for sustainable practices across our palm operations and supply chain. Our NDPE Policy was launched in 2013, making Wilmar the first in the industry to launch such a policy and apply it to our entire palm oil supply chain. Since then, we have been a leading voice in guiding and influencing

the industry towards greater sustainability. One such example is our renewed partnership with the **South East Asian Rainforest Research Partnership (SEARRP) on a Memorandum of Understanding (MoU) for a five-year term**. This partnership seeks to advance and support best practices of oil palm plantations and conservation areas and will add to our overall ability to maintain our conservation areas, including their biodiversity viability.

In September 2021, we launched a dedicated **NDPE Sugar Policy** and the NDPE Sugar Initiative for our sugar supply chain. In 2022, our NDPE Sugar label made its debut on a customer's retail package of table sugar, enhancing the visibility of sustainability within our sugar supply chain. As one of the largest sugar traders in the world, we believe that we can make a positive impact by producing sugarcane in an environmentally sustainable manner that also benefits the livelihoods of people and communities involved in producing sugar.



### NDPE SUGAR LABEL

IN 2022, OUR NDPE SUGAR LABEL MADE ITS DEBUT ON A CUSTOMER'S RETAIL PACKAGE OF TABLE SUGAR, ENHANCING THE VISIBILITY OF SUSTAINABILITY WITHIN OUR SUGAR SUPPLY CHAIN



*At Wilmar, we recognise that our success is the direct result of our employees' dedication and hard work.*



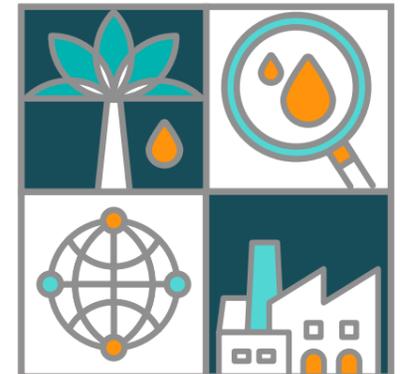
Beyond progress on environmental fronts, we also saw a marked improvement in our Occupational Health and Safety (OHS) performance. Wilmar places utmost importance on providing a safe and healthy workplace for its 100,000 strong workforce across the globe and OHS is a top area of concern for the Group. We always strive for zero fatalities and zero injuries. Every year, we look closely at how we can continue to improve in this area. This year, we saw our Lost Time Injury Rate (LTIR) performance improve with a drop of 18.7% and we also recorded a significant drop in the number of fatalities. While we are pleased to see that efforts to strengthen our OHS performance are showing results, this is an area where we recognise we need to do more and we will continue to work towards zero fatalities and safeguarding the health and well-being of our employees.

At Wilmar, we recognise that our success is the direct result of our employees' dedication and hard work. To help our employees thrive, we constantly strive to foster a diverse and inclusive culture befitting our global workforce. A key focus area for us is the protection of women's rights both in the office and out in the plantations. We began establishing women's committees in our oil palm plantations in 2007 to uphold our Women's Charter. Since 2020, Women's Working Groups (WoW) or Gender Committees have been established in 100% of our oil palm plantations in Indonesia, Malaysia, Nigeria and Ghana.

## LOOKING AHEAD

Despite our strong performance and progress thus far, the year ahead remains challenging amid the current global context. We are committed to staying ahead of the curve and are proactively adapting to the continuously evolving ESG and sustainability landscape, including initiatives such as the European Green Deal which seeks to promote deforestation-free products. We are also committed to comply with the European Union's regulations requiring companies to conduct due diligence to ensure that their supply chains are free from forced labour and other forms of modern slavery. In this regard, our NDPE priorities remain fundamental to meeting these mandates. In 2023, our focus will be on accelerating action to achieve the commitments and targets we have set. We will continue to partner and collaborate with industry players and across sectors to make this happen.

BOARD OF DIRECTORS,  
WILMAR INTERNATIONAL LIMITED  
29 MAY 2023



**90%**

**TRACEABILITY TO PLANTATIONS**

OUR COMMITMENT TO ATTAIN 90% TtP ACROSS OUR GLOBAL SUPPLY CHAIN BY 2023

**98.7%**

**TRACEABILITY TO PALM OIL MILLS**

ACHIEVED ACROSS OUR GLOBAL SUPPLY CHAIN IN 2022

# SUMMARY OF PROGRESS

## BIODIVERSITY AND CONSERVATION

2021 COMMITMENTS / TARGETS	2022 PROGRESS	CURRENT COMMITMENTS / TARGETS
<ul style="list-style-type: none"> <li>• <b>NO DEFORESTATION (ongoing)</b> :                             <ul style="list-style-type: none"> <li>» No development on High Carbon Stock (HCS) forests or High Conservation Value (HCV) areas</li> <li>» No burning in the preparation of new planting and re-planting of any other development</li> </ul> </li> <li>• <b>NO NEW DEVELOPMENT ON PEATLAND</b> regardless of depth (<i>ongoing</i>)</li> <li>• <b>MAINTAIN BEST MANAGEMENT PRACTICES</b> for existing plantations on peat (<i>ongoing</i>)</li> <li>• <b>SAFEGUARD BIODIVERSITY</b> in Wilmar's operational areas</li> <li>• <b>RESTORE AND REHABILITATE 120 HECTARES (HA)</b> of degraded forest and planted area to improve connectivity of Sekar Imej Conservation Area (SICA) Project</li> <li>• <b>PROTECT RARE, THREATENED AND ENDANGERED (RTE) SPECIES</b> of wildlife for long-term viability of the species</li> </ul>	<ul style="list-style-type: none"> <li>• <b>ZERO DEFORESTATION AND ZERO NEW DEVELOPMENT ON PEATLAND</b> in Wilmar's landbank</li> <li>• <b>32,544 HA OF HCV AREAS AND HCS FORESTS SET ASIDE</b> as conservation area in our oil palm plantations in Indonesia, Malaysia, Ghana and Nigeria (about 10% of our total landbank). This includes <b>97 HA</b> added to our conservation area in 2022, mainly from our Sabah plantations</li> <li>• <b>834 HA</b> of additional conservation area at our sugarcane plantations and mills in Australia and India</li> <li>• <b>RENEWED PARTNERSHIP</b> with the South East Asian Rainforest Research Partnership (SEARPP) in 2022 for a five-year term, which focuses on Wilmar's NDPE commitments to develop research-led programmes for the restoration and rehabilitation of forests and habitats</li> </ul>	<ul style="list-style-type: none"> <li>• <b>NO DEFORESTATION (ongoing)</b> :                             <ul style="list-style-type: none"> <li>» No development on HCS forests or HCV areas</li> <li>» No burning in the preparation of new planting and re-planting of any other development</li> </ul> </li> <li>• <b>NO NEW DEVELOPMENT ON PEATLAND</b> regardless of depth (<i>ongoing</i>)</li> <li>• <b>MAINTAIN BEST MANAGEMENT PRACTICES</b> for existing plantations on peat (<i>ongoing</i>)</li> <li>• <b>SAFEGUARD BIODIVERSITY</b> in Wilmar's operational areas (<i>ongoing</i>)</li> <li>• <b>PROTECT RTE SPECIES</b> of wildlife for long-term viability of the species (<i>ongoing</i>)</li> <li>• <b>PUBLISH BEST MANAGEMENT PRACTICE GUIDELINES ON CONSERVATION</b> for West Africa by 2024 (<i>ongoing</i>)</li> </ul>

## BIODIVERSITY AND CONSERVATION (continuation)

2021 COMMITMENTS / TARGETS	2022 PROGRESS
<ul style="list-style-type: none"> <li>• <b>PUBLISH BEST MANAGEMENT PRACTICES GUIDELINES ON CONSERVATION</b> for Indonesia, Malaysia and West Africa by 2024</li> <li>• <b>PUBLISH EDUCATIONAL MATERIALS</b> to promote biodiversity conservation in the plantation landscape</li> </ul>	<ul style="list-style-type: none"> <li>• <b>FIRST SCIENTIFIC EXPEDITION</b> to the SICA Project aimed at studying and documenting the flora and fauna, assessing forest quality and estimating carbon stocks</li> <li>• <b>PLANTED OVER 30,000 TREES FROM 89 SPECIES</b> in areas beyond our Malaysian operation's designated conservation and riparian areas through the Conservation Recreational Landscape Project (CRLP) since its initiation</li> <li>• <b>REINTRODUCED 23 SIAMANGS (<i>Symphalangus syndactylus</i>)</b> into the wild through the Siamang Reintroduction Programme</li> <li>• <b>PUBLISHED:</b> <ul style="list-style-type: none"> <li>» Best Management Practices Manual for Growers on Forest Conservation and Community Collaboration in Bahasa Indonesia and English</li> <li>» A Practical Guidance to Conservation Area Monitoring in Bahasa Melayu and Bahasa Indonesia</li> <li>» Newsletter series on conservation efforts in Wilmar's operational area in Malaysia</li> </ul> </li> </ul>

## CLIMATE CHANGE

2021 COMMITMENTS / TARGETS	2022 PROGRESS	CURRENT COMMITMENTS / TARGETS
<ul style="list-style-type: none"> <li>• As part of our <b>JOINT STATEMENT PLEDGING OUR COMMITMENT TO A SECTORAL ROADMAP FOR ENHANCED SUPPLY CHAIN ACTION TO ALIGN WITH GLOBAL CLIMATE GOALS</b>, we aimed to achieve the following:                             <ul style="list-style-type: none"> <li>» Map the Group's Scope 3 GHG emissions to form a complete inventory of our total GHG emissions for 2020, our baseline year</li> <li>» Develop comprehensive targets consistent with a 1.5-degree Celsius pathway and aligned with the Science Based Targets initiative (SBTi). These targets will also be linked to our energy and water efficiency programmes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>COMPLETED THE MAPPING OF THE GROUP'S SCOPE 3 GHG EMISSIONS</b> for baseline year 2020 which will be used to identify the priority areas for us to focus on in our climate roadmap</li> <li>• Please refer to the section on <b>Responsible Sourcing and Supply Chain Transformation</b> and the <b>Palm NDPE Implementation Annual Report 2022</b> for our progress on supply chain traceability</li> </ul>	<ul style="list-style-type: none"> <li>• <b>DEVELOP COMPREHENSIVE TARGETS</b> consistent with a 1.5-degree Celsius pathway and aligned with the SBTi. These targets will also be linked to our energy and water efficiency programmes (<i>ongoing</i>)</li> <li>• <b>ENSURE ALL SUPPLIERS' PALM OIL VOLUMES ARE IN THE "DELIVERING" CATEGORY</b> of the NDPE IRF (Implementation Reporting Framework) by 2025 and that such progress is reported annually (<i>ongoing</i>)</li> </ul>

CLIMATE CHANGE (continuation)

2021 COMMITMENTS / TARGETS	2022 PROGRESS
<ul style="list-style-type: none"> <li>» To ensure all suppliers' palm oil volumes are in the "Delivering" category of the NDPE IRF (Implementation Reporting Framework) by 2025 and that such progress is reported annually</li> <li>• <b>REDUCE OUR GHG EMISSIONS INTENSITY BY 15%</b> for all of our palm oil mills in Indonesia, Malaysia, Ghana and Nigeria, regardless of RSPO certification status by 2023, against a 2016 baseline of 0.82 tCO<sub>2</sub>e per MT crude palm oil (CPO)</li> </ul>	<ul style="list-style-type: none"> <li>• The GHG emissions intensity in 2022 was <b>0.68 tCO<sub>2</sub>e PER MT CPO</b> for our palm oil mills in Indonesia, Malaysia, Ghana and Nigeria</li> </ul>

ENVIRONMENTAL FOOTPRINT OF OPERATIONS

2021 COMMITMENTS / TARGETS	2022 PROGRESS	CURRENT COMMITMENTS / TARGETS
<ul style="list-style-type: none"> <li>• <b>REDUCE WATER CONSUMPTION INTENSITY</b> (m<sup>3</sup>/MT FFB processed) for palm oil mills from a 2016 baseline with the following targets by 2023:                             <ul style="list-style-type: none"> <li>» Indonesia: 1.2 m<sup>3</sup>/MT FFB</li> <li>» Malaysia, Ghana and Nigeria: 1.3 m<sup>3</sup>/MT FFB</li> </ul> </li> <li>• <b>REDUCE ENERGY INTENSITY</b> across our Australia and New Zealand sugar refinery operations from a 2020 baseline by:                             <ul style="list-style-type: none"> <li>» 5% by the end of 2022</li> <li>» 20% by the end of 2030</li> </ul> </li> <li>• <b>INCREASE INSTALLED CAPACITY OF PHOTOVOLTAIC (PV) POWER PLANTS</b> across China factories to 200 MWp by 2030</li> <li>• <b>100% RENEWABLE ENERGY</b> across Goodman Fielder's operations through procurement of renewable electricity certificates by 2025</li> </ul>	<ul style="list-style-type: none"> <li>• <b>WATER CONSUMPTION INTENSITY TARGETS ACHIEVED:</b> <ul style="list-style-type: none"> <li>» <b>Indonesia:</b> 1.04m<sup>3</sup>/MT FFB* in Central Kalimantan and 0.93m<sup>3</sup>/MT FFB* in Sumatra</li> <li>» <b>Nigeria:</b> 1.16 m<sup>3</sup>/MT FFB*</li> </ul> </li> <li>• Although hindered by project delays due to the COVID-19 pandemic, we have <b>CONTINUED TO IMPLEMENT ENERGY EFFICIENCY PROJECTS</b> in our Australia and New Zealand sugar refinery operations scheduled for completion in 2023. <b>Our efforts thus far have resulted in a 1.2% reduction in energy intensity</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>REDUCE WATER CONSUMPTION INTENSITY</b> (m<sup>3</sup>/MT FFB processed) for palm oil mills from a 2016 baseline with the following targets by 2023:                             <ul style="list-style-type: none"> <li>» Indonesia: 1.2 m<sup>3</sup>/MT FFB</li> <li>» Malaysia, Ghana and Nigeria: 1.3 m<sup>3</sup>/MT FFB (<i>ongoing</i>)</li> </ul> </li> <li>• <b>REDUCE ENERGY INTENSITY</b> across our Australia and New Zealand sugar refinery operations from a 2020 baseline by:                             <ul style="list-style-type: none"> <li>» 20% by the end of 2030 (<i>ongoing</i>)</li> </ul> </li> <li>• <b>INCREASE INSTALLED CAPACITY OF PV POWER PLANTS</b> across China factories to 200 MWp by 2030</li> </ul>

\*EY has performed limited assurance procedures on these figures.

ENVIRONMENTAL FOOTPRINT OF OPERATIONS (continuation)

2022 PROGRESS	CURRENT COMMITMENTS / TARGETS
<ul style="list-style-type: none"> <li>• <b>INCREASED THE TOTAL INSTALLED POWER CAPACITY OF PV PLANTS</b> in China to 60 MWp as of end 2022, with another 74 MWp capacity in the pipeline from planned projects or projects currently</li> <li>• <b>GOODMAN FIELDER HAS ACHIEVED 100% RENEWABLE ELECTRICITY</b> for its operations in Australia and New Zealand through the purchase of renewable energy certificates since 2021</li> </ul>	<ul style="list-style-type: none"> <li>• <b>MAINTAIN RENEWABLE ENERGY ACROSS GOODMAN FIELDER'S OPERATIONS</b> through the procurement of renewable electricity certificates by 2025 (<i>ongoing</i>)</li> <li>• <b>HALVE FOOD WASTE</b> in Goodman Fielder's Australian operations by 2030 based on 2021 baseline</li> </ul>

SUSTAINABLE PACKAGING

2021 COMMITMENTS / TARGETS	2022 PROGRESS	CURRENT COMMITMENTS / TARGETS
<ul style="list-style-type: none"> <li>• <b>IMPROVE MATERIAL EFFICIENCY FOR PLASTIC TYPES</b> including polyethylene terephthalate (PET), high-density polyethylene (HDPE) and polypropylene (PP) to reduce plastic consumption by 3,000 MT per year</li> <li>• Through Yihai Kerry Arawana's (YKA) "Sustainable Packaging 2025 Plan", YKA targets to <b>REDUCE THE USE OF PACKAGING MATERIALS BY 15,000 MT</b> from a 2020 baseline</li> <li>• <b>100% OF GOODMAN FIELDER'S PACKAGING MATERIALS TO BE SUSTAINABLE.</b> In the interim, we target 100% of packaging to be reusable, recyclable or compostable by 2025 including:                             <ul style="list-style-type: none"> <li>» Phasing out problematic and unnecessary single-use plastic packaging</li> <li>» Meeting the standards set out in the Packaging Recyclability Evaluation Portal (PREP), the Australasian Recyclability Label (ARL), or similar programmes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>REDUCED PLASTIC CONSUMPTION BY 3,318 MT</b> in 2022</li> <li>• As at the end of December 2022, <b>YKA REDUCED PACKAGING WASTE BY 6,419 MT</b>, more than 40% of its target</li> <li>• <b>OVER 94% OF GOODMAN FIELDER'S PACKAGING IS RECYCLABLE OR REUSABLE</b> with projects identified to achieve 100%</li> </ul>	<ul style="list-style-type: none"> <li>• <b>IMPROVE MATERIAL EFFICIENCY FOR PLASTIC TYPES</b> including PET, HDPE and PP to reduce plastic consumption by 3,000 MT per year (<i>ongoing</i>)</li> <li>• Through YKA's "Sustainable Packaging 2025 Plan", YKA targets to <b>REDUCE THE USE OF PACKAGING MATERIALS BY 15,000 MT</b> from a 2020 baseline</li> <li>• <b>100% OF GOODMAN FIELDER'S PACKAGING MATERIALS TO BE SUSTAINABLE.</b> In the interim, we target 100% of packaging to be reusable, recyclable or compostable by 2025 including:                             <ul style="list-style-type: none"> <li>» Phasing out problematic and unnecessary single-use plastic packaging</li> <li>» Meeting the standards set out in the PREP, the ARL, or similar programmes</li> </ul> </li> </ul>

## TALENT MANAGEMENT

2021 COMMITMENTS / TARGETS	2022 PROGRESS	CURRENT COMMITMENTS / TARGETS
Continue to <b>DELIVER CONTENT AND MANAGE OUR TRAINING NEEDS</b> on Litmos	<ul style="list-style-type: none"> <li>Spent over <b>US\$3.76 MILLION</b> on employee training and development</li> <li><b>15 HOURS</b> of training attended on average per employee</li> </ul>	<ul style="list-style-type: none"> <li>Continue to <b>DELIVER CONTENT AND MANAGE OUR TRAINING NEEDS</b> on Litmos (<i>ongoing</i>)</li> </ul>

## HUMAN RIGHTS AND LABOUR STANDARDS

2021 COMMITMENTS / TARGETS	2022 PROGRESS	CURRENT COMMITMENTS / TARGETS
<ul style="list-style-type: none"> <li><b>PROVIDE ALL PALM OIL WORKERS WITH ACCOMMODATION CHOICES</b> <ul style="list-style-type: none"> <li>Nigeria: by 2025</li> </ul> </li> <li>Ensure all employees and contractors are <b>PAID AT LEAST THE APPLICABLE LOCAL MINIMUM WAGE</b> in line with legal regulations and <b>LOCAL LIVING WAGES</b>, where available</li> <li><b>ASSESS OUR SUPPLIERS</b> by using our Supplier Reporting Tool (SRT) to determine if they are paying their employees and contractors a living wage</li> <li><b>PROTECT AND SAFEGUARD THE RIGHTS OF CHILDREN</b> throughout our operations by supporting children's education and having zero tolerance for child labour or exploitation</li> </ul>	<ul style="list-style-type: none"> <li><b>38%</b> of permanent workers are provided housing in Nigeria</li> <li><b>ASSESSED 100% OF OUR EMPLOYEES AND CONTRACTORS</b> to ensure that they are paid a living wage</li> <li><b>ENGAGED 100% OF OUR SUPPLIERS</b> who are part of the SRT programme to determine if they are paying their employees and contractors a living wage</li> <li><b>BUILT SCHOOLS AND CRÈCHES</b> in all of our oil palm plantations</li> <li>In 2022, we supported <b>12,093 CHILDREN</b> of compulsory school-going age (<b>89.5%</b><sup>#</sup> of children in our plantations) in their education</li> <li><b>CONDUCTED MORE THAN 40 TRAINING SESSIONS</b> on human rights-related topics, with <b>MORE THAN 600 SUPPLIERS</b> participating globally since 2015</li> </ul>	<ul style="list-style-type: none"> <li><b>PROVIDE ALL PALM OIL WORKERS WITH ACCOMMODATION CHOICES</b> <ul style="list-style-type: none"> <li>Nigeria: by 2025 (<i>ongoing</i>)</li> </ul> </li> <li>Ensure all employees and contractors are <b>PAID AT LEAST THE APPLICABLE LOCAL MINIMUM WAGE</b> in line with legal regulations and <b>LOCAL LIVING WAGES</b>, where available (<i>ongoing</i>)</li> <li><b>ASSESS OUR SUPPLIERS</b> by using our SRT to determine if they are paying their employees and contractors a living wage (<i>ongoing</i>)</li> <li><b>PROTECT AND SAFEGUARD THE RIGHTS OF CHILDREN</b> throughout our operations by supporting children's education and having zero tolerance for child labour or exploitation (<i>ongoing</i>)</li> </ul>

## DIVERSITY AND INCLUSION

2021 COMMITMENTS / TARGETS	2022 PROGRESS	CURRENT COMMITMENTS / TARGETS
<ul style="list-style-type: none"> <li><b>MAINTAIN A DIVERSE AND INCLUSIVE WORKPLACE</b> in accordance with our:           <ul style="list-style-type: none"> <li>Equal Opportunity Policy,</li> <li>Women's Charter, and</li> <li>Sexual Harassment, Violence and Abuse, Reproductive Rights Policy</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><b>27% OF MANAGEMENT POSITIONS ARE HELD BY WOMEN</b>; female employees account for <b>24%</b> of our global Group headcount</li> <li><b>100% OF OUR OIL PALM PLANTATIONS</b> in Indonesia, Malaysia, Nigeria and Ghana have Women's Working Groups (WoW) or Gender Committees</li> <li><b>EMPLOYS 85 EMPLOYEES WITH DISABILITIES</b> across our global operations, which accounts for 0.07% of our total workforce</li> <li><b>ADOPTED AN UPDATED BOARD DIVERSITY POLICY</b> which includes quantitative gender diversity targets of increasing female representation on the Board to 25% by 2025 and 30% by 2030</li> </ul>	<ul style="list-style-type: none"> <li><b>MAINTAIN A DIVERSE AND INCLUSIVE WORKPLACE</b> in accordance with our:           <ul style="list-style-type: none"> <li>Equal Opportunity Policy,</li> <li>Women's Charter, and</li> <li>Sexual Harassment, Violence and Abuse, Reproductive Rights Policy (<i>ongoing</i>)</li> </ul> </li> <li><b>BOARD DIVERSITY POLICY WITH QUANTITATIVE GENDER DIVERSITY TARGETS</b> of increasing female representation on the Board to 25% by 2025 and 30% by 2030</li> </ul>

## EMPLOYEE HEALTH, SAFETY AND WELL-BEING

2021 COMMITMENTS / TARGETS	2022 PROGRESS	CURRENT COMMITMENTS / TARGETS
<ul style="list-style-type: none"> <li><b>REDUCE LOST TIME INJURY RATE (LTIR)</b> by 40% by 2025 from 2020 baseline</li> <li><b>ZERO CASES</b> of work-related fatalities</li> <li><b>INCREASE REPORTING RATE OF HAZARDS AND NEAR MISSES BY 40%</b> by 2025 from 2020 baseline. To achieve <b>CLOSURE RATE OF &gt;90%</b> for these hazards and near misses disclosed</li> </ul>	<ul style="list-style-type: none"> <li><b>LTIR REDUCED BY APPROXIMATELY 18.7%</b> from 0.75 in 2021 to 0.61 in 2022</li> <li><b>10# FATALITIES</b> involving 4# employees and 6# contractors</li> <li><b>A TOTAL OF 117,093 CASES</b> of near misses and hazards were disclosed between 2020 and 2022. Achieved a <b>CLOSURE RATE OF 99%</b> for these cases</li> </ul>	<ul style="list-style-type: none"> <li><b>REDUCE LTIR</b> by 40% by 2025 from 2020 baseline (<i>ongoing</i>)</li> <li><b>ZERO CASES</b> of work-related fatalities (<i>ongoing</i>)</li> <li><b>INCREASE REPORTING RATE OF HAZARDS AND NEAR MISSES BY 40%</b> by 2025 from 2020 baseline. To achieve <b>CLOSURE RATE OF &gt;90%</b> for these hazards and near misses disclosed</li> </ul>

<sup>#</sup>EY has performed limited assurance procedures on these figures.

<sup>#</sup>EY has performed limited assurance procedures on these figures.

EMPLOYEE HEALTH, SAFETY AND WELL-BEING (continuation)

2021 COMMITMENTS / TARGETS	2022 PROGRESS	CURRENT COMMITMENTS / TARGETS
<ul style="list-style-type: none"> <li>ACHIEVE &gt;95% COMPLIANCE to Wilmar High Risk Work (HRW) Standards by 2025. This is to develop a risk management culture where risks are consistently identified and mitigated</li> <li>&gt;95% INCREASE TO THE NUMBER OF EMPLOYEES TRAINED on HRW Standards by 2025 from 2020. This is to enhance the environment, health and safety (EHS) awareness and competencies of our workforce</li> </ul>	<ul style="list-style-type: none"> <li>Based on the HRW Campaign launched in 2022, WILMAR ACHIEVED A SCORE OF 87.1% ON THE HRW GAP ASSESSMENT</li> <li>Learning Management Systems for Safety and Health – ACHIEVED 4,012 ACTIVE USERS, which is an 80% increase from 2,226 users in 2021</li> <li>24.3% OF WILMAR OPERATIONS ARE CERTIFIED to ISO 14001 and 16.9% to ISO 45001 as of 2022</li> </ul>	<ul style="list-style-type: none"> <li>ACHIEVE &gt;95% COMPLIANCE to Wilmar HRW Standards by 2025. This is to develop a risk management culture where risks are consistently identified and mitigated</li> <li>&gt;95% INCREASE TO THE NUMBER OF EMPLOYEES TRAINED on HRW Standards by 2025 from 2020. This is to enhance the EHS awareness and competencies of our workforce</li> </ul>

ECONOMIC AND COMMUNITY CONTRIBUTION

2021 COMMITMENTS / TARGETS	2022 PROGRESS
CONTINUE CONTRIBUTING TO COMMUNITY INVESTMENT AND PHILANTHROPIC ACTIVITIES that support education, health, well-being and community welfare initiatives	OVER US\$24.54 MILLION CONTRIBUTED to community investment and philanthropic activities

INNOVATION AND TECHNOLOGY

2021 COMMITMENTS / TARGETS	2022 PROGRESS	CURRENT COMMITMENTS / TARGETS
<ul style="list-style-type: none"> <li>YKA's R&amp;D Centre pledged to INVEST OVER US\$15.72 MILLION to support scientific research and development by 2030</li> </ul>	<ul style="list-style-type: none"> <li>OVER 500 R&amp;D PROJECTS across our global operation focused on the following areas:                             <ul style="list-style-type: none"> <li>» advancing agricultural practices</li> <li>» optimising factory processes</li> <li>» enhancing product quality across different segments</li> <li>» studying food science to understand the health benefits of various ingredients</li> <li>» plant-based protein products</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>YKA's R&amp;D Centre PLEDGED OVER US\$15.72 MILLION to support scientific research and development by 2030 (ongoing)</li> </ul>

CONSUMER HEALTH AND WELL-BEING

2021 COMMITMENTS / TARGETS	2022 PROGRESS	CURRENT COMMITMENTS / TARGETS
<ul style="list-style-type: none"> <li>Continue to provide people with ACCESS TO AFFORDABLE, HEALTHY AND NUTRITIOUS FOOD by improving the formulation of our current products and develop new ranges of food with specific health or nutrition attributes</li> <li>Continue to provide TRANSPARENT PRODUCT INFORMATION in our food labels, as well as educate our consumers about health and well-being</li> </ul>	<ul style="list-style-type: none"> <li>In collaboration with the Chinese Nutrition Society, YKA PLEDGED OVER US\$15.72 MILLION ACROSS 10 YEARS to support scientific research and development in food science, which resulted in the development of black highland barley Tartary buckwheat noodles which is conducive to blood glucose stability and is suitable for diabetics. More healthy and nutritious oils have also been developed alongside plant-based protein products</li> <li>As of 2022, 8 ISSUES OF WILMAR NUTRITION NEWSLETTER informing employees of news relating to Wilmar's clinical trials, nutrition and health have been published.</li> <li>Wilmar Sugar continues to SHARE TRANSPARENT INFORMATION about how sugar affects our health and actively communicates this to relevant stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Continue to provide people with ACCESS TO AFFORDABLE, HEALTHY AND NUTRITIOUS FOOD by improving the formulation of our current products and develop new ranges of food with specific health or nutrition attributes (ongoing)</li> <li>Continue to provide TRANSPARENT PRODUCT INFORMATION in our food labels, as well as educate our consumers about health and well-being (ongoing)</li> </ul>

PRODUCT MARKETING AND LABELLING

2021 COMMITMENTS / TARGETS	2022 PROGRESS	CURRENT COMMITMENTS / TARGETS
<ul style="list-style-type: none"> <li>ACHIEVE ROUNDTABLE ON SUSTAINABLE PALM OIL (RSPO) CERTIFICATION for all our palm oil management units (mills and supplying plantations) by 2025</li> </ul>	<ul style="list-style-type: none"> <li>29* OUT OF 36 mills are RSPO-certified (80.6%*)</li> <li>81.1%* OR 251,905.65 HA* of our oil palm plantations are RSPO-certified</li> <li>15* OUT OF 34 MILLS are ISPO-certified (44%*)</li> </ul>	<ul style="list-style-type: none"> <li>ACHIEVE RSPO CERTIFICATION for all our palm oil management units (mills and supplying plantations) by 2025 (ongoing)</li> </ul>

\*CU has conducted limited assurance procedures on these figures.

PRODUCT MARKETING AND LABELLING (continuation)

2021 COMMITMENTS / TARGETS	2022 PROGRESS	CURRENT COMMITMENTS / TARGETS
<ul style="list-style-type: none"> <li>ACHIEVE <b>INDONESIAN SUSTAINABLE PALM OIL (ISPO) CERTIFICATION</b> for all our mills in Indonesia by 2025, in line with the Indonesian government legislation on ISPO</li> <li><b>COMPLETE ISPO CERTIFICATION</b> audits for our 10 independent palm oil mills in Indonesia by 2025, in line with the Indonesian government legislation on ISPO</li> <li><b>CONTINUE TO COMPLY WITH RELEVANT REGULATIONS AND INDUSTRY CODES</b> to ensure we meet the highest standards of responsible product marketing and labelling</li> </ul>	<ul style="list-style-type: none"> <li><b>5* OUT OF 10 INDEPENDENT PALM OIL MILLS</b> completed ISPO certification audits (50%*)</li> <li><b>100% OF PALM OIL MILLS (9*) AND OIL PALM PLANTATIONS (20*)</b> in Malaysia are MSPO-certified</li> <li><b>NO INCIDENTS AND NO FINES INCURRED</b> in relation to non-compliance with industry codes or regulatory requirements on product labelling or marketing in 2022</li> <li>Our sugarcane plantations in Australia are <b>100% ACCREDITED BY SMARTCANE BEST MANAGEMENT PRACTICES</b></li> </ul>	<ul style="list-style-type: none"> <li><b>ACHIEVE ISPO CERTIFICATION</b> for all our mills in Indonesia by 2025, in line with the Indonesian government legislation on ISPO (<i>ongoing</i>)</li> <li><b>COMPLETE ISPO CERTIFICATION</b> audits for our 10 independent palm oil mills in Indonesia by 2025, in line with the Indonesian government legislation on ISPO (<i>ongoing</i>)</li> <li><b>CONTINUE TO COMPLY WITH RELEVANT REGULATIONS AND INDUSTRY CODES</b> to ensure we meet the highest standards of responsible product marketing and labelling (<i>ongoing</i>)</li> </ul>

PRODUCT QUALITY AND SAFETY

2021 COMMITMENTS / TARGETS	2022 PROGRESS	CURRENT COMMITMENTS / TARGETS
<ul style="list-style-type: none"> <li>Continue to maintain <b>ZERO FOOD-SAFETY RELATED INCIDENTS</b></li> <li><b>CERTIFY 100% OF OUR FOOD AND FOOD INGREDIENT FACTORIES</b> above 5,000 sqm to a food safety certification scheme accredited by the Global Food Safety Initiative (GFSI) by 2024</li> <li><b>PASS ALL GOOD MANUFACTURING PRACTICES (GMP) INSPECTIONS</b> with no serious findings</li> </ul>	<ul style="list-style-type: none"> <li><b>ZERO RECALLS ISSUED</b> for food safety reasons</li> <li><b>76% OF OUR FOOD AND FOOD INGREDIENT FACTORIES ABOVE 5,000 SQM ARE CERTIFIED</b>, based on our pilot tracking on Indonesia, Malaysia and Goodman Fielder's businesses</li> <li><b>25% OF FACTORIES PASSED GMP INSPECTION</b> without serious findings, out of which <b>80%</b> were unannounced inspection. <b>254</b> inspections were conducted in 2022, of which <b>69%</b> were unannounced</li> </ul>	<ul style="list-style-type: none"> <li>Continue to maintain <b>ZERO FOOD-SAFETY RELATED INCIDENTS</b> (<i>ongoing</i>)</li> <li><b>CERTIFY 100% OF OUR FOOD AND FOOD INGREDIENT FACTORIES</b> above 5,000 sqm to a food safety certification scheme accredited by the GFSI by 2024</li> <li><b>PASS ALL GMP INSPECTIONS</b> with no serious findings (<i>ongoing</i>)</li> </ul>

\*CU has conducted limited assurance procedures on these figures.

RESPONSIBLE SOURCING AND SUPPLY CHAIN TRANSFORMATION

2021 COMMITMENTS / TARGETS	2022 PROGRESS	CURRENT COMMITMENTS / TARGETS
<ul style="list-style-type: none"> <li><b>100% TRACEABILITY</b> to palm oil mills by 2022</li> <li><b>90% TRACEABILITY</b> to oil palm plantations across our global operations by 2023</li> <li><b>100% RESPONSE RATE</b> to all grievances raised via Wilmar's grievance mechanism</li> </ul>	<ul style="list-style-type: none"> <li><b>ACHIEVED 98.7%* TRACEABILITY TO MILLS</b> which translates to <b>26.5* MILLION MT</b> of products traceable to mill level</li> <li><b>ACHIEVED 83.4%* TRACEABILITY TO PLANTATIONS</b> which translates to <b>22.4* MILLION MT</b> of products traceable to plantation level</li> <li><b>ACHIEVED A 100% RESPONSE RATE</b> consistently since 2015. <b>85*</b> grievance cases raised as of December 2022; <b>78*</b> cases closed while <b>7*</b> are in progress</li> </ul>	<ul style="list-style-type: none"> <li><b>100% TRACEABILITY</b> to palm oil mills by 2024 (<i>revised</i>)</li> <li><b>90% TRACEABILITY</b> to oil palm plantations across our global operations by 2023 and <b>100%</b> by 2025</li> <li><b>100% RESPONSE RATE</b> to all grievances raised via Wilmar's grievance mechanism</li> <li><b>100% OF OIL PALM VOLUME</b> sourced from ISPO, Malaysian Sustainable Palm Oil (MSPO) or RSPO certified sources by 2050</li> </ul>

BUSINESS ETHICS AND COMPLIANCE

2021 COMMITMENTS / TARGETS	2022 PROGRESS	CURRENT COMMITMENTS / TARGETS
<ul style="list-style-type: none"> <li><b>MAINTAIN NO INCIDENTS</b> of anti-competitive behaviour, monopolistic practice or corruption cases involving Wilmar</li> <li><b>MAINTAIN NO SIGNIFICANT INCIDENTS OF NON-COMPLIANCE</b> with any relevant environmental and socio-economic laws or regulations in our operations</li> </ul>	<p><b>NO REPORTED INCIDENTS OF CORRUPTION CASES INVOLVING WILMAR OR OUR EMPLOYEES.</b> There were also no significant incidents of non-compliance with any relevant environmental and socio-economic laws or regulations in our operations</p>	<ul style="list-style-type: none"> <li><b>MAINTAIN NO INCIDENTS</b> of anti-competitive behaviour, monopolistic practice or corruption cases involving Wilmar (<i>ongoing</i>)</li> <li><b>MAINTAIN NO SIGNIFICANT INCIDENTS OF NON-COMPLIANCE</b> with any relevant environmental and socio-economic laws or regulations in our operations (<i>ongoing</i>)</li> </ul>

DATA SECURITY AND PRIVACY

CURRENT COMMITMENTS / TARGETS
<p><b>MAINTAIN NO SUBSTANTIATED COMPLAINTS</b> concerning breaches of customer privacy and losses of customer data (<i>ongoing</i>)</p>

\*CU has conducted limited assurance procedures on these figures.

# ABOUT WILMAR

## OVERVIEW OF WILMAR

2-1, 2-6

Wilmar International Limited, founded in 1991 and headquartered in Singapore, is today Asia's leading agribusiness group. Wilmar is ranked amongst the largest listed companies by market capitalisation on the Singapore Exchange.

At the core of Wilmar's strategy is an integrated agribusiness model that encompasses the entire value chain of the agricultural commodity business, from cultivation and milling of palm oil and sugarcane, to

processing, branding and distribution of a wide range of edible food products in consumer, medium and bulk packaging, animal feeds and industrial agri-products such as oleochemicals and biodiesel.

Our diverse global portfolio of consumer products includes edible oils, rice, wheat flour, noodles, sauces, condiments, margarine, sugar and plant-based protein. Information on our consumer products and brands can be found on our [corporate website](#).

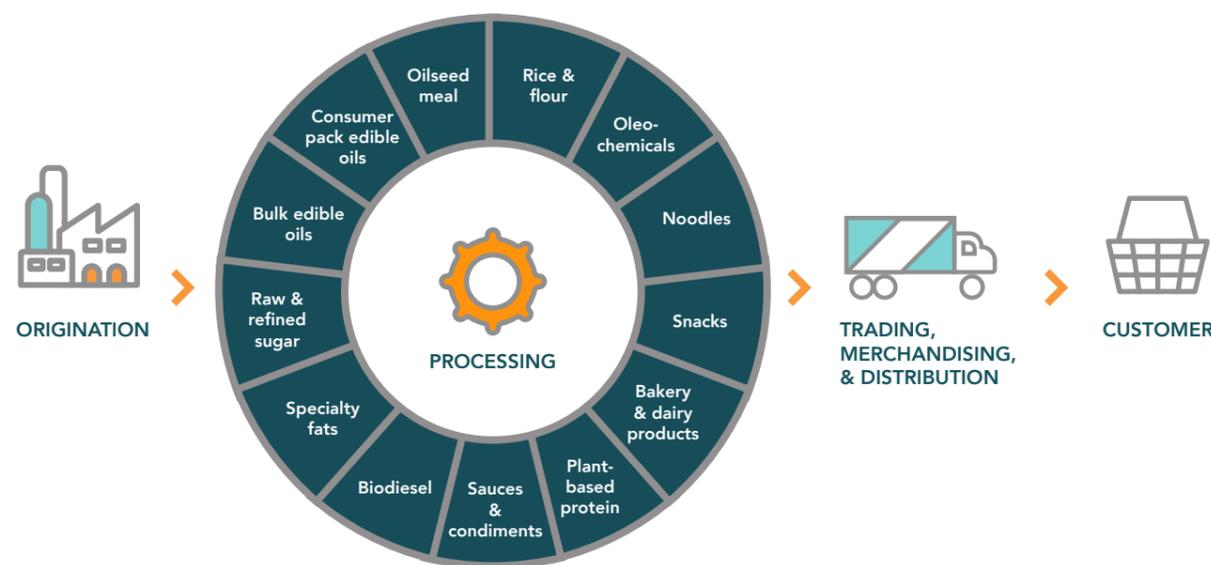
## THE SCALE OF OUR OPERATIONS

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

Through scale, integration and the logistical advantages of its business model, Wilmar is able to extract margins at every step of the value chain, thereby reaping operational synergies and cost efficiencies. For more information about Wilmar's activities, countries and regions of operation, value chain and business relationships, please refer to our [Annual Report 2022](#) and [corporate website](#).



## OVERVIEW OF OUR VALUE CHAIN



**>1,000<sup>1</sup>**  
MANUFACTURING PLANTS IN 34 COUNTRIES AND REGIONS



**ABOUT 100,000**  
INDIVIDUALS GLOBALLY FORMED OUR MULTINATIONAL WORKFORCE



**>50**  
COUNTRIES AND REGIONS INCLUDING CHINA, INDIA AND INDONESIA are part of our extensive distribution network.



REVENUE **US\$73.40 B**  
NET PROFIT **US\$2.40 B**  
(FY2022)

<sup>1</sup> Includes subsidiaries, joint ventures and associates

# OUR APPROACH TO SUSTAINABILITY

2-23

As a global integrated agriculture and food company, we see embedding sustainability into our operations as crucial to securing the future of the Group and for creating shared values for our consumers, shareholders and stakeholders. We strive to leverage our resources and expertise to drive positive impacts wherever we operate.

Our commitment to sustainability has never been more important. 2022 saw record-high inflation and increasing cost of living, alongside growing impacts of climate change. The current economic outlook is presenting unprecedented challenges to sustainable development globally.

stakeholders annually. As a result, we are continuously updating our policies and management of sustainability to ensure that our strategy and approach remain relevant to our stakeholders and resilient to evolving risks and opportunities.

We review how the changing external context we are operating in shapes the material ESG topics for our business and

**i** Please see page 200 for more on our materiality assessment process

## OUR OVERALL SUSTAINABILITY AGENDA REMAINS FOCUSED ON FOUR KEY AREAS:



PROTECTING THE ENVIRONMENT



LOOKING AFTER PEOPLE AND COMMUNITIES



DELIVERING PRODUCT EXCELLENCE



TRANSFORMING OUR SUPPLY CHAIN



Jujuhan River, Indonesia

In 2022, we made progress across these four areas on several fronts, which are detailed throughout this Report. One key focus for us on the environmental front has been taking action on climate change. In October 2022, we **signed up to** the **SBTi** to cement our emission reduction targets and commitment made at COP26 to develop a sectoral roadmap for enhanced supply chain action consistent with a 1.5-degree Celsius pathway. To support these commitments, we are developing timebound strategies to achieve our near-term and net-zero emission reduction targets. These efforts include assessing our Scope 3 emissions and formulating comprehensive plans to address and reduce them. Please see page 56 for more details on our Scope 3 disclosures.

Our **No Deforestation, No Peat, No Exploitation (NDPE) Policy** remains a crucial foundation and the blueprint for ensuring sustainable practices across our palm operations and supply chain. We have also extended this approach across our sugar business with the launch of a dedicated **NDPE Sugar Policy in 2021** and **NDPE Sugar Initiative in 2022** for our supply chain. For more on our policies and frameworks, please see our **Sustainability Dashboard**.

**i**

CLICK HERE TO VIEW OUR **NDPE POLICY** AND HERE TO VIEW **NDPE SUGAR POLICY**

**Our stakeholders**



Stakeholders have been identified as those on whom our operations have a significant impact; those with vested interest in our sustainability performance; and those in public positions who influence our activities. Our stakeholders include:



**STAKEHOLDER ENGAGEMENT**

2-28, 2-29

Stakeholder engagement is integral to ensuring that we are able to understand and manage our impacts as a business. We value and proactively engage with stakeholders to gather constructive input.

We seek meaningful engagement with stakeholders through a two-way process where they are given a clear avenue to question or raise concerns on Wilmar or our suppliers and we have the opportunity to proactively share with them our progress and updates.

We also established a Grievance Procedure where stakeholders can raise any sustainability-related grievances through a rigorous and transparent resolution process. Further details on our Grievance Procedure can be found in the **Responsible Sourcing and Supply Chain Transformation** section and our **Palm NDPE Implementation Annual Report 2022**.

**i** For more information on our engagements with stakeholders, key issues or concerns raised and our response, refer to the **STAKEHOLDER ENGAGEMENT** section of our Sustainability Dashboard

“  
*Stakeholder engagement is integral to ensuring that we are able to understand and manage our impacts as a business.*  
”

**PARTNERSHIPS AND MULTI-STAKEHOLDER INITIATIVES**

Given the complexity of the sustainability challenges facing society, collaborating with stakeholders from across different sectors and along value chains is vital. Multi-stakeholder initiatives provide us with a platform and an opportunity to exercise our leadership, participation and contribution to developing or revising industry-level or topic-specific standards.

**WE ARE AN ACTIVE CONTRIBUTING MEMBER OF THE ROUNDTABLE ON SUSTAINABLE PALM OIL (RSPO) SINCE ITS FORMATION IN 2004.** Over the years, we participated in various RSPO working groups and have representation within:

- RSPO Board of Governors
- Compensation Task Force 2 (CTF 2)
- Biodiversity and High Conservation Values Working Group
- Shared Responsibility Working Group
- Human Rights Working Group (which includes the Labour and Free, Prior, and Informed Consent (FPIC) sub-groups)
- Supply Chain Traceability Working Group
- Greenhouse Gas Working Group 2
- RSPO Oleo Task Force
- Living Wage Task Force
- RSPO Standard Revision 2022-2023 Task Force

**WE ARE ALSO MEMBERS OF OTHER INITIATIVES:**

- European Palm Oil Alliance (EPOA)
- Tropical Forest Alliance (TFA)
- Pongo Alliance
- United National Global Compact (UNGC)
- Business for Social Responsibility (BSR)
- Bonsucro
- Sabah Jurisdictional Certification Steering Committee
- Round Table on Responsible Soy (RTRS)

Through our consumer product businesses, Sugar Australia and Goodman Fielder, we are also part of:

- REDcycle scheme in Australia
- Soft Plastic Recycling Scheme in New Zealand

## EXTERNAL ASSESSMENTS AND RATINGS

External assessments and ratings are important to us as they help to benchmark our performance, identify potential gaps in our approach, and hold us accountable to our stakeholders. They also play a role in acknowledging our positive efforts, which further encourages us as it assures that we are on the right path.

- Carbon Disclosure Project (CDP)
- Corporate Human Rights Benchmark (CHRB)
- Dow Jones Sustainability Indices (DJSI)
- Food and Agriculture Benchmark
- FTSE4Good Indices
- Global Child Forum
- KnowTheChain Benchmark
- Morgan Stanley Capital International (MSCI)
- Sustainalytics
- The Sustainable Policy Transparency Toolkit (SPOTT) by the Zoological Society of London (ZSL)

### APPRECIATIONS

In 2022, we are pleased to have retained our presence in the **DJSI World Index**, with a score of 75 out of 100 – an improvement from 70 in 2021 – which puts the Group at the 94<sup>th</sup> percentile of all Food Products companies reviewed. This recognition marks Wilmar's second consecutive year on the DJSI World Index and third straight year on the DJSI Asia Pacific Index.

We retained our position in the semi-annual review of the **FTSE4Good Index Series** with further improved ratings. Wilmar's ESG rating improved to 3.8 out of 5.0, with an increased percentile rank of 86% in the latest June 2022 review, from a rating of 3.7 and a percentile rank of 84% in December 2021. Wilmar performed well above the average score for all evaluation topics in the Governance pillar, in addition to performing above average for the Environmental and Social pillars.

Wilmar was ranked first out of 100 palm oil producers, processors and traders for a second consecutive year with an improved total score of 93.2% in the 2022 assessment by the **Sustainable Palm Oil Transparency Toolkit (SPOTT)**.

Wilmar continues to rank top as the best performing company in the **Global Child Forum's Food, Beverage and Personal Care Benchmark**. This year, we scored a perfect 10 for our efforts in safeguarding children's rights and well-being, which was an increase from our previous score of 9.8. These achievements are a strong affirmation that we are making good progress in our sustainability journey, as we work towards driving positive impact for all.



Retained inclusion in  
**DJSI WORLD INDEX**



**RETAINED POSITION IN FTSE4GOOD INDEX SERIES**  
with further improved ratings



**#1 RANK IN SPOTT**



**TOP RANK IN GLOBAL CHILD FORUM'S**  
Food, Beverage and Personal Care Benchmark



We held our first in-person sustainability event since the outbreak of COVID-19, which was well-received by over 80 bankers, portfolio managers and analysts

## SUSTAINABILITY GOVERNANCE

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

Wilmar's approach to sustainability is overseen by the Chairman and CEO, and the Board of Directors. They are supported by the BSC which works to formulate ESG strategies, identify ESG-related risks, evaluate ESG performance and targets and monitor the implementation of ESG-related policies and practices. The material topics and impacts identified through the stakeholder engagement process and materiality assessment were considered and approved by the Board. To ensure effective implementation of sustainability throughout the Group and that critical concerns are communicated to leadership, the BSC meets quarterly to review sustainability matters, and

also receives periodic reporting and advisories from the Sustainability Management Team (SMT) with support from the Independent Sustainability Advisory Panel (ISAP). Sustainability risks and concerns are raised at each BSC meeting. These risks and concerns can range from standard operational matters to critical concerns – where "critical concerns" are defined as risks that have potential immediate and catastrophic impact to our business, operations and people.

Issues of critical concern are disclosed in our **Annual Report's Risk Management section on page 60**.

### SUSTAINABILITY MANAGEMENT TEAM (SMT)

SMT is headed by the Chief Sustainability Officer and assisted by the General Manager – Group Sustainability. The SMT is supported by the Sustainability Department and comprises members across all internal Wilmar departments and operational units.

### INDEPENDENT SUSTAINABILITY ADVISORY PANEL (ISAP)

ISAP comprises independent sustainability experts and eminent individuals. The ISAP works with our SMT to provide on-the-ground support to execute and evaluate the implementation of our ESG policies. The ISAP provides advisories and recommendations related to external stakeholder expectations and global sustainability trends.

Wilmar's Sustainability Department is led by the Chief Sustainability Officer, with the General Manager – Group Sustainability in charge of day-to-day management. Staffed by over 70 employees across our global offices and sites, the Sustainability Department works in collaboration with all business and operational units to implement the Group's multi-faceted sustainability strategies and initiatives.

A combination of local and technical expertise throughout Asia, Africa and Europe enables the department to oversee implementation of the NDPE Policy and other sustainability related policies, sustainability certification, supply chain monitoring, R&D, carbon and climate change, stakeholder engagement and reporting.

### KEY ESG TARGETS

In the Group's continuous efforts to create sustainable value for stakeholders, the Group has taken into consideration relevant key ESG targets in the annual performance review of its Executive Directors and key management personnel. The key ESG targets which were incorporated in the performance review for FY2022 include Climate Change, Responsible Sourcing and Supply Chain Transformation, Employee Health, Safety and Well-being, Business Ethics and Compliance as well as Talent Retention. These ESG targets form part of a larger set of ESG topics that have been identified as being material to the Group.



For more detail, please see pages 76 -77 of our Annual Report's Corporate Governance section.

## Wilmar's sustainability and ESG governance structure

BOARD OF DIRECTORS

BOARD SUSTAINABILITY COMMITTEE

SUSTAINABILITY MANAGEMENT TEAM

HEADED BY CHIEF SUSTAINABILITY OFFICER, ASSISTED BY GENERAL MANAGER - GROUP SUSTAINABILITY

### WILMAR BUSINESS UNITS

FINANCE & ACCOUNTS

ENVIRONMENT, HEALTH & SAFETY

HUMAN RESOURCES

LEGAL & CORPORATE SECRETARIAL

COMMUNITY DEVELOPMENT

INVESTOR RELATIONS

INTERNAL AUDIT

TRADING

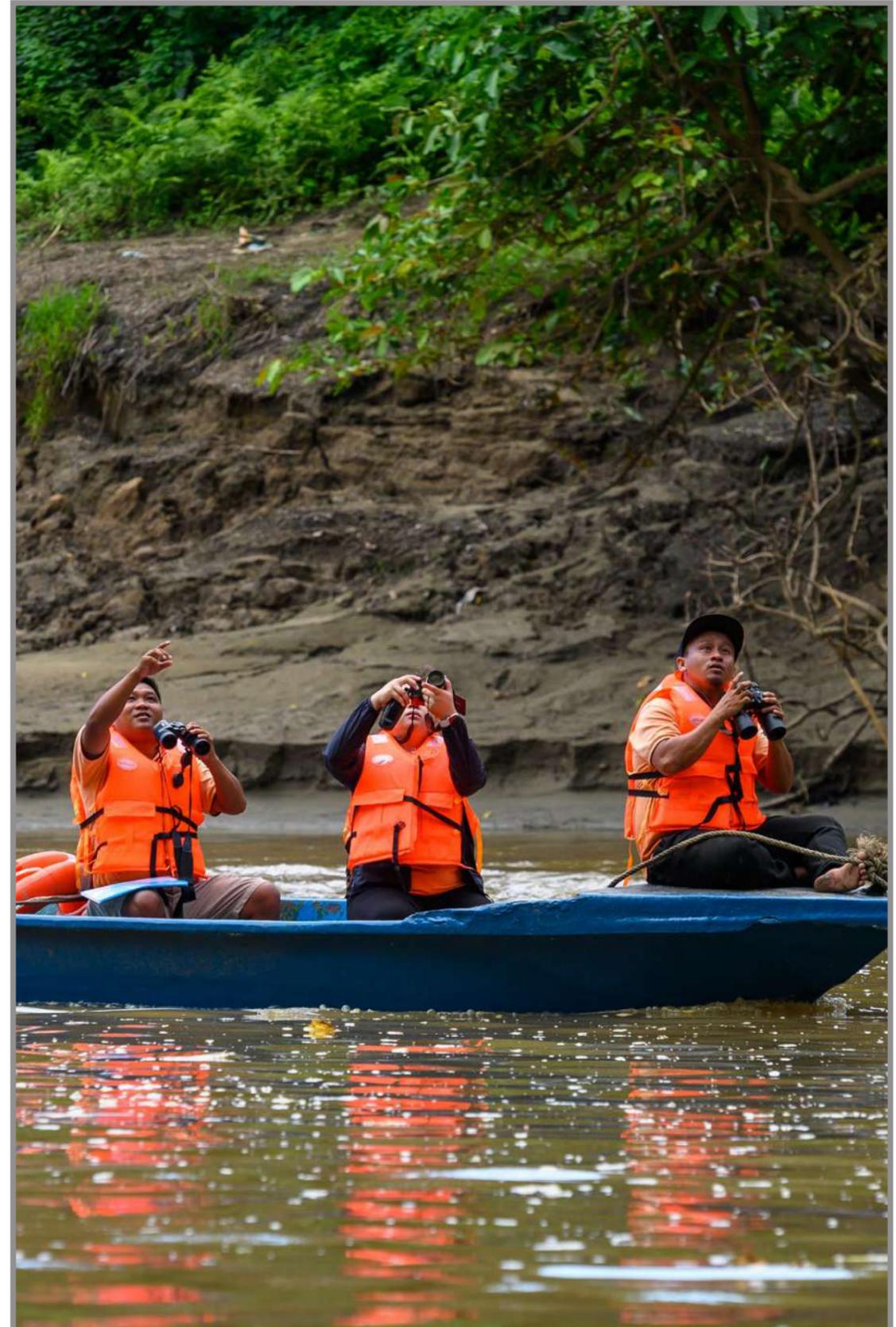
RESEARCH & DEVELOPMENT

OPERATIONS



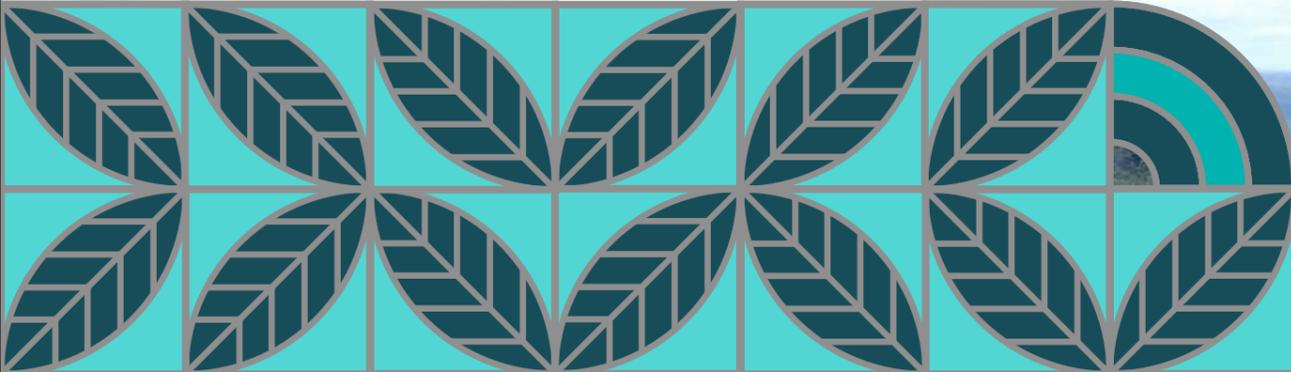
For more information on the composition, independence, tenure of the Board, please refer to pages 48-55 and 70-71 of our ANNUAL REPORT 2022

INDEPENDENT SUSTAINABILITY ADVISORY PANEL



Wildlife monitoring along the riparian area of our Sabahmas Plantation in Sabah

# PROTECTING THE ENVIRONMENT



**BIODIVERSITY AND CONSERVATION**

**33,378 HA**  
TOTAL CONSERVATION AREA IN WILMAR'S OIL PALM AND SUGARCANE PLANTATIONS

---

**30,138 TREES**  
FROM 89 SPECIES HAVE BEEN PLANTED SINCE 2020  
in spaces outside our designated riparian and conservation areas in Malaysia

**23 SIAMANGS (GIBBONS)**  
LIVE IN OUR SUMATRA CONSERVATION AREA

**ENVIRONMENTAL FOOTPRINT OF OPERATIONS**

**57,866,049 MWH**  
total energy consumed in 2022, of which

**53%**  
IS FROM RENEWABLE SOURCES

---

**60 MWP**  
INCREASE IN THE TOTAL INSTALLED CAPACITY OF PV PLANTS IN CHINA

**10%**  
REDUCTION IN WATER CONSUMED COMPARED TO 2021

---

**61%**  
OF TOTAL WASTE GENERATED WAS DIVERTED FROM DISPOSAL

**CLIMATE CHANGE**

**LAUNCHED PALM OIL SECTORAL ROADMAP DURING COP27 MEETING**  
to accelerate action within our supply chain in line with the 1.5° Celsius pathway and emissions reduction from our value chain

---

**SIGNED UP TO THE SBTi**  
WITH COMMITMENTS TO SETTING NEAR-TERM AND NET-ZERO EMISSION REDUCTION TARGETS

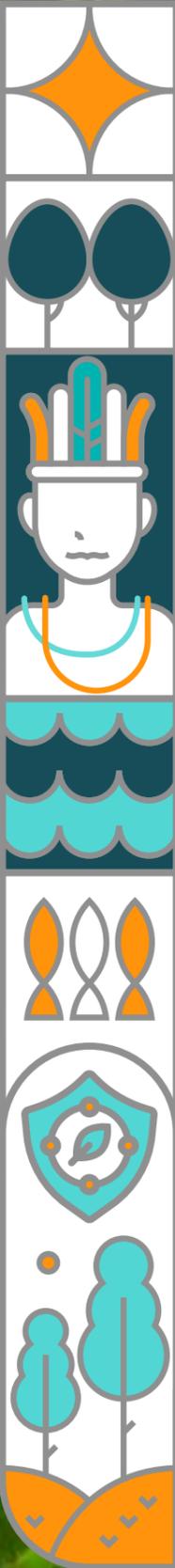
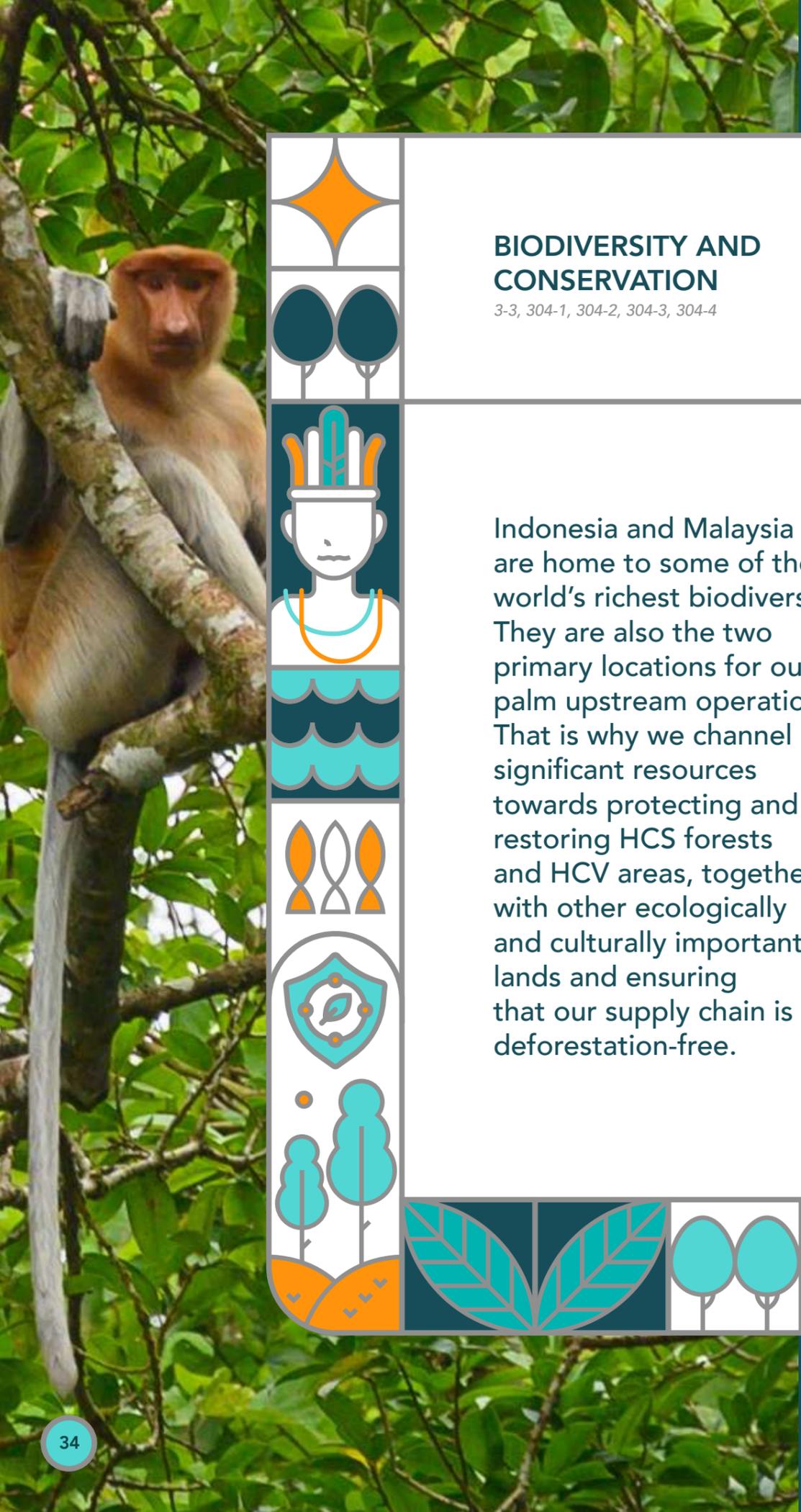
**SUSTAINABLE PACKAGING**

**3,318 MT**  
PLASTIC CONSUMPTION REDUCTION  
exceeding the yearly target of 3,000 MT

---

**6,419 MT**  
REDUCTION OF PACKAGING WASTE THROUGH YKA  
more than 40% of the 2025 target

**>94%**  
OF GOODMAN FIELDER'S PACKAGING IS RECYCLABLE OR REUSABLE,  
on track to achieve 100% by 2025



## BIODIVERSITY AND CONSERVATION

3-3, 304-1, 304-2, 304-3, 304-4

Indonesia and Malaysia are home to some of the world's richest biodiversity. They are also the two primary locations for our palm upstream operations. That is why we channel significant resources towards protecting and restoring HCS forests and HCV areas, together with other ecologically and culturally important lands and ensuring that our supply chain is deforestation-free.



OUR TARGETS	2022 PERFORMANCE
<ul style="list-style-type: none"> <li>• <b>NO DEFORESTATION</b> <ul style="list-style-type: none"> <li>» No development on HCS forests or HCV areas</li> <li>» No burning in the preparation of new planting, re-planting of any other development</li> </ul> </li> <li>• <b>NO NEW DEVELOPMENT ON PEATLAND</b> regardless of depth</li> <li>• <b>MAINTAIN BEST MANAGEMENT PRACTICES</b> for existing plantations on peat</li> </ul>	<ul style="list-style-type: none"> <li>• <b>ZERO DEFORESTATION AND ZERO NEW DEVELOPMENT ON PEATLAND</b> in Wilmar's landbank</li> </ul>
<ul style="list-style-type: none"> <li>• <b>SAFEGUARD BIODIVERSITY</b> in Wilmar's operational areas</li> </ul>	<ul style="list-style-type: none"> <li>• <b>32,544 HA OF HCV AREAS AND HCS FORESTS SET ASIDE</b> for conservation area in our oil palm plantations in Indonesia, Malaysia, Ghana and Nigeria (about 10% of our total landbank). This includes <b>97 HA</b> added to our conservation area in 2022, mainly from our Sabah plantations</li> <li>• <b>834 HA</b> of additional conservation area at our sugarcane plantations and mills in Australia and India</li> </ul>
<ul style="list-style-type: none"> <li>• <b>RESTORE AND REHABILITATE 120 HA</b> of degraded forest and planted area to improve the connectivity of Sekar Imej Conservation Area (SICA) Project</li> </ul>	<ul style="list-style-type: none"> <li>• <b>RENEWED PARTNERSHIP WITH THE SOUTH EAST ASIAN RAINFOREST RESEARCH PARTNERSHIP (SEARPP)</b> in 2022 for a five-year term, which focuses on Wilmar's NDPE commitments to develop research-led programmes for the restoration and rehabilitation of forests and habitats</li> <li>• <b>FIRST SCIENTIFIC EXPEDITION</b> to SICA Project aimed at studying and documenting the flora and fauna, assessing forest quality and estimating carbon stocks</li> <li>• <b>PLANTED OVER 30,000 TREES FROM 89 SPECIES</b> in areas beyond our Malaysian operation's designated conservation and riparian areas through the Conservation Recreational Landscape Project (CRLP) since its initiation</li> </ul>
<ul style="list-style-type: none"> <li>• <b>PROTECT RARE, THREATENED AND ENDANGERED (RTE) SPECIES</b> of wildlife for long-term viability of the species</li> </ul>	<ul style="list-style-type: none"> <li>• <b>REINTRODUCED 23 SIAMANGS (<i>Symphalangus syndactylus</i>)</b> into the wild through the Siamang Reintroduction Programme</li> </ul>
<ul style="list-style-type: none"> <li>• <b>PUBLISH BEST MANAGEMENT PRACTICES GUIDELINES ON CONSERVATION</b> for Indonesia, Malaysia and West Africa by 2024</li> <li>• <b>PUBLISH EDUCATIONAL SERIES AND MATERIALS</b> to promote biodiversity conservation in the plantation landscape</li> </ul>	<ul style="list-style-type: none"> <li>• <b>PUBLISHED:</b> <ul style="list-style-type: none"> <li>» Best Management Practices Manual for Growers on Forest Conservation and Community Collaboration in Bahasa Indonesia and English</li> <li>» A Practical Guidance to Conservation Area Monitoring in Bahasa Melayu and Bahasa Indonesia</li> <li>» Newsletter series for conservation efforts in Wilmar's operational area in Malaysia</li> </ul> </li> </ul>

Wilmar is committed to biodiversity conservation in our operations and our supply chain, which extends from our overarching NDPE Policy. This commitment is guided by two main objectives:

### 01

To **MANAGE, MAINTAIN AND SUSTAIN** biodiversity and ecological functions existing within conservation areas in Wilmar-owned operation areas and across the wider landscapes where we operate.

### 02

To **PROVIDE TECHNICAL GUIDANCE AND SUPPORT** to our stakeholders, including our suppliers, enabling the mainstreaming of biodiversity conservation in the plantation landscape.

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



**SAFEGUARDING BIODIVERSITY**



**BUILDING ECOSYSTEM RESILIENCE**



**ENGAGEMENT AND CAPACITY BUILDING**



**SMART PARTNERSHIPS**



**COLLABORATIONS AND EFFECTIVE MANAGEMENT**

These strategies are delivered through the programmes discussed in further detail below.

### IDENTIFYING AND CONSERVING HCS FOREST AND HCV AREAS

Since introducing the **NDPE Policy** in 2013, we have upheld our commitment towards "No development on HCS forests or HCV areas". We extended this commitment to our sugar operations with our **NDPE Sugar Policy** launched in 2021 which sets out similar commitments to prohibit the conversion of legally protected areas or HCV areas and preserve and enhance biodiversity and ecosystem services.



#### CONSERVATION AREAS IN OUR PALM OPERATIONS

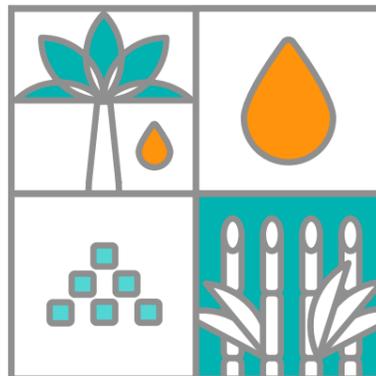
The NDPE Policy requires all new oil palm land developments by Wilmar or our suppliers to identify HCV areas and HCS forests for protection using international best practices guidance from the:

- RSPO Principles and Criteria (P&C)
- High Conservation Value Resource Network (HCVRN)
- High Carbon Stock (HCS) Approach

We have identified a number of wildlife species within our conservation areas, including birds and mammals from the **IUCN Red List of Threatened Species**. Consequently, all HCS forests and HCV areas identified within our palm oil operations to date are monitored and managed as conservation areas.

To date, a total of **32,544 ha** in Wilmar's oil palm plantations are conservation areas. This includes **97 ha** added to our conservation areas in 2022, mainly from our Sabah plantations.

We also strive to promote mainstream biodiversity conservation across the plantation landscape and published "**A Practical Guide to Conservation Area Monitoring**" to support our suppliers in establishing monitoring systems to manage identified conservation areas.



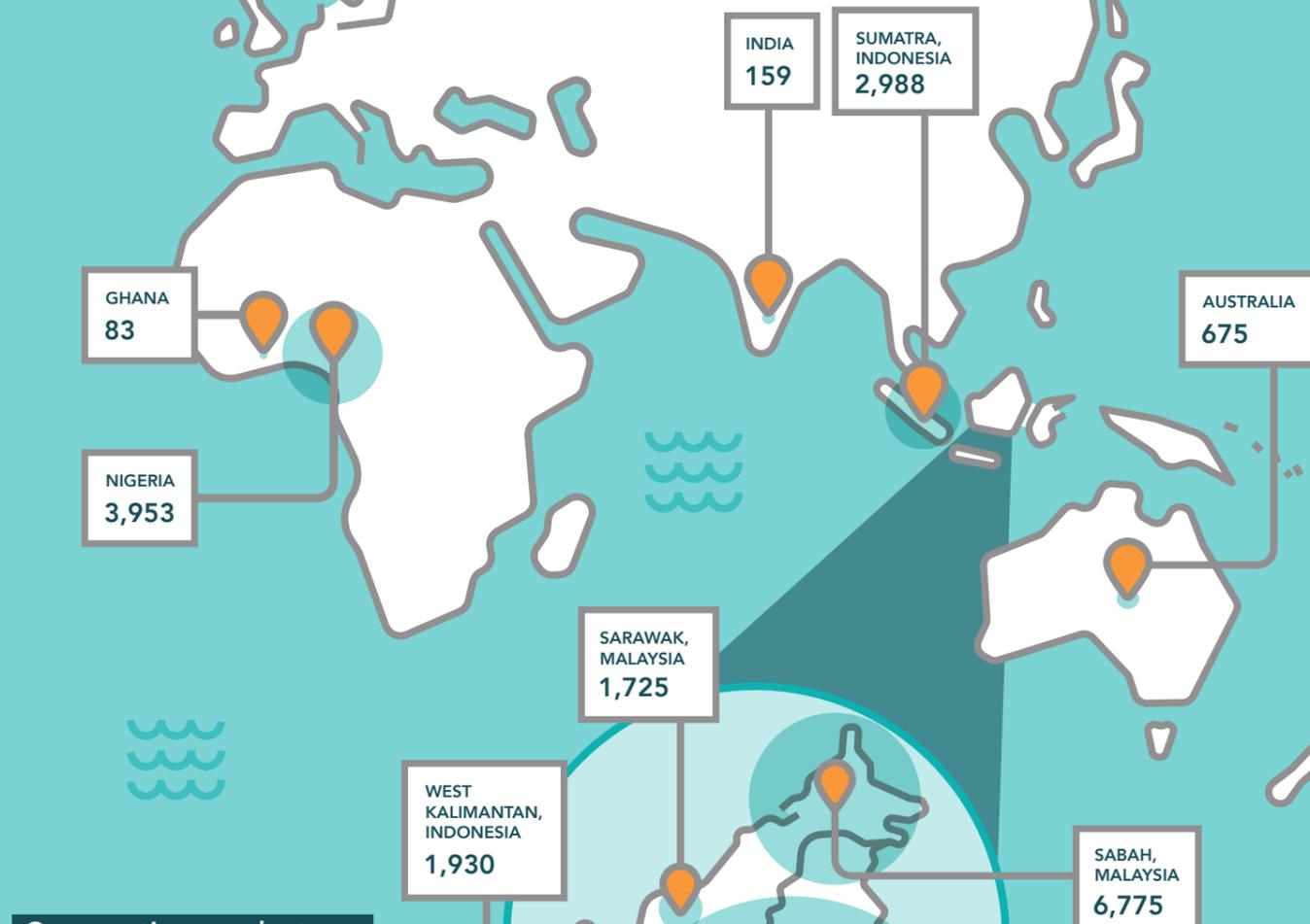
**32,544 HA**

TOTAL CONSERVATION AREA IN WILMAR'S OIL PALM PLANTATIONS

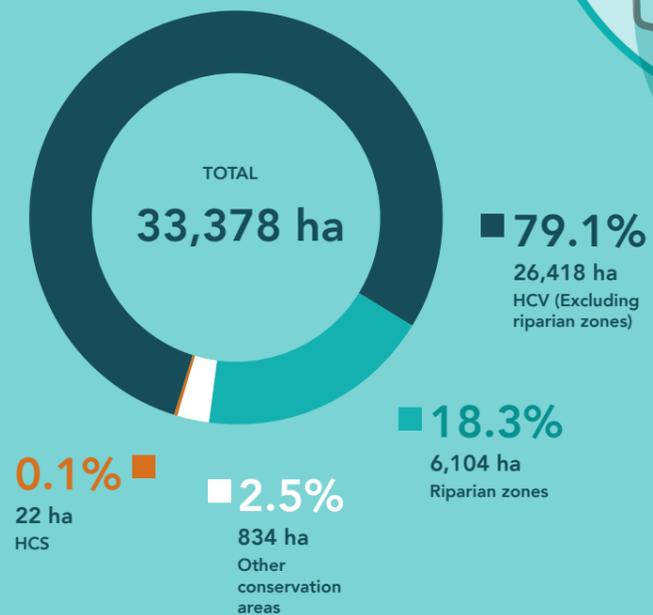
**834 HA**

TOTAL CONSERVATION AREA IN WILMAR'S SUGARCANE PLANTATIONS

### Conservation area (ha) by region



### Conservation area by type



**CONSERVATION AREAS IN OUR SUGAR OPERATIONS**

We require all sugarcane plantation development activities to demonstrate that they do not involve HCV areas or areas that are internationally or nationally legally protected. Where protected areas and areas of ecological importance have not yet been identified, we encourage plantation owners to identify biodiversity resources and ecosystem services that may be impacted by their operations.

As of December 2022, Wilmar has **834 ha** of conservation areas in our sugarcane plantations. In Australia, we have identified and are conserving **675 ha** of 'endangered'

and 'of concern' vegetation. In India, we have planted close to **15,500 trees** at the periphery of our mills and plants. Since starting this initiative in 2007 at Athani mill, we have increased the total number of trees planted to more than **135,000 trees** and covering **159 ha** across our India operations.

Recognising the important role played by our workers, as well as local and indigenous communities, we have also developed a range of programmes to raise awareness and build capacity to further strengthen our ongoing conservation efforts.

**CONSERVATION MONITORING**

Wilmar has used the Spatial Monitoring and Reporting Tool (SMART) since 2013 to monitor and patrol our protected landscapes as well as for data analysis. SMART provides four main data retrieval components, including:



**LOCATION SPATIAL DATA**



**DATE AND TIME OF PATROL**

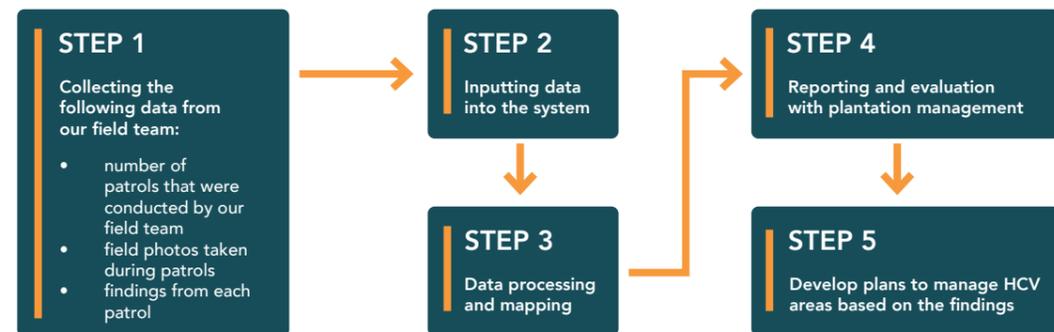


**OBSERVATION DATA OF WILDLIFE IN HCV AREAS**



**HUMAN ACTIVITIES IN HCV AREAS**  
such as encroachment and illegal logging

The data is used to help identify HCV areas and encroachment in our plantations as well as evaluate and adapt our management and monitoring plan for conservation activities in Indonesia using five key steps:



In addition to SMART, we also collate details about our HCV management programmes, including restoration, signboard installations, marking poles, boreholes and socialisation efforts, on our internal HCV Management

Implementation Dashboard. Through this dashboard, we can easily quantify the progress and success of our management plans for each plantation and identify areas for improvement.



Photo of sun bears (*Helarctos malayanus*) captured by a camera trap set up in Wilmar's HCV area

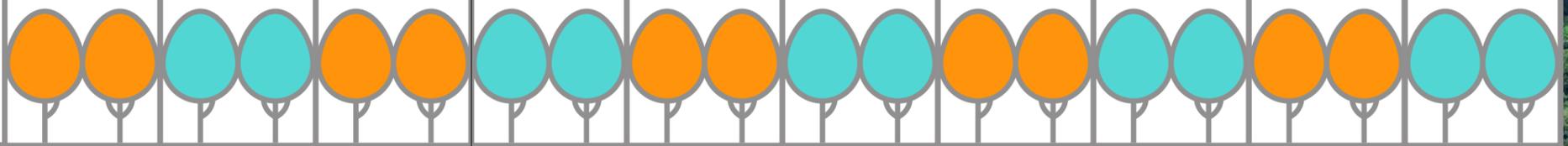
<sup>2</sup>Indirect wildlife sightings include images from camera traps and spotting of footprints, among others

## CONSERVATION STORIES

We work with local communities, civil society organisations, government departments and suppliers to ensure the effective management and conservation of Wilmar's operations and the surrounding landscapes. More information on our conservation activities is available on our [Sustainability Dashboard](#).



### CASE STUDY MALAYSIA



#### SEKAR IMEJ CONSERVATION AREA (SICA) PROJECT

SICA is the largest conservation area in Wilmar's operations in Malaysia, spanning a total of **2,469 ha** in the interiors of the Beluran District in Sabah. Located within our plantation's concession boundary, the SICA project is an ongoing joint effort between Wilmar and our stakeholders, including the surrounding local communities, to

protect and preserve the largely lowland mixed-dipterocarp forest. The key components include biodiversity conservation, capacity building and community-based conservation approach. The initiative aims to develop SICA as a Biodiversity and Carbon Research Centre by 2030.

#### CONSERVATION RECREATIONAL LANDSCAPE PROJECT (CRLP)

Initiated by our Plantation Head of Malaysia, Mr Gurcharan Singh Sardar, the Conservation Recreational Landscape Project seeks to plant trees in spaces outside our designated riparian and conservation areas in Malaysia. This is one of the commitments we have made in our NDPE Policy to promote the "Go Green" approach. Teams from all our operating units, both plantations and mills, are

involved in reforestation and greening projects around the housing complexes, vacant spaces and palm oil mills. Since 2020, a total of **30,138 trees** from **89 species** have been planted in both Sabah and Sarawak. We are also working closely with government agencies such as Sabah Forest Department and Sarawak Forest Department to support the Greening Malaysia Programme and **100 Million Tree-Planting Campaign**.

#### Key highlights of activities in 2022 (SICA Project):

#### 01 SOUTH EAST ASIA RAINFOREST RESEARCH PARTNERSHIP (SEARRP) AND WILMAR SIGNED A MEMORANDUM OF UNDERSTANDING (MoU)

To continue promoting best management practices in the plantation landscape. Key focus areas of the MoU include:

- establishing research platforms to support scientific projects and experimental study plots relating to best management practices (BMP) of plantation and conservation areas
- exploring the establishment of research-led programmes for forest and habitat restoration and rehabilitation.

#### 02 THE SEARRP TEAM CONDUCTED A PRELIMINARY ASSESSMENT OF OTHER EFFECTIVE AREA-BASED CONSERVATION MEASURES (OECM) IN SICA USING THE FOREST INTEGRITY ASSESSMENT TOOL

Initial observations indicated forest quality to be in good condition. SEARRP concluded that SICA fulfils the basic criteria of the OECM survey and presented the findings to the Ministry of Energy and Natural Resources.

#### 03 WILMAR PARTNERED WITH SEARRP TO CARRY OUT THE FIRST SCIENTIFIC EXPEDITION TO SICA

The expedition, which involved scientists and researchers from SEARRP, Universiti Sains Malaysia and Universiti Malaysia Sabah as well as field guides from the local communities, aimed at studying and documenting the flora and fauna in the area as well as assessing forest quality and estimating carbon stocks in order to determine biodiversity and carbon baselines. The data will underpin and form recommendations for future research to support SICA's management and restoration plans for the area.

#### 04 TO CULTIVATE INTEREST IN FOREST PROTECTION, WE CONDUCTED A SERIES OF ENGAGEMENT AND AWARENESS TALKS WITH MORE THAN 290 VILLAGERS FROM KAMPUNG MONONOD AND KAMPUNG KAIBOTON INCLUDING VILLAGE HEADS AND SCHOOLCHILDREN

As part of these engagements, we raised awareness of the importance of forests and wildlife as well as introduced the SICA Project to local communities.

#### 05 BLOCKCHAIN TECHNOLOGY TO AID CONSERVATION MONITORING

We began field testing the use of blockchain technology to aid conservation monitoring efforts in SICA. Following pilot tests of the BanQu system to monitor and record data, we fully implemented the system for use by our forest patrol teams.

#### 06 LAUNCHED THE JUNIOR RANGER AND WILDLIFE AWARENESS OUTREACH PROGRAMME (WAOP)

In collaboration with the Sabah Wildlife Department, SK Matanggal and Sekar Imej Estate, we launched the Junior Ranger and Wildlife Awareness Outreach Programme (WAOP). The programme aimed to promote conservation and create awareness of wildlife protection by encouraging local communities to participate. Activities conducted included talks on the importance of the forest to the community, wildlife quizzes as well as colouring and drawing competitions. A total of **137 children, 7 teachers and 22 locals** participated in the programme.

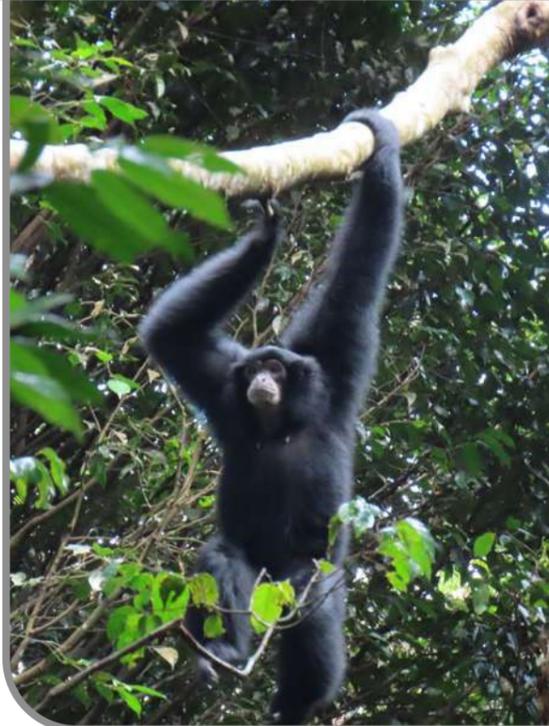
CASE STUDY  
INDONESIA

RELEASE OF SIAMANGS IN  
PT KENCANA SAWIT INDONESIA (KSI)

Between February and September 2022, PT KSI released six siamangs, also known as gibbons (*Symphalangus syndactylus*), into its conservation area. Siamangs are known to be difficult to reintroduce to the wild. Widespread deforestation means that siamangs are increasingly susceptible to loss of habitat and food as well as illegal poaching.

As such, Wilmar spends a considerable amount of effort to ensure the successful reintroduction of siamangs into the wild. This includes conducting extensive surveys and post-release monitoring. Patrol reports by our conservation team and members of the NGO, Kalaweit Indonesia Foundation, have shown that all siamangs are in good health and have successfully reproduced within our conservation area.

Thanks in part to the collaboration and participation of our stakeholders, including the Nagari Talao and Nagari Sei Kunyit communities, the Natural Resources Conservation Agency, and the Kalaweit Indonesia Foundation, in December 2022, a new siamang was born from one of the pairs that was released, increasing the total siamang population in the conservation area to **23 individuals**. In 2019, we unfortunately lost one of our adult female siamang (Sharon Gy) due to injuries from a bee attack in the forest. The remaining siamangs are in good health so far.



A Siamang (*Symphalangus syndactylus*) after it was released to the wild in Central Kalimantan

Siamangs that were born in the PT KSI conservation area

NAME OF SIAMANG	SEX	DATE OF BIRTH	NAME OF PARENTS
1. SHARON GY	Female	April 2017	Kenzu and Sonya
2. KINO JUNIOR	Male	Aug 2018	Jeff and Poly
3. JAKA	Male	Aug 2018	Rizal and Rika
4. CORONA/NANDO	Male	Oct 2020	Rizal and Rika
5. HEPPY	Female	Aug 2020	Cimut and Sonya
6. ARDI	Male	Oct 2021	Bolu and Item
7. NEWLY BORN (YET TO BE NAMED)	Male	Dec 2022	Juno and Meri

FOREST EDUCATION IN CENTRAL KALIMANTAN

As part of our efforts to increase awareness and knowledge on conservation, we are developing a forest education eco-trail in our Central Kalimantan project concession (PT Mentaya Sawit Mas and PT Karunia Kencana Permaisejati). The **850 meter-long eco-trail** is fitted with signboards and posters containing information about species and habitat conservation. Since opening in August 2022, a total of **426 students** from seven schools have participated in the programme which includes activities such as the identification of flora and fauna, forest ecosystem, waste management, fires and tree planting.

SUMATRAN CLOUDED LEOPARD SIGHTING

The presence of Sumatran clouded leopards (*Neofelis diardi diardi*) was recently observed in PT Kencana Sawit Indonesia - Solok Selatan (KSI - Solok Selatan) in West Sumatra. The Sumatran clouded leopard is considered an endangered and endemic species in Sumatra. These sightings indicate that monitoring and conservation efforts in the area have been effective in preserving its ecology.

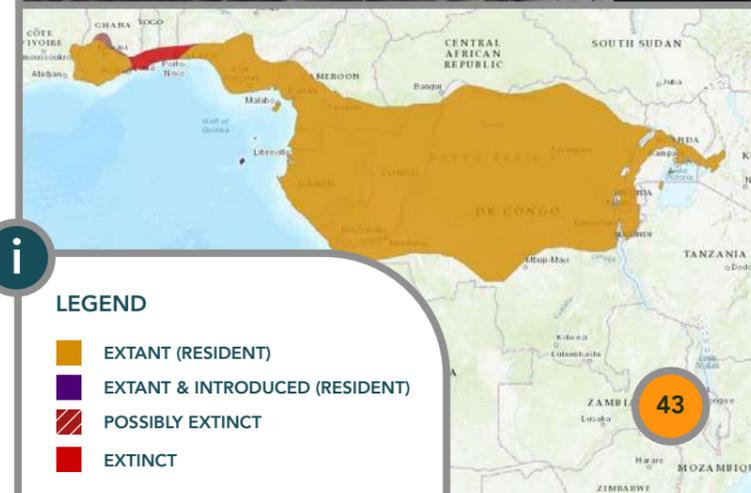
CASE STUDY  
AFRICA

THE AFRICAN GREY PARROT MONITORING

African grey parrots, commonly called African greys, are native to rainforests of West and Central Africa which overlap oil palm production regions. Surveys at our operations in Ghana and Nigeria, Biase Plantations Limited and Eyop Industries Limited, have shown the continued presence of this species within our plantation areas despite it being extremely rare to find African greys in the wider neighbouring landscape.

To model how oil palm plantation expansion would impact the habitats of African greys and develop parrot friendly practices in oil palm plantations, Biase Plantations Limited and Eyop Industries Limited are working with researchers from the Department of Zoology and Environmental Biology and University of Nigeria Nsukka to understand the activities of the parrot species in the area.

Early results show that the restrictions on hunting within the plantations have played a significant role in the continued presence of African greys and other large frugivorous birds including threatened turacos and hornbills. The results from these surveys will help us develop tools to enhance African grey conservation within oil palm plantations in the region.



## PEATLANDS

Peatlands play an important role in climate change. They store more carbon than all other soil types in the world combined but are highly prone to catching fire if drained or faced with dry conditions. Since launching our NDPE Policy, Wilmar has prohibited any new development on peat regardless of depth. Where feasible, we work with experts and communities to explore options for peatland restoration.

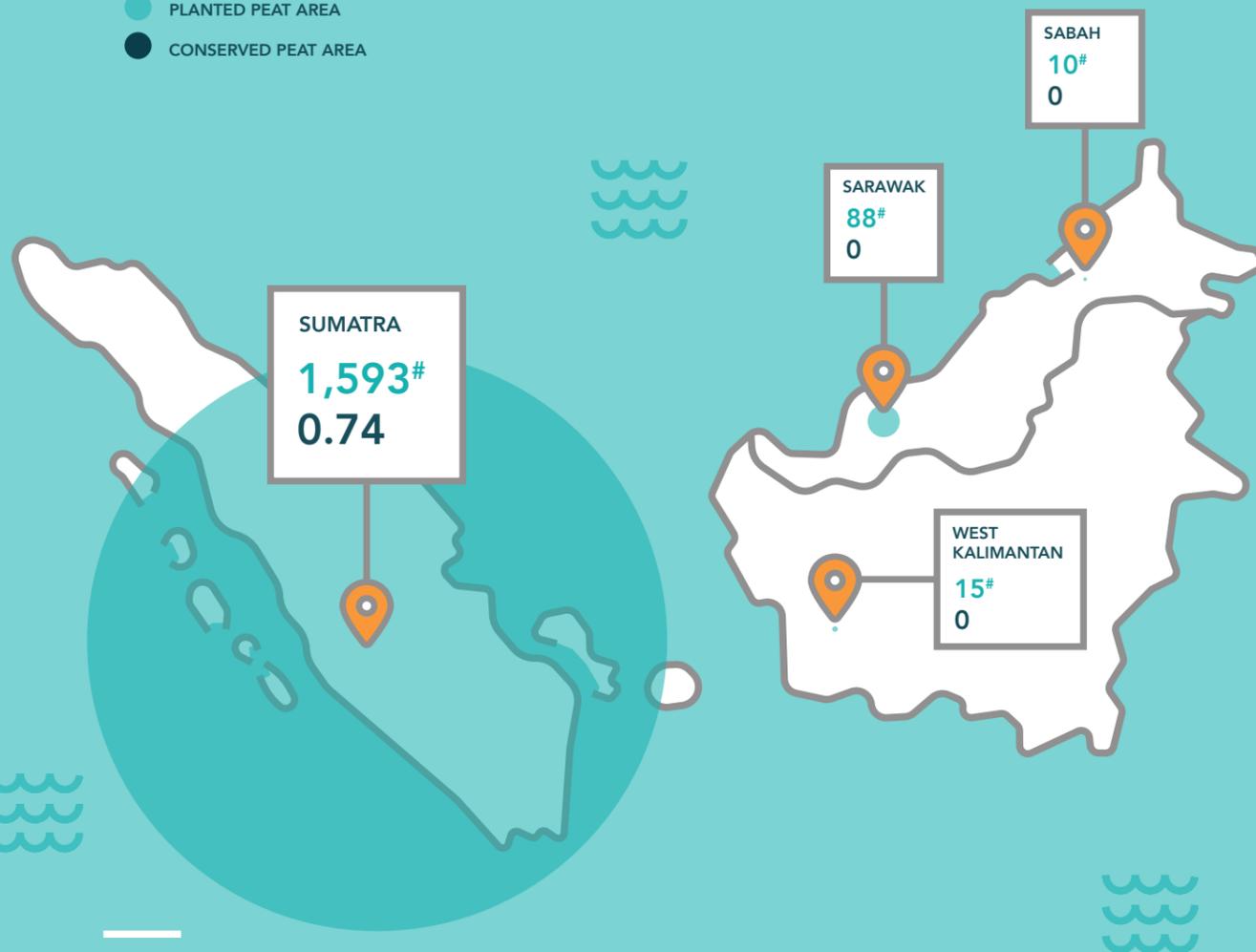
Approximately **1,706 ha<sup>#</sup>**, which is about 1% of the total planted area in our palm plantations across Indonesia and Malaysia, is classified as peat. To minimise peat subsidence and the release of carbon dioxide in these planted areas, we apply the BMP defined by peat experts and the RSPO. This includes putting measures in place to ensure water tables remain at optimal levels.

We encourage our suppliers to implement similar measures and published the "**Best Management Practices Manual for Growers on Forest Conservation and Community Collaboration**" to support them in managing conservation areas, including peatlands, in their estates.

We also have **0.74 ha** of peatlands in our conservation areas, located within our operations in Sumatra, Indonesia. In these areas, we participate and contribute towards peatland conservation targets and efforts under supervision and support by the Ministry of Environment and Forestry, as well as deforestation-free supply chain initiatives and knowledge-sharing platforms by the Tropical Forest Alliance.

### Conserved and planted peat area by region (ha)

- PLANTED PEAT AREA
- CONSERVED PEAT AREA



<sup>#</sup>EY has performed limited assurance procedures on these figures.



Awareness programme for school children at Wilmar's conservation site in Central Kalimantan

## FIRE AND HAZE

Wilmar adheres to a strict zero-burn policy. We deploy mechanical methods for land development and preparation. The method enables us to leave woody debris to decompose and subsequently feed the land with nutrients, reducing our reliance on inorganic fertilisers and decreasing our greenhouse gas (GHG) emissions. This policy also applies to our third-party suppliers.

### MONITORING, DETECTION AND SUPPRESSION

Wilmar has implemented a 24/7 fire monitoring system to alert us of fires in and around our concessions as well as protocols to prevent, monitor, suppress and report fires in all of our operating units globally. We supplement our monitoring efforts with community education, awareness campaigns and multi-stakeholder partnerships to entrench sustainable practices throughout the industry.

We use satellite imagery to monitor fires within and up to five kilometres outside our boundaries. All hotspot notifications are verified on the ground as satellites may occasionally capture temperature fluctuations that are not necessarily fires.

To improve the efficiency of our monitoring processes, we implemented an integrated fire monitoring platform to automatically capture and relay hotspot alerts to field managers. We supplement this platform with daily on-the-ground fire monitoring which has proven effective in detecting and suppressing fires even before detection by satellite. This monitoring platform supports our dashboard system which was developed in 2021 and is used to record, monitor and report the implementation of the fire monitoring. Initially deployed for use mainly in Indonesia where fire incidents are most prevalent, we have since expanded this monitoring programme to Malaysia, Ghana and Nigeria.

We also work closely with the RSPO in sharing fire-related data and verifying hotspot notifications through the **RSPO Hotspot Monitoring Programme**. Our response teams are immediately dispatched to extinguish fires when there are confirmed incidences.

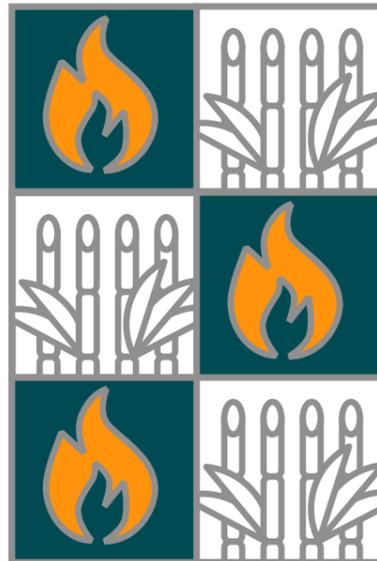
We monitor fires within and surrounding all our palm operations to mitigate the risk of fires through prevention, early detection, quick suppression and reporting. We also monitor fires in our suppliers' concessions via our Supplier Group Compliance Programme (SGCP). We immediately seek clarification upon receiving alerts from our monitoring platform through the media. For more information on SGCP and FFA, please refer to our **Palm NDPE Implementation Annual Report 2022**.

## YIELD AND EXTRACTION RATES

As the global demand for vegetable oil continues to grow, so do concerns about deforestation. As the most efficient oil crop in terms of land use<sup>3</sup>, we believe that palm oil has the greatest potential to meet this demand. Through ongoing efforts to improve our yield

and extraction rate, we are continuously exploring opportunities to increase our palm oil production without expanding or developing new land areas. For more information on our R&D, please refer to the section on **Innovation and Technology**.

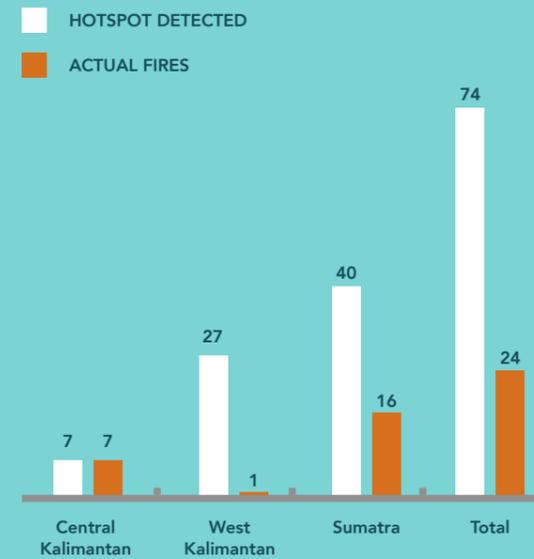
<sup>3</sup> <https://palmoilalliance.eu/facts-on-palm-oil/>



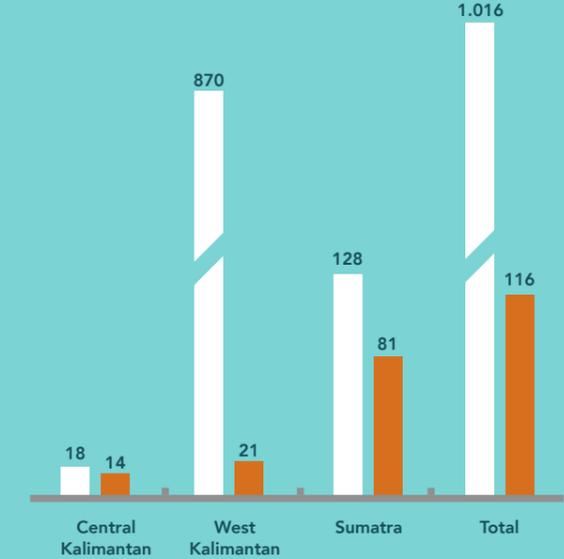
### CASE STUDY CONTROLLED BURNING IN BURDEKIN, AUSTRALIA

In the Burdekin region of Queensland, Australia, we use fire to remove leafy sugarcane which can obstruct waterflow and cause poor irrigation when harvested and left on the ground. We implement our robust fire standard operating procedures (SOPs) and ensure all applicable local laws and regulations are adhered to. In 2022, a total of **3,143 ha** of plantations in our sugar operations were burnt using the controlled methods.

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



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



### Fires in Wilmar's concessions in Indonesia



### Fires within a five-kilometre radius outside of Wilmar's concessions in Indonesia

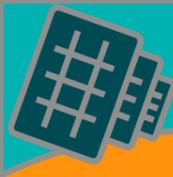


NO. OF ACTUAL FIRES | TOTAL AFFECTED AREA (HA) | AVERAGE RAINFALL (MM)



## CLIMATE CHANGE

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



Our focus on addressing climate change concerns has been in our upstream palm oil and sugar operations, where there is the most significant impact. As the world transitions to a low-carbon economy, we have expanded our mitigation efforts throughout our global business. We are in the process of developing comprehensive targets consistent with a 1.5-degree Celsius pathway and aligned with the SBTi.

In addition to our efforts to reduce our impact on the climate, we look to build resilience for our business and key stakeholders by continuing to act proactively on the evolving risks and opportunities relevant to our business.

### OUR TARGETS

### 2022 PERFORMANCE

• As part of our **JOINT STATEMENT PLEDGING OUR COMMITMENT TO A SECTORAL ROADMAP FOR ENHANCED SUPPLY CHAIN ACTION TO ALIGN WITH GLOBAL CLIMATE GOALS**, we aimed to achieve the following:

- » **MAP THE GROUP'S SCOPE 3 GHG EMISSIONS** to form a complete inventory of our total GHG emissions for 2020, our baseline year
- » **DEVELOP COMPREHENSIVE TARGETS** consistent with a 1.5-degree Celsius pathway and aligned with the SBTi. These targets will also be linked to our energy and water efficiency programmes
- » To ensure **ALL SUPPLIERS' PALM OIL VOLUMES ARE IN THE "DELIVERING" CATEGORY OF THE NDPE IRF** (Implementation Reporting Framework) by 2025 and the progress is reported annually

• **REDUCE OUR GHG EMISSIONS INTENSITY BY 15%** for all of our palm oil mills in Indonesia, Malaysia, Ghana and Nigeria, regardless of RSPO certification status by 2023, against a 2016 baseline of 0.82 tCO<sub>2</sub>e per MT CPO

• **COMPLETED THE MAPPING OF THE GROUP'S SCOPE 3 GHG EMISSIONS** for baseline year 2020 which will be used to identify the priority areas for us to focus on in our climate roadmap

• Please refer to the section on **Responsible Sourcing and Supply Chain Transformation** and the **Palm NDPE Implementation Annual Report 2022** for our progress on supply chain traceability

• The GHG emissions intensity in 2022 was **0.68 tCO<sub>2</sub>e PER MT CPO** for our palm oil mills

### CLIMATE-RELATED RISKS AND OPPORTUNITIES

To assess our climate-related risks and opportunities, we conducted a recent scenario analysis in 2022 based on a two-degree Celsius scenario over the short-term (two years), medium-term (two to 10 years) and long-term (more than 10 years). The results of this assessment are summarised in the table on the following page and are being used to inform management and leadership discussions to ensure Wilmar's strategy and business model remains resilient, competitive and able to fulfil market expectations.



For more information on how we assess our climate-related risks and opportunities,

**SEE PAGE 214 IN OUR SUSTAINABILITY REPORT 2022**

# Climate change risks and opportunities



## TRANSITION RISKS

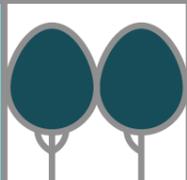
RISK TYPE	CURRENT REGULATIONS	EMERGING REGULATIONS	TECHNOLOGY	LEGAL	MARKET	REPUTATION
APPLICABLE TIME FRAMES	SHORT	SHORT	LONG	MEDIUM	SHORT	SHORT
DESCRIPTION	Adhering to existing rules and regulations on emissions or climate change mitigation such as the Paris Agreement and regulations mandating the incorporation of methane capture systems by operators	New regulations which restrict emissions or promote climate change adaptation such as carbon tax or Intended Nationally Determined Contributions (INDCs/NDCs)	Disruptive new technologies such as alternatives for commodity products	Litigation claims such as failure to meet our customers' climate-related terms in procurement contracts	Increasing consumer awareness on climate change and expectations to manage climate-related impacts. For example, consumer request on traceability and no deforestation for goods	Reputational risk can lead to boycotts by stakeholders such as consumers, banks and investors
EXAMPLES OF POSSIBLE IMPACTS	Cost (investment required to meet requirements)	Cost (investments required to meet requirements) and restriction in expansion of production land	Business sustainability	Business sustainability	Reduced supplier pool due to non-compliant suppliers and reduced demand for commodities not aligned to market expectations	Decreased demand and disrupted access to financing
EXAMPLES OF MITIGATION ACTIONS	Continuing to focus on finding and implementing initiatives to reduce our operational GHG emissions	Continuing to focus on finding and implementing initiatives to reduce our operational GHG emissions	Investing in R&D to stay abreast of technological developments and ensure our strategic plans can pivot to turn potential technology risks into opportunities	Committing to science-based targets and ensuring we put in place plans to meet our commitments	Working closely with our suppliers to implement our NPDE commitments	Close monitoring of changes and continuing good performance in key sustainability ratings and rankings through transparent disclosure

## PHYSICAL RISKS

RISK TYPE	ACUTE	CHRONIC
APPLICABLE TIME FRAMES	MEDIUM	LONG
DESCRIPTION	Temperature change and increased frequency of extreme weather events such as floods and droughts can increase the volatility of crop production and the spreading of new diseases and pests which can cause disruption to the wider ecosystem	Increasing pressure on fertile soils which could lead to long-term damage to crops and impact the feasibility of continual planting of crops, which in turn poses risks to land use, food production and food security
EXAMPLES OF POSSIBLE IMPACTS	Productivity and yield	Productivity and yield
EXAMPLES OF MITIGATION ACTIONS	Investing in the R&D of palm seedlings that are more resilient to extreme weather patterns	Implementing sustainable agronomic practices, including the proper application of fertiliser and analysing the health of the soil for optimum growing conditions

## OPPORTUNITIES

OPPORTUNITY TYPE	MARKETS	ENERGY SOURCE	PRODUCTS AND SERVICES
APPLICABLE TIME FRAMES	SHORT	SHORT	LONG
DESCRIPTION	Access to new markets due to regulatory requirements for renewable energy to be part of the energy mix. An example would be using sustainable biofuel to replace existing fossil fuel	Use of lower-emission sources of energy. Biogas, which has a high proportion of methane, can be utilised as a fuel source to replace diesel for electricity generation at minimal operational fuel cost	Development of new products or services through R&D and innovation to meet growing consumer demand for reduced negative environmental and social footprint in products and services
EXAMPLES OF POSSIBLE IMPACTS	Increased revenues through access to new and emerging markets	Reduced indirect (operating) costs	Increased revenues through access to new and emerging markets
EXAMPLES OF ACTIONS TO REALISE OPPORTUNITY	Continue to ensure supply to markets (e.g. European Union) are certified accordingly	Look into the possibility of building methane capture plants at palm oil mills	Continue to collaborate widely and invest in scientific research to innovate on new and improved products





Palm oil mill in Indonesia

## CLIMATE CHANGE ADAPTATION

The food and agriculture sectors are especially vulnerable to climate change. Increasingly extreme weather patterns, including prolonged droughts or periods of heavy rainfall, can negatively affect crop yields. We therefore invest heavily in the R&D of palm seedlings that are resilient to extreme weather patterns. These seedlings are also sold to smallholders and smaller plantation companies to ensure the reliability and resilience of our future supply.

As customers increasingly favour and look for responsibly and sustainably produced commodities, we also actively invest in R&D to identify environmental-friendly solutions. Examples include developing plant-based protein to reduce our reliance on animal-based proteins and producing soaps and detergents using vegetable-based surfactants, which are more consumer and environmental-friendly.

**i** For more information on our R&D, please refer to the section on **INNOVATION AND TECHNOLOGY**

## CLIMATE CHANGE MITIGATION

305-5

We are committed to progressively reducing GHG emissions from our operations while supporting global efforts to mitigate the impacts of climate change. All our business segments are focused on reducing GHG emissions through various initiatives.

Wilmar signed up to the SBTi in October 2022 and committed to setting both near-term and net-zero emission targets. Over the next **18 months**, we will develop timebound plans outlining our strategy and approach to achieve our targets. We have already established our Scope 1 and 2 baselines and implemented measures to reduce these emissions, primarily through investments in operational efficiency and renewable energy. In preparation to undergo the target setting assessment, we have externally verified our **Scope 1 and 2 baseline**. Having recently completed mapping our Group-level Scope 3 emissions for baseline 2020, the next phase of our commitment will be to develop comprehensive plans to address and reduce them.



*Wilmar signed up to the SBTi in October 2022 and committed to setting both near-term and net-zero emission targets.*



## REDUCING GHG EMISSIONS IN OUR UPSTREAM PALM OIL OPERATIONS

GHG emissions reduction in our palm oil business is primarily achieved by generating electricity from biomass, treating our palm oil mill effluent (POME), halting deforestation and employing best practices on cultivated peatland to reduce the carbon footprint of our palm oil operations.

Methane capture is an important element of our strategy to reduce GHG emissions in our palm oil operations. The recovered biogas is used to generate energy while any excess is flared off to minimise leakage. To date, we have built **25 methane capture facilities** in our Indonesia and Malaysia operations. With all methane capture plants in operation, we managed to avoid a total of **0.6 million tCO<sub>2</sub>e** of GHG emissions in 2022.

In addition to biogas, we generate electricity in our palm oil mills using biomass, including by-products from the milling process such as empty fruit bunches (EFB), palm kernel shells (PKS) and mesocarp fibre.



For more information on reusing biomass, please refer to the section on

## ENVIRONMENTAL FOOTPRINT OF OPERATIONS

We are similarly committed to reducing climate impacts from our value chain and expect our suppliers to adopt climate change mitigation practices in line with our NDPE commitments. Following our pledge at COP26, we worked with several of our peers in the palm oil sector to develop a [Palm Oil Sectoral Roadmap](#) to aid in accelerating supply chain action and reducing emissions. In addition to our ongoing NDPE efforts, we will strive to engage with other industry players and advocate the recognition and adoption of this roadmap.

**i** For more information on how we protect forests and manage peatlands to mitigate climate change, see the section on **BIODIVERSITY AND CONSERVATION**

**REDUCING GHG EMISSIONS IN OUR SUGAR OPERATIONS**

Our sugar operations in Australia and India make use of biomass to generate renewable electricity. Cane bagasse, a by-product of crushing sugarcane, is the main source of fuel powering our mills. We have adopted best management practices in fertiliser and chemical usage and ensure the efficient use of energy in our sugar operations.

including reusing biomass and water where possible and employing efficient irrigation practices. For more information on these initiatives, see the [Environmental Footprint of Operations](#) section.

In 2022, our sugar refineries have been developing an Energy and GHG Reduction Pathway towards a low-emissions future. This will guide our investments towards reducing our refineries' footprints.

To date, we have deployed a number of energy and resource initiatives in our sugar plantations and refineries



Wilmar's palm oil and sugar mills rely mostly on renewable energy that is generated from biomass

**REDUCING GHG EMISSIONS IN OUR FACTORIES**

Across our factory operations, we have continued to reduce our reliance on electricity from the grid and non-renewable sources.

We continued to roll out rooftop solar installations at our remaining sites across Asia. To date, **66.2 MWp** of rooftop solar panels are already in operation with an additional **105.8 MWp** currently under construction or planned to be rolled out across our global operations. Although the majority of our solar projects are currently in China, Indonesia and Malaysia contribute significantly to our overall Group emissions due to our scale of operations there and thus our focus in 2023 will be on rolling out the solar programme in these countries.

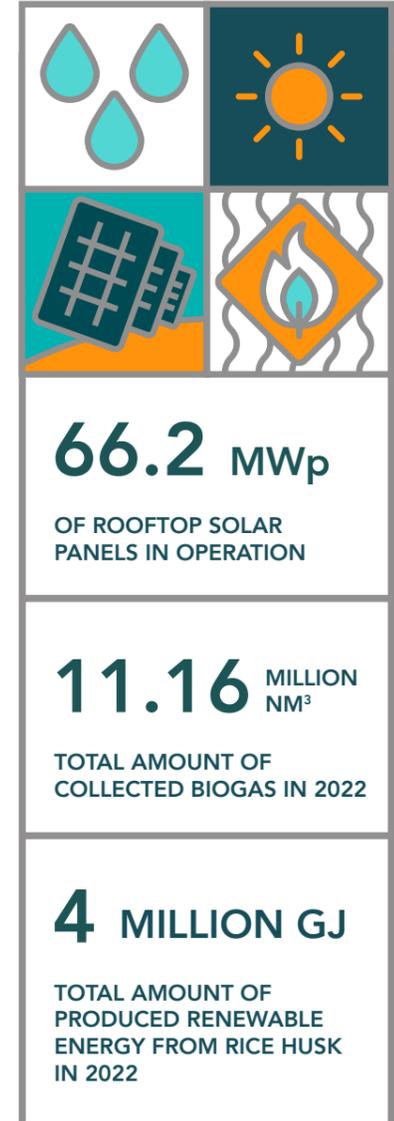
Recognising that a large portion of our emissions come from coal, we seek opportunities to replace coal with less polluting fuels. Our China subsidiary, Yihai Kerry Arawana (YKA), has decommissioned several coal boilers and switched to natural gas and biogas collected via treatment of wastewater and sewage. In 2022, we collected a total of **11.16 million Nm<sup>3</sup> biogas** representing a total reduction of **8,558 MT** of coal and **0.2 million tCO<sub>2</sub>e**. In China, Indonesia and Vietnam, we reuse rice husk, a by-product from rice milling to generate electricity and steam. In 2022, we collected a total of **345,602 MT** of rice husks and produced **four million GJ** of renewable energy.

**Our refinery in Kunming, China, is the first Wilmar site, as well as the first in the oil and grain industry in China, to be certified as carbon neutral. This achievement was verified by the China Environmental United Certification Center.**

In Australia and New Zealand, we also invest in purchasing renewable energy certificates (RECs) to offset our energy usage where electricity requirements are greater than our renewable energy generation potential. Since mid-2021, our Australian subsidiary, Goodman Fielder, has achieved 100% renewable electricity across its operations using RECs. While we are not currently regulated by a carbon pricing system, in the scenario where our sites have requirements to meet future compliance thresholds such as China's National Cap and Trade Programme, we will also look into purchasing carbon credits as a potential solution.

Beyond the direct emissions benefits, we view renewable energy as a fundamental element of our broader net-zero ambition across our factories. We are thus exploring opportunities to move towards electrifying our operations to drive further emission reductions. In 2021, Goodman Fielder began running an electric truck trial and progressively replaced **22%** of its leased sales vehicles with lower emission hybrid vehicles.

As of 2022, we have replaced an additional **38%**, representing a total of **139 vehicles** across Australia and New Zealand, with hybrids. To further reduce

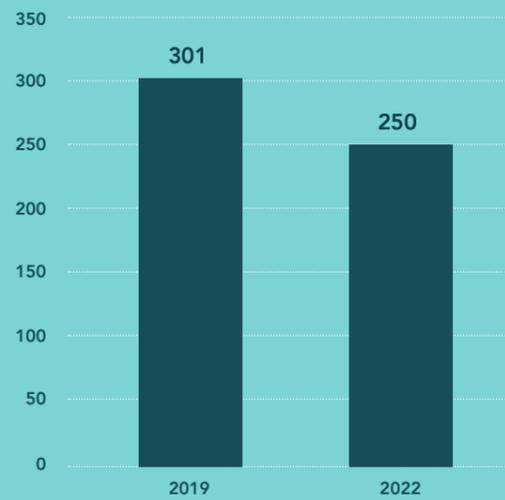


our transport emissions, Goodman Fielder's New Zealand operations recently completed a Network Transformation Programme, reducing the distance travelled to deliver our products to customers.

Since the implementation of the programme in 2019, we have reduced the number of delivery vehicles by **51 trucks** and distance travelled by **898,081 km**. This corresponds to a **17% decrease** in the number of trucks and a **32% decrease** in distance travelled. Work is underway to further optimise our network routes.

Goodman Fielder's New Zealand operations have additionally developed roadmaps towards achieving net-zero emissions for its four largest sites under the Energy Efficiency and Conservation Authority's Energy Transition Accelerator Programme.

Progress to date from the Network Transformation Programme



- NUMBER OF VEHICLES
- KM TRAVELLED
- DIESEL CONSUMPTION (LITRE)

**100%**

USE OF RENEWABLE ELECTRICITY IN GOODMAN FIELDER'S AUSTRALIA AND NEW ZEALAND OPERATIONS IN 2022

---

**38%**

AMOUNTING TO 139 LOWER EMISSION HYBRID VEHICLES USED ACROSS AUSTRALIA AND NEW ZEALAND

OUR GHG EMISSIONS

305-1, 305-2, 305-3, 305-4, 305-5

Majority of our emissions come from our factories and upstream palm oil operations. In 2022, our total Scope 1 and Scope 2 (market-based) GHG emissions<sup>4</sup> were **15.1 million tCO<sub>2</sub>e** (2021: 14.0 million tCO<sub>2</sub>e), including **2.3 million tCO<sub>2</sub>e** (2021: 2.3 million tCO<sub>2</sub>e) due to land use change and peat oxidation.

Our GHG emission intensity in 2022 was **150 kgCO<sub>2</sub>e per MT** of product, excluding shipping (2021: 140 kgCO<sub>2</sub>e per MT of product). The increase was due to several projects (delayed due to COVID-19) which relied on non-renewable fuel sources starting operations in 2022. With a handful of similar projects that are commissioning this year, we foresee further potential increase in our emission intensity in the near future before reductions from our climate

roadmap take effect. Our biogenic<sup>5</sup> emissions were **11.8 million tCO<sub>2</sub>e**.

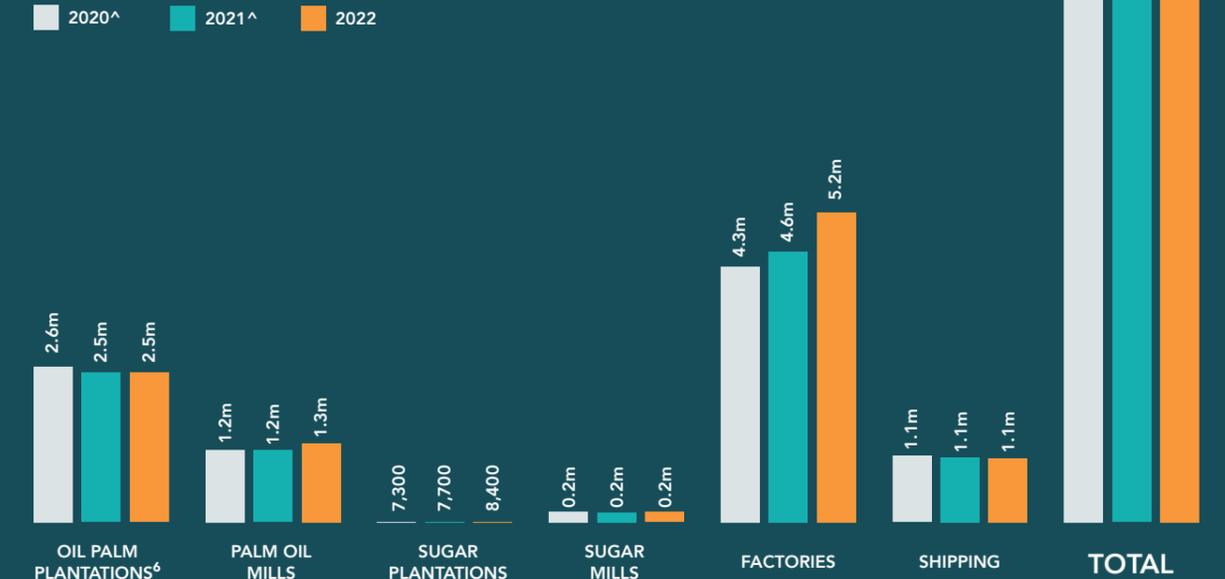
We have set a target to reduce our GHG emissions intensity by **15%** for all of our palm oil mills by 2023, against a 2016 baseline of 0.82 tCO<sub>2</sub>e per MT CPO. This target applies to all our mills in Indonesia, Malaysia, Ghana and Nigeria, regardless of RSPO certification status.

Our GHG emissions intensity in 2022 was **0.68 kgCO<sub>2</sub>e per MT CPO**, below our set target for 2023. This is the result of our continued efforts to increase use of biomass as fuel and operating our methane capture plants at maximum efficiency.

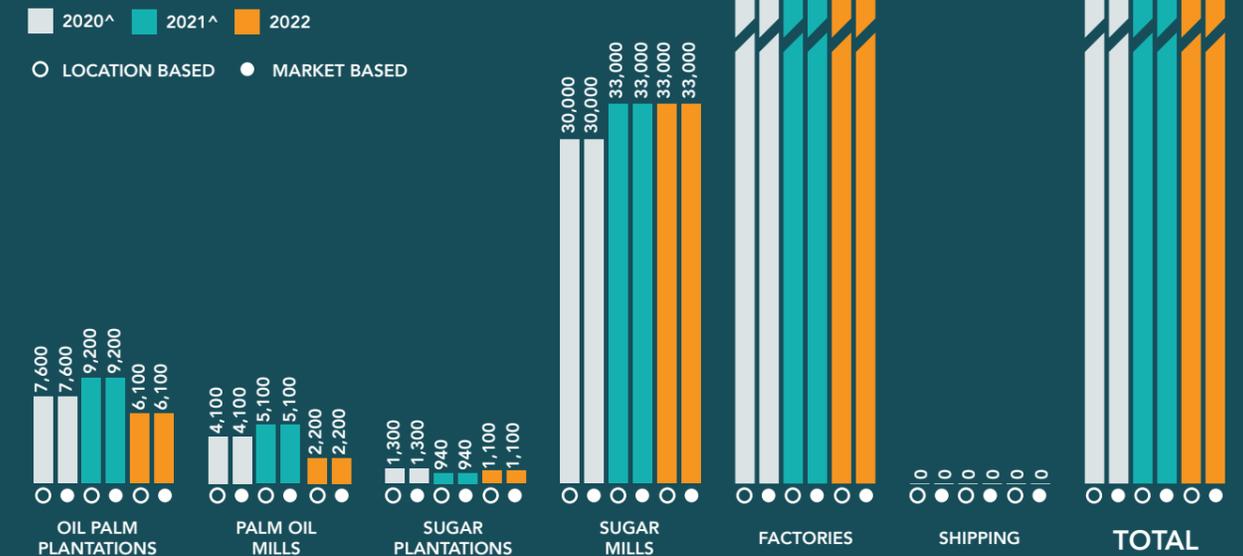
<sup>4</sup> Scope 1 and 2 emissions are calculated based on the GHG Protocol, the world's most widely used GHG accounting standards for companies and include the following gases: CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O. The global warming potential (GWP) rates used are from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6). The operational control approach is used to consolidate GHG emissions. Non-manufacturing sites such as headquarters/offices are excluded.

<sup>5</sup> Biogenic emissions are to be reported separately from the scopes according to GHG Protocol which cover CO<sub>2</sub> fluxes during land use management, sequestration during land use change and CO<sub>2</sub> emissions from biofuel combustion. As indicated in the Net-Zero Standard, energy generated from the combustion of biomass in certain cases is considered "carbon neutral" because combustion-related CO<sub>2</sub> emissions are balanced by CO<sub>2</sub> that is sequestered during the growth of bioenergy feedstock.

Scope 1 emissions (tCO<sub>2</sub>e) by business activity in 2020-2022



Scope 2 emissions (tCO<sub>2</sub>e) by business activity in 2020-2022



<sup>^</sup> Figures have been restated due to a change in boundary based on updated operational control criteria and improved accounting method to better align with the new GRI Standards and various sustainability reporting frameworks.

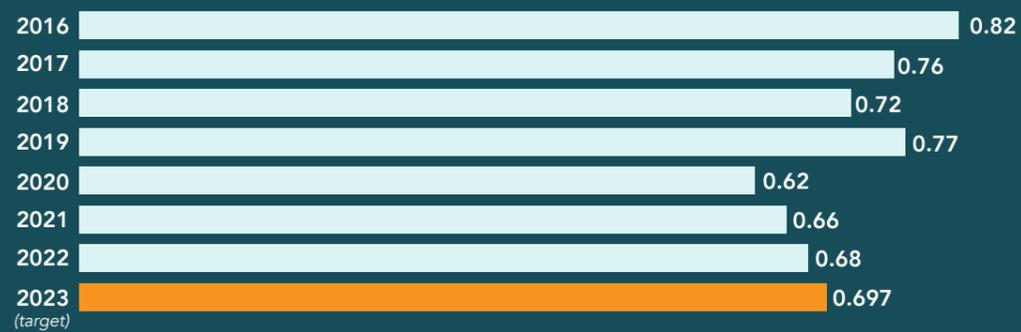
<sup>^^</sup> Figures had been externally verified by EY.

<sup>6</sup> Land use change and peat emission were included.

Scope 3 emissions<sup>7</sup> (tCO<sub>2</sub>e) by category in 2020

PURCHASED GOODS AND SERVICES	140.5m
CAPITAL GOODS	2.0m
FUEL- AND ENERGY-RELATED ACTIVITIES	2.0m
UPSTREAM TRANSPORTATION AND DISTRIBUTION	4.0m
WASTE GENERATED IN OPERATIONS	0.8m
BUSINESS TRAVEL	15,000
EMPLOYEE COMMUTING	350
UPSTREAM LEASED ASSETS	0.2m
DOWNSTREAM TRANSPORTATION AND DISTRIBUTION	1.4m
PROCESSING OF SOLD GOODS	0.4m
USE OF SOLD PRODUCTS	0.5m
END-OF-LIFE TREATMENT OF SOLD PRODUCTS	0.8m
DOWNSTREAM LEASED ASSETS	0.5m
FRANCHISES	NA
INVESTMENTS	2.6m
<b>TOTAL</b>	<b>155.8m</b>

GHG emissions intensity for all palm oil mills (tCO<sub>2</sub>e/MT CPO)



<sup>7</sup> Scope 3 emissions are calculated based on the GHG Protocol, the world's most widely used GHG accounting standards for companies and include the following gases: CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O. The GWP rates used are from the IPCC AR6. The operational control approach is used to consolidate GHG emissions. Non-manufacturing sites such as headquarters/offices are excluded.



Methane capture plant in Sabahmas Mill, Malaysia



## ENVIRONMENTAL FOOTPRINT OF OPERATIONS

3-3

We strive to minimise the environmental footprint of our operations and support sustainable production through the efficient use of resources. To do this, we implement efficiency measures to reduce our energy and water use and where possible, reuse, recover and recycle waste. We also implement measures to responsibly manage disposed waste, effluents and chemicals.

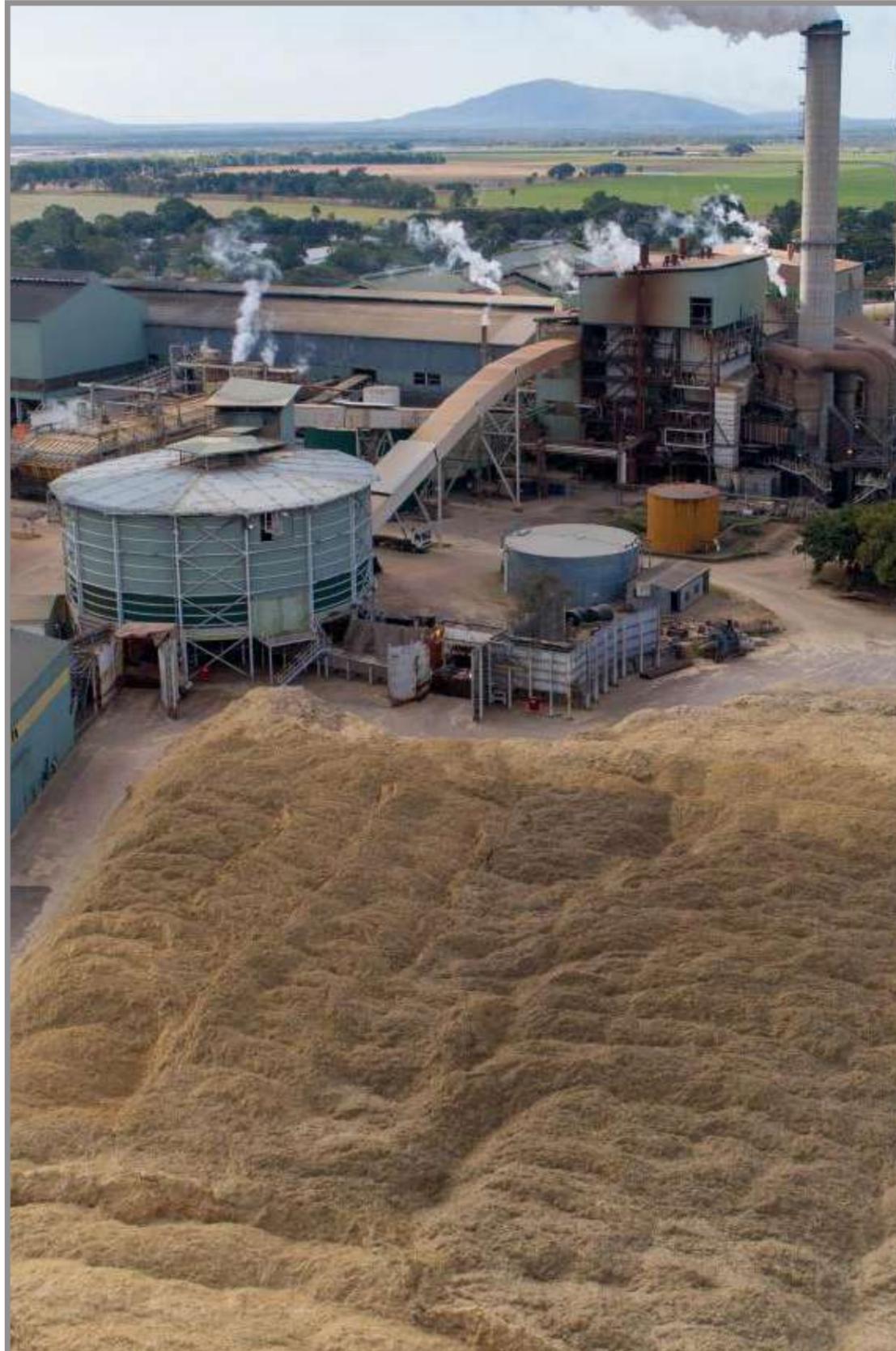
OUR TARGETS	2022 PERFORMANCE
<ul style="list-style-type: none"> <li>• <b>REDUCE WATER CONSUMPTION INTENSITY</b> (m<sup>3</sup>/MT FFB processed) for palm oil mills from a 2016 baseline with the following targets by 2023:               <ul style="list-style-type: none"> <li>» <b>Indonesia:</b> 1.2 m<sup>3</sup>/MT FFB</li> <li>» <b>Malaysia, Ghana and Nigeria:</b> 1.3 m<sup>3</sup>/MT FFB</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>WATER CONSUMPTION INTENSITY TARGETS ACHIEVED:</b> <ul style="list-style-type: none"> <li>» <b>Indonesia:</b> 1.04 m<sup>3</sup>/MT FFB<sup>#</sup> in Central Kalimantan and 0.93 m<sup>3</sup>/MT FFB<sup>#</sup> in Sumatra</li> <li>» <b>Nigeria:</b> 1.16 m<sup>3</sup>/MT FFB<sup>#</sup></li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>REDUCE ENERGY INTENSITY</b> across our Australia and New Zealand sugar refinery operations from a 2020 baseline by:               <ul style="list-style-type: none"> <li>» <b>20%</b> by the end of 2030</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Although hindered by project delays due to COVID-19 pandemic, we have continued to implement energy efficiency projects scheduled for completion in 2023. Our efforts thus far have resulted in a <b>1.2% REDUCTION IN ENERGY INTENSITY</b></li> </ul>
<ul style="list-style-type: none"> <li>• <b>INCREASE INSTALLED POWER CAPACITY OF PV POWER PLANTS</b> across China factories to 200 MWp by 2030</li> </ul>	<ul style="list-style-type: none"> <li>• <b>INCREASED THE TOTAL INSTALLED POWER CAPACITY OF PV PLANTS IN CHINA</b> to 60 MWp at the end 2022, with another 74 MWp capacity in the pipeline from planned projects or under construction projects</li> </ul>
<ul style="list-style-type: none"> <li>• <b>100% RENEWABLE ENERGY ACROSS GOODMAN FIELDER'S OPERATIONS</b> through procurement of renewable electricity certificates by 2025</li> </ul>	<ul style="list-style-type: none"> <li>• <b>GOODMAN FIELDER HAS ACHIEVED 100% RENEWABLE ELECTRICITY</b> for its operations in Australia and New Zealand through the purchase of renewable energy certificates since 2021</li> </ul>

### ENVIRONMENTAL MANAGEMENT SYSTEM

The **Environmental Policy** sets out our commitment to minimising the environmental impact of all our operations. Complementing the policy, we have a series of environmental standards<sup>8</sup> for our factories, palm oil mills and crushing plants. In 2021, to drive greater efficiencies across our global factories in energy, water and packaging, we launched the Industrial Sustainable Programme to identify opportunities for efficiency improvement and develop energy and water reduction targets.

<sup>#</sup> EY has performed limited assurance procedures on these figures.

<sup>8</sup> These environmental standards include our Environmental Programme Standard, Stormwater and Wastewater Standard, Spill Prevention, Control and Countermeasure Standard and Environmental Inspection and Reporting Standard.



Bagasse stock piles during sugarcane harvest and milling season in Queensland, Australia

The Wilmar Integrated Management System (WIMS), which follows the requirements of ISO 14001 and other relevant environmental standards, is used to monitor and improve our performance. It sets out a clear framework to ensure that we comply with all applicable environmental laws in the countries and regions where we operate.

All environmental hazards, incidents and breaches identified are reported and investigated through our global Environmental, Health and Safety (EHS) reporting platform, Enablon. All significant incidents require a Critical Incident Investigation Report which involves a detailed investigation into the root causes

and contributing factors. Short and long-term actions are then developed to prevent potential recurrence. For more information on WIMS and Enablon, please refer to the section on **Employee Health, Safety and Well-being**.

To raise awareness of environmental issues and encourage employees to take action in protecting the environment, we conduct training at a local level for our employees.

**In 2022, there were no significant fines or non-monetary sanctions for non-compliance with environmental regulations.**



## ENERGY

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

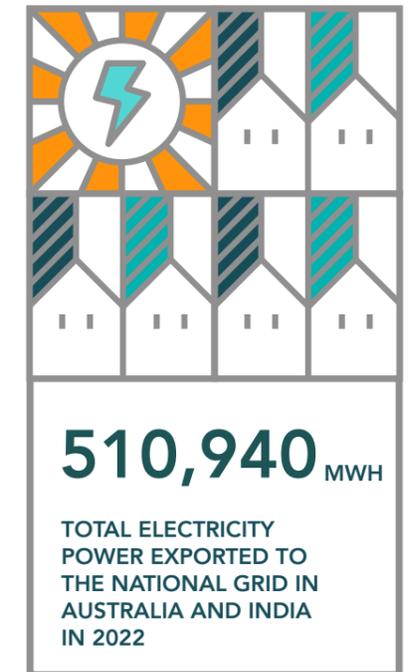
We continue to implement programmes to reduce our energy consumption and drive operational efficiencies. We also generate and utilise renewable energy where possible to reduce our reliance on electricity from the grid and non-renewable sources and drive emission reductions.

### ENERGY USE IN OUR UPSTREAM OPERATIONS

Our upstream operations mainly rely on energy generated from biomass, including EFB, PKS, mesocarp fibre and bagasse produced as by-product of the milling process, to power our palm oil and sugar mills.

Wilmar's sugar mills install cogeneration plants that generate electricity and produce heat for consumption simultaneously. While all mills generate electricity for internal use, some are explicitly designed to maximise renewable electricity generation for export purpose. To ensure a readily available source of renewable energy outside of the traditional crushing season, we stockpile surplus bagasse in specially designed pads at one of our mills. In 2022, we exported a total of **510,940 MWh** to the national grid from our mills in Australia and India.

In our sugarcane plantations, a large amount of the energy is consumed by water pumps. To tackle this, we implemented a number of initiatives to lower energy consumption such as more focused irrigation scheduling, upgrading electric motors with more efficient ones, using variable speed drives to adjust pump flows and capital programmes to replace the pumping system with more efficient electric motors.



## ENERGY USE IN OUR FACTORIES

Our factories have adopted a wide range of technologies, including steam condensate recovery, waste heat recovery and stream residual pressure power generation, to reduce energy consumption and improve energy efficiency. As these initiatives drive GHG emissions reduction, they are also described in more detail in the [Climate Change](#) section.

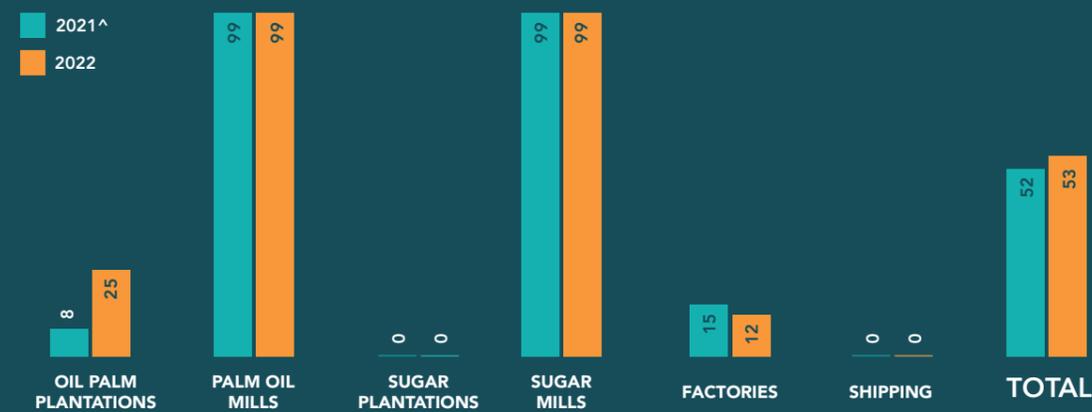
In 2022, we continued to deliver energy reduction initiatives across our operations in China with a focus on waste heat recovery and energy efficiency upgrades. Initiatives include installing cascading heat

pumps for waste heat recovery and high efficiency magnetic levitation (MagLev) compressors as well as improving condensate recovery. These initiatives have the potential to generate savings of up to **1,400,000 kWh** of electricity and **140,000 MT** of steam/condensate each year. As part of our commitment to a sectoral roadmap for enhanced supply chain action, we are developing comprehensive targets consistent with a 1.5-degree Celsius pathway and aligned with the SBTi. These targets will also be linked to our energy and water efficiency programmes.

### Total energy consumption (MWh) within the group by business activity from 2020-2022



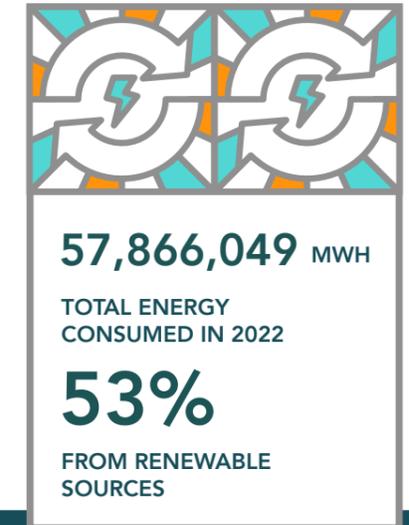
### Percentage of energy consumption from renewable sources by business activity in 2021-2022



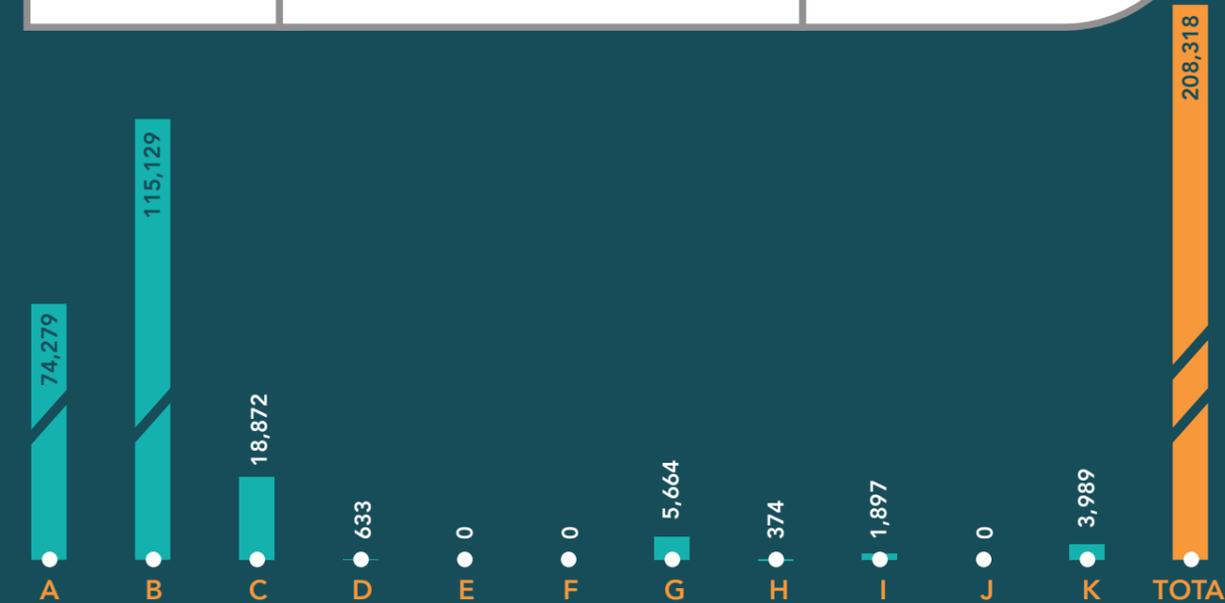
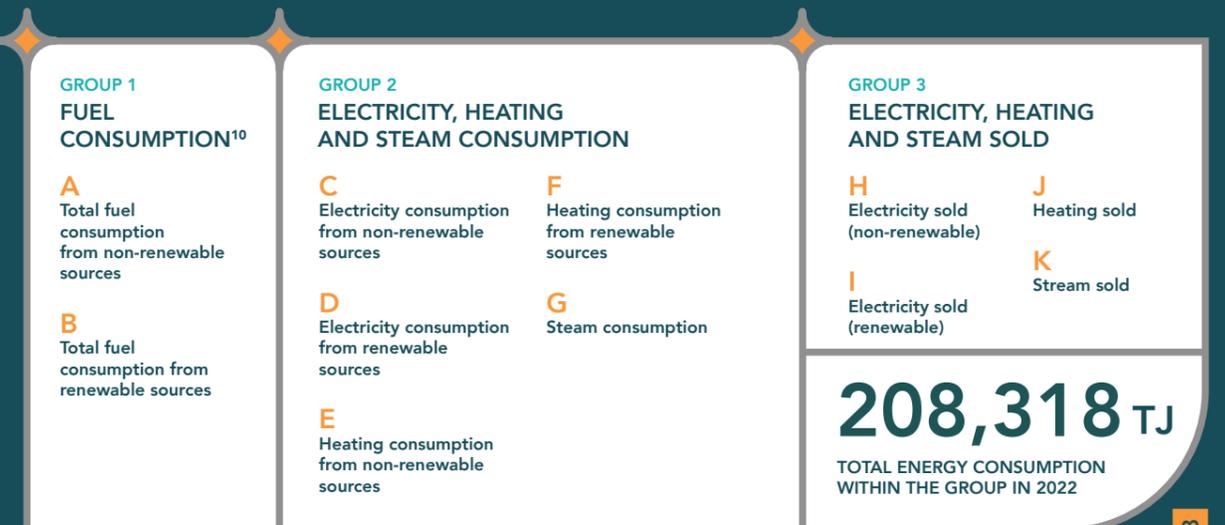
## GROUP ENERGY PERFORMANCE

In 2022, we consumed **57,866,049 MWh** of energy, of which **53%** was from renewable sources. This is driven largely by our palm oil mills and sugar mills, where **99%** of the energy consumed in 2022 came from renewable sources.

At the Group level, our energy intensity in 2022 was **0.57 MWh per MT** product excluding shipping, which was slightly higher than 2021. This was mainly driven by an increased consumption of bagasse at our sugar mills due to a larger crop size coupled with a wet end to the harvesting season, resulting in more bagasse used to process the wetter crop to generate similar sugar yield.



### Total energy consumption (TJ) within the group in 2022



<sup>^</sup> Figures have been restated due to a change in boundary based on updated operational control criteria and improved accounting method to better align with the new GRI Standards and various sustainability reporting frameworks.

<sup>9</sup> The energy intensity figure excluded shipping consumption due to the different basis of product and services.

<sup>10</sup> Type of fuels from non-renewable sources used include diesel, natural gas, lignite coal, sub-bituminous coal, other bituminous coal, lubricants, motor gasoline, liquefied petroleum gas (LPG), heavy fuel oil (HFO), anthracite coal and acetylene. Type of fuels from renewable sources include biogas, wood biomass, other solid biomass fuels, biodiesel and bioethanol.



Water treatment plant in Wilmar's Sapi Plantation, Sabah



## WATER AND EFFLUENT

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

Wilmar diligently tracks and monitors water metrics associated with usage and discharge across our operations. This includes managing water supply and use, particularly in water-stressed areas and ensuring we meet all discharge limits specified in local regulations.



### WATER AND EFFLUENT MANAGEMENT IN OUR PALM OIL OPERATIONS

Wilmar uses a life cycle approach to manage water use in our oil palm plantations, considering water efficiencies starting from the design to the construction and running of our mills and plantations. We implement water efficiency measures for our most water-intensive mills as well as for our nursery irrigation and household use.

We have been monitoring rainfall patterns at our oil palm plantations for more than **25 years**. While we face less rainfall during weather phenomena such as El Niño, this is not substantial and water stress is not considered a significant risk for our oil palm plantations. To alleviate some of the impact of less rainfall during drier seasons, we continue to carry out land irrigation using palm oil mill effluent (POME).

Effluent is treated prior to both land application and local waterway discharge. POME from FFB processing is treated via anaerobic and aerobic biological digestion. Palm oil refinery effluent (PORE) from the refining of CPO is treated using chemical processes to remove oil, grease and other inorganic substances, followed by aerobic biological digestion.

We strive to meet all discharge limits specified by local regulations and have an ongoing target to maintain effluent discharge levels well within local thresholds for palm oil mills and refineries waterway discharge. For our upstream and downstream sites, we monitor biological oxygen demand (BOD) and chemical oxygen demand (COD) levels for both land application and river discharge<sup>#</sup>, as well as other parameters stated in the legislative permit.

There were no significant fines or prosecutions related to incidents of non-compliance with discharge limits in 2022. We target to reduce our water usage intensity for our palm oil mills to **1.2 m<sup>3</sup>/MT FFB processed** for Indonesia and **1.3 m<sup>3</sup>/MT FFB processed** for Malaysia, Ghana and Nigeria by 2023. In 2022, this target was achieved by our palm oil mills in Central Kalimantan, Sumatra and Nigeria with **1.04<sup>#</sup>**, **0.93<sup>#</sup>** and **1.16<sup>#</sup> m<sup>3</sup>/MT FFB processed**, respectively.

<sup>#</sup>EY has performed limited assurance procedures on these figures (refer to the [Base Data Tables](#)).

## Water consumption intensity (m<sup>3</sup>/MT FFB processed)

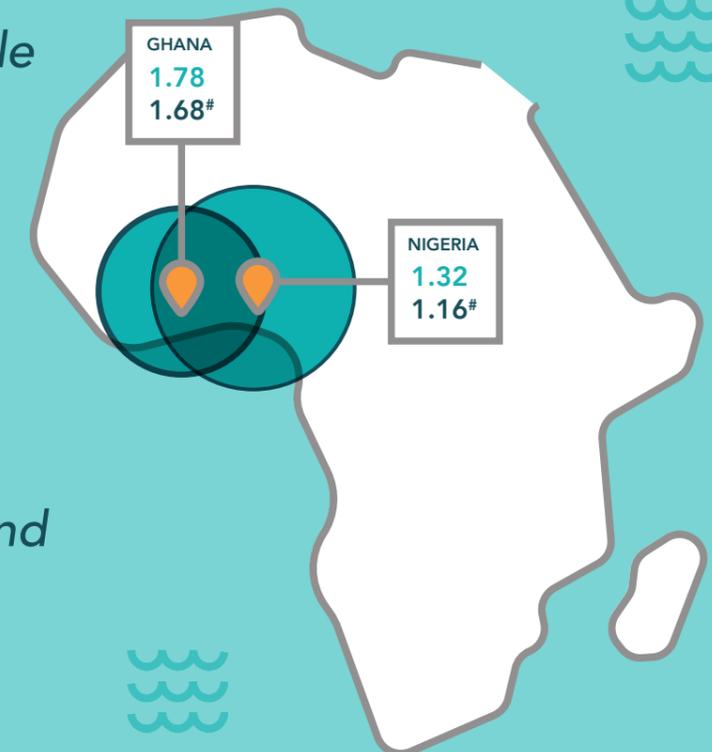
### in palm oil operations from 2021-2022



Wilmar uses a life cycle approach to manage water use in our oil palm plantations, considering water efficiencies starting from the design to the construction and running of our mills and plantations.



<sup>#</sup>EY has performed limited assurance procedures on these figures.



**WATER AND EFFLUENT MANAGEMENT IN OUR SUGAR OPERATIONS**

We aim to ensure that all water is efficiently used and applied in our irrigated plantations and regularly monitor net water consumed per unit mass of product for our sugarcane plantations and mills. In 2022, water consumption in our sugarcane plantations and mills were well within water usage limits.

Based on World Resources Institute's Aqueduct tool, some of our sugar mills and refineries in India and Australia are exposed to extremely high or high water stress risk. As we use water for cooling and boiling in our refineries, scarce water supplies have the potential to disrupt our sugar operations. Our main focus in these areas is therefore centred around applying a circular approach and reusing water where possible.

Our sugarcane plantations are primarily rain and river fed and we reuse treated mill effluent to supplement any additional irrigation needs during the drought season.

We have similarly implemented water stewardship initiatives in our refineries operating in extremely high or high water-stressed areas such as **converting our refinery in Gujarat, India, into a zero-discharge facility** where all water withdrawn is treated and reused in the operations, and returning all cooling/ vapour condensing water withdrawn by our refinery in Yarraville, Australia, back into the adjacent Maribyrnong River.

**WATER AND EFFLUENT MANAGEMENT IN OUR FACTORY OPERATIONS**

In order to identify all potentially relevant environmental risks for new plants or significant projects, we conduct an Environmental Impact Assessment (EIA) or similar assessment in line with local environmental requirements prior to any construction. Our assessment includes all water risks to the natural ecosystem and local communities relying on the water source for their livelihoods.

We regularly track and monitor our water usage and discharge across all our factory operations on Enablon and collaborate with local authorities to ensure our operations are aligned with future water availability strategies.

To reduce our impact in water-stressed areas, reject water is diverted for reuse in plant processes such as cooling and wastewater treatment that can utilise water with higher dissolved solid and impurity levels. This enables us to supplement our water needs while minimising the amount of water we withdraw.

We have also taken steps to reduce the amount of effluent that we generate with more available for recycling. We are currently exploring the use of electricity to replace chemical solutions to prevent scaling and biological growth in water used in cooling towers. This initiative has been launched in three sites across New Zealand with a potential to be rolled out to other sites in the future.

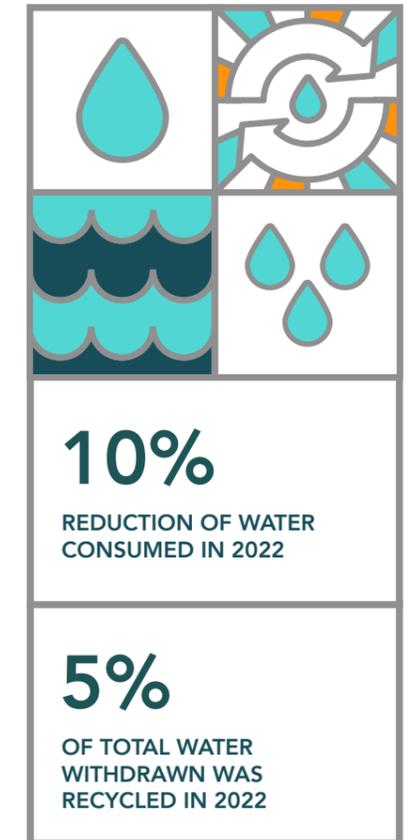
**EFFLUENT TREATMENT PLANTS (ETPs)**

Since 2020, we have focused on making progress in our internal management of effluent. We regularly conduct site audits to check on safety, SOPs and compliance-related issues specific to effluent treatment. Dedicated persons-in-charge (PIC) in each region have overall responsibility for ETPs and provide monthly update reports summarising the quality of treated effluent as well as the status of projects and other updates. This year, we began progressively deploying Production Information Management Systems throughout Wilmar's global operations to monitor critical ETPs data online mainly driven by in-person restrictions as a result of COVID-19.

We view wastewater recycling as an important element towards achieving our sustainability goals. In 2022, we expanded on our current wastewater recycling initiatives in Indonesia and China and invested an additional **US\$5.1 million** to launch three new wastewater recycling programmes. These projects are expected to be completed in 2023.

**GROUP WATER PERFORMANCE**

In 2022, our operations consumed a total of **84,432 ML** of water. To reduce the amount of water needed to be withdrawn, a total of **7,443 ML** of wastewater was recycled from our operations, which amounts to **5%** of the water withdrawn for use.



**Total water consumption (ML) in 2021-2022**

	2021 <sup>^</sup>		2022	
	ALL AREAS	ALL AREAS WITH WATER STRESS	ALL AREAS	ALL AREAS WITH WATER STRESS
TOTAL WITHDRAWAL	162,425	24,826	153,752	23,004
TOTAL DISCHARGE	68,705	14,566	69,329	15,432
TOTAL CONSUMPTION <sup>11</sup>	93,720	10,259	84,423	7,572

<sup>^</sup> Figures have been restated due to a change in boundary based on updated operational control criteria and improved accounting method to better align with the new GRI Standards and various sustainability reporting frameworks.

<sup>11</sup> Water consumption is calculated by subtracting the total water discharge from total water withdrawal.

**Water discharged (ML) by freshwater and other water and by area in 2021-2022**

	2021 <sup>^</sup>			2022		
	FRESHWATER (≤ 1,000 mg/L total dissolved solids)	OTHER WATER (> 1,000 mg/L total dissolved solids)	TOTAL	FRESHWATER (≤ 1,000 mg/L total dissolved solids)	OTHER WATER (> 1,000 mg/L total dissolved solids)	TOTAL
ALL AREAS (excluding water stress areas)	11,533	42,606	54,139	14,197	39,700	53,897
AREAS WITH WATER STRESS	1,255	13,312	14,566	5,912	9,521	15,432
TOTAL	12,788	55,917	68,705	20,109	49,220	69,329

<sup>^</sup> Figures have been restated due to a change in boundary based on updated operational control criteria and improved accounting method to better align with the new GRI Standards and various sustainability reporting frameworks.



## WASTE

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

We are committed to reducing the amount of waste that is produced across our operations. We strive to apply circular economy principles where possible and maximise the recovery, reuse and recycling of waste.



### WASTE MANAGEMENT IN OUR UPSTREAM PALM OIL AND SUGAR OPERATIONS

Wilmar seeks to recover and reuse all waste produced by our upstream palm oil and sugar operations. A large proportion of our waste consists of biomass, including EFB, PKS and mesocarp fibre from our palm oil operations and bagasse, filter press mud, ash and dunder (vinasse) from our sugarcane operations, which is reused as fuel or fertiliser. Where waste, such as chemicals, cannot be recovered and reused, it is collected and disposed of by licensed contractors who manage the waste in accordance with local legislation.



### WASTE MANAGEMENT IN OUR FACTORY OPERATIONS

We apply the waste management hierarchy in our factory operations to minimise waste channelled to landfills. Goodman Fielder's Pampas Pastry factory modified its production process to reduce the amount of waste generated by over 100 MT per year.



Empty fruit bunch

Mesocarp fibre

Palm kernel shells



## Total weight (MT) of waste generated, diverted and disposed, by type in 2021-2022

	2021 <sup>^</sup>			2022		
	WASTE GENERATED	WASTE DIVERTED FROM DISPOSAL	WASTE DIRECTED TO DISPOSAL	WASTE GENERATED	WASTE DIVERTED FROM DISPOSAL	WASTE DIRECTED TO DISPOSAL
BIOMASS	1,792,231	1,668,823	123,407	1,624,288	1,521,955	102,333
GLASS	57	57	0	57	57	0
METAL	409,416	409,416	0	33,943	33,943	0
PAPER/CARDBOARD	8,748	8,748	0	11,631	11,631	0
PLASTIC	45,379	45,379	0	10,032	10,032	0
RESIDUAL WASTE	204,123	0	204,123	89,854	0	89,854
OTHERS	1,644,922	613,595	1,031,327	1,951,841	685,286	1,266,555
<b>TOTAL</b>	<b>4,104,875</b>	<b>2,746,018</b>	<b>1,358,857</b>	<b>3,721,645</b>	<b>2,262,904</b>	<b>1,458,741</b>

<sup>^</sup> Figures have been restated due to a change in boundary based on updated operational control criteria and improved accounting method to better align with the new GRI Standards and various sustainability reporting frameworks.

Through an innovative waste recycling partnership and the recovery of organic materials for stockfeed, our Yoplait yoghurt site was similarly able to reduce their waste to landfill.

Many of our ETPs in China also use sludge dryers to reduce the water content of sludge which in turn reduces the volume of sludge needed to be treated and disposed. In 2022, we saw a reduction of 64% of sludge generated from our ETPs.

While biomass has the potential to be a cost-effective and readily available alternative to coal, the low bulk density of biomass makes it difficult to transport for use in other sites efficiently. We are therefore exploring other opportunities to better reuse our biomass.

### GROUP WASTE PERFORMANCE

In 2022, we generated a total of 3,721,645 MT of waste, out of which 61% was diverted from disposal. A large proportion of our waste consists of biomass, which are reused as fuel and fertiliser in our upstream palm oil and sugar operations.

All hazardous waste generated by our operations is collected and disposed of by licensed contractors in accordance with local legislation.



One initiative currently being explored in our rice mills in China is reusing rice husks to produce thermal energy, green silica and activated carbon. For more information on this initiative, please refer to the section on optimising factory processes in

### INNOVATION AND TECHNOLOGY



Across our consumer businesses, we also strive to reduce packaging to minimise waste generated both within and outside of our operations. For more information, see

### SUSTAINABLE PACKAGING

Food preparation by employees of Goodman Fielder for distribution by Foodbank Australia



**32,086 MT**

FOOD WASTE DIVERTED FROM LANDFILLS BY GOODMAN FIELDER IN 2022

**FOOD LOSS AND FOOD WASTE**

Wilmar is committed to tackling food loss and food waste at all stages of the value chain and has various programmes and initiatives in relevant parts of our business. We focus our efforts on our consumer product businesses, where we prioritise improving yield within our factories, reducing the volume of unsold products and finding higher value ‘upcycling’ opportunities.

In 2022, Goodman Fielder diverted **32,086 MT** of food waste from landfills by converting unsold bread and other waste collected from our bakeries and sales returns into breadcrumbs and feedstock. We also launched initiatives to address food waste at home, including introducing a range of half loaf bread products to help consumers better manage food portioning and our Pampas Pastry’s Re-Pie-Cling campaign, which encourages customers to reuse leftovers in new meals.

We are similarly focused on finding ‘upcycling’ opportunities in our sugar refineries and sell excess molasses and damaged or rejected packaged sugar as feedstock.

Goodman Fielder and Sugar Australia also donate and sell surplus and not-fit-for-sale food products that would otherwise be thrown out to our charity partner, Foodbank Australia. For more information on our partnership with Foodbank, please refer to the **Economic and Community Contribution** section.

Outside of our own operations, **Goodman Fielder is a founding signatory of the Australian Food Pact**. The pact aims to tackle Australia’s food waste challenge and halve food waste by 2030 from a 2021 baseline. As part of our pledge to develop and share solutions, we served as a key industry stakeholder in the development of a bread and bakery sector action plan and a national behaviour change campaign on food waste in homes launched in 2022. This year also marked the submission of our first food waste report as a signatory of the pact. **Our New Zealand business is also one of the founding signatories to Kai Commitment** and is currently establishing a baseline for 2022. The operations in other countries are committed to developing their baselines for 2022.



**CHEMICAL USE, INCLUDING PESTICIDES AND FERTILISERS**

We use chemicals in our agricultural operations to protect our crops against diseases and pests and to achieve high productivity. However, we try as much as possible to minimise the use of chemicals in our agricultural operations, including those of our suppliers.

The use of chemicals is guided by SOPs to protect workers, communities and the environment from exposure to hazardous chemicals. We also implement mechanical and biological strategies to control pests.

**CHEMICALS**

The use of World Health Organisation (WHO) Class 1A and 1B pesticides as well as Stockholm and Rotterdam Convention pesticides is prohibited in both our own operations and those of our suppliers, except for specific circumstances that strictly follow WHO recommendations and guidelines.

We work closely with our suppliers to reduce overall chemical use. In our palm oil operations, we provide training for smallholders on efficient pesticide use and application methods while in our sugarcane operations, we have programmes in place to facilitate farmers making the switch to organic fertilisers.



Women workers at a Wilmar nursery in Malaysia

## PARAQUAT

The use of paraquat is strictly prohibited in our oil palm plantations and our suppliers' plantations. Paraquat, on the other hand, is allowed by local laws in our sugarcane plantations due to a lack of viable environmentally safe alternatives. Unlike other residual chemicals used in sugarcane farming, paraquat binds tightly to and becomes inert in soil. It does not leach into water and is beneficial for use in our Australian sugarcane plantations located near marine environments, notably the Great Barrier Reef. We require all contractors handling paraquat to use personal protective equipment (PPE) and obtain specific licences. For any substance that poses a potential hazard to workers or the environment, risk assessments are carried out. Notably, in our operations in Australia, chemicals are applied using Precision Agriculture through the use of mechanised boom applicators controlled from within a climate-controlled vehicle fitted with proper air filters so there is no direct exposure to chemicals.



*In our operations in Australia, chemicals are applied using Precision Agriculture through the use of mechanised boom applicators controlled from within a climate-controlled vehicle fitted with proper air filters so there is no direct exposure to chemicals.*



## INTEGRATED PEST MANAGEMENT (IPM)

Rats, which feed on oil palm fruit and flowers, are a major concern in oil palm plantations and can cause substantial yield losses. To minimise the impacts of conventional rodenticides, which can cause chemical pollution to the environment and disrupt plantation areas, we breed and release barn owls to control the rat population. Barn owls are natural predators that rely heavily on rats as their main food source, making them an effective solution to regulate uncontrolled rat populations. Through our IPM approach, we have been able to reduce the use of our chemical rat bait in our plantations.

We also monitor the level of active ingredients per ha for our sugar operations that are covered by the Bonsucro Production Standard. This covers all applied agrochemicals, including pesticides, herbicides, insecticides, fungicides and ripeners. In 2022, the chemical usage at our Australia operation was **4.58kg active ingredient per ha**, within the Bonsucro limit.



We have been controlling the rat population by breeding and releasing barn owls in our oil palm plantations



## SUSTAINABLE PACKAGING

3-3, 301-1, FB-PF-410A.2, FB-AG401A.1

While packaging helps to reduce food waste in the process by maintaining the safety and quality of our products for a prolonged period, the packaging waste is directly responsible for a number of broad environmental issues including overcrowded landfills, GHG emissions and litter pollution.

This creates a unique challenge for our industry to develop sustainable solutions taking both food waste and material efficiency into consideration. We work closely with our R&D teams and the wider industry to develop packaging solutions that reduce use of materials and allow end-users to reuse or recycle the materials.

OUR TARGETS	2022 PERFORMANCE
<ul style="list-style-type: none"> <li>IMPROVE MATERIAL EFFICIENCY FOR PLASTIC TYPES including PET, HDPE and PP to reduce plastic consumption by 3,000 MT PER YEAR</li> </ul>	<ul style="list-style-type: none"> <li>REDUCED PLASTIC CONSUMPTION BY 3,318 MT IN 2022</li> </ul>
<ul style="list-style-type: none"> <li>Through YKA's "Sustainable Packaging 2025 Plan", YKA targets to <b>REDUCE THE USE OF PACKAGING MATERIALS BY 15,000 MT</b> from a 2020 baseline</li> </ul>	<ul style="list-style-type: none"> <li>As at the end of December 2022, YKA reduced packaging waste by <b>6,419 MT</b>, more than <b>40%</b> of its target</li> </ul>
<ul style="list-style-type: none"> <li>100% OF GOODMAN FIELDER'S PACKAGING MATERIALS TO BE SUSTAINABLE. In the interim, we target 100% of packaging to be reusable, recyclable or compostable by 2025 including:               <ul style="list-style-type: none"> <li>» Phasing out problematic and unnecessary single-use plastic packaging</li> <li>» Meeting the standards set out in the PREP, the ARL, or similar programmes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>OVER 94% OF GOODMAN FIELDER'S PACKAGING IS RECYCLABLE OR REUSABLE with projects identified to achieve 100%</li> </ul>

OUR APPROACH TO IMPROVING PACKAGING IS CENTRED AROUND THE FOLLOWING THREE OBJECTIVES:

**01**

REDUCING THE OVERALL AMOUNT OF MATERIALS USED

**02**

IMPROVING THE MATERIALS TO INCREASE SUSTAINABILITY

**03**

ENSURING THE MATERIALS ARE FROM SUSTAINABLE SOURCES

## OUR DATA-DRIVEN STRATEGY FOR SUSTAINABLE PACKAGING

In 2020, we launched a Global Packaging Data Questionnaire to collect and analyse data across our business units (BUs) to identify the most widely used types of plastic and high-priority countries and BUs where we should seek to increase material efficiency. Material efficiency refers to the amount of product packed in per MT of plastic.

The analysis revealed that Wilmar consumed approximately **330,000 MT** of plastic in 2020 with PET, HDPE and PP making up **80%** of our total plastic consumption. In order to reduce overall plastic consumption, we concentrate our efforts on **lightweighting**, focusing on these key materials plastics in countries where the material efficiency is low. Lightweighting is a packaging solution that involves redesigning packaging to use fewer materials while maintaining its functionality.

## INCREASING MATERIAL EFFICIENCY

Finding a compromise between reducing plastic packaging and ensuring product safety and quality remains a key challenge. Lightweight packaging is more prone to tears and collapse, especially across long distances and certain markets perceive heavier-weight packaging with higher quality products.

Therefore, we strive to balance these objectives through R&D and further research. Once we find this 'sweet spot', we plan to roll out our findings across the business, enabling us to generate greater returns on our plastic reduction in the future.

Despite the challenges, our lightweighting trials have shown promising results thus far. We have had success in lightweighting plastic bottles and pouches in several markets with no incidents of leakage during handling and transportation. While trials are still ongoing, COVID-19 has unfortunately delayed many of our projects.

## MATERIALS USED

In 2022, Wilmar used a total of **1,146,868 MT** of materials for packaging (plastic and non-plastic) across our business operations, of which **75%** were made from renewable materials.

## SUSTAINABLE PACKAGING ACTIVITIES

As local regulations and customer preferences are often distinct, each country drives its own packaging solutions and strategies for sustainable packaging. We have made significant progress with sustainable packaging across our businesses.



## Weight (MT) of materials used for packaging in 2022<sup>12</sup>



<sup>12</sup> The packaging volumes used cover primary, secondary and tertiary types of packaging.

## YKA'S PROGRESS

Through the "Sustainable Packaging 2025 Plan", YKA targets to reduce the use of packaging materials by **15,000 MT** compared against a 2020 baseline. Between 2021 and 2022, we carried out **28** initiatives aimed at lightweighting packaging, promoting the reuse and recycling of packaging materials and incorporate the use of recycled materials. As of December 2022, we reduced packaging waste by **6,419 MT**, more than **40%** of our target.

## PLASTIC

We actively engage with our supply chain partners to improve the integrity of our packaging which in turn reduces the amount of material needed to ensure the safety and quality of our products.

In 2022, together with ExxonMobil and other supply chain partners, we developed a polyethylene (PE) film that is 11% thinner than conventional PE film while maintaining strength and durability. This high-performance PE film, which has replaced conventional PE film in our rice grain packaging, has led to an annual reduction of **350 MT** of PE plastic used as well as **1,130 GJ** of energy and **40,000 MT** of water used upstream each year.

We also developed high-performance stretch film with our supply chain partners that reduced the amount of film used to wrap and secure pallets by 50%. Pilots in several of our factories have led to a reduction in **27 MT** of stretch film used each year. Following the success of these pilots, we plan to roll out this solution across our entire operations in 2023.

In addition to reducing the amount of plastic that we use, we are also committed to promoting the reuse and recycling of plastics. As such we use recycled materials in our feed raw material packaging representing **15,000 MT less** of plastic disposed and **36,000 MT less** of coal used upstream annually.



## GOODMAN FIELDER'S PROGRESS

Goodman Fielder's sustainable packaging framework focuses on three pillars: using less material in packaging and from more sustainable sources, achieving the best functionality with the least impact and to actively drive the circular economy for used packaging. In 2022, we made significant progress towards our sustainable packaging goals and are on track to meet our 2025 targets.

### PLASTIC

We overhaul our packaging to consume less plastic, increase recycled content and improve recyclability.

In New Zealand, we use **30%** recycled content HDPE plastic in our milk bottles, representing **250 MT** of recycled plastic used instead of virgin plastic each year. To ensure our milk bottles can be recycled, we also remove the white resin colouring from our bottles. In Australia, we launch a range of mayonnaise bottles and jars made with 100% locally-sourced recycled PET reducing our use of virgin PET by **380 MT** each year.



Goodman Fielder has made significant progress towards sustainable packaging goals by using less material in packaging and from more sustainable sources.



Across Australia and New Zealand, we have also converted all our bread tags from polystyrene plastic to cardboard. This change has led to a reduction in **300 million** items of plastic produced and **120 MT** of polystyrene plastic used each year. To ensure we keep our plastic bags and packaging out of landfills, Goodman Fielder and New Zealand Sugar are part

of the New Zealand Soft Plastic Recycling Scheme of which Goodman Fielder is a founding partner. The programme provides logistic solutions to facilitate the collection and recycling of soft plastics. In 2022, we helped facilitate the collection of **6.7 MT** of soft plastic, equivalent to more than one million units of bread bags and dairy wraps.



### PAPER

We use more than **80%** recycled content in our cardboard shipping boxes. This is a significant achievement for us as shipping boxes represent a significant portion of Goodman Fielder's overall packaging consumption.

*We overhaul our packaging to consume less plastic, increase recycled content and improve recyclability.*

# LOOKING AFTER PEOPLE AND COMMUNITIES



**24%**  
women of total global employee headcount

**100%**  
OF OUR OIL PALM PLANTATIONS

in Indonesia, Malaysia, Nigeria and Ghana have Women's Working Groups (WoW) or Gender Committees

**27%**  
OF MANAGEMENT POSITIONS ARE HELD BY WOMEN

**ADOPTED AN UPDATED BOARD DIVERSITY POLICY**

## DIVERSITY AND INCLUSION



## TALENT MANAGEMENT

**>US\$3.76** MILLION  
INVESTED ON EMPLOYEE TRAINING AND DEVELOPMENT

**15 HOURS**  
AVERAGE AMOUNT OF TRAINING TIME PER EMPLOYEE



## EMPLOYEE HEALTH, SAFETY AND WELL-BEING

LTIR REDUCED BY APPROXIMATELY  
**18.7%**  
FROM 0.75 IN 2021 TO 0.61 IN 2022

**80%**  
INCREASE IN ACTIVE USERS FOR THE LEARNING MANAGEMENT SYSTEMS FOR SAFETY AND HEALTH

**117,093**  
cases of near misses and hazards disclosed in 2020-2022.

**ACHIEVED A CLOSURE RATE OF**

**99%** for all these cases



## HUMAN RIGHTS AND LABOUR STANDARDS

**97%**  
of our eligible employees worldwide are covered by  
**COLLECTIVE BARGAINING AGREEMENTS**

**100%**  
OF OUR EMPLOYEES AND CONTRACTORS ARE ASSESSED  
to ensure that they are paid a living wage

BUILT SCHOOLS AND CRÈCHES AT  
**100%**  
of our oil palm plantations

**89.5%**  
CHILDREN AT OUR PLANTATIONS SUPPORTED IN THEIR EDUCATION



## ECONOMIC AND COMMUNITY CONTRIBUTION



**>US\$24.54** MILLION  
CONTRIBUTED TO COMMUNITY INVESTMENT AND PHILANTHROPIC ACTIVITIES



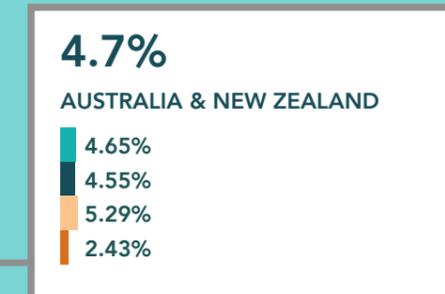
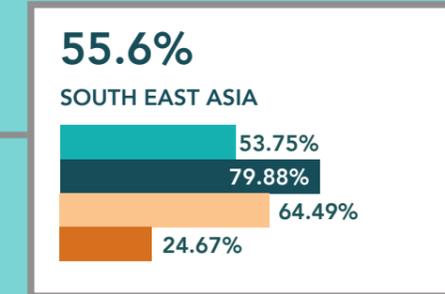
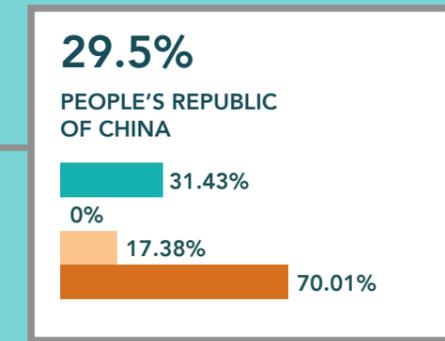
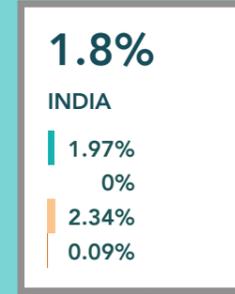
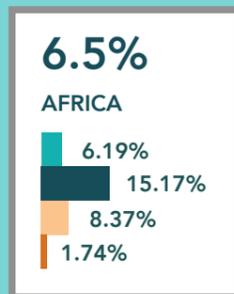
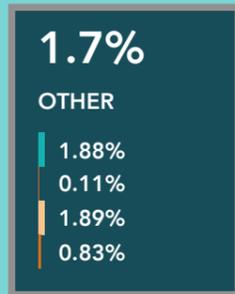


**LEGEND** ■ FULL TIME ■ PART-TIME ■ PERMANENT ■ TEMPORARY ♂ MALE ♀ FEMALE

**METHODOLOGY FOR COMPILING DATA:**

Numbers are converted from headcount into percentage and represents our workforce at the end of this reporting period. There has been no observed significant fluctuation in the number of employees between 2021 and 2022 beyond the seasonal employees engaged as temporary workers during harvest seasons.

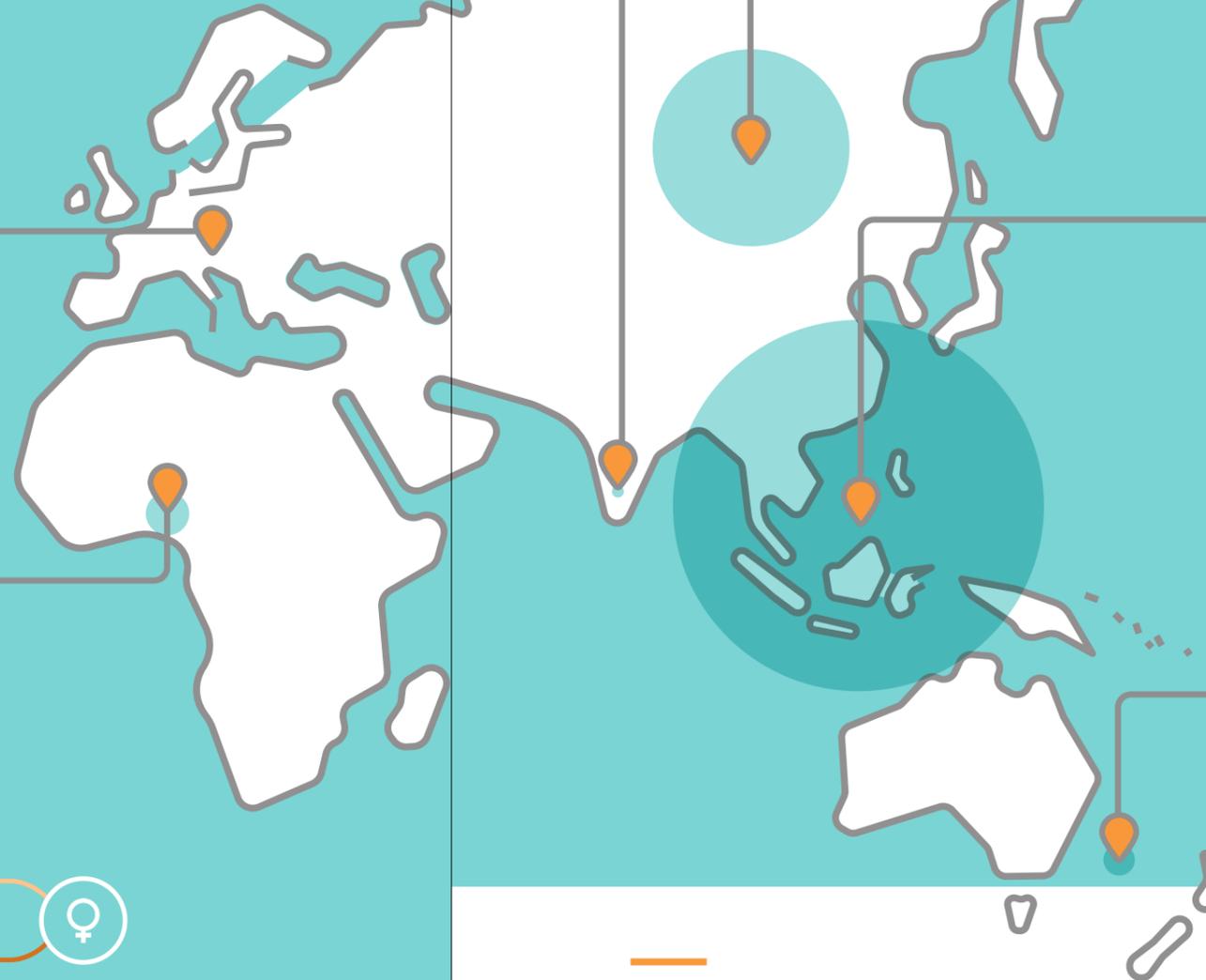
**Overall breakdown of employees by region**



**Breakdown of permanent and temporary employees, by gender in 2022**



**Breakdown of full-time and part-time employees, by gender in 2022**



**TEMPORARY WORKERS**

2-8

Wilmar does not engage any non-guaranteed hours employees but hires temporary workers as they play an important role in fulfilling seasonal harvest needs or specialist timebound tasks in our upstream plantations.

When sugarcane is in season, our sugar business hires temporary workers to meet the increased workforce needs in our sugarcane plantations and mills. In an effort to provide more work opportunities for our temporary workers, our sugar business has conducted

trial initiatives with industries that have a complementary season. However, most of the temporary workers in our sugar operations have their own plantations to tend to or prefer to be on temporary contract employment, thus the initiative did not work out. Some of our temporary workers in our Indonesia palm oil operations are smallholders or small-scale entrepreneurs who also prefer the flexibility offered by temporary work arrangements.

## RECRUITING, DEVELOPING AND RETAINING TALENT

### INITIATIVES TO RECRUIT AND DEVELOP OUR WORKFORCE

As of December 2022, **77%** of our workforce benefit from permanent employment status, with **23%** employed as temporary or fixed-term workers. We also continue to strive to recruit highly qualified candidates across our global labour force.

In 2022, the Group's permanent staff grew by **3.5%** in Indonesia, **5.1%** in Malaysia, **3.8%** in China and **2.4%** in Ghana. Our success can be attributed to some of the following commitments:

<p><b>E-RECRUITMENT SYSTEM:</b></p> <p>Our e-recruitment system established in 2021 has enabled greater inclusivity, providing candidates with opportunities to apply for jobs, participate in interviews, complete tests and attend job fairs virtually.</p>	
<p><b>CREATING MORE INTERNAL OPPORTUNITIES:</b></p> <p>The management in Malaysia has replaced most of the contracted positions supplied by third-party agencies with permanent roles within the company. This allows us to offer better job opportunities, reduce our dependence on subcontractors, reduce turnover and better manage our skilled workforce.</p> <p>To inspire the next generation of employees, many of our markets offer different programmes to candidates at the start of their career, from internships and graduate programmes to apprenticeships and traineeships. We have also established several training academies to identify and nurture talent.</p>	 

### COMPENSATION AND BENEFITS

401-2

As we continue to grow and evolve, we also look to build an organisation that brings together experiences and backgrounds as diverse as the customer base we serve. For more information on how we are implementing this, see [Diversity and Inclusion](#) section.

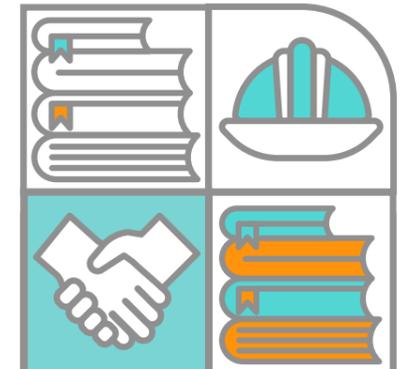
 <p><b>ALL EMPLOYEES GLOBALLY</b> <i>(regardless of full-time or part-time)</i></p>	<p><b>RECEIVE:</b></p> <ul style="list-style-type: none"> <li>Life insurance</li> <li>Disability and invalidity coverage</li> </ul>	 <p><b>PERMANENT EMPLOYEES</b> <i>(regardless of full-time or part-time)</i></p>	<p><b>RECEIVE:</b></p> <ul style="list-style-type: none"> <li>Life insurance</li> <li>Disability and invalidity coverage</li> <li>Healthcare leave</li> <li>Parental leave</li> <li>Retirement provisions</li> </ul>
--	---	---	--

## TRAINING AND DEVELOPMENT

404-1, 404-2, 404-3

We recognise that an organisation's ability to learn can be a significant competitive advantage. We are committed to upgrading and developing the skillset of our workforce and consistently provide relevant training and development opportunities. Through this, we believe it can help our employees be engaged and up-to-date with key know-hows to execute their duties while also helping them reach their career aspirations.

Some of our training programmes include:



  	<p><b>CUSTOMISED TRAINING IN CHINA</b></p> <p>Training between one to six months is conducted for all levels of employees, with additional specialist training tracks of two to three days for new managers, newly promoted managers, sales managers and other groups. To facilitate internal knowledge transfers, some of the courses were taught by directors or deputy directors with career mentors aiding the training. The training has been effective in increasing our talent pool. In 2022, the training enabled promotions of employees to qualified managers and for people to be posted to new projects across the country to contribute as leaders and department managers.</p>	<p><b>US\$3.76</b> MILLION <b>SPENT ON TRAINING AND DEVELOPMENT IN 2022</b> <i>(approximately US\$33.50 per employee)</i></p>
		<p><b>15 HOURS</b> <b>AVERAGE AMOUNT OF TRAINING TIME PER EMPLOYEE</b></p>

<p><b>70-20-10 TRAINING MODEL IN VIETNAM</b></p> <p>Following this model, <b>70%</b> of training is through "learning by doing", <b>20%</b> is from mentor guidance and self-learning and <b>10%</b> is learning through training activities such as online courses and conferences. To meet our employees' training and development aspirations and to achieve the 10% target, we provide online and offline courses on topics ranging from persuasive communication to project management. We also launched a competency-based training series for our marketing supervisors working in the field. We continue to pilot and roll out further internal virtual training.</p>	 
---	--

 	<p><b>TRAINING PROGRAMMES IN MALAYSIA</b></p> <p>To promote a more conducive working and living environment, training initiatives for our employees in the plantations and mills focus on raising awareness of environmental protection and reducing environmental pollution.</p>
--	---

### E-LEARNING PLATFORM

E-learning is invaluable in enabling inclusivity and access to training and development. It is also a tool that has enabled us to continue developing our people during the COVID-19 pandemic. We continue to leverage e-learning, developing more e-learning courses for different employee levels that complement formal training, mentoring and on-the-job technical training.

In 2021, we also implemented a new online learning management system, Litmos, where a wide range of topics including leadership development, communication skills and technical training have been made available.

In addition, we acknowledge the importance of ensuring that our workers' performance and career development needs are well-recognised. Employees receive a formal performance review which allows development opportunities and relevant training to be identified, in line with the individual's areas of responsibility and career aspirations.

In 2022, 81% of our total workforce received performance and career development reviews.

“  
E-learning is invaluable in enabling inclusivity and access to training and development.  
”



**81%**

OF OUR TOTAL WORKFORCE RECEIVED PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

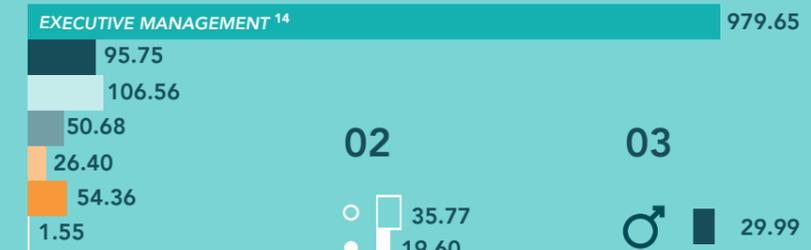


Through Wilmar's new online learning management system, Litmos, a wide range of topics including leadership development, communication skills and technical training have been made available.



### Average amount spent on training and development<sup>13</sup> (US\$)

01



02



03



### LEGEND

01 BY EMPLOYEE CATEGORY

- EXECUTIVE MANAGEMENT
- SENIOR MANAGEMENT
- MIDDLE MANAGEMENT
- JUNIOR MANAGEMENT
- NON-MANAGEMENT
- FACTORY WORKERS
- PLANTATION WORKERS

02 BY AGE

- <30 YEARS OLD
- 30-50 YEARS OLD
- >50 YEARS OLD

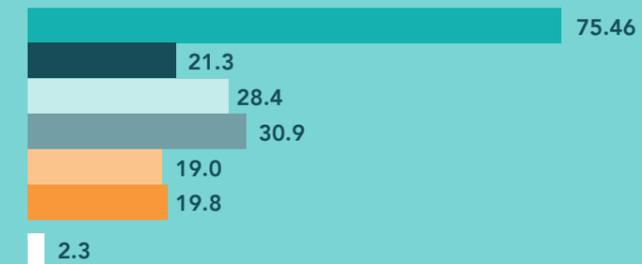
03 BY GENDER

- MALE
- FEMALE



### Average hours of training per employee (hours)

01



02

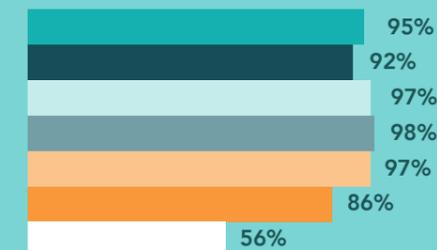


03



### Percentage of employees that receive performance and career development reviews

01



03



<sup>13</sup> Data excludes the USA due to legal restrictions in providing a breakdown of the data.

<sup>14</sup> The Group spent a larger proportion on training projects for Executive Management employees as several training projects were rolled out in our China operations to support the strategy and development needs of the business.

## RETAINING TALENT

To retain talent, we offer our people a wide range of internal opportunities so they can grow. As a company with large operations across the globe, we are able to offer attractive options for employees to gain exposure to different aspects of our business, from 'plantation to plate' and to different parts of the world, from Asia to Africa. Mature workers bring a wealth of experience. To retain employees who are nearing retirement, we provide various options including conversion to part-time employment and flexible work arrangements, should they require it.

We also provide gratuity payments to long-service employees who have contributed significantly to Wilmar's performance. These payments go beyond legal requirements and take into account the employee's length of service and performance.

In 2022, **21%** of our open positions were filled by internal candidates. Senior leadership and human resources work closely together on succession planning for key positions, evaluating bench strength and future potential.

## TRACKING EMPLOYEE ENGAGEMENT

To build an active and engaged workforce and foster an open feedback culture, Wilmar's respective country operations regularly conduct employee engagement surveys. The survey is aimed at capturing our employees' feedback and level of engagement. Survey responses complement our proactive efforts to optimise areas for improvement within the business practice and provide an effective avenue for us to understand and address critical feedback.

In 2022, the surveys covered approximately 32% of the workforce, of which **98%** responded that they are "actively engaged", "engaged" or "somewhat engaged".

We believe our talent strategy has led Wilmar to maintain a high tenure amongst employees, averaging over 10 years. Total employee turnover rate in 2022 was **13%** and the voluntary employee turnover rate was **9%**. Our total new employee hire rate in 2022 was **11%**.



### LEGEND

#### 01 BY EMPLOYEE CATEGORY

- EXECUTIVE MANAGEMENT
- SENIOR MANAGEMENT
- MIDDLE MANAGEMENT
- JUNIOR MANAGEMENT
- NON-MANAGEMENT
- FACTORY WORKERS
- PLANTATION WORKERS

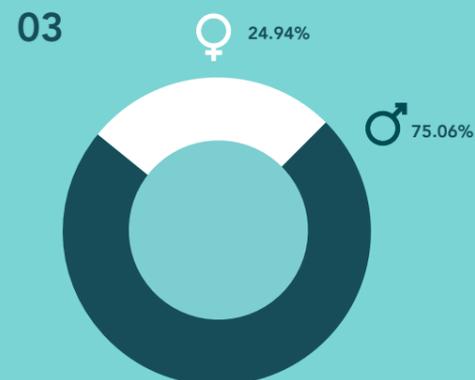
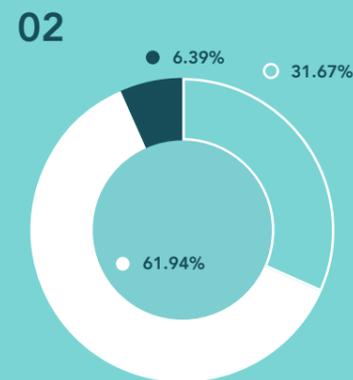
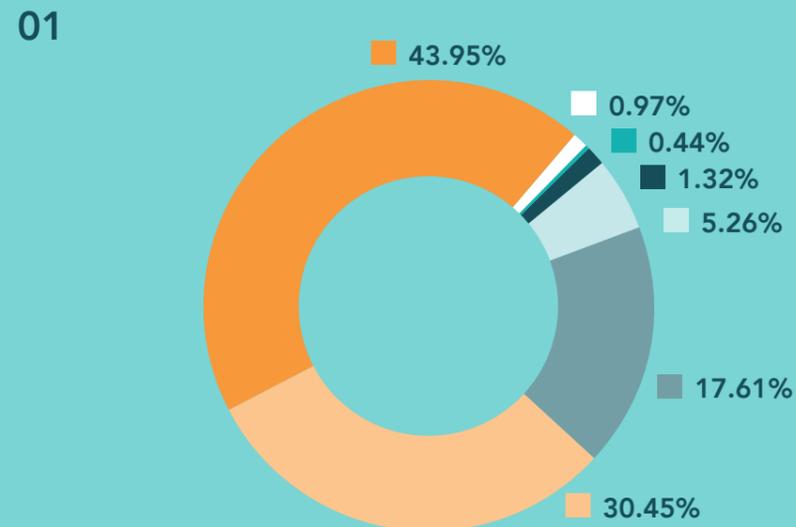
#### 02 BY AGE

- <30 YEARS OLD
- 30-50 YEARS OLD
- >50 YEARS OLD

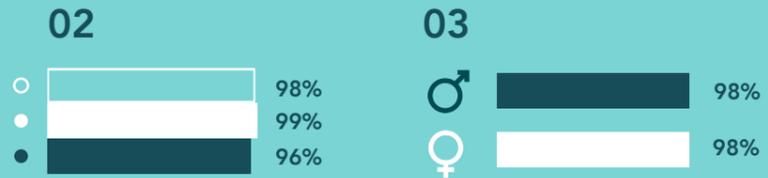
#### 03 BY GENDER

- MALE
- FEMALE

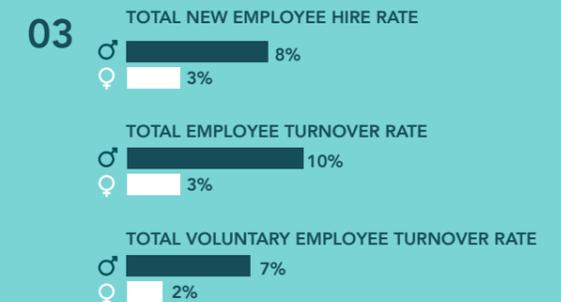
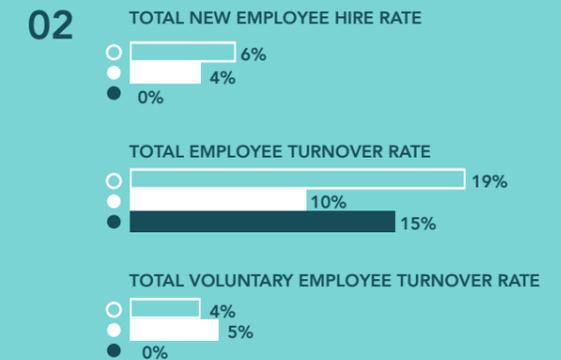
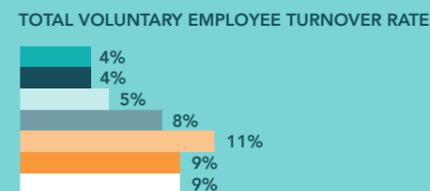
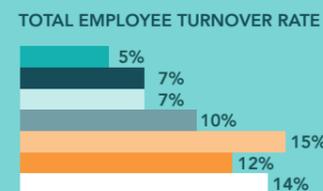
### Proportion of open positions filled by internal candidates<sup>15</sup>



### Proportion of employees who responded that they feel engaged in engagement survey<sup>16</sup>



### New employee hires and voluntary turnover rates



<sup>15</sup> Data excludes the USA due to legal restrictions in providing a breakdown of the data

<sup>16</sup> Data excludes South Africa as number of employees engaged were not tracked



## HUMAN RIGHTS AND LABOUR STANDARDS

3-3

We uphold the commitment of protecting human rights and labour standards of our workers and our communities, believing in the universal recognition of the inherent dignity of every individual.

As a multinational company operating across borders, we employ people from different nationalities and interact with a wide range of cultures. We therefore place significant importance on protecting human rights.











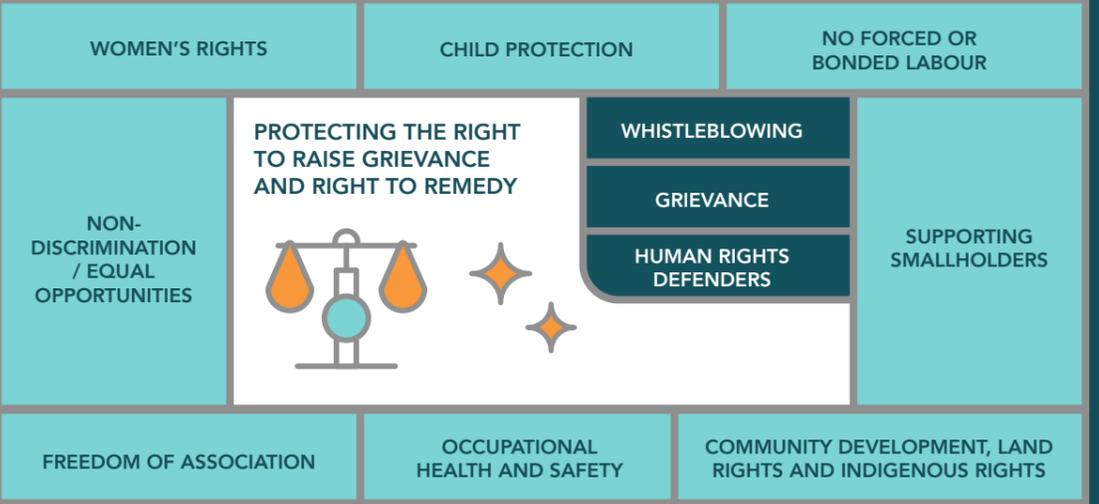







OUR TARGETS	2022 PERFORMANCE
<ul style="list-style-type: none"> <li>• <b>PROVIDE ALL PALM OIL WORKERS WITH ACCOMMODATION CHOICES</b></li> <li>» <b>Nigeria: by 2025</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>38%</b> of permanent workers are provided housing in Nigeria</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure all employees and contractors are <b>PAID AT LEAST THE APPLICABLE LOCAL MINIMUM WAGE</b> in line with legal regulations and <b>LOCAL LIVING WAGES</b>, where available</li> </ul>	<ul style="list-style-type: none"> <li>• <b>ASSESSED 100% OF OUR EMPLOYEES AND CONTRACTORS</b> to ensure that they are paid a living wage</li> </ul>
<ul style="list-style-type: none"> <li>• <b>ASSESS OUR SUPPLIERS</b> by using our Supplier Reporting Tool (SRT) to determine if they are paying their employees and contractors a living wage</li> </ul>	<ul style="list-style-type: none"> <li>• <b>ENGAGED 100% OF OUR SUPPLIERS</b> who are part of the SRT programme, to determine if they are paying their employees and contractors a living wage</li> </ul>
<ul style="list-style-type: none"> <li>• <b>PROTECT AND SAFEGUARD THE RIGHTS OF CHILDREN</b> throughout our operations by supporting children's education and having zero tolerance for child labour or exploitation</li> </ul>	<ul style="list-style-type: none"> <li>• <b>BUILT SCHOOLS AND CRÈCHES</b> in all of our oil palm plantations</li> <li>• In 2022, we supported <b>12,093 CHILDREN</b> of compulsory school-going age (<b>89.5%*</b> of children in our plantations) in their education</li> </ul> <p><small>*EY has performed limited assurance procedures on these figures.</small></p>

### OUR KEY FOCUS AREAS FOR HUMAN RIGHTS



We are committed to respecting human and labour rights, as set out in the United Nations (UN) Universal Declaration of Human Rights, UN Guiding Principles on Business and Human Rights Framework (UNGPs) and International Labour Organisation (ILO) Core Conventions on labour standards. Our objective is to ensure that this applies to all parties or individuals throughout our value chain. Wilmar is also a signatory of the UN Global Compact. In addition, we are committed to implementing the UN Guiding Principles on Business and Human Rights.

Our **Human Rights Framework** was developed with reference to the UNGPs. It brings together all of Wilmar's relevant policies on human rights and provides detailed instructions on the practical implementation of all principles. We outline a number of policies and procedures including due diligence mechanisms for identifying, preventing, mitigating and accounting for our impacts on human rights, including remediating any adverse impacts.

### HUMAN RIGHTS POLICY

This policy sets out our commitment to respecting human rights across all Wilmar subsidiaries and associates, including suppliers and contractors. It focuses on the rights we have identified as the most pertinent, broadly classified into two areas:

- labour rights
- indigenous and local community rights

Our Human Rights Policy also outlines the internationally recognised standards and internal policies that guide our approach.



### NDPE POLICY

This policy complements our Human Rights Policy by stipulating our commitment to "No Exploitation" by respecting, protecting and upholding human rights across our operations.



### GRIEVANCE PROCEDURE AND WHISTLEBLOWING POLICY

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



### NO EXPLOITATION PROTOCOL

The protocol for our third-party suppliers to support our Grievance Procedure in addressing breaches related to the "No Exploitation" component of our NDPE Policy.



### CHILD PROTECTION POLICY

This policy outlines our commitment to ensuring the rights and protection of children, particularly on child labour, which also extends to our subsidiaries, joint ventures and third-party suppliers.

The accompanying **Child Protection Policy Implementation Manual** further details the policies, procedures and remedial actions that we have in place to protect children. The manual was developed to guide and support Wilmar's suppliers and contractors in adhering to our Child Protection Policy



### WOMEN'S CHARTER

This charter sets out the five core areas we focus on to ensure a fairer and more inclusive workplace for women, including protection from sexual harassment and violence, non-discriminatory, fair and equal opportunities at work, female health, continuous education and family life.



### HUMAN RIGHTS DEFENDERS' POLICY

This policy sets out our commitment to protecting and respecting the rights of individuals and/or organisations who act to promote or protect human rights across all our operations, including all Wilmar subsidiaries, joint ventures and third-party suppliers.



We actively participate in partnerships and multi-stakeholder platforms that promote and support the protection of human rights. These include consulting with human rights experts and CSOs to ensure we keep abreast of the latest developments and seek feedback on our approach and progress. We also strive to build capacity on human rights issues in our supply chain and develop supporting tools and guidelines to assist our suppliers to better understand and implement human rights programmes.

### RESPECTING LABOUR RIGHTS

We are committed to respecting the labour rights of all workers according to local, national and ratified international laws and ensuring fair working conditions in accordance with international best practices where legal frameworks are not yet in place. We are guided by our Human Rights Framework, Human Rights Policy, as well as other Wilmar policies.



## TACKLING ROOT CAUSES OF LABOUR ISSUES IN OIL PALM PLANTATIONS

To better understand the systemic labour and human rights risks that could occur in our Indonesian oil palm plantations, Wilmar has been working with our technical partner and labour rights expert, Verité, since 2017. This partnership focuses on identifying the possible root causes of child labour, the link between work and pay practices and emerging labour issues.

### OUR APPROACH INCLUDES:

 <p><b>ON-THE-GROUND ASSESSMENT</b></p> <p>Through an initial 12-month programme at PT. Daya Labuhan Indah and PT. Perkebunan Milano in North Sumatra, Verité conducted on-the-ground assessments with the aim of building internal processes and competencies and developing sustainable solutions to recurring labour rights issues.</p>	 <p><b>STRATEGY</b></p> <p>Following these assessments, we implemented a three-year strategy to enhance our systems. This strategy was reviewed in 2020 with our teams at PT. Daya Labuhan Indah and PT. Perkebunan Milano, making significant progress in addressing a number of issues. Verité will carry out the final ground verification in Q2 2023.</p>
 <p><b>TRAINING</b></p> <p>Training was provided to address the issues identified by Verité in their initial assessment and raise labour standards in our palm oil operations in Indonesia. Pending the roll-out of the programme, we plan to conduct similar trainings for high-level management across all our Indonesian operations, including Kalimantan.</p>	 <p><b>ROLL OUT TO ALL INDONESIAN OPERATIONS</b></p> <p>We aimed to launch the same programme throughout our Indonesian operations, including Kalimantan, but unfortunately this was delayed due to the COVID-19 pandemic.</p>

## LIVING WAGE

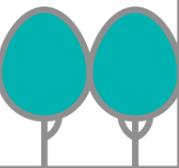
Wilmar is committed to assessing and ensuring that all our employees, contractors and suppliers are paid a living wage. Our assessments are based on available living wage frameworks for the countries and regions we operate in, including the Global Living Wage Coalition, Wage Indicator Foundation, MIT Living Wage Calculator and RSPO Living Wage Benchmark.

We similarly assess that our suppliers pay all their workers including contractors' workers a living wage via our SRT. In countries and regions where universal benchmarks on what is considered a living wage are not

available, our assessments focus on ensuring workers in our supply chain are paid at least minimum wage and have access to benefits such as non-mandatory savings schemes, healthcare, childcare and housing. For more information on the SRT and initiatives to ensure the payment of a living wage, please refer to our [Palm NDPE Implementation Annual Report 2022](#).

We also provide free housing, facilities and benefits for employees who choose to stay on site at our oil palm plantations in remote areas.

Free housing and facilities in Sapi Oil Palm Plantation, Sabah




In 2022, we assessed **100%** of our employees and contractors and ensured that they are paid a living wage. We have also engaged **100%** of our suppliers who are part of the SRT programme to determine if they are paying their employees and contractors a living wage.

## HUMAN TRAFFICKING AND FORCED LABOUR

409-1

Wilmar prohibits all forms of forced, trafficked or bonded labour within our operations and supply chain. We do not retain identification documents nor personal belongings of employees and workers without their consent. Secure lockers are provided for workers to store their identification documents and are accessible without restrictions.

Since launching our NDPE Policy in 2013, we have committed to ensuring ethical recruitment and zero recruitment fees extending from our "No Exploitation of People and Local Communities" commitment. In Malaysia and Indonesia, we recruit workers directly to mitigate the risk of human trafficking and forced labour in our palm oil operations. All recruitment fees and related costs are also borne by us. This commitment minimises the risk of forced labour occurring through contract misrepresentation and debt bondage brought about by excessive recruitment fees charged by

agents – a common problem in the agricultural sector, especially when hiring foreign workers are involved. In cases where we use recruitment agencies, it is only to support our documentation processes, only licensed and authorised agents will be utilised for such cases. In Nigeria and Ghana, we limit the use of contracted agents for logistical and administrative purposes only. To prevent the risk of exploitation, all salaries and remuneration are transacted directly between Wilmar and the workers.

We conduct regular internal audits including evaluations of human rights and labour practices throughout our upstream and downstream operations. These audits play a vital role in ensuring fundamental internal controls on compliance activities operate effectively and validating the effectiveness of ESG-related controls and activities to help us manage those risks and foster resilience.

### MODERN SLAVERY

As part of our commitment to transparency and disclosure, we report annually on our efforts to address issues of modern slavery in accordance with the United Kingdom (UK) and Australian Modern Slavery Acts. Our UK Modern Slavery Act Transparency Statement and Modern Slavery Statement under the Australian Modern Slavery Act 2018 can be found on our [website](#) and the [Australian Government's Online Register for Modern Slavery Statements](#), respectively.



More information on our partnerships and platforms can be read in our

**PALM NDPE IMPLEMENTATION REPORT 2022**

### COLLECTIVE BARGAINING

2-30, 407-1

Wilmar respects employees' freedom of association. All employees have the right to form and join unions of their choice and to bargain collectively to negotiate work relations effectively, so that both employers and workers have an equal voice in negotiations and that the outcome is fair and equitable. Where the right to freedom of association and collective bargaining are restricted under law, the employer facilitates parallel means of independent and free association and bargaining for all such personnel. As at end December 2022, 97% of our eligible employees worldwide are covered by collective bargaining agreements.

The forms of collective bargaining differ from country-to-country depending on local situations and legislation, as shown in the map here.

### NIGERIA

All permanent staff and management are eligible for union membership. However, under local legislation, Section 3.3 and 4 of the Nigerian Trade Union Act, managerial staff are precluded from union membership to prevent conflict of interest.

### CHINA

Our trade unions in China receive and review proposals from employees and meet with employee representatives annually. Approved proposals are adopted in a timely manner and handling processes made public. In cases where proposals are not approved, we engage with our employees to discuss the reasons or address concerns.

### MALAYSIA

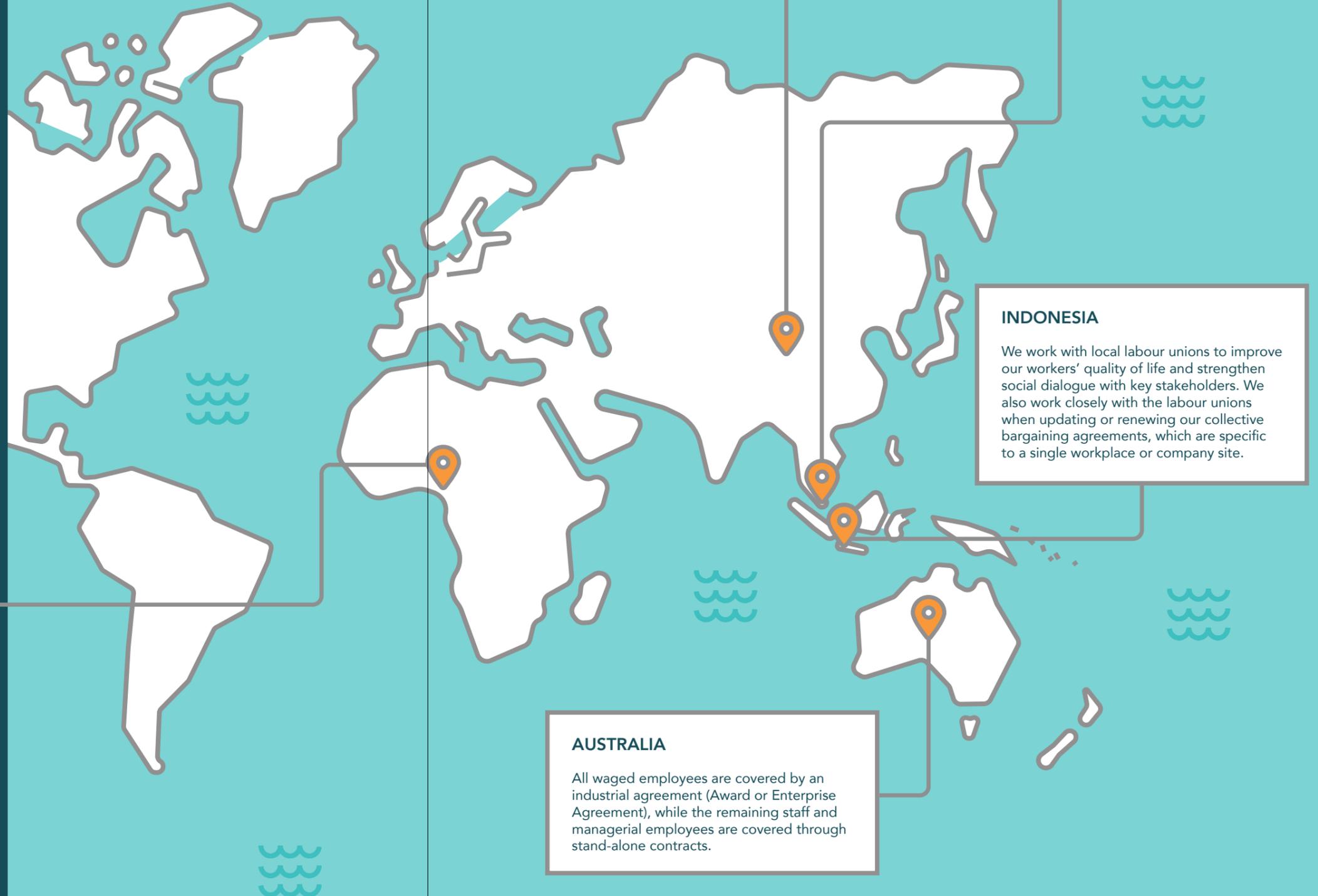
Where there is no formal workers union present, we have established social and welfare committees in all our plantations for workers to raise and address topics or concerns related to their working or living environment.

### INDONESIA

We work with local labour unions to improve our workers' quality of life and strengthen social dialogue with key stakeholders. We also work closely with the labour unions when updating or renewing our collective bargaining agreements, which are specific to a single workplace or company site.

### AUSTRALIA

All waged employees are covered by an industrial agreement (Award or Enterprise Agreement), while the remaining staff and managerial employees are covered through stand-alone contracts.



## CHILDREN'S RIGHTS AND SAFETY

408-1

We are committed to protecting and safeguarding the rights and safety of children. Wilmar does not tolerate any form of child labour, exploitation or abuse. While we assess and monitor our entire operations with regard to children's rights and safety, we pay close attention to our upstream oil palm plantations, where risks to children's rights and safety are the greatest.

### ENSURING CHILD SAFETY

Child safety is a significant concern in our upstream palm operations. Many children live with their parents in workers' housing and attend schools and crèches located in close proximity to our plantations which are exposed to inherent hazards.

assessments across our upstream palm operations in Indonesia, Malaysia, Nigeria and Ghana. These assessments help us identify and record any potential risks to children, if these risks are recurring issues and what programmes or interventions are being put in place to improve overall child safety.

The Sustainability Department, independent of our plantation operations, carries out annual child safety

#### WE CONTINUE TO CARRY OUT ASSESSMENTS TO:



##### REPORT ON MEASURES

aimed at creating a safer environment for children and infants



##### RAISE AWARENESS

and protect the health and safety of those living in our plantations



##### SUPPORT THE WELFARE

of children impacted by the death of a parent or guardian



More information on the care of family life and welfare can be read in this section:

##### DIVERSITY AND INCLUSION

Our Occupational Health and Safety initiatives and progress can be read in this section:

##### EMPLOYEE HEALTH, SAFETY AND WELL-BEING

### EDUCATION AS A SOLUTION TO CHILD LABOUR

Providing children with access to education is an important part of our strategy towards eliminating child labour. We build schools in all our oil palm plantations for our employees' children to attend.

In 2022, Wilmar supported **12,093 (89.5%#)** children of compulsory school age in our oil palm plantations in their education. We monitor these figures through a census at each plantation.

We also operate **154 crèches** across our palm plantation operations. As of December 2022, **4,091 children**, from newborns to four-year-olds, of Wilmar employees benefitted from the crèches. In an effort to increase access to education across the communities where we operate, we also build and support schools in underprivileged regions and fund scholarships for deserving students.



**12,093** CHILDREN SUPPORTED BY WILMAR IN THEIR EDUCATION

**4,091** CHILDREN OF WILMAR EMPLOYEES BENEFITED FROM CRÈCHES

#EY has performed limited assurance procedures on these figures.

### CHILD PROTECTION AND SAFEGUARDING IMPLEMENTATION MANUAL

As part of our commitment to address children's rights and safety in the palm oil industry, we worked with Business for Social Responsibility (BSR) and other consumer brand companies to develop and publish our **Child Protection and Safeguarding Implementation Manual**. The manual provides comprehensive and pragmatic guidance for our upstream palm oil operators to better understand the steps required to protect and safeguard children's rights.

To build capacity amongst our suppliers on bettering child protection within their operations, we organised a series of workshops to introduce our child protection policy and manual. In 2021, we began piloting the manual in selected oil palm plantations across selected supplier sites in Indonesia and Malaysia. The results of the pilot, which is still ongoing, will help us highlight areas of improvement and be used to further refine the manual. Key lessons learned will be shared with Wilmar's supply base in both countries.

Initially developed for the Indonesian context, we are also developing a manual suitable for the Malaysian context. We are currently finalising the manual and aim to launch it in 2023.

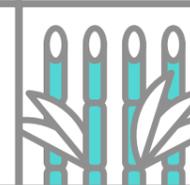


### CHILDREN IN PLANTATION (CIP) DIRECTORY

Children living in rural palm oil communities are vulnerable to a number of risks due to poverty, social exclusion and limited access to government services. To guide the sector in improving the health, safety and education of children living in or near plantations, the **Children in Plantation (CiP) Directory** was published in collaboration with Earthworm Foundation, Archer Daniels Midland Company (ADM) and other consumer brand companies. Directed towards supporting children in rural Malaysia, the directory was the first publication of its kind in the country. The directory provides guidance and resources on four priority areas: education, community engagement, birth registration and other child protection-related services for children and youth living in or near plantations.

### CHILD SAFETY EDUCATION PROGRAMME (CANE TRAIN)

Wilmar's child safety programme in Australia, CANE TRAIN, aims to raise awareness of safety regulations in sugar mills and refineries for children living and attending schools in surrounding areas. The programme outlines what sugar production looks like and how to stay safe in these surroundings. With the help of our CANE TRAIN mascot "Sam the Wilmar Sugar Train", children are taught the necessary precautions to stay safe and how to understand safety signs on display around the area.



More information on our education programmes can be read at this section:

### ECONOMIC AND COMMUNITY CONTRIBUTION

## INDIGENOUS AND LOCAL COMMUNITY RIGHTS

411-1

### ENSURING FREE, PRIOR AND INFORMED CONSENT (FPIC)

Wilmar is committed to respecting and upholding the legal and customary land tenure rights and the individual rights of indigenous and local communities in line with the United Nations Declaration on the Rights of Indigenous People, the HCSA toolkit and RSPO P&C.

We require FPIC from indigenous and local communities prior to any new planting to ensure local communities have clear and specific avenues to negotiate the conditions of any project. In land-related planning, participatory mapping involves affected communities and their representatives, relevant stakeholders and, where appropriate, supporting NGOs and independent experts. We will respond to any disputes or conflicts that arise in a timely and transparent manner following the steps stipulated in our Grievance Procedure and take action to remediate any adverse human rights impacts we have caused or contributed to. Further details on grievance raised can be found on our [Sustainability Dashboard](#).

Wilmar also actively participates in the RSPO's Human Rights Working Group (HRWG) and co-chairs the FPIC sub-group within the HRWG. The HRWG seeks to ensure the implementation of the RSPO P&C relevant to the protection of human rights while the sub-group explores practical solutions relating to the application of FPIC within the sector. Where feasible, we seek to support food security in local communities by helping farmers grow other crops and establish food production businesses. For example, in Ghana, we allocate areas of land for our workers to grow vegetables and supervise them to ensure safe and responsible agrochemical use and that other safety protocols are followed. Through this initiative, we have helped increase food security for most of our workers, enabling them to farm a variety of vegetables close to home and live a healthier and more balanced lifestyle. This in turn has also increased workers' productivity on our plantations.

#### CASE STUDY

### CONFLICT RESOLUTION AT OUR OPERATIONS AT PASAMAN BARAT, WEST SUMATRA



In 2020, Wilmar and local communities in the Pasaman Barat district of West Sumatra, Indonesia, concluded a longstanding land dispute related to a land acquisition issue in the 1990s. The conflict reflects the complexity of land use and ownership rights in Indonesia as well as many of the underlying factors influencing land conflicts in this region.

Earthworm Foundation has supported Wilmar and the Maligi community to reach a resolution since 2018. Public reports were published by Earthworm Foundation detailing the resolution process and outcome, outlining our efforts to establish mutual trust and conducive discussion environments through intense consultation, dialogue and negotiation with the local people following the FPIC process in order to reach an agreement.

The success of this negotiation has helped us further develop procedures to improve the effectiveness of our grievance handling process. One important lesson gained from this engagement was the need to engage directly with communities on the ground to understand first-hand what their concerns and needs are. These efforts are in line with Wilmar's wider efforts such as the update of our NDPE Policy in 2019 and introduction of our "No Exploitation Protocol".

## OUR HUMAN RIGHTS DUE DILIGENCE (HRDD) APPROACH

The HRDD process is crucial for us as it provides a systematic approach to respecting human rights. We consider HRDD to be an ongoing process that regularly prompts us to evaluate our strategies and programmes. We also keep a close eye on legal changes and stakeholder demands to uphold our commitment to HRDD.

Our HRDD approach is aligned with the UNGPs on Business and Human Rights, which includes the following elements: policy commitment; assessment of human rights impacts (actual and potential); integration of findings; tracking performance; communication about how we address impacts; and implementing processes for remediation.

Outlined in the diagram below are the key components of this framework, which include but are not limited to the following activities:

## CAPACITY BUILDING

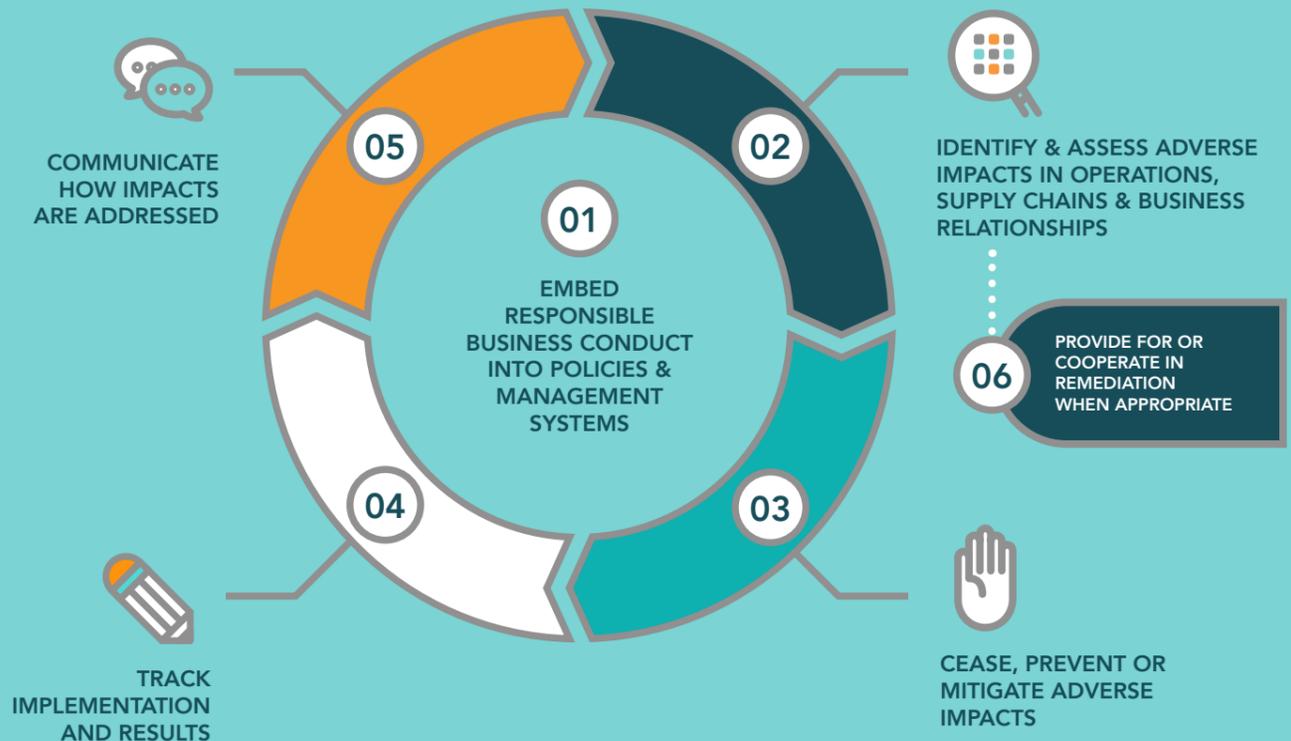
Providing human rights training for our employees and suppliers is an important component of our human rights commitment.

We provide regular training for our internal sustainability teams to help them stay abreast of new developments in the palm oil sector. Topics include FPIC, ethical recruitment audits and managing forced labour risks.

Suppliers may demonstrate compliance with our human rights commitments through our NDPE Policy, specifically our "No Exploitation" commitments. As such, we provide regular training on topics such as implementing our Child Protection Policy, improving labour practices in the palm oil industry and labour standards for specific regions. Since 2015, we have conducted more than 40 training sessions on human rights-related topics, with more than 600 suppliers participating globally.

### HUMAN RIGHTS DUE DILIGENCE (HRDD)

#### key components



(HRDD diagram sourced from <https://www.oecdguidelines.nl/oecd-guidelines/due-diligence>)

## OUR PERFORMANCE ON HUMAN RIGHTS

As an indication of our progress, evaluation by independent parties rated us as follows:

		<h3>#1 CORPORATE HUMAN RIGHTS BENCHMARK</h3> <p><b>RANKED FIRST IN THE EAST ASIA AND PACIFIC REGION AND SECOND GLOBALLY</b> in the 2022 <b>Corporate Human Rights Benchmark (CHRB)</b>. The CHRB ranks the top 500 globally listed companies across high risk sectors on their human rights policy, processes and performance.</p> <p>Despite updating their methodology and raising their standards in 2021, Wilmar's ranking improved from third in the East Asia and Pacific region and 27<sup>th</sup> globally in 2020.</p>
<h3>#1 GLOBAL CHILD FORUM</h3> <p><b>RANKED FIRST GLOBALLY</b> out of 310 companies assessed by <b>Global Child Forum</b>. Wilmar scored a <b>PERFECT 10</b> for our efforts in safeguarding children's rights and well-being, an increase from a previous score of 9.8 in 2021.</p> <p>Global Child Forum is the leading independent non-profit forum for children's rights.</p>		
		<h3>#10 KNOWTHECHAIN</h3> <p><b>RANKED 10<sup>TH</sup></b> out of 43 of the largest food and beverage companies in the 2020/21 <b>KnowTheChain</b> report.</p> <p>The independent report evaluates and scores 43 of the world's largest food and beverage companies based on policies and practices to address forced labour and human trafficking risks within supply chains.</p>



Wilmar was ranked first globally by Global Child Forum for our efforts in safeguarding children's rights and well-being.

# DIVERSITY AND INCLUSION

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

At Wilmar, we believe in creating a work environment that is diverse, non-discriminatory and provides equal opportunities.

With a diverse global workforce, Wilmar continues to benefit from new and unique perspectives that have helped us serve our wide range of customers and consumers.

By sharing and celebrating our similarities and differences, we can empower our employees to be their best self at work. In particular, given the context of the traditionally male-dominated industries we operate in, we understand and emphasise the importance of championing and supporting women in the workplace, recognising the crucial roles they play and enabling a fair and inclusive environment in which they can thrive.

OUR TARGETS	2022 PERFORMANCE
<ul style="list-style-type: none"> <li>• <b>MAINTAIN A DIVERSE AND INCLUSIVE WORKPLACE</b> in accordance with our Equal Opportunity Policy, Women's Charter and Sexual Harassment, Violence and Abuse, Reproductive Rights Policy</li> </ul>	<ul style="list-style-type: none"> <li>• <b>27%</b> of management positions are <b>HELD BY WOMEN</b>; female employees account for <b>24%</b> of our global Group headcount</li> <li>• <b>100%</b> of our oil palm plantations in Ghana, Indonesia, Malaysia and Nigeria have <b>WOMEN'S WORKING GROUPS (WoW) OR GENDER COMMITTEES</b></li> <li>• <b>EMPLOYS 85 EMPLOYEES WITH DISABILITIES</b> across our global operations, which accounts for <b>0.07%</b> of our total workforce</li> </ul>
<ul style="list-style-type: none"> <li>• <b>UPDATED BOARD DIVERSITY POLICY</b> with quantitative gender diversity targets of increasing female representation on the Board to 25% by 2025 and 30% by 2030</li> </ul>	<ul style="list-style-type: none"> <li>• <b>ADOPTED AN UPDATED BOARD DIVERSITY POLICY</b> which includes quantitative gender diversity targets of increasing female representation on the Board to 25% by 2025 and 30% by 2030</li> </ul>

## DIVERSITY AND INCLUSION IN THE WORKPLACE

At Wilmar, every Country Head and Business Head is accountable for ensuring that diverse and inclusive practices are implemented in our workplace. We have a number of policies supporting our approach.

### EQUAL OPPORTUNITY POLICY

Our **Equal Opportunity Policy** sets out our commitment to ensure all employees have the right to equal opportunities and treatment, regardless of race, colour, gender, age, social class, religion, sexual orientation, political views or disability. This commitment applies to all our Human Resources processes, including recruitment, promotions, training and development, and retirement.

### BOARD DIVERSITY POLICY

In line with recommendations made by the Singapore Council for Board Diversity and the new SGX listing rules of 1 January 2022, Wilmar has adopted an updated **Board Diversity Policy** which includes quantitative gender diversity targets of increasing female representation on the Board to 25% by 2025 and 30% by 2030. The policy continues to ensure that Directors are selected from a wide range of backgrounds with diverse skills, qualifications and relevant experience.

**i** More statistics and details on the diversity and balance in the Wilmar Board composition as of December 2022 can be found on [page 70](#) of our  **ANNUAL REPORT 2022**

## GENDER DIVERSITY IN OUR WORKFORCE

In 2022, **24%** of our total global employee headcount was female. Women also make up **27%** of all management positions. Regardless of gender, all employees and workers are paid equally based on their roles and experience. We recognise that our operations reside predominantly in traditionally male-dominated industries. As such, we are progressively working towards improving female representation at all levels of our workforce.



## PERSONS WITH DISABILITIES

Wilmar currently employs **85 employees** with disabilities across our global operations, which accounts for approximately **0.07%** of our total workforce. There was three turnover of employees with disabilities. In 2022, we had **16** new hires with disabilities.



## CASE STUDY

### PROVIDING JOB OPPORTUNITIES FOR PERSONS WITH DISABILITIES (PWD) IN CHINA



To meet Wilmar's needs for packaging materials, and in line with our dedication to alleviate employment issues for PWDs, Wilmar partnered with Shandong Yuanxin Lufeng Plastic Packaging to establish a packaging factory in Linyi. This packaging factory is positioned as a welfare enterprise and is dedicated to providing PWDs with employment opportunities. We are planning to hire more than **300 PWDs**, consisting of **170 current staff** from Yuanxin Lufeng Plastic Packaging and another **130 PWDs** from external recruitment.

The new packaging factory will provide free and high-quality accommodation for the new hires. Couples who are both disabled are eligible to live together in a separate apartment. The construction of the new facilities, including office buildings and staff housing, are in strict adherence to accessibility standards for the disabled. A rehabilitation centre will also be built to offer a variety of rehabilitation, entertainment and fitness facilities for employees to use.

i

## LEGEND

### 01 BY EMPLOYEE CATEGORY

- EXECUTIVE MANAGEMENT
- SENIOR MANAGEMENT
- MIDDLE MANAGEMENT
- JUNIOR MANAGEMENT
- NON-MANAGEMENT
- FACTORY WORKERS
- PLANTATION WORKERS
- ALL MANAGEMENT POSITIONS
- EXECUTIVE AND SENIOR MANAGEMENT POSITIONS (i.e. employees with a maximum of two levels away from the CEO)
- MANAGEMENT POSITIONS IN REVENUE-GENERATING FUNCTIONS

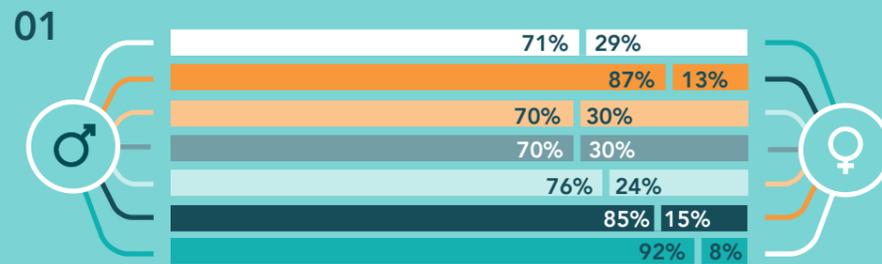
### 02 BY AGE

- <30 YEARS OLD
- 30-50 YEARS OLD
- >50 YEARS OLD

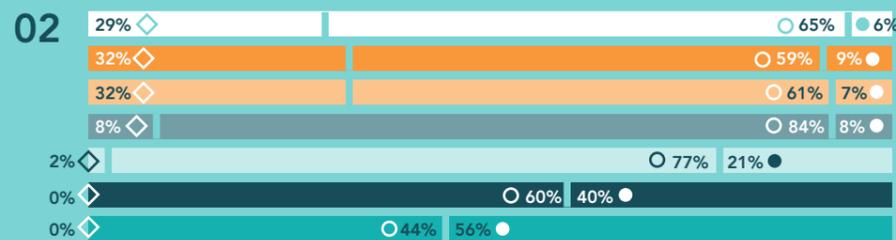
### 03 BY GENDER

- MALE
- FEMALE

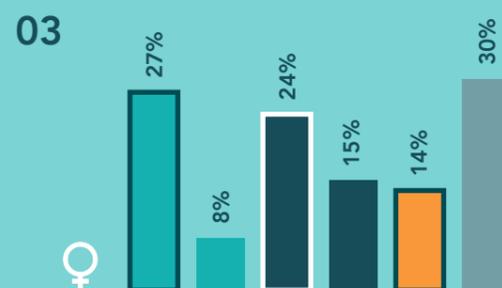
### Gender diversity by employee category



### Age diversity by employee category

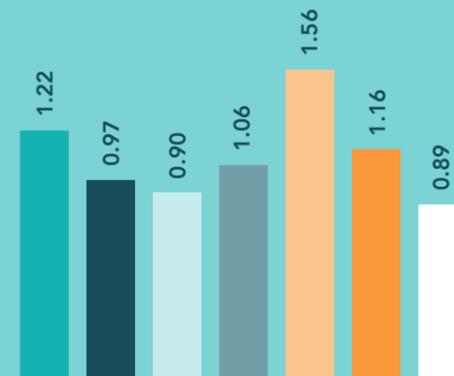


### Female representation in our workforce



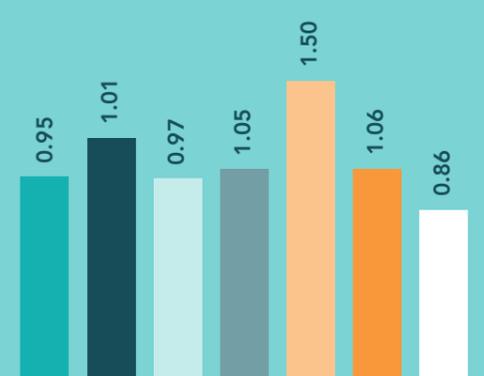
### Ratio of weighted average annual basic salary by employee category

RATIO FEMALE TO MALE



### Ratio of weighted average annual remuneration by employee category

RATIO FEMALE TO MALE



## PROTECTING WOMEN'S RIGHTS

Women are an important part of our workforce. Recognising that women have vulnerabilities and responsibilities, both in and outside the workplace, we are committed to providing the best possible means of support for them.

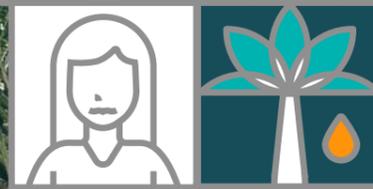
### WOMEN'S WORKING GROUPS AND GENDER COMMITTEES

We began establishing women's committees in our oil palm plantations in 2007, regardless of RSPO certification status. Since 2020, Women's Working Groups (WoW) or Gender Committees have been established in 100% of our oil palm plantations in Indonesia, Malaysia, Nigeria and Ghana and they play a critical role in helping to socialise our social-related policies. Prior to that, we formed the Women's Committee Steering Group in April 2019 to ensure consistency and alignment with the five key focus areas of the Wilmar Women's Charter.

### WILMAR'S WOMEN'S CHARTER

In 2019, Wilmar launched our **Women's Charter** which outlines our commitment to respecting women's rights and ensuring their welfare. A number of other policies, including our **Sexual Harassment, Violence and Abuse, and Reproductive Rights Policy** support our Women's Charter.

The Charter takes account of the fact that Wilmar employs people to work in diverse environments, including our plantations, mills and offices. The Charter applies to our operations globally and is implemented through various initiatives that are suited to specific local environments. The Charter is implemented in our upstream oil palm plantations through the local Women's Working Groups, which report directly to the plantation or mill management.



100%

OF OIL PALM PLANTATIONS IN INDONESIA, MALAYSIA, NIGERIA AND GHANA

have established WoW or Gender Committees

## WOMEN'S CHARTER

LAUNCHED IN 2019,

outlines our commitment to respecting women's rights and ensuring their welfare



## Five focus key areas of the Women's Charter

01

### PROTECTION AND CARE OF FEMALE HEALTH

Improving the health and well-being of women at our oil palm plantations is one of our key priorities. An area of focus for us is maternal health. Through the efforts of our WoWs, we have launched several initiatives in our plantations such as:

- **Training, group sessions and meetings** to raise awareness on topics including reproductive rights, birth control options and the importance of regular screenings for breast and cervical cancer
- **Equal access** to health services
- **Maternal health cards** that track women's prenatal health indicators



02

### CARE OF FAMILY LIFE AND WELFARE

To help women better care for their children and families, we support them with:

- **Training, group sessions and meetings:** Topics covered include childhood nutrition and awareness on child diseases like hand, foot and mouth disease
- **Childhood vaccinations:** To help mothers understand the importance of childhood vaccinations – for example, to prevent the disease polio – we carry out health-related campaigns in conjunction with local hospitals and local health authorities
- **Childcare:** Providing crèches are an important part of our efforts towards enhancing women's welfare as they provide a safe place for children to be looked after while their mothers go to work. To improve the safety of our crèches, we introduced crèche registration and attendance records for children. The crèche records provide general information on the child, such as attendance and vaccination history, which our crèches will use to ensure children receive all mandatory immunisation

#### CASE STUDY

### HANDBOOK ON BEST PRACTICES FOR THE PROTECTION OF CHILDREN IN PLANTATIONS



In Indonesia, we were engaged by the Indonesian Palm Oil Association (IPOA), the Ministry of Women and Children, Partnership for Action Against Child Labour and Agriculture Indonesia, UNICEF and other organisations, to provide input and perspectives on women workers and children rights. This led to the development of a **handbook for children's protection**. This handbook includes best practices on how to protect children and is distributed to all plantation companies in Indonesia who are IPOA members.

i

For more information on children's protection, see this section:

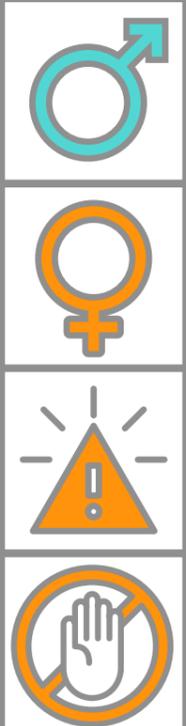
**HUMAN RIGHTS AND LABOUR STANDARDS**

### PROTECTION FROM SEXUAL HARASSMENT AND VIOLENCE

#### SEXUAL HARASSMENT REPORTING AND HANDLING PROCEDURES

We believe in the importance of having robust processes for the reporting and handling of cases on sexual harassment. WoWs and Gender Committees have been set up as channels to receive and investigate any sexual harassment-related cases. Since 2019, we have strengthened this process by providing capacity building to explain what constitutes sexual harassment, to avoid receiving reported cases that do not constitute sexual harassment - a problem our WoW teams had encountered in the past as they were tasked to investigate all reported cases. Examples of such cases include incidents where parents objecting to their adult children's consensual relationships or spouses raising cases of extra-marital affairs.

To ensure the protection of children against child sexual abuse, Wilmar also introduced an initiative that educates children on understanding the extent of child sexual abuse, grooming practices, and what constitutes safe and unsafe interactions. With prior engagement with parents on the programme, and using local languages and dialects, the training included songs and quizzes to allow children to participate effectively. This initiative is one way in which Wilmar upholds its **Child Protection Policy**. This programme is being extended to Wilmar's school partners in Malaysia in 2023. For more information on this initiative, refer to our **sustainability briefs**.



#### CASE STUDY

#### TRAINING ON GENDER-BASED VIOLENCE IN MALAYSIA AND INDONESIA



In 2021, we launched in Malaysia a series of online training on gender-based violence, covering topics such as sexual violence, anti-harassment, child sexual abuse and domestic violence. To carry out the training, we worked with Women's Aid Organisation, a Malaysian-based NGO that promotes women's rights, specifically on addressing violence against women. Originally planned as face-to-face workshops, we had to adopt an online format due to the movement restriction order during the COVID-19 pandemic.

**THREE WORKSHOPS HAVE BEEN CONDUCTED AS OF MARCH 2022**, targeting different levels of management. The first workshop was conducted with management based in Malaysia (who are mostly male), focusing on what gender-based violence is and how to report cases. The second workshop was conducted with WoWs in our plantations in Sabah and Sarawak, educating them of an action plan in the instance of incidences involving gender-based violence, which includes how to speak to the accuser and so on. These two

workshops received positive feedback from participants stating that they were now more confident to apply the knowledge to their daily line of work. The final face-to-face workshop for workers in Malaysia was held in March 2022. In the next phase, similar training will be conducted for plantation workers in Indonesia.

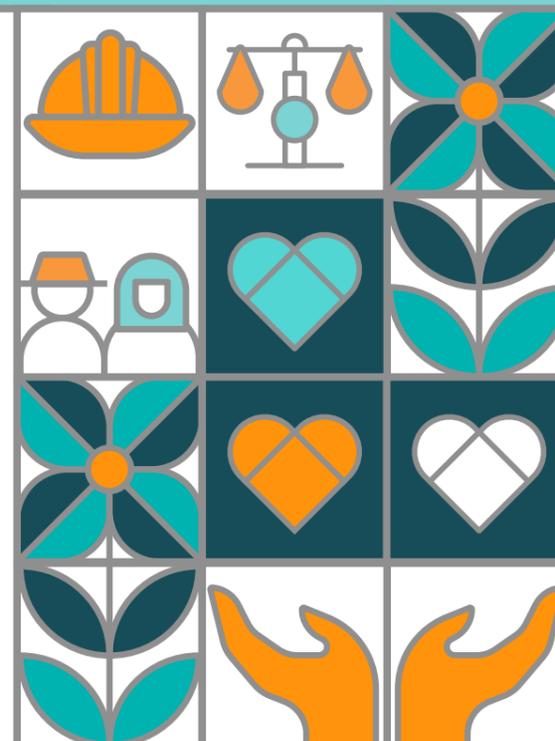
Similarly, in Indonesia, we have conducted smaller scale training on sexual harassment and exploitation in plantations, educating plantation workers on topics such as the various forms of sexual harassment, emotional and psychological aspects of sexual harassment, child sexual exploitation and examples of sexual harassment in the plantations. We collaborated with the IPOA to conduct this training.

In addition, we collaborated with Indonesian trade unions to create the manual "Protecting the Rights of Women Workers in Palm Oil Plantations". The manual offers tools for palm oil companies to improve the working conditions for their female employees.



### NON-DISCRIMINATORY, FAIR AND EQUAL OPPORTUNITIES AT WORK AND IN WORKER REPRESENTATION

We are passionate about cultivating a diverse and equitable workplace and supporting worker representation. To ensure we constantly improve how we address issues related to diversity and inclusivity in Malaysia and Indonesia, our WoW management teams stay connected to provide feedback, raise awareness, exchange relevant knowledge and report issues on time. We also ensure female representation in all levels of our workforce. All our worker representation committees include at least one female member to represent the voice of female employees. We encourage all our women employees to apply for internal promotion and opportunities.



### CONTINUOUS EDUCATION FOR PERSONAL AND FAMILY LIFE IMPROVEMENT

WoW ensures that we arrange regular training and education for the women in our plantations to support their personal and family life. For example, we held health and safety awareness talks for mothers at our learning centres<sup>17</sup> to provide more information on pregnancy. In addition, pregnant workers are advised on postnatal information such as breastfeeding, breast care and how to care for their baby.



For more information and stories on how we enhance diversity and inclusion, see the case studies on our Sustainability Dashboard:

**EDUCATING CHILDREN IN UNDERSTANDING SEXUAL ABUSE AND SAFETY**

**BREAKING THE GLASS CEILING – FOR THE WOMEN OF WILMAR**

<sup>17</sup> Learning centres refers to Humana, Community Learning Centre (CLC) and schools

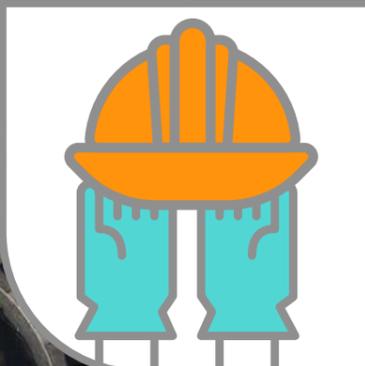
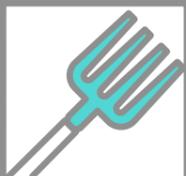


## EMPLOYEE HEALTH, SAFETY AND WELL-BEING

3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10



With our workers undertaking a wide range of tasks - such as harvesting, operating heavy machinery and transporting goods - any lapses in health or safety protocols can significantly impact our people and our operations.



OUR TARGETS	2022 PERFORMANCE
<ul style="list-style-type: none"> <li>REDUCE LOST TIME INJURY RATE (LTIR) BY 40% by 2025 from 2020 baseline</li> </ul>	<ul style="list-style-type: none"> <li>LTIR reduced by approximately <b>18.7%</b> from 0.75 in 2021 to <b>0.61</b> in 2022</li> </ul>
<ul style="list-style-type: none"> <li>ZERO CASES of work-related fatalities</li> </ul>	<ul style="list-style-type: none"> <li>10# fatalities involving 4# employees and 6# contractors.</li> </ul>
<ul style="list-style-type: none"> <li>INCREASE REPORTING RATE OF HAZARDS AND NEAR MISSES BY 40% by 2025 from 2020 baseline. To achieve CLOSURE RATE OF &gt;90% for these hazards and near misses disclosed</li> </ul>	<ul style="list-style-type: none"> <li>A total of <b>117,093</b> cases of near misses and hazards were disclosed between 2020 and 2022. Achieved a closure rate of <b>99%</b> for these cases</li> </ul>
<ul style="list-style-type: none"> <li>ACHIEVE &gt;95% COMPLIANCE TO WILMAR HIGH RISK WORK (HRW) STANDARDS by 2025. This is to develop a risk management culture where risks are consistently identified and mitigated</li> </ul>	<ul style="list-style-type: none"> <li>Based on the HRW Campaign launched in 2022, Wilmar achieved a score of <b>87.1%</b> on the HRW gap assessment</li> </ul>
<ul style="list-style-type: none"> <li>&gt;95% INCREASE IN THE NUMBER OF EMPLOYEES TRAINED ON HRW STANDARDS by 2025 from 2020 baseline. This is to enhance the environment, health and safety (EHS) awareness and competencies of our workforce</li> </ul>	<ul style="list-style-type: none"> <li>Learning Management System (LMS) for Safety and Health – achieved <b>4,012</b> active users, which is an <b>80%</b> increase from 2,226 users in 2021</li> </ul>

The health and safety of our employees, workers and everyone involved in our operations is at the heart of how we work and instilling a culture of safety across our entire business is Wilmar's highest priority. We believe this is a fundamental human right that also ensures we have a healthy, motivated and productive workforce.

<sup>#</sup>EY has performed limited assurance procedures on these figures.

**INSTILLING A CULTURE OF SAFETY  
ACROSS OUR ENTIRE BUSINESS**

**WE FOCUS ON FIVE KEY STRATEGIES:**



**01  
LEADERSHIP  
& CULTURE**

Wilmar is committed to instilling a culture of safety. This starts with our **LEADERSHIP**, who **ENCOURAGE ACTIVE PARTICIPATION** from employees in order to **BUILD TRUST** and a sense of **CARING** amongst our workforce



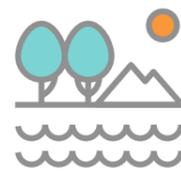
**02  
RISK  
MANAGEMENT**

**RISK MANAGEMENT IS EMBEDDED IN OUR BUSINESS** to ensure high environmental standards and risk mitigation measures for high risk work are in place across all our operations



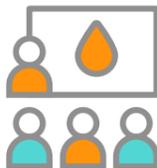
**03  
MONITORING,  
VERIFICATION  
& REPORTING**

We have built an **INTEGRATED GLOBAL REPORTING PLATFORM** to collect, analyse and manage EHS data. We track and report our progress and performance



**04  
EHS  
MANAGEMENT  
SYSTEM**

We implement EHS management systems across our business to **MANAGE OUR ENVIRONMENTAL RISK AND SAFETY HAZARDS** as well as **ENSURING LEGAL COMPLIANCE**. The system also improves our overall efficiency and productivity, driving continuous improvement of our EHS performance



**05  
CAPABILITIES & COMPETENCIES**

We enhance our EHS competencies and raise awareness among our workforce through an array of effective **LEARNING AND DEVELOPMENT PROGRAMMES**.

**EHS MANAGEMENT SYSTEM**

403-1, 403-4, 403-8

**WILMAR INTEGRATED MANAGEMENT SYSTEM (WIMS)**

WIMS is our integrated EHS management system which was implemented in 2017 to minimise workplace health and safety risks. It is an overarching global system enabling us to have a common and consistent approach to EHS management which also:

- **FOLLOWS** internationally recognised standards, including ISO 14001:2015 and ISO 45001:2018
- **COVERS** the entire Group and all our employees including contractors, despite EHS management systems being mandatory only in selected countries.

WIMS is regularly audited internally to improve our health and safety performance, usually annually or when there is a change in the standards we follow. The audit covers both employees' and contractors' performance in Wilmar EHS Programmes.

In 2022, WIMS was revised and reissued to meet ISO 14001 and 45001 requirements. The revision included identifying relevant internal and external stakeholders, issues, as well as risks and opportunities. Contractor Management, Procurement and Management of Change were also included to meet the standards requirement.

We continue to strive to improve WIMS, with the latest initiative being a thorough gap assessment tool that has been rolled out for sites to perform self-assessments to identify gaps within their own system, which will provide a baseline for the roll-out of the Corporate EHS Audit Programme in 2023. Workstreams will be formed, with champions identified from respective countries and regions to coach sites for the WIMS implementation. Additionally, we will continue to develop new guidelines and training materials to guide operations for implementation.



Currently, our facilities are externally certified to either ISO 14001:2015 or 45001:2018. In 2022, **24.3%** of Wilmar operations are certified to ISO 14001 and **16.9%** to ISO 45001. We aim to implement the same health and safety management level within the next three years across our remaining sites.



## EHS COMMITTEES

A Safety Leadership team for upstream and downstream operations was set up at the Group-level to set and review EHS policies, standards and performance. Best management practices and lessons learned are shared and cascaded to all downstream and upstream operations. Group EHS meetings are held on a quarterly basis.

To provide a platform for open communication between employees and management, we also established EHS

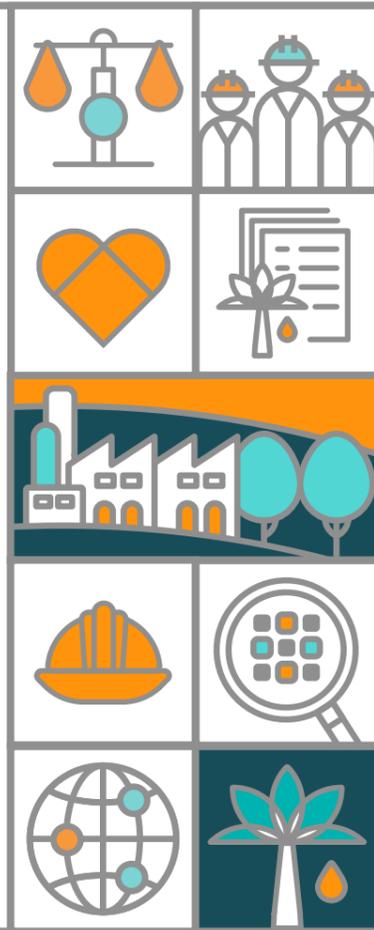
Committees at either country or site-level with worker representatives. This helps us to address EHS issues affecting Wilmar's workforce. The EHS Committee is also the platform for deliberating workplace safety policies, rules and procedures. The committee is responsible for investigating accidents when they occur, and the committee meets at least once every three months, though site EHS Committees may also meet as and when needed depending on the risk basis.

### STRENGTHENING WORKPLACE SAFETY AND HEALTH

Workplace safety and health (WSH) has taken on increased importance and prominence, not only in Singapore, but globally wherever Wilmar operates. Relevant laws, practices and policies are designed to ensure all stakeholders, including employers and employees, have the responsibility of working towards an environment free of risks to health and safety and conducive to ensuring the continued productivity and efficiency of an organisation.

Following a concerning rise in workplace fatalities, the Singapore government introduced new measures to strengthen WSH practices. These new measures require top management, including directors of companies and those in charge of WSH matters, to ensure that proper risk assessments are conducted, safe work procedures are in place and employees are trained in and follow such work procedures.

Wilmar's Executive Directors have been designated as the contact point between Wilmar's Health, Safety, Security & Environment Department and the Board of Directors to oversee the implementation of the Group's WSH Policy and action plan, including the principles and measures set out in the new Code of Practice on Chief Executives' and Board of Directors' WSH duties which has been gazetted as an Approved Code of Practice by the Singapore government effective 31 October 2022. To underscore the importance of WSH matters and to set the tone from the top, WSH matters are regularly discussed at Board meetings.



### SAFETY MANAGEMENT POLICY & STANDARDS

To further reduce the risk and severity of EHS hazards, Wilmar has developed several policies such as our High Risk Work Policy, Incident and Hazard Reporting Policy and Process Safety Management Policy, to lay out how we manage and address health and safety issues, as well as to ensure that we maintain compliance with all health and safety requirements.

We consult workers on their needs and expectations, following which EHS policies are established, with objectives set and plans put in place to achieve a safer workplace. To ensure all our operations abide by our policies, we implement a suite of EHS standards, guidelines, gap assessment tools and training materials, including the HRW Standard Gap Assessment. In 2022, we developed and revised EHS standards such as the Permit to Work (PTW), Wilmar Incident Notification, Reporting and Investigation Standard and Emergency Management.

**WE DEVELOPED SPOT AUDIT TOOLS FOR HIGH RISK WORK TO SUPPORT SITE-LEVEL INSPECTION AND ENSURE COMPLIANCE.**

Findings and remedial actions are recorded from audits and followed up to ensure improvements are implemented.

### HAZARD IDENTIFICATION AND RISK ASSESSMENTS

403-2, 403-3

#### RISK ASSESSMENTS

To identify work-related hazards for all employees and workers, we engage trained personnel to carry out risk assessments that are aligned with national and ISO standards. The assessments then identify work-related hazards and enable our implementation of solutions to eliminate or minimise the hazards. Additionally, we also developed a systematic and documented process that evaluates risks related to routine and non-routine tasks. With Job Safety and Environmental Analysis standards and tools, our risk management framework is implemented at all sites to identify any EHS-related hazards. Wilmar uses the hierarchy of controls when identifying control measures.

#### USING THE RESULTS

Using the results of these assessments, we implement appropriate measures, such as engineering control solutions, to eliminate or minimise these identified

hazards. The results are used to continuously enhance our processes, including WIMS, risk controls and other SOPs, as well as to identify relevant training needs.

We also ensure that workers participate in risk assessments, near miss reporting and incident investigations related to their areas of expertise, including inviting workers to provide feedback on procurement and contractor services to improve our risk assessment and identification of hazards.

In 2022, Wilmar's HRW Campaign was launched through Enablon to assess our level of compliance and behaviours against HRW Standards. This self-assessment serves as the baseline for the upcoming Corporate EHS Audit in 2023.



Workers in Wilmar's operations in Malaysia during their briefing session

## HEALTH AND SAFETY TRAINING

403-4, 403-5

Beyond having standards and systems in place, it is crucial for us to raise EHS awareness among our employees to prevent workplace accidents. One of the WIMS requirements is that all our workers attend relevant EHS training, especially those performing higher risk tasks. We conduct regular training and provide access to educational materials in native languages to ensure that our workers are up to date on requirements and best practices.

### GLOBAL E-LEARNING PROGRAMME

Leveraging the e-learning system we built during the COVID-19 pandemic, we continue to ensure that our employees and workers always have access to training materials and assessment tools that help them execute their roles safely and effectively.

A total of 19 countries and regions from our global operations participate in the LMS and we continue to deploy our LMS across other countries and regions. In 2022, our LMS saw increased uptake, achieving 4,012 active users – 80% up from 2,226 users in 2021. We also added five new modules (or two courses) to the LMS, identified 20 LMS Champions and saw 86% of EHS courses completed. LMS now has 37 modules.



## PROTECTING WORKER AND EMPLOYEE HEALTH

403-6

### HEALTHCARE

Wilmar has taken steps to review the quality and effectiveness of our current healthcare systems to ensure they are able to address the health issues faced by our workforce and provide emergency medical support when needed. We have also set up Plantation Health and Wellness Committees at country-level to improve our healthcare systems and services at plantations.

We pay very close attention to the accessibility of healthcare for our employees. In some of our operations, such as on our plantations, workers and their families have free access to on-site clinics. In facilities where we do not have clinics on-site, we establish an agreement with a nearby hospital to ensure medical treatment is available should the need arise.

We provide health insurance for employees, with some covering family members, across most of our operations. Some of our operations also provide group personal accident insurance, offering employees added security should they have an accident and reducing the burden of medical expenses on them.

Annual medical check-ups are also required in most of our operations. In some parts of the business and for certain roles, we also require workers to undergo ongoing medical assessments to ensure that they are fit to work and have not suffered any unintentional consequences from hazardous tasks.

### PROVIDING PERSONAL PROTECTIVE EQUIPMENT (PPE)

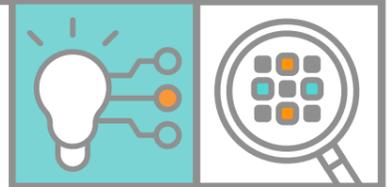
All of our employees and workers who may be exposed to risks to their health or safety while at work are provided with PPE and guidance or training on its proper use.

## HEALTH AND SAFETY INITIATIVES ACROSS THE GROUP

### DIGITAL TECHNOLOGIES

Leveraging digital technologies' ability to enhance EHS management and performance, Wilmar has been developing our capabilities and can effectively capture EHS data and integrate information into wider organisational systems that help us identify trends and changes in EHS performance, behaviours and functions. We can also analyse the data to predict future performance or incidents.

The enhanced EHS risk management can lead to lower injury rates and improved working conditions and decision-making, including resource allocation decisions based on rigorous real-time data. Improving our workforce's capability to utilise the EHS technology can also result in stronger problem-solving skills that can innovatively address today's and tomorrow's challenges.



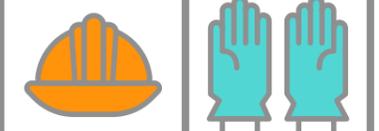
### ENHANCED EHS RISK MANAGEMENT

CAN LEAD TO LOWER INJURY RATES AND IMPROVED WORKING CONDITIONS AND DECISION-MAKING

### SITE-SPECIFIC INTERVENTION PROGRAMMES

Wilmar has been focusing on site-specific intervention programmes. Some examples include enhancing plantation harvesting SOPs, improving tools used and improving our worker's understanding of risk and precaution measures when harvesting produce.

Other programmes include Construction Safety Audit and Management Plan, Fall Protection Campaign and Worker Health and Well-being Programme in plantations.



Wilmar plantation workers in Africa

**Health and safety initiatives  
across the Group**



**INDONESIA**

Indonesia downstream operations launched an electronic PTW system in June 2022 and gradually expanded the system to include contractor users. Eight PTWs had been incorporated into the system namely, Work at Height, Confined Space Entry, Lock Out and Tag Out, Cold Work, Hot Work, Excavation, Lifting and Electrical and Instrument Live Work.

Indonesia also launched the Enablon Go Mobile application throughout our upstream and downstream businesses. With this, users can gain access to Enablon to report incidents, near misses, hazards, inspections and more at any point in time.

Additionally, our Work at Height Campaign was launched in Indonesia to raise awareness among contractors and employees as well as to reduce incidents involving falling from heights.

**CHINA**

Our site in Guangzhou, China, implemented the Intelligent Safety Helmet initiative. The system is equipped with a positioning system that can pinpoint the worker's location, and alongside a camera system, it creates an online visualisation of the working scene and alarm system. This helps to improve emergency response and increase the site's safety management and enhance efficiency.

**NEW ZEALAND**

Our New Zealand Goodman Fielder Logistics and Operations site improved pedestrian and vehicle separation controls. Pedestrian barriers, walkways and gates were also installed at crossings in Meadow Fresh, Longburn, where we operate. Other improvements at our Longburn Dispatch zone include implementing a pedestrian exclusion zone and the resurfacing of a damaged linehaul at the dockyard. We also painted truck guidelines and pedestrian walkways for drivers at Palmerston North Freight Centre.

**EFFORTS WERE ALSO TAKEN TO REDUCE FALL FROM HEIGHT RISK.**

- At Auckland Freight Centre, locking pins were fitted to dock leveler gates to allow truck drivers to easily lock the gates.
- At Meadow Fresh Milk Station, rooftop edge barriers were installed and pipework modified to allow the Fruit Drink Tank to be topped from ground level, eliminating the need for operators to climb ladders to access the top hatch of the tank.
- In Puhoi, edge protection barriers were installed on top of our wastewater tank.

**EFFORTS WERE ALSO TAKEN TO IMPROVE MACHINE RISK CONTROLS AT OUR NEW ZEALAND MANUFACTURING SITES.**

- At Quality Bakers Dunedin, an interlocked tunnel guard was fitted on infeed conveyor to smallgoods bagger.
- At Quality Bakers Wellington, mixer gates were replaced with compliant gates to prevent access to the pinch point.
- At Quality Bakers Nelson:
  - » an auto lubricator was fitted to Prover to remove the need for maintenance engineer to lubricate moving chains by hand.
  - » remote Deadman push-to-run safety switch fitted to bread cooler to allow maintenance engineer full safety control during testing and observation tasks inside the cooler enclosure.

**AUSTRALIA AND NEW ZEALAND SUGAR OPERATIONS**

Our sugar operations in Australia and New Zealand have in place EHS programmes within their operations. There are six elements in the programme:

- pre-employment health assessments
- health surveillance
- injury management
- drug abuse
- alcohol and fatigue management
- social programmes and preventative health assessments

Some of these programmes are required by various national and state legislations in Australia or New Zealand. Some programmes require assessing and monitoring of the above to be provided to our employees, and the scope goes beyond work-related safety, health and well-being programmes.

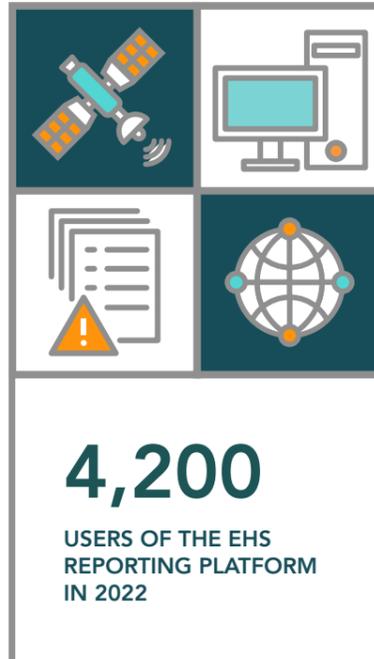
## EHS INCIDENT REPORTING AND INVESTIGATIONS

### OUR DIGITAL EHS REPORTING PLATFORM

First introduced in 2016, Wilmar has been using the Enablon software to build our global EHS reporting platform which has since been rolled out to all sites where Wilmar has operational control. This platform enables us to collect, analyse, manage data and track EHS action plans. This has helped us to manage our EHS performance, ensure compliance with relevant laws, minimise risks and drive efficiencies.

Upon upgrading the functionality and user experience of our EHS platform in 2021, we decided to focus this year on implementing 12 new modules, optimising EHS data verification and reporting, and conducting an EHS assurance exercise, including a gap assessment and Group EHS Audit Programme.

In 2022, we have approximately **4,200 users**, with **12 new modules** progressively deployed to support Wilmar's respective country commitments.



### HAZARDS AND NEAR MISSES REPORTING

To proactively prevent potential injuries and fatalities from occurring, instil a culture of safety, and increase safety awareness amongst employees, we have set targets to increase hazards<sup>18</sup> and near misses<sup>19</sup> reporting rate by 40% by 2025 from a 2020 baseline. We also strive to achieve a closure rate of over 90% for cases registered in our EHS reporting platform.

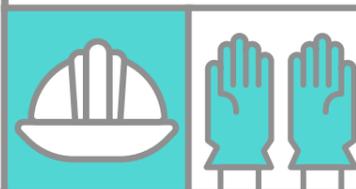
Between 2021 and 2022, a total of **117,093 cases** of near misses and hazards were reported, and we achieved a closure rate<sup>20</sup> of **99%** for all these cases, well exceeding our target. While we are encouraged by the achievement, we recognise that there is more to be done. We are committed to providing a safe working environment and will continue to take proactive action to mitigate risks where they arise.

**117,093**

CASES OF HAZARDS AND NEAR MISSES WERE REPORTED, WITH

**99%**

CLOSURE RATE FOR ALL REPORTED CASES



### INCIDENT REPORTING AND INVESTIGATION STANDARD

Wilmar also has in place an Incident Reporting and Investigation Standard that all sites are required to follow in the event of a work-related incident. The standard details how incidents are to be investigated and managed, as well as putting in place corrective and preventive actions. It also stipulates the process for reporting incidents, including on our global EHS reporting platform.

Having focused on encouraging transparent reporting in 2021, Wilmar then worked on enhancing the quality of reporting, improving the granularity of details that can be received on serious injuries. Wilmar takes all incident reports seriously and proactively investigates each to identify the weaknesses and gaps in our system that need to be addressed. Our employees and workers can remove themselves from situations they believe may cause injuries and ill health and report these without fear of reprisal.

In October 2022, the Incident Notification, Reporting and Investigation 2.0 was published. The update includes a notification coverage. LTIR calculations are also defined to include the number of fatalities and permanent disabilities, other than lost time injuries. In addition, the definition of manhours was also documented to aid calculations.

To further improve EHS practices, we also launched the Serious Injury and Fatality Guidelines in 2022. This new initiative aims to get all sites to identify the possibility of having Level 4 or Level 5 incidents<sup>21</sup> from near misses or other level incidents. Upon identification, investigations, corrective and preventative actions can then take place to eliminate incidents at Levels 4 and 5.

<sup>21</sup> Level 4 incident refers to permanent disability, high-consequence injury or life-threatening occupational disease. Level 5 incident refers to fatality or multiple major injuries.

<sup>18</sup> Hazards refer to anything that could cause harm.

<sup>19</sup> Near misses refer to an undesired event or a series of events that could result in environmental damage, injury or illness to people, property loss or business interruption but is not realised.

<sup>20</sup> Closure rates refer to actions taken by the site to mitigate risks identified through hazards and near misses reported. This is to prevent hazards or near misses from becoming actual incidents in the future.

## GROUP EHS AUDIT PROGRAMME

Plans are in motion to implement the Corporate EHS Audit Programme in 2023 and we have been preparing for this change by reviewing our audit protocols and training auditors. This audit programme will provide a systematic and standardised risk-based approach when conducting EHS audits across our businesses. The programme will also verify the effective implementation of Group EHS standards across site-level business activities and our conformance to legal requirements. Through the programme, we also look to benchmark best practices within the Group and eventually raise our overall EHS performance.

## OUR PERFORMANCE

403-9

Wilmar's disclosures on reportable injuries include our operations in plantations, mills, factories, warehouses and others.

In 2022, we regret to report that we had 10<sup>#</sup> work-related fatalities among our employees and contractors, with five<sup>#</sup> occurring in our factories, three<sup>#</sup> in our oil palm plantations and two<sup>#</sup> in our palm oil mills. We also recorded four<sup>#</sup> fatalities from our construction operations involving our contractors. The three most common causes of fatalities include falls from height, vehicle and construction activities. Any loss of life is deeply unacceptable to Wilmar.

We are committed to eliminating fatalities in our operations. We will continue to strengthen our HRW Intervention Programmes and Contractor Safety Management to improve our safety performance and work towards zero incidents. Please see page 120-121 for details of the [intervention programmes](#).

The Group recorded a reduction of 18.7% of Lost Time Injury Rate (LTIR) from 0.75 in 2021 to 0.61 in 2022, a marked improvement considering the increased level of reporting across our global operations. This improvement was mainly from site specific Lost Time Injury (LTI) Intervention Programmes in upstream Indonesia.

In 2022, 10,228 Lost Work Days (LWD) were recorded across employees and contractors, compared to 11,147 in 2021. Overall, our Lost Work Day Rate (LWDR) has decreased by 9% compared to 2021 mainly due to reduction in fatality and severity of the injuries as a result from the effective intervention programmes.

In the next few years, we will continue to focus on safety leadership and culture with the aim to move from compliance to commitment, including launching further safety leadership workshops for leaders and line managers to encourage understanding from a system thinking point of view of what it takes to build and maintain a strong safety culture. We will also roll out more behaviour safety programmes in different countries and regions.

<sup>#</sup>EY has performed limited assurance procedures on these figures.



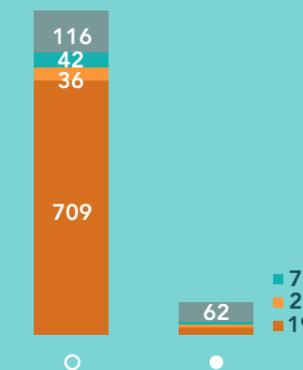
### Fatalities: Employees and contractors<sup>22</sup>



### Fatality Rate (FR) per 200,000 hours worked: Employees and contractors

	EMPLOYEES	CONTRACTORS
OIL PALM PLANTATIONS	0.004	0.049
PALM OIL MILLS	0.029	0
SUGAR PLANTATIONS	0	0
SUGAR MILLS	0	0
FACTORIES	0	0.012
WILMAR	0.004	0.013
<b>TOTAL FR</b>	<b>0.006</b>	

### Total LTI: Employees and contractors<sup>23</sup>



### LTIR per 200,000 hours worked: Employees and contractors

	EMPLOYEES	CONTRACTORS
OIL PALM PLANTATIONS	1.53	0.94
PALM OIL MILLS	0.52	0.43
SUGAR PLANTATIONS	0	0
SUGAR MILLS	0.85	0.22
FACTORIES	0.21	0.15
WILMAR	0.79	0.19
<b>TOTAL LTIR</b>	<b>0.61</b>	

<sup>22</sup> There were no fatalities in our sugar mills and plantations in 2022

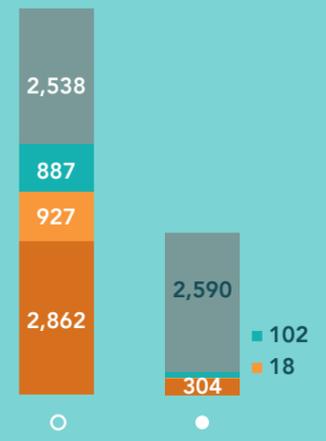
<sup>23</sup> There were no loss time injuries at our sugar plantations in 2022



**LEGEND**

- OIL PALM PLANTATIONS
- SUGAR PLANTATIONS
- FACTORIES
- EMPLOYEE
- PALM OIL MILLS
- SUGAR MILLS
- WILMAR
- CONTRACTOR

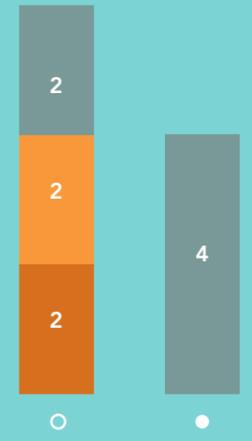
**Total LWD:**  
Employees and contractors<sup>24</sup>



**LWDR per 200,000 hours worked:**  
Employees and contractors

	EMPLOYEES	CONTRACTORS
OIL PALM PLANTATIONS	6.16	15.01
PALM OIL MILLS	13.52	3.84
SUGAR PLANTATIONS	0	0
SUGAR MILLS	18.01	3.23
FACTORIES	4.59	6.12
WILMAR	6.35	6.28
<b>TOTAL LWDR</b>	<b>6.33</b>	

**Permanent Disability:**  
Employees and contractors



**Permanent Disability Rate (PDR)**  
per 200,000 hours worked:  
Employees and contractors

	EMPLOYEES	CONTRACTORS
OIL PALM PLANTATIONS	0.004	0
PALM OIL MILLS	0.029	0
SUGAR PLANTATIONS	0	0
SUGAR MILLS	0	0
FACTORIES	0.004	0.009
WILMAR	0.005	0.008
<b>TOTAL PDR</b>	<b>0.006</b>	

<sup>24</sup> There were no lost work days in our sugar plantations in 2022.

**PROMOTING EMPLOYEE WELLNESS**

403-6

Wilmar is committed to keeping our employees safe, happy and healthy. This is not only the right thing to do, but we also recognise that employees who are healthy both physically and mentally are best placed to contribute to the productivity and success of the Group.

We promote several initiatives that support work-life balance and healthy habits in the workplace and at home. To promote a family-friendly workplace and provide optimal working conditions for our employees who are also parents and caregivers, we have rolled out the following programmes:

**FLEXIBLE WORKING HOURS**

**PART-TIME WORKING OPTIONS**

**CHILDCARE & CRÈCHE FACILITIES FOR OUR EMPLOYEES' CHILDREN**

**LACTATION FACILITIES IN OUR BUILDINGS**

**SPORTS FACILITIES & HEALTH INITIATIVES**

**WE ORGANISE A RANGE OF PROGRAMMES ON ISSUES SUCH AS:**

**SMOKING CESSATION**

**EXERCISE**

**NUTRITION**

**VACCINATION**

**DOMESTIC VIOLENCE**

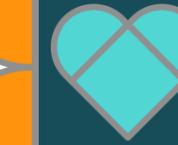
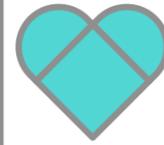
**MENTAL HEALTH**



Employees in our Sapi Plantation in Sabah playing badminton after work. Wilmar employees have access to various sporting and religious facilities, among others, in our plantations

CASE STUDY

## STRENGTHENING MENTAL HEALTH RESILIENCE IN AUSTRALIA AND NEW ZEALAND



### WILMAR SUGAR AUSTRALIA

- Wilmar Sugar Australia supports the national 'R U OK?' initiative through various efforts to raise mental health awareness amongst employees and workers. In 2022, we organised a Mental Health Week with information sessions daily on topics such as dealing with stress, fitness and eating well. To encourage individuals to have conversations about these topics, we offered vouchers for free coffee which can only be redeemed with another person. We also held a 'Teal and Purple' day which focused on domestic violence and suicide awareness. We also ran a programme called 'Green Apple Day', which focuses on mental health and to identify if others are not OK.
- In addition, we launched a 10-month resilience programme which included the development of a monthly wellness postcard issued to all employees, containing a QR code that provided staff with a list of useful resources related to mental and physical health. A small booklet, 12 Days of Mental Wellness, was also issued across all sites to help people deal with the stresses of Christmas.

### GOODMAN FIELDER

- In line with the 'R U OK?' initiative, Goodman Fielder in Australia continues to run 'Thrive Together', a month-long initiative focused on employees' emotional, social and physical well-being. In 2022, we created and executed a Goodman Fielder Australia Calendar which focused on employees' emotional, social and physical well-being. Throughout the year, we held 27 initiatives across all sites in Australia with over 1,000 participants from our teams. These included International Women's Day, R U OK? Day, Ramadhan, Safety Week, National Volunteer Week, Movember and International Food Stalls. We further support employees through a virtual hub of resources on the intranet with our Employee Assistance Programme partner, Benestar. This offers preventative services such as Life Coaching, Nutrition Advice and other services. It also provides access to crisis support resources and on-demand access to all virtual sessions. Benestar facilitates lunch and learn sessions for our employees that focus on topics such as mindfulness, physical well-being, work life balance, and others. Engagement across our sites has improved through these initiatives. We now have Site Cultural Champions at each site who lead and manage engagement initiatives which demonstrate this is a focus area for the business.

- As part of Goodman Fielder's relationship with our Employee Assistance Provider, Benestar, MyCoach was introduced to provide employees and their families access to free, confidential coaching and to support all aspects of life - physical, mental, social, professional and financial. MyCoach sessions may be conducted face-to-face, via phone, video or live chat.

### NEW ZEALAND SUGAR

The New Zealand Sugar Company (NZ Sugar) launched a well-being programme during Mental Health Awareness Week in New Zealand. With the theme of 'Time to Korero' (which means talk in Maori), the leadership team at NZ Sugar took the time to talk with each team member - remote and on-site - to check in on them, their family and how they are doing. This was done as part of our overall Well-being Framework with four elements; physical, mind, career and financial.

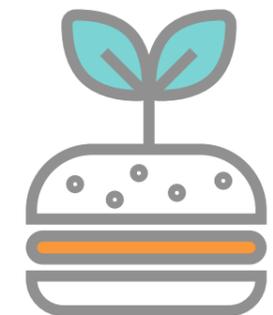


CASE STUDY

## LAUNCHING A PLANT-BASED FOOD BRAND IN AUSTRALIA



In 2020, we launched Plantry which offers a range of frozen plant-based meals. Plantry's purpose is to harness the power of plants to create food that is better for people and the planet. At our head office, a Plantry vending machine is made available for employees to enjoy a subsidised meal, encouraging them to swap familiar favourites for a plant-based alternative.



### CASE STUDY

## PROVIDING FREE ACCOMMODATION TO FACTORY WORKERS IN CHINA

YKA provides free accommodation for employees in many of our factories. Dormitory rooms are equipped with desks, chairs, air-conditioning and ensuite washrooms. Facilities include gymnasiums, badminton halls, nursing rooms, reading rooms and canteens. We also provide transportation by bus between the dormitory and the factory. These arrangements significantly reduce living costs and help to create good relationships amongst colleagues and better integrate them as part of the YKA team.

In addition, we organise several events, including games and other team bonding activities. An example was the “扬帆再启航，阔步新征程” (which can be interpreted as “set

sail again and embark on a new journey with great strides”) walking and cycling activity held during the launch of a new building. During the event, all participants took part in activities on the Huangpu Riverside Walkway. The event encouraged employees to embrace a healthier lifestyle and relax in a conducive and comfortable working environment.

YKA has also created a number of unions and clubs, such as basketball, football, badminton and table tennis, for employees to connect, meet other colleagues and boost their physical activity after work. Events and sports leagues with external companies are organised annually to provide networking opportunities.

### CASE STUDY

## WORKPLACE NUTRITION PROGRAMMES ACROSS THE GROUP

- **AUSTRALIA:** Goodman Fielder launched a 14-day Gut Health Challenge, designed to improve employees' overall health, vitality and nutrient absorption. They received advice from Australia's leading nutritional scientists and dieticians.
- **CHINA:** The staff canteen provides dishes that meet our employees' daily energy requirements. An inspection team also conducts regular checks to ensure the freshness and nutrition of the food.
- **INDONESIA:** During the COVID-19 pandemic, our Indonesian subsidiary provided nutritious menus in the company canteen to improve the immune system of employees. They were also able to access exercise classes and sporting facilities. We also provided training for children and their parents on how to cope with studying online during the pandemic.
- **NEW ZEALAND:** Employees receive fruit deliveries twice per week. They also have a gym, tennis court and exercise classes available for them to enjoy physical exercise.
- **VIETNAM:** Our employee health, safety and well-being programmes provide fresh milk for factory staff on night shift to help improve their health. Regular sports activities are also organised.

### CASE STUDY

## LACTATION FACILITIES IN OFFICE

The YKA office is equipped with breastfeeding and baby changing rooms for new mothers. Called 'Mommy Huts', these rooms can accommodate up to five female employees to breastfeed their babies and are equipped with tables and chairs, curtain partitions and refrigerators.

The new mothers are also provided with regular items to support them. In our Singapore headquarters, 'Lactation Rooms' are available on every level of the office building to support female employees with their lactation needs.



'Mummy Huts' in YKA offices equipped with breastfeeding and baby changing rooms for new mothers

**CASE STUDY**  
**VACCINATION EFFORTS IN OUR OIL PALM PLANTATIONS**



Our employees form the backbone of our operations and it is our responsibility to ensure good health and well-being of all our workers and their families. Consequently, Wilmar proactively collaborated with the local health authorities in Malaysia and Indonesia to set up vaccination centres at our plantation and mill operations to vaccinate all our employees and members of their families.



Vaccinations were also offered to the local communities. Temporary centres were set up following stringent requirements and protocols whilst strictly observing SOPs. Furthermore, extra measures were taken to ensure safe distancing practices were followed and health screening was carried out prior to administering the vaccine.



We completed the vaccination regime for our employees and their dependents in our Malaysian palm operations, with almost all of Wilmar's employees being fully vaccinated. In 2022, we further rolled out booster dose vaccinations at our Malaysian sites. In Indonesia, Wilmar faced an uphill task to vaccinate 48,840 employees and their dependents. At the end of December 2022, **88%** are fully vaccinated with three vaccine doses under the vaccination regime and **97%** received at least their first two doses.

Vaccination regime carried out in Indonesia



**88%**

OF WILMAR PLANTATION EMPLOYEES IN INDONESIA ARE FULLY VACCINATED WITH THREE DOSES



**97%**

RECEIVED AT LEAST THEIR FIRST TWO DOSES OF VACCINATION



**CASE STUDY**  
**SUPPORT FOR EMPLOYEES IN VIETNAM**



Last year in Vietnam, we activated a COVID-19 Virtual Support Channel to assist employees who faced difficulties due to the pandemic. We also had a COVID-19 Virtual Treatment Assistance Centre for employees with COVID-19 who had limited access to medical facilities. The centre is supported by a group of doctors who perform online medical consultation and treatment for employees who tested positive. We launched an internal fundraising activity to support staff who are facing difficult circumstances due to the COVID-19 pandemic. Managers were called upon to donate and raise funds for this cause.



**CASE STUDY**  
**PRO-VACCINATION CAMPAIGNS IN FIJI, PAPUA NEW GUINEA, AUSTRALIA AND NEW ZEALAND**

Goodman Fielder ran local vaccination campaigns – ‘Our Best Shot’ – showcasing personal anecdotes from employees and their reasons for vaccinating against COVID-19. The campaign highlighted more than 25 stories from employees across various roles and countries and was used to increase vaccination coverage across critical operations and locations. Posters and communications collateral were created to encourage employees to vaccinate against COVID-19.



## ECONOMIC AND COMMUNITY CONTRIBUTION

3-3, 201-1, 203-2

As an integrated business of our size and presence across the entire value chain of food production, we are in a unique position to improve the livelihoods of our smallholder farmers and outgrowers.

As such, we support rural development programmes in the surrounding communities in areas such as education and health. We rely on effective stakeholder engagement and meaningful partnerships to ensure these programmes have a lasting impact.

As an integrated business of our size and presence across the entire value chain of food production, we are in a unique position to improve the livelihoods of our smallholder farmers and outgrowers.

As such, we support rural development programmes in the surrounding communities in areas such as education and health. We rely on effective stakeholder engagement and meaningful partnerships to ensure these programmes have a lasting impact.

As an integrated business of our size and presence across the entire value chain of food production, we are in a unique position to improve the livelihoods of our smallholder farmers and outgrowers.

As such, we support rural development programmes in the surrounding communities in areas such as education and health. We rely on effective stakeholder engagement and meaningful partnerships to ensure these programmes have a lasting impact.

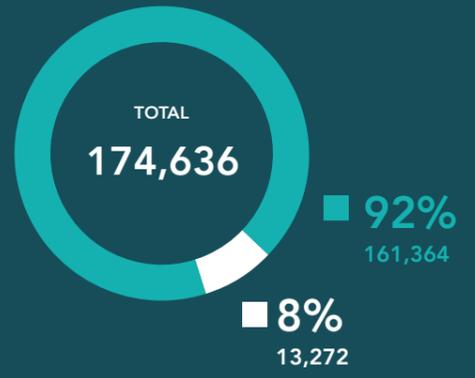
OUR TARGETS	2022 PERFORMANCE
<ul style="list-style-type: none"> <li>CONTINUE CONTRIBUTING TO COMMUNITY INVESTMENT AND PHILANTHROPIC ACTIVITIES that support education, health, well-being and community welfare initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Over <b>US\$24.54 MILLION</b> contributed to community investment and philanthropic activities</li> </ul>

### SUPPORTING SMALLHOLDERS

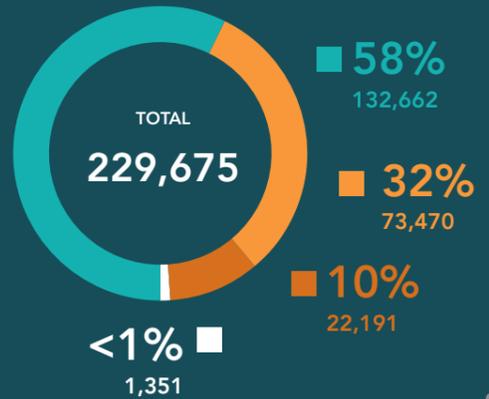
Smallholders play an important role in palm sustainability. They are set to manage 60% of oil palm plantations in Indonesia by 2030<sup>25</sup> but receive limited support from governments and organisations to improve the productivity, profitability and sustainability of their estates.

While smallholders only make up a small portion of Wilmar's FFB supply base, we recognise their increasing contribution to the global palm oil supply chains. In 2022, 100% of our scheme smallholders and 31% of our independent smallholders were supported by our capacity building programmes.

Volume of FFB (MT) sourced from scheme smallholders



Volume of FFB (MT) sourced from independent smallholders



**LEGEND**

- INDONESIA
- GHANA
- MALAYSIA
- NIGERIA

<sup>25</sup> <https://www.solidaridadnetwork.org/news/recops-indonesias-new-resource-centre-for-palm-oil-smallholders/>

## OUR SCHEME SMALLHOLDER PROGRAMMES

Our scheme smallholder programmes focus on providing training and support for farmers to improve sustainability practices, increase yield per ha and ultimately achieve certification under applicable national certifications schemes and RSPO.

### NIGERIA

Wilmar's Biase Plantation Ltd (BPL) launched its Pilot Outgrower Programme in October 2017 and commenced planting in 2018. Our initial pilot covered **150 ha** of land and supported **43 farmers** from the surrounding area to establish their own plantations. Based on the success of this pilot, BPL received support from the Central Bank of Nigeria to scale up this programme with a target of **6,000 ha** to benefit an estimated **1,500 smallholders**. As of 2022, about **500 ha** of old or derelict smallholder plantations have been replanted with plans to scale up in 2023 to cover farmers who intend to establish new oil palm plantations.

### GHANA

Our subsidiary, Benso Oil Palm Plantation (BOPP), first established its smallholder scheme in 1994. The scheme provided **438 farmers** from surrounding communities with **1,650 ha** of area for planting as well as technical support to set up plantations and ensure they follow our sustainability commitments. To date, **500 ha** have been replanted while other areas are due for replanting.

Smallholders were also trained in best management practices for immature oil palm maintenance. Together with our smallholders, we achieved RSPO certification in 2014, becoming the first company in Ghana and the second in Africa to achieve this.

Following the success of this scheme and requests from various community groups, we established the **Adum Smallholder Programme** in 2018. The programme has supported communities in the Adum area to develop 633 ha of their land into oil palm plantations. Under this programme,

BOPP also provides training on additional livelihoods such as pig farming and bee keeping. This provides an alternative source of income for farmers which is especially important as oil palms take an average of four years to mature. Proceeds from the sales of these products have improved the livelihoods and nutrition of beneficiaries.

In 2022, BOPP secured a 10 million Euro facility from the Outgrower Value Chain Fund for the development of the Adum Smallholder Oil Palm Plantation and other sustainable smallholder projects. We target to plant **3,000 ha** for **1,000 smallholders** in the next five years.

Where land is not suitable for oil palm plantations, BOPP makes these available to persons living in our estates for farming food crops. BOPP also has a shop where all permanent workers can get a specified quota of free palm oil each month and purchase food items at 'factory prices' which are lower than market prices.

### INDONESIA

Scheme smallholder requirements are set by the government. Wilmar has a total planted area of **34,740 ha** under government-originated plasma schemes. We support these smallholders by helping them obtain legal land titles, financing, planting materials and training on good agricultural practices to enable them to eventually manage their own plantations and achieve ISPO and RSPO certifications.

## OUR INDEPENDENT SMALLHOLDER PROGRAMMES

Our independent smallholder programmes are specific to each country and aim to address the unique challenges faced by farmers in their respective locations. While our programmes also help farmers achieve relevant certifications, this is not the main objective of our programmes.

### MALAYSIA

We implemented smallholder programmes at three of our mills in Sabah and one mill in Sarawak. The programmes focus on capacity building and facilitating a fertiliser credit scheme to help farmers increase their yield, adopt more sustainable agriculture practices and ultimately achieve MSPO and RSPO certification. Although training and site visits were suspended in 2021 due to COVID-19 restrictions, we resumed the programme in 2022 with **69<sup>#</sup>** of our smallholders taking part in this programme.

### INDONESIA

Many of our smallholders in Indonesia face challenges surrounding lack of access to quality seedlings, limited knowledge of best practices, poor market access for selling FFB to mills directly and difficulties in obtaining legal land titles and certification. As such, our programmes focus on facilitating better access to high yield seedlings and high-quality fertilisers, training on sustainable agronomic practices, ISPO and RSPO certification support and the sale of FFB to our mills. To roll out this programme, we partnered with 11 co-operatives of independent smallholders in the provinces of Jambi, Riau, Kalimantan and Sumatra – with **4,145<sup>#</sup>** farmers participating in 2022. Six co-operatives achieved ISPO certification in 2022, covering more than **5,400 ha** of land.

### GHANA

BOPP began working with Earthworm Foundation on their **Rurality Project** in 2015 and played a key role in providing agricultural training, planting materials and farming machinery to smallholders in Ghana.

While our partnership with Earthworm Foundation concluded in 2019, we continue to support many of these initiatives with the support of BOPP Outside Purchased Fruits managers and estate surveyors. Since 2020, we have continued to conduct training sessions on BMP for smallholders, with **15<sup>#</sup>** smallholders participating in the 2022 sessions. We also provide extension services to farmers by

providing them with free mini excavators to construct drains in low-lying areas. Following the success of the Adum Smallholder Programme, Partnerships for Forests signed a new MoU with BOPP to provide **£87,000** to support additional livelihood and forest protection initiatives for beneficiaries of the BOPP Catchment Area Projects (BCAP). BCAP supports independent smallholders within a 20-km radius from BOPP to cultivate oil palm. To date, we have planted **184 ha** and supported **58 farmers**. We target to plant **500 ha** by end of 2023.

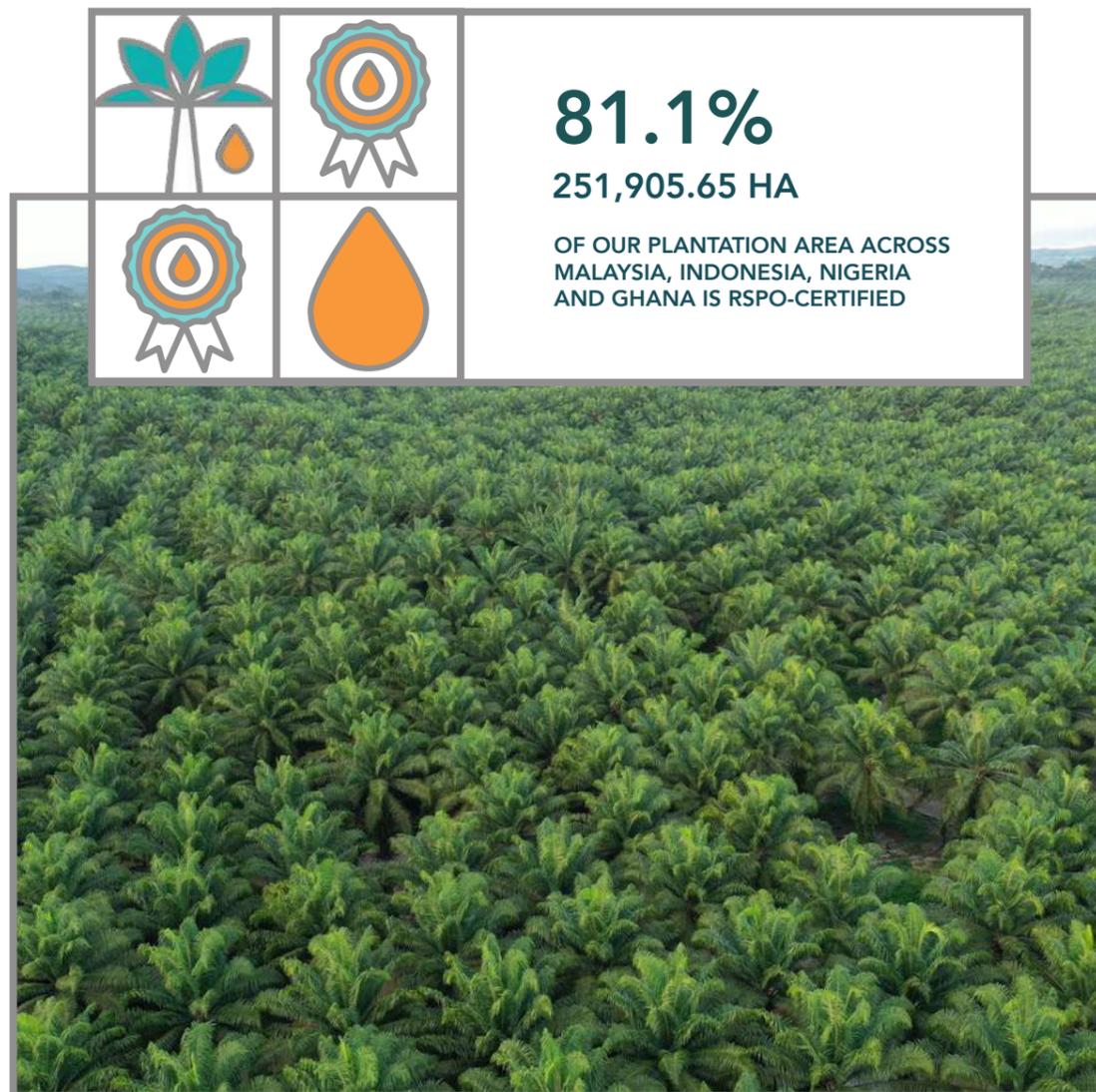
## CERTIFICATION OF OUR SCHEME AND INDEPENDENT SMALLHOLDERS

FB-PF-430A.1, FB-AG-430A.1

We actively support all scheme smallholders and interested independent smallholders through various programmes, including certification. Out of **43,699 total ha** owned by our scheme smallholders, **6,573 ha (15%)** in Indonesia and Ghana are RSPO-certified. More than **27,000** scheme smallholders and **13,000** independent smallholders currently supply to Wilmar, with a large majority of them in Indonesia. In 2022, we

also sourced about **15,700 MT** of certified FFB from independent smallholders, accounting for **6.9%** of the total supply of FFB from independent smallholders.

A total of **81.1%** of our plantation area is RSPO-certified, representing **251,905.65 ha** across Malaysia, Indonesia, Nigeria and Ghana.



## SUPPORTING SUGAR OUTGROWERS

We have similarly implemented training programmes for our sugar outgrowers covering good farming practices for land preparation, planting systems, cane nutrient requirements, fertiliser application, weed control and the safe handling and application of chemicals.

## SUSTAINABLE AND CLIMATE-SMART SUGARCANE

Since 2017, Wilmar has worked with Shree Renuka Sugars Limited (SRSL), Solidaridad Asia and Coca-Cola Foundation to support SRSL sugarcane outgrowers in India to adopt sustainable and climate-smart sugarcane farming. In 2022, we provided training and capacity building on a number of topics including:

- early shoot borer (ESB) and root grub control measures
- reducing dependence on chemical fertilisers
- environment-friendly technologies
- clean cane harvesting and supply

### 01 INTEGRATED PEST MANAGEMENT (IPM)

Farmers were introduced and trained on IPM methods, including light trap installations and bio-fungicides to reduce the spread of root grubs and trichocards application to eliminate ESB.

### 02 ESTABLISHING SOIL TESTING LAB AND ADVANCED WEATHER STATIONS

Evaluating soil nutrient status is key for better yield and reducing the cost of cultivation. To address this, we are establishing a soil testing lab in Athani to ensure the right dosage of chemical fertilisers and micronutrients is used for achieving higher cane productivity while avoiding the application of excess nutrients. Four weather stations have been installed at strategic locations to collect relevant weather data for circulation to farmers to better prepare themselves during the season.

### 03 CANE TRASH MULCHING AND GREEN MANURING

We provided training and demonstrations for farmers on good agronomic practices such as cane trash mulching, green manuring and intercropping. We also supported farmers by providing waste decomposers and green manuring seeds.

### 04 BIODIGESTER INSTALLATIONS

We supported 100 farmers in installing biodigesters to promote and institute biogas as a low-cost and clean alternative to biomass. Apart from supplying green energy, it also generates nutrient-rich organic bio-slurry that can be used in place of chemical fertilisers.

### 05 CLEAN CANE HARVESTING AND ACCIDENT-FREE SUPPLY

This year, we established new protocols to socialise to farmers on the benefits and importance of clean cane harvesting. We conducted training at all mill locations on field safety and conducted a training programme for all mechanised cane harvesting contractors. We also launched a road safety awareness campaign across all units of SRSL and as part of this campaign provided transport vendors with reflectors.

### 06 BULLOCK VACCINATION

To prevent the spread of Lumpy skin disease, an infectious disease in cattle caused by the Neethling virus, we conducted a vaccination camp for cane-carrying bullocks at our Munoli unit.

## SUPPORTING RURAL DEVELOPMENT

203-1

We support rural development in our palm oil operations by constructing schools, medical clinics, employee housing and roads for better access to and around our plantations. In 2022, Wilmar contributed over **US\$24.54 million**<sup>26</sup> towards community investment and philanthropic activities.

<sup>26</sup> The Business for Societal Impact (BSI) Framework was applied to disclose our community investments and community causes supported by our philanthropic activities.

### WE FOCUS ON THE FOLLOWING AREAS:



#### EDUCATION

Supporting children's access to quality education



#### HEALTH AND WELL-BEING

Promoting healthy lives and ensuring the well-being of our communities by providing access to healthcare services



#### ADDRESSING FOOD SECURITY

Donating food products to charity partners

### Contribution by type



64%

US\$15,737,224  
Cash contribution

18%

US\$4,409,143  
In-kind donations

18%

US\$4,317,728  
Management costs

<1%

US\$71,732  
Employee time

### Contribution by motivation



71%

US\$17,441,621  
Charitable donations

25%

US\$6,222,353  
Community investments

4%

US\$871,853  
Commercial initiatives

## EDUCATION

Wilmar places significant emphasis on providing access to education as one of the main interventions to protect children's rights and prevent child labour. We build, manage and support schools, as well as fund scholarships to increase access to education across the communities where we operate. For more information on our education programmes, please refer to our [Sustainability Dashboard](#).

### YIHAI KERRY EDUCATION AID PROGRAMME

YKA, our subsidiary, launched the Yihai Kerry Education Aid Programme in 2017 to improve the conditions of schools and education levels in underprivileged regions of China.

We only support schools in deprived areas with urgent needs that do not receive sufficient government support to maximize our impact. We have funded the construction of **38 schools** in

China to date, with more than **17,500 students** currently studying in these schools. YKA's engineering and technical teams are involved in all aspects of planning, design and construction to ensure the quality of these schools. Additionally, a team of employee volunteers actively works with the principal and teachers of each school to discuss the school curriculum.

### OUR SCHOLARSHIP PROGRAMMES

#### SINGAPORE

We work with various educational institutions in Singapore to provide scholarships and bursaries for underprivileged students with academic potential. The Wilmar Scholarship, established in 2009 and the Kuok Khoon Hong Scholarship, established in 2012, provide students with the opportunity to embrace a holistic education and to give back to society in the years ahead. Since 2009, Wilmar has provided scholarships to **527 students**.

agriculture science and related courses. The scholarship was set up in memory of Wilmar's Plantations Head, the late Mr Goh Ing Sing. In 2022, Wilmar awarded **32 students** with scholarships.

#### GHANA

In 2022, Wilmar awarded full scholarships at the tertiary level to **27 students** through the BOPP Tertiary Scholarship and the BOPP Community Scholarship.

#### CHINA

The Arawana Scholarship programme provides children of migrant workers in cities and children from poor rural families in western China with the means to continue their studies. More than **600 students** were awarded scholarships to study at universities and research institutions across China in 2022.

#### MALAYSIA

Since 2017, Wilmar and our subsidiary, Wilmar Plantations Sdn Bhd (formerly PPB Oil Palms Berhad), have been offering the Goh Ing Sing Agriculture Science Scholarship to Malaysian students wanting to pursue



## HEALTH AND WELL-BEING

We strive to support and ensure the health and well-being of our communities by continuing to provide access to healthcare services and medical attention. Wilmar builds on-site clinics and sponsors mobile clinics to provide free healthcare services to remote communities with limited access to basic healthcare. The suite of medical treatments includes immunisations, circumcision surgeries and cataract surgeries among others.

We also work with the Arawana Charity Foundation in China to improve the living and rehabilitation conditions of vulnerable groups such as the elderly and disabled. This includes purchasing medical equipment for disabled children's rehabilitation centres and constructing orphanages and nursing homes for the elderly.



*We strive to support and ensure the health and well-being of our communities by continuing to provide access to healthcare services and medical attention.*



## FOOD SECURITY

We continue to support our local charity partners in Australia and New Zealand through food donations and sales of goods from our consumer businesses.

Goodman Fielder donates more than a million meals annually through donations of surplus bread and other products to our partners Eat Up Australia, Foodbank Australia, Auckland Mission and The Salvation Army. Our staff also volunteer with Foodbank Australia to help prepare hampers and distribute food.

Wilmar Sugar similarly donates packaged sugar not fit for sale due to issues such as packaging defects but are still safe for human consumption to local charity partners. We also sell our products to Foodbank Australia at wholesale prices when they request it.

### CASE STUDY

#### DONATING BREAD TO FEED HUNGRY KIDS

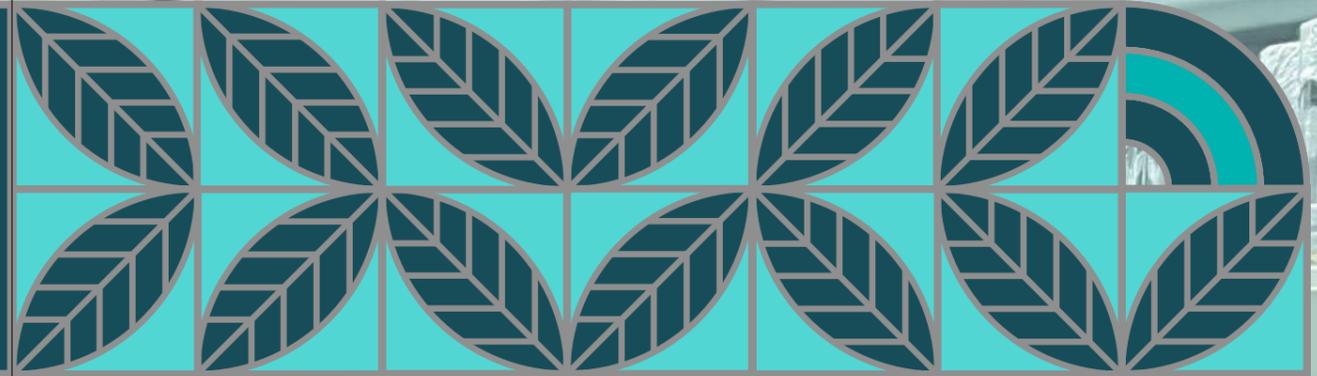
It is estimated that over one in five Australian children experienced food insecurity in the last 12 months. To ensure that vulnerable children in our communities are having their basic nutritional needs met, Goodman Fielder has worked with Eat Up Australia since 2018 to provide meals to children in need across the country.

In 2022, we continued to donate loaves of our Wonder brand of bread to help Eat Up provide more than one million lunches to children. We have also partnered with other organisations to create a new service that provides healthy lunches for children at no cost.



Our support of Eat Up is part of our commitment to children's nutrition

# DELIVERING PRODUCT EXCELLENCE



## INNOVATION AND TECHNOLOGY



INVESTED IN **>500** R&D PROJECTS ACROSS OUR GLOBAL OPERATION FOCUSING ON:



ADVANCING AGRICULTURAL PRACTICES



OPTIMISING FACTORY PROCESSES



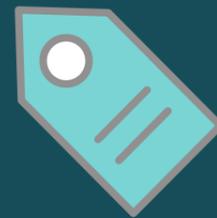
ENHANCING PRODUCT QUALITY across different segments



STUDYING FOOD SCIENCE to understand the health benefits of various ingredients



PLANT-BASED PROTEIN PRODUCTS



## PRODUCT MARKETING AND LABELING



**>80%** OF OUR PALM OIL MILLS AND PLANTATIONS ARE RSPO-CERTIFIED



**44%** OUR PALM OIL MILLS ARE ISPO-CERTIFIED



**100%** OF OUR PALM OIL MILLS AND PLANTATIONS IN MALAYSIA ARE MSPO-CERTIFIED



OUR SUGARCANE PLANTATIONS ARE **100%** ACCREDITED BY SMARTCANE BEST MANAGEMENT PRACTICES



## CONSUMER HEALTH AND WELL-BEING



SUPPORT SCIENTIFIC R&D IN FOOD SCIENCE, BY PLEDGING

**>US\$15.72** MILLION

ACROSS 10 YEARS



COMMITTED TO PROVIDING TRANSPARENT PRODUCT INFORMATION AND EDUCATING OUR CONSUMERS ABOUT HEALTH AND WELL-BEING THROUGH

Wilmar nutrition newsletter and actively sharing information about how sugar affects our health to relevant stakeholders



## PRODUCT QUALITY AND SAFETY



We have managed to achieve **ZERO RECALLS ISSUED FOR FOOD SAFETY REASONS**



**76%** OF OUR FOOD AND FOOD INGREDIENT FACTORIES ABOVE 5,000 SQM ARE CERTIFIED BY THE GLOBAL FOOD SAFETY INITIATIVE





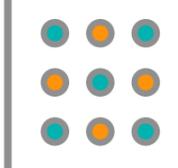
## INNOVATION AND TECHNOLOGY

3-3



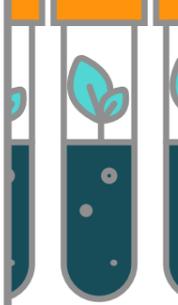


There are significant opportunities for innovation throughout our value chain.





Through innovation, we improve manufacturing processes, evolve our product offerings and enhance the quality of existing products. Investing in R&D and adopting new technologies to drive innovation are key strategic areas for Wilmar.





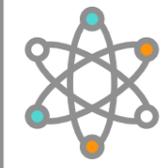


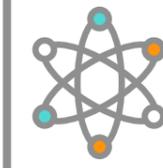












OUR TARGETS	2022 PERFORMANCE
<ul style="list-style-type: none"> <li>YKA's R&amp;D Centre pledged over <b>US\$15.72 MILLION</b> to support scientific research and development by 2030</li> </ul>	<ul style="list-style-type: none"> <li><b>OVER 500 R&amp;D PROJECTS</b> across our global operations focused in the following areas:               <ul style="list-style-type: none"> <li>» advancing agricultural practices</li> <li>» optimising factory processes</li> <li>» enhancing product quality across different segments</li> <li>» studying food science to understand the health benefits of various ingredients</li> <li>» plant-based protein products</li> </ul> </li> </ul>

### OUR R&D CENTRES AND TEAMS

As one of our core values, we embrace innovation across all our operations. The scale of our R&D centres demonstrates our ongoing quest for innovation. Today, we have more than 500 projects across our global operations focusing on the following areas:



**ADVANCING AGRICULTURAL PRACTICES**



**OPTIMISING FACTORY PROCESSES**



**ENHANCING PRODUCT QUALITY**  
across different segments



**STUDYING FOOD SCIENCE**  
to understand the health benefits of various ingredients



**PLANT-BASED PROTEIN PRODUCTS**

**CHINA**

The Yihai Kerry Research and Development Centre (R&D Centre) houses over **326 employees** in a state-of-the-art R&D facility which was established in 2009. With a focus on food and bio-based chemicals innovation, the R&D Centre uses new technology to produce safe, nutritious, healthy and tasty products. In addition, the R&D Centre also aids the development and improvement of manufacturing processes that strive to produce better quality products at lower costs. Today, the R&D Centre is among the largest centres focusing on the global grain and oil industry.

**SINGAPORE**

Housing over **100 employees**, our Singapore R&D Centre, together with R&D and technical teams across the globe, actively supports global R&D activities, facilitates collaborations and shares best practices across regions and business segments. In Singapore, major projects on human nutrition, food interventions and bioprocessing have been making progress, adding to Wilmar's ability to enhance the nutrition of its products.

**PARTNERSHIPS WITH LEADING ACADEMIC AND NATIONAL RESEARCH CENTRES**

Establishing strategic partnerships with leading academic and national research centres also contributes to our pipeline for talent and research collaboration. These centres include:

- NATIONAL UNIVERSITY OF SINGAPORE
- SHANGHAI JIAO TONG UNIVERSITY
- NANYANG TECHNOLOGICAL UNIVERSITY
- EAST CHINA UNIVERSITY OF SCIENCE AND TECHNOLOGY
- SINGAPORE NATIONAL RESEARCH FOUNDATION
- CHINESE ACADEMY OF AGRICULTURE SCIENCES
- SINGAPORE ECONOMIC DEVELOPMENT BOARD
- JIANGNAN UNIVERSITY
- CHINA NUTRITION SOCIETY

Wilmar Sugar Australia and Goodman Fielder have also established strong collaborations with academic and research institutes in Australia and New Zealand, as well as other global locations. These include:

- RIDDET INSTITUTE
- PLANT AND FOOD RESEARCH
- AGRESEARCH
- MASSEY UNIVERSITY
- AUSTRALIAN EXPORT GRAINS INNOVATION CENTRE
- CAMPDEN BRI
- COMMONWEALTH SCIENTIFIC AND INDUSTRIAL RESEARCH ORGANISATION
- SUGAR RESEARCH AUSTRALIA



HIGHLIGHTS FROM  
OUR R&D INITIATIVES

	<h3>ADVANCING AGRICULTURAL PRACTICES</h3>	
	<h4>01</h4> <h5>WE ARE SCALING UP TO REACH A CAPACITY OF 500,000 CLONAL PALMS PER YEAR BY 2026</h5> <p>Wilmar has been making progress in the field of cloning, which involves using tissue culture to produce large quantities of selected plants that meet specific criteria such as yield performance and other parameters.</p> <p>In 2022, Wilmar established a new oil palm clonal laboratory in Central Kalimantan. This clonal laboratory is scaling up production to reach a capacity of <b>500,000</b> clonal palms per year by 2026 and will support our replanting programme in our Central Kalimantan Project plantation. The clones are expected to improve yields by as much as <b>30%</b>. In parallel, Wilmar continues to make improvements to conventional breeding methods in Sumatra.</p>	
	<h4>02</h4> <h5>WE ARE FIELD TESTING SELECTED GENETIC MARKERS AGAINST FFB YIELDS IN SAMPLED PALMS FROM PALEMBANG, INDONESIA</h5> <p>In collaboration with Temasek Life Sciences Laboratory (TLL), we conducted research on using genetic screening to shorten the palm breeding cycle. We are currently field testing selected genetic markers against FFB yields in sampled palms that were supplied by our plantation in Palembang, Indonesia. If found to be successful, this research may enable us to halve the breeding process time compared to conventional methods.</p> <p>The TLL team also found that drought tolerant oil palm trees could be selected at the seedling stage via bioinformatic analysis of RNA sequencing data. They also found a few DNA markers associated with <i>Ganoderma</i> resistance and are currently testing them.</p>	
	<h4>03</h4> <h5>THE USE OF GENOMIC SELECTION TECHNOLOGY</h5> <p>As part of our own plant breeding programme in Wilmar Sugar Australia, we are trialling the use of Genomic Selection technology using Single Nucleotide Polymorphism chips to identify 'super' parents that contain additive traits to assist in improving cane yields and sugar content of their progeny. We believe that this process will also reduce the 'end-to-end' time from first selection to the final distribution of new clonal material for commercial planting.</p>	

OPTIMISING FACTORY  
PROCESSES

Using machine learning methods, our research teams at YKA and WIL@NUS have uncovered fatty acid patterns unique to 10 different plant oil types and their intra-variability. This enables us to tackle risks related to fraudulent oil adulteration and intentional mislabelling of edible oils, which may threaten food safety and endanger public health. Our method enables us to control product quality, which determines the fair price of purchased oils and allows accurate labelling for the benefit of health-conscious consumers.

CASE STUDY

ENHANCING NUTRITION AND ADOPTING CIRCULAR ECONOMY PRINCIPLES IN THE PRODUCTION OF RICE



As part of its commitment to sustainable development, YKA is pushing the boundaries of scientific and technological innovation, developing new methods that enable a circular economy within the production of rice. Rice husk, a rice-processing waste, is used to generate electricity and steam, thereby reducing GHG emissions while also reducing waste generation. YKA also uses rice husk ash to produce silica and activated carbon, which are used to replace similar high energy consumption, high pollution and high emission production processes and raw materials, thereby reducing the disposal of waste.

SIX-STEP FINE CONTROL TECHNOLOGY

Wilmar is also looking to reduce waste by improving the amount of rice consumption. With the goal of meeting demands for fresh, delicious, high-quality rice, YKA pioneered a "six-step fine control technology" (六步鲜米精控技术) for our rice production. The technology involves temperature controls on storage and drying, and provides accurate timings for harvest of different rice varieties in different regions. It also includes precise and rapid detection of the purity of rice cultivars and the presence of any insect eggs.

Such technologies improve the production, storage, milling and packaging of fresh rice. YKA is now in the process of resolving technical issues to eventually scale the technologies up to YKA's entire rice production industrial chain. This six-step fine control technology received the highest score in an expert project evaluation by the Chinese Cereals and Oils Association in 2022.



For more information, refer to

**YKA'S SUSTAINABILITY  
REPORT 2022**

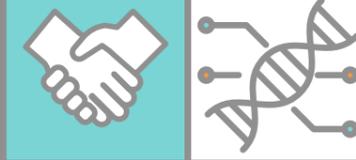
**STUDYING FOOD SCIENCE TO UNDERSTAND THE HEALTH BENEFITS OF VARIOUS INGREDIENTS**

**WIL@NUS**

The laboratory is hosted by the Yong Loo Lin School of Medicine and combines the world-class expertise of Wilmar and NUS to drive innovation in food technology for better health and develop efficient and cost-effective sustainable biochemicals.

WIL@NUS completed a significant clinical trial in 2021 and published the results in the Journal of Nutrition on the identification of food ingredients that contribute to healthy living and aging.

In 2022, a clinical trial on developing meals for women with non-alcoholic fatty liver disease was conducted and the results reported in the United States National Institutes of Health clinical trial registry (ID NCT05259475).



**2021**

**WIL@NUS IDENTIFIED FOOD INGREDIENTS**

that contribute to healthy living and aging

**2022**

**CLINICAL TRIAL ON DEVELOPING MEALS FOR WOMEN**

with non-alcoholic fatty liver disease was conducted and reported

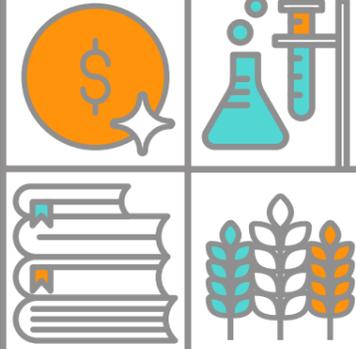
**YKA R&D CENTRE**

YKA R&D Centre pledged over **US\$15.72 million** (or approximately **US\$1.5 million** per year for 10 years) to support scientific research and development. In collaboration with the Chinese Nutrition Society, we built a health innovation platform – the National Nutrition Science Research Grant – which funds research on the nutritional status, requirements and interventions of specific populations and regions. The research aims to develop more targeted products for consumers, which would improve health outcomes and reduce medical expenses.

Latest developments include YKA's cooperation with the Chinese Nutrition Society which has been carried out for the fourth year. Although the first phase of the research programme was slightly delayed due to COVID-19, the initial results are now available:

- the intervention of plant protein on sarcopenia in nursing homes found that 30 grams of plant protein supplementation could significantly increase muscle strength and leg circumference, without increasing uric acid and other problems
- positive health effects from blending oils were found in studies on vegetarians and people with *dyslipidaemia*

The second and third phases of the research programme have also been supported by the Chinese Nutrition Society in the bidding process. Together with the development of our central kitchens, we will continue to focus on providing more convenient and nutritious meals for students, the elderly and other groups.



**>US\$15.72 MILLION**

**YKA R&D CENTRE'S PLEDGE TO SCIENTIFIC RESEARCH AND DEVELOPMENT**

**PLANT-BASED ALTERNATIVE PROTEIN**

**CASE STUDY**

**PLANT-BASED PROTEIN PRODUCTS**

Meeting the needs of a growing global population with limited natural resources and in the face of climate change, is a major challenge for sustainable development. Between 2009 and 2050, the global population is expected to increase by 34% and protein demand is expected to increase by 50% to 70%. Wilmar sees this as both a challenge and a business opportunity, and has been driving innovation on plant-based protein products as an alternative to animal meat.

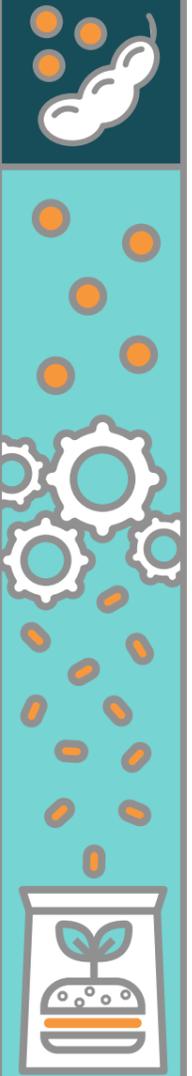
Plant-based protein products can aid sustainable development through GHG emissions reduction and mitigating negative impacts on health caused by a high intake of meat. Today, Wilmar has over **50** plant-based protein products across categories such as replacements for chicken, pork, lamb and fish which can be found all over the world. Through the use of diverse plant ingredients and proprietary technology, improving the flavour or texture of plant-based protein products while reducing overall cost continues to be a focus for further exploration as Wilmar actively develops more products to suit various market needs. Key developments in this area include:

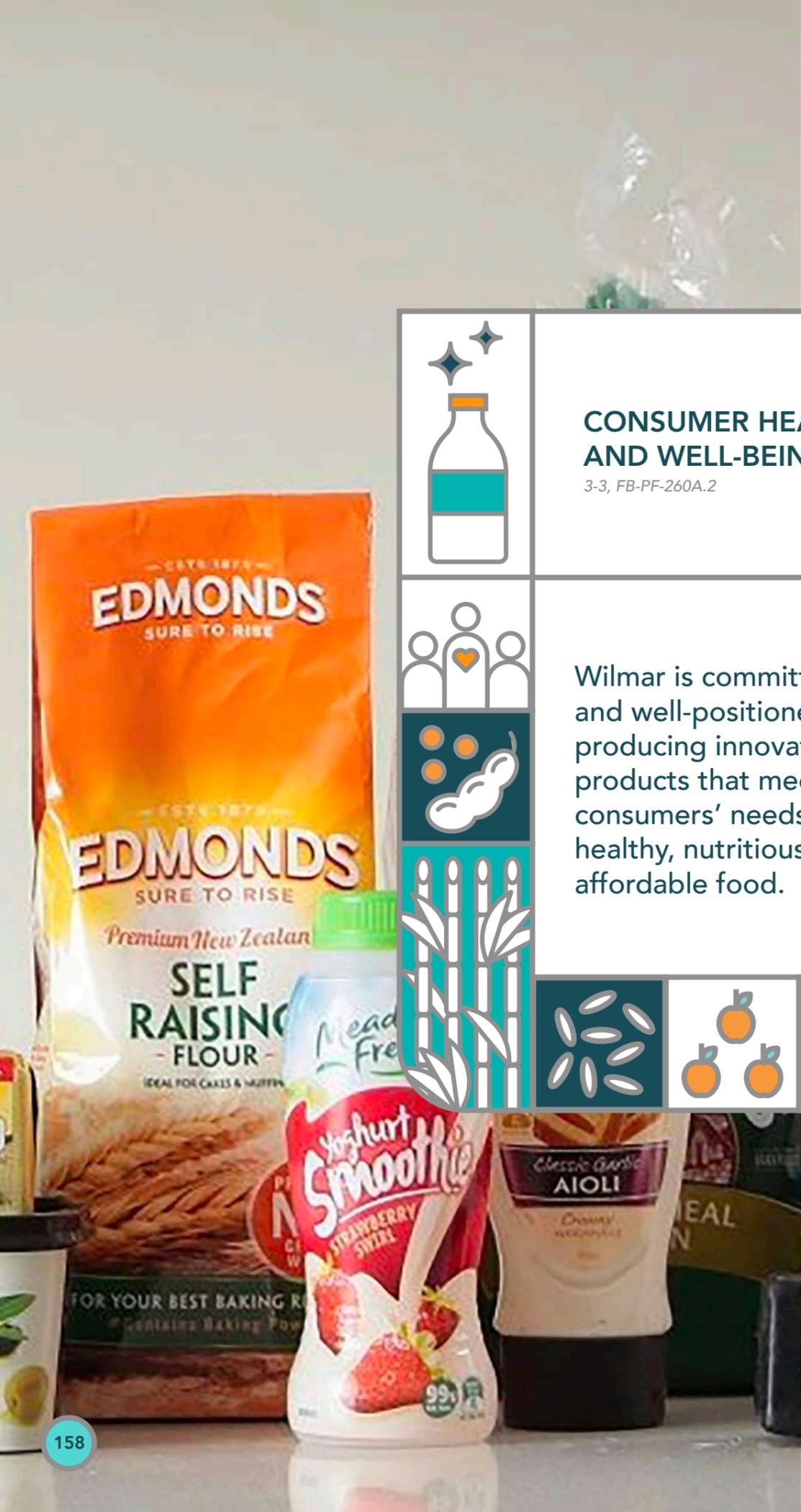
- Wilmar has developed its own Soy Protein Concentration which reduces water waste during manufacturing and helps obtain a meat-like feel and texture
- Textured Vegetable Proteins provide a fibrous structure with the desired texture, binding ability and chewiness. By using restructure processing, the mixture of textured protein and fat tissue mimics the tastes of different kinds of meat
- Beyond this, our R&D team is continuing to develop a variety of plant-based Chinese dishes and flavours by working with a culinary institute



More information on our current R&D activities can be found throughout this report and on page 29 of our

**ANNUAL REPORT 2022**







### CONSUMER HEALTH AND WELL-BEING

3-3, FB-PF-260A.2





Wilmar is committed and well-positioned to producing innovative products that meet consumers' needs for healthy, nutritious and affordable food.



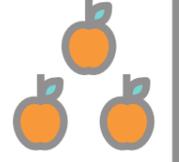
















OUR TARGETS	2022 PERFORMANCE
<ul style="list-style-type: none"> <li>CONTINUE TO PROVIDE ACCESS TO AFFORDABLE, HEALTHY AND NUTRITIOUS FOOD by improving the formulation of our current products and develop new ranges of food with specific health or nutrition attributes</li> </ul>	<ul style="list-style-type: none"> <li>In collaboration with the Chinese Nutrition Society, YKA PLEDGED OVER US\$15.72 MILLION ACROSS 10 YEARS to support scientific research and development in food science, which resulted in the development of black highland barley Tartary buckwheat noodles which is conducive to blood glucose stability and suitable for diabetics. More healthy and nutritious oils have also been developed alongside plant-based protein products</li> </ul>
<ul style="list-style-type: none"> <li>CONTINUE TO PROVIDE TRANSPARENT PRODUCT INFORMATION in our food labels, as well as educate our consumers about health and well-being</li> </ul>	<ul style="list-style-type: none"> <li>As of 2022, 8 ISSUES OF WILMAR NUTRITION NEWSLETTER informing employees of news relating to Wilmar's clinical trials, nutrition and health have been published</li> <li>Wilmar Sugar continues to SHARE TRANSPARENT INFORMATION ABOUT HOW SUGAR AFFECTS OUR HEALTH and actively communicates this to relevant stakeholders</li> </ul>

#### WILMAR'S EDIBLE FOOD PRODUCTS RANGE



VEGETABLE OILS



SUGAR



FLOUR



RICE



NOODLES



SPECIALTY FATS



SNACKS



BAKED GOODS



DAIRY PRODUCTS

## OUR FOCUS ON HEALTH AND NUTRITION

Regardless of whether the product is distributed wholesale or sold directly to customers, we always strive to improve the health and nutrition of our products.

OUR APPROACH IS CENTRED ON THREE AREAS:



01

UNDERSTANDING THE EVOLVING SCIENCE AROUND NUTRITION



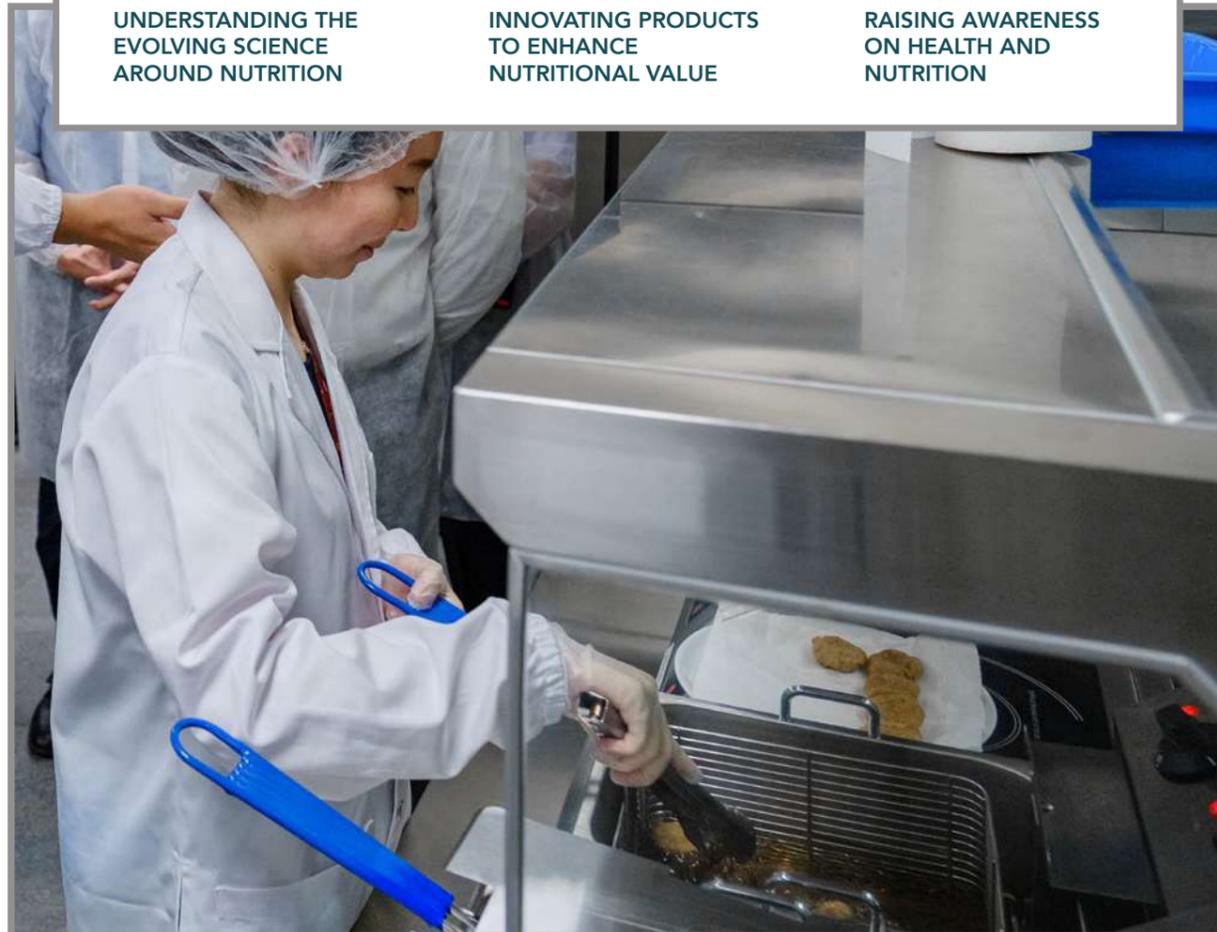
02

INNOVATING PRODUCTS TO ENHANCE NUTRITIONAL VALUE



03

RAISING AWARENESS ON HEALTH AND NUTRITION



The YKA and WIL@NUS research teams conducting test runs based on their research

## INNOVATING AND ENHANCING PRODUCTS TO ENHANCE NUTRITIONAL VALUE

We are on the constant lookout for opportunities to improve the nutritional and health benefits of our products. With innovation at the forefront of how Wilmar continues to evolve and improve, we continue to invest readily in R&D to enhance the formulation of our current products and develop new ranges with specific health or nutrition attributes. Some notable R&D collaborations and efforts include:

### COLLABORATION WITH WIL@NUS FOCUSING ON HUMAN NUTRITION, FOOD INTERVENTIONS AND BIOPROCESSING

Part of this focus on food science includes the exploration on plant protein and clinical trials on dietary intervention and microbiome analysis. Positive progress has been made with the release of several publications and with ongoing clinical trials to develop meals that are palatable and suitable for individuals at risk of specific health problems.

**YKA PLEDGED US\$15.72 MILLION (RMB 100 MILLION) OVER 10 YEARS** to support scientific research and development specifically targeting people with diabetes, the elderly and patients with cardiovascular diseases. YKA is also enhancing the nutritional value of products ranging from rice, noodles, grains and oil by ensuring that nutrients of ingredients are retained in the food manufacturing process. Successful developments include:

#### HEALTHIER OILS



We developed and patented a process that allows rice bran oil to retain most of its minor nutrients. Rice bran oil is a popular oil in China because of its health benefits, including zero trans fatty acid composition and high vitamin E and phytosterol content. We also promote our range of healthier oils, such as flax seed oil and olive oil.

#### PLANT-BASED PROTEIN PRODUCTS

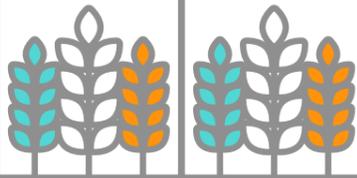
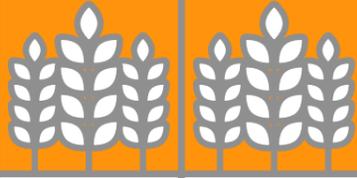
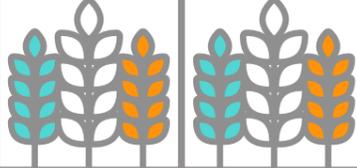
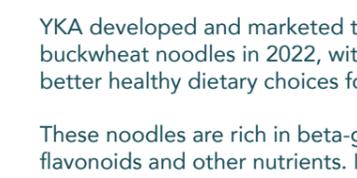
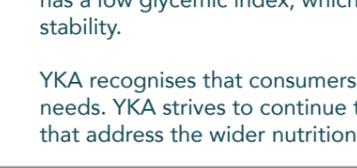


These were developed in line with market needs.



More information on WIL@NUS and YKA's research available in this section:

**INNOVATION AND TECHNOLOGY**

	<b>CASE STUDY</b> <b>THE BLACK HIGHLAND BARLEY TARTARY BUCKWHEAT NOODLES</b>
	YKA developed and marketed the black highland barley Tartary buckwheat noodles in 2022, with the objective of providing better healthy dietary choices for consumers with diabetes.
	These noodles are rich in beta-glucans, Tartary buckwheat flavonoids and other nutrients. It is also high in dietary fibre and has a low glycemic index, which is conducive to blood glucose stability.
	YKA recognises that consumers have different health and food needs. YKA strives to continue to innovate and develop products that address the wider nutritional needs of its consumers.
	
	

Beyond innovation, Wilmar is also committed to identifying and managing its products and ingredients and has put in place relevant due diligence processes to ensure that potential risks and consumer concerns are received, reviewed and addressed.

### HELPING OUR CONSUMERS MAKE INFORMED CHOICES

We believe in providing transparent product information on our food labels, as well as educating our consumers about health and well-being. This is essential to help consumers make informed purchasing decisions.



#### WILMAR NUTRITION NEWSLETTER

Wilmar led the way starting with our own employees, releasing the first internal Wilmar Nutrition Newsletter in September 2020 to provide our employees with factual news relating to progress in clinical trials, nutrition and health. To date, eight issues have been released for internal circulation.

#### TRANSPARENCY ON SUGAR EFFECTS ON HEALTH

Wilmar Sugar shares transparent information about how sugar affects our health and actively communicates this to relevant stakeholders, including employees, policy makers, health professionals, customers and consumers.

#### HEALTH STAR RATING

Goodman Fielder, under its Meadow Fresh brand, launched a new range of yoghurt for children in New Zealand that was the first in the market to have a 5-star health rating.



### IMPROVED ACCESSIBILITY AND AFFORDABILITY OF HEALTHY FOOD

Wilmar also looks to meet the nutrition needs of vulnerable segments in society and improve the accessibility and affordability of healthy food:

<b>PLANT-BASED MEALS AND MEAL SOLUTIONS BY PLANTRY</b>	
Goodman Fielder has continued to expand the range of plant-based meals and meal solutions under the Plantry brand. These products do not contain any artificial flavourings and colours. Certain products have been re-formulated with lower sodium content.	
<b>FOOD PRODUCTS FOR THE ELDERLY</b>	
YKA has developed suitable food products for the elderly by investigating various food ingredients on their biological performance. We produce whole grain food with high nutritional value, such as whole wheat flour, brown rice and soba noodles, that is known to be able to raise blood glucose levels more slowly and are beneficial to the elderly. In addition, YKA has developed alternative products for people with allergies.	
<b>MEDIUM CHAIN FATTY ACID EDIBLE OIL</b>	
In 2022, YKA launched a structural oil, the medium chain fatty acid edible oil. Medium chain fatty acid's metabolic rate is 10 times that of long chain fatty acids of ordinary edible oil and has an effect of inhibiting fat accumulation, helping with weight loss. Six national invention patents have since been obtained for the medium chain fatty acid edible oil, including one for "prevention of fatty liver caused by obesity".	
<b>YKA DEVELOPED FORMULA 641</b>	
YKA also developed Formula 641, a scientific staple food based on the core recommendations of the "Dietary Guidelines for Chinese Residents", China's food-based dietary guideline. After extensive research, a new product was developed with rice, whole grains, beans and tubers in an approximate ratio of 6:4:1. With the scientific matching of glutinous rice, japonica rice, black rice, purple potato, oats, buckwheat rice, red beans, red quinoa, brown rice and nine other kinds of grains, the formula is low-fat and improves cooking quality while saving time and effort.	







## PRODUCT MARKETING AND LABELLING

3-3







At Wilmar, we are committed to product transparency by marketing and labelling our products accurately, in accordance with relevant government regulations and using strict standards set by voluntary guidelines.



















OUR TARGETS	2022 PERFORMANCE
<ul style="list-style-type: none"> <li>ACHIEVE RSPO CERTIFICATION FOR ALL OUR PALM OIL MANAGEMENT UNITS (mills and supplying plantations) by 2025<sup>27</sup></li> </ul>	<ul style="list-style-type: none"> <li>29* out of 36 palm oil mills are RSPO-certified (80.6%*)</li> <li>81.1%* or 251,905.65 HA* of our oil palm plantations are RSPO-certified</li> </ul>
<ul style="list-style-type: none"> <li>ACHIEVE ISPO CERTIFICATION FOR ALL OUR PALM OIL MILLS in Indonesia by 2025, in line with the Indonesian government legislation on ISPO</li> </ul>	<ul style="list-style-type: none"> <li>15* out of 34 palm oil mills are ISPO-certified (44%*)</li> </ul>
<ul style="list-style-type: none"> <li>COMPLETE ISPO CERTIFICATION AUDITS for our 10 independent palm oil mills in Indonesia by 2025, in line with the Indonesian government legislation on ISPO</li> </ul>	<ul style="list-style-type: none"> <li>5* out of 10 independent palm oil mills completed ISPO certification audits (50%*)</li> </ul>
<ul style="list-style-type: none"> <li>CONTINUE TO COMPLY WITH RELEVANT REGULATIONS AND INDUSTRY CODES to ensure we meet the highest standards of responsible product marketing and labelling</li> </ul>	<ul style="list-style-type: none"> <li>100% of palm oil mills (9*) and oil palm plantations (20*) in Malaysia are MSPO-certified</li> <li>NO INCIDENTS and NO FINES incurred in relation to non-compliance with industry codes or regulatory requirements on product labelling or marketing in 2022</li> <li>Our sugarcane plantations are 100% accredited by Smartcane Best Management Practices</li> </ul>

### OUR COMMITMENT TO MARKETING AND LABELLING

Product marketing and labelling provide relevant information on the health, safety, origin, sustainability and responsible use of products, helping consumers make informed purchasing decisions. Wilmar approaches responsible marketing and product labelling based on the countries and regions where the product is sold and the specific regulatory context that applies in that circumstance.

Wilmar remains open to receiving feedback about its marketing and labelling practices and is committed to addressing any negative impacts through preventative or mitigating actions. Along with due diligence processes in place, our receptiveness to feedback also ensures that Wilmar can continue to effectively provide responsible marketing and labelling.

\* CU has conducted limited assurance procedures on these figures

<sup>27</sup>Please refer to our [RSPO Annual Communication of Progress](#) reports for more details

Jointly managed by several departments, including marketing, R&D, product safety and legal, we execute our commitment based on certain key principles, including:



#### REGULATORY COMPLIANCE

We comply with all relevant laws



#### UPHOLDING PRODUCT SAFETY THROUGH RESPONSIBLE MARKETING

We have a commitment to responsible marketing and ensuring product safety for all our consumers, including children



#### BEING ACCURATE AND TRANSPARENT

We only make accurate and transparent product claims with factual and relevant nutritional information



#### BEING OPEN TO FEEDBACK

We encourage consumers to provide feedback on our social media platforms and via other avenues

### ADHERING TO STRINGENT MARKETING AND LABELLING STANDARDS FOR OUR CONSUMER FOOD PRODUCTS

#### CASE STUDY RESPONSIBLE MARKETING AND LABELLING AT GOODMAN FIELDER



Goodman Fielder has robust internal procedures, systems and processes that ensure regulatory compliance with the strict product marketing and labelling legislation in Australia and New Zealand.

- Our internal regulatory and legal teams across international markets provide day-to-day support to ensure compliance with relevant regulations and codes. Any communication that targets consumers directly will go through a strict approval process across key functions, including legal.
- Our internal experts conduct risk assessments and all marketing, advertising, labelling and artwork claims are also approved by our experts to ensure compliance with advertising and other relevant industry standards, including country of origin requirements and front of pack labelling schemes, such as the Health Star Rating. Our internal experts also provide insights through competitor reviews and marketplace monitoring.
- External expertise is brought in as and when necessary to provide opinions around product classification, labelling or marketing claims.

#### CASE STUDY RESPONSIBLE MARKETING AND LABELLING TO CHILDREN



Our products are enjoyed by a wide variety of consumers, including children. Wilmar is committed to upholding product safety and responsibility via responsible marketing and labelling to children, taking great care to ensure that the marketing of our products follow the appropriate guidance, including New Zealand's Children and Young People's Advertising Code and the Australian Food and Beverages Advertising Code.

In 2021, Goodman Fielder's marketing approach, including to children, was reviewed as part of the relaunch of their nutrition policy. The nutrition policy is still being further developed and will be relaunched in 2023.

#### CASE STUDY RESPONSIBLE MARKETING AND LABELLING AT YKA



Similarly, YKA product labels follow a regulatory review process for labelling, advertising and communications.

- Several departments including marketing, R&D, product safety and legal ensure robust compliance with national product labelling standards, as well as market standards for new and existing products.
- Our in-house design department works alongside marketing to develop product design, packaging and communications.
- Approved communications are shared on a central internal platform to ensure consistent use by various marketing teams and factories.
- YKA also has a centralised feedback mechanism to address enquiries from consumers and regulators in a timely fashion.



## LABELLING PRODUCTS

For Wilmar Sugar, products that are used as ingredients in the manufacturing of consumer and food service goods are labelled in accordance with the Globally Harmonised System of Classification and Labelling of Chemicals (GHS). We engage external consultants to classify products and prepare safety data sheets in accordance with the GHS. Products that are sold as ingredients meet relevant requirements, including

those of the Therapeutic Goods Administration, Australian Industrial Chemicals Introduction Scheme, Australia Food and Grocery Council and Food Standards Australia or New Zealand, depending on the end use of the product. We also manufacture products that are identified to have potential health risks – such as vinegar and bulk oils – in line with the relevant requirements.

## PARTICIPATING IN REGULATORY AND INDUSTRY DEVELOPMENTS

As a leader in the agribusiness sector, Wilmar seeks to constantly adapt and stay relevant to regulatory and industry developments. In addition, we also seek to participate and contribute our knowledge and practice to government and industry bodies to help shape regulatory initiatives and guidance that better aid consumers and the development of the sector. Examples of some of the key bodies in which we participate and contribute to are listed below.

## GOODMAN FIELDER

### AUSTRALIAN FOOD AND GROCERY COUNCIL WORKING GROUP

Participates in working group to draw positive impacts on health and nutrition issues including:

- national obesity
- industry definitions of serving sizes
- definitions for gene technology
- addition of sugar labelling
- review of Australian Dietary Guidelines

### NATIONAL PLASTICS RECYCLING SCHEME (NPRS)

Goodman Fielder is a foundation supporter of the NPRS project and has committed funds to trials and pilots that are designed to close the loop on soft plastics packaging and produce food-grade packaging from recycled materials.

### SUSTAINABLE AGRICULTURE INITIATIVE (SAI) PLATFORM AUSTRALIA

Member of the SAI, a cross-industry organisation committed to supporting the development of sustainable agriculture.

### AFGC HEALTH, NUTRITION, AND SCIENTIFIC AFFAIRS COMMITTEE

As an observer, Goodman Fielder stays informed and engaged in relevant regulatory initiatives and guidance.

### AUSTRALIAN FOOD PACT

Goodman Fielder is a founding signatory of the Australian Food Pact which launched in 2021 and has participated actively in 2022 across forums, including in the development of the Bread and Bakery Sector Action Plan, advisory to the National Behaviour Change Campaign, and in industry working groups focused on greenhouse gas emissions and food rescue.

### KAI COMMITMENT

Goodman Fielder joined the Kai Commitment in 2022. The Kai Commitment is an agreement between leading food sector businesses designed to reduce food waste and related emissions across New Zealand's food supply chain.

## YKA

### AIDING REVIEWS BY THE GOVERNMENT

YKA has been engaged by government entities to review and exchange industrial experience in relation to the Chinese national standard "GB7718 – General Rules for the Labelling of Pre-packaged Foods".

## ENCOURAGING RECYCLING ACROSS RETAIL PACKAGING

As part of our efforts to promote sustainable packaging and a circular economy, Goodman Fielder uses on-pack labelling to explain packaging recycling options to consumers. Goodman Fielder has adopted the Australasian Recycling Label (ARL) and updated labels to align with ARL. These labels are currently displayed on over 100 products with the plan to have the ARL displayed on 100% of retail products by 2025 in line with Goodman Fielder's and Australian Packaging Covenant Organisation's packaging commitments. The roll-out of the ARL was accelerated in 2022 in light of other regulatory changes that required packaging artwork to be updated.

YKA continues to prioritise the use of recyclable packaging materials, focusing on using paper, small amounts of ink and using recyclable and reusable plastic wherever possible. Today, YKA uses over **90%** of recyclable packaging materials and looks to continue improving on this achievement.



## GOODMAN FIELDER'S SUSTAINABLE PACKAGING

Goodman Fielder's Praise Mayo and Aioli bottles and jars are made using 100% Australian sourced post-consumer recycled plastic. In 2022, our Praise 100% Recycled PET (rPet) bottle was awarded bronze in the 2022 Australasian Packaging Innovation & Design Awards, in the category of Sustainable Packaging – Recycled Content. As an Australia-first in the category, this achievement is a huge step forward for sustainable packaging, saving 380 MT of virgin plastic every year.



**COMPLYING WITH ALL RELEVANT REGULATORY AND VOLUNTARY CODES**

417-2, 417-3, FB-PF-270A.3, FB-PF-270A.4

In 2022, there were no incidences of non-compliance with industry codes or regulatory requirements on labelling or marketing concerning the health and safety impacts of our products, including the impact of our products on children’s health and safety. Wilmar will continue to comply with relevant regulations and industry codes to ensure we meet the highest standards of responsible product marketing and labelling.

**MEETING THE GROWING DEMAND FOR SUSTAINABLE PALM OIL AND SUGAR THROUGH CERTIFICATION**

Wilmar actively works towards obtaining relevant industry certifications to meet the growing demand for sustainable and certified products. Our palm oil and sugar products continue to accumulate more certifications against relevant authoritative bodies. More details on our certification progress can be found in our **Base Data Tables** and in the table below.

**PALM OIL**

**RSPO**

As an active member of RSPO, we are committed to the RSPO certification process and have developed a time-bound plan to have all our mills and their supply bases certified against the RSPO P&C. More information about our progress on RSPO certification can be found on the **RSPO website** and details on our progress against time-bound targets can be found in our **Summary of Progress**. As of year-end 2022, **95%** of our refineries are certified against the RSPO Supply Chain Certification Standard and can deliver palm oil products under the Segregated and Mass Balance supply chain models. Around 10% of all palm oil products transacted by Wilmar globally are RSPO-certified.

We also support schemes and independent smallholders in our supply chain by including them in our certification efforts. For more information on how we work with smallholders and their certification status, see the section on **Economic and Community Contribution**.

**ISPO**

ISPO is a mandatory certification programme for all oil palm growers and millers operating in Indonesia to address social and environmental issues in the oil palm industry and improve the competitiveness of Indonesian palm oil in the global market. Wilmar began implementing the ISPO certification at our Indonesia operations in 2013. Currently, 10 Wilmar-owned palm oil mills and plantations, as well as five independent mills are certified.

**MSPO**

MSPO, endorsed by the Malaysian government in 2013, is the national certification scheme for oil palm plantations, including smallholders and oil processing facilities in Malaysia. Wilmar began implementing the MSPO certification programme at our Malaysia operations in 2016 and successfully certified 100% of our Malaysian palm oil mills and plantations in 2020.

**ISCC**

The ISCC is an international certification system covering all kinds of bio-based feedstocks and renewables catering to energy, food, feed and chemicals sectors. Wilmar is a member of the ISCC association and has been an active user of the system since 2011 to facilitate trade to the renewable energy market in the European Union (EU). Achieving ISCC certification enables delivery of products compliant with the sustainability criteria laid down by the EU’s Renewable Energy Directive.

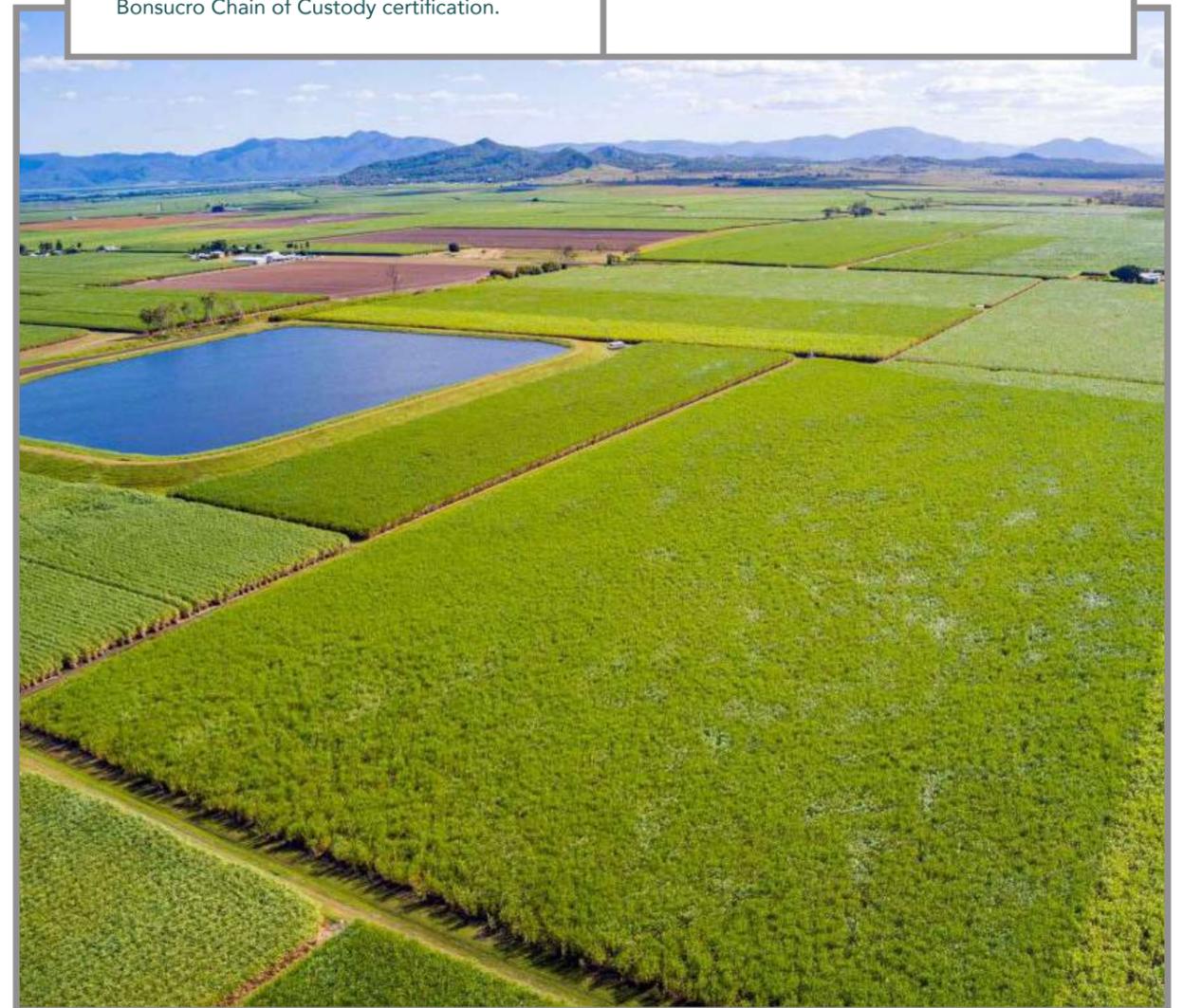
**SUGAR**

**BONSUCRO**

**Bonsucro**, established in 2008, is a global sustainability standard and certification organisation for sugarcane products. Wilmar became a member of Bonsucro in 2014. Of our planted areas in Australia, **56%** are certified in compliance with Bonsucro Production Standards, with three raw sugar mills certified. We also have certified downstream operations in Australia, New Zealand and Singapore in line with the Bonsucro Chain of Custody certification.

**SMARTCANE**

Smartcane BMP is an industry-led initiative available to all sugarcane growers across the state of Queensland in Australia. Our Burdekin plantations were first accredited in 2015, and we now have **100%** of our Wilmar-owned plantations accredited.



Wilmar’s sugarcane farm in Australia

## GENETICALLY MODIFIED ORGANISMS (GMOs)

FB-AG-430B.1

Wilmar does not grow or produce genetically modified (GM) crops. We also do not use GMOs in our palm and sugar production process. We recognise that consumer views on GMOs, as well as the global regulatory landscape – in terms of the authorisation of GM crops and the provision of information to the consumer – will differ across geographies. Therefore, our approach to the use of GM ingredients will vary across our different businesses and product lines. For example, Goodman Fielder’s policy is to avoid GM ingredients wherever possible and we do not use GM ingredients in any of our retail branded consumer

products. On the other hand, it is getting increasingly difficult to source ingredients that are unequivocally guaranteed to be GM-free. YKA relies on imported GM soybeans and rapeseeds for processing and will handle GM crops.

Where we do use GM crops, we ensure a comprehensive management system is in place across our value chain. We strictly adhere to regulatory requirements, including labelling requirements for our GMO products. For example, in China, we follow all the relevant regulations regarding GMO including the following:

- Regulations on the Safety Management of Agricultural GMOs (农业转基因生物安全管理条例)
- Measures for the Administration of Imports of Agricultural GMOs (农业转基因生物进口管理办法)
- Measures for the Administration of Agricultural GMOs Identification (农业转基因生物标识管理办法)
- Measures for the Supervision and Administration of Inspection and Quarantine for Import/ Export Grains (进出口粮食检验检疫监督管理办法)
- Measures for the Approval of Biological GMO Processing (生物转基因加工审批办法).

### SOME OF THE MEASURES WE HAVE IN PLACE INCLUDE:



**01**  
USING THE LATEST TECHNOLOGY TO CONDUCT STRINGENT TESTING OF GMOS

on raw materials and finished products, including checking every truck shipment that arrives



**02**  
SEGREGATING GMO AND NON-GMO INGREDIENTS AT SOURCE

for specific customer orders



**03**  
ENSURING THAT SOME FACTORIES REMAIN STRICTLY GMO-FREE

by processing non-GMO ingredients only



**04**  
ADHERING TO LABELLING REQUIREMENTS FOR OUR GMO PRODUCTS

to ensure that consumers are well-informed<sup>28</sup>



Precision application of pesticide in our sugarcane farms in Australia

<sup>28</sup> None of Wilmar’s products have been restricted, banned or suspended due to regulations on GMO



## PRODUCT QUALITY AND SAFETY

3-3, 416-1

**We are committed to providing our customers and consumers with high-quality and safe products.**

Whether for consumer or industrial use, we are committed to the highest standards of product quality and safety at every touchpoint of the value chain - from design and sourcing, to production, storage and distribution.

To prevent any harm to our customers and consumers, Wilmar has adopted a holistic approach that includes putting in place targets, policies and processes to prevent food safety-related incidents. We actively track our performance and conduct inspections to ensure that quality and safety standards are being consistently met.

OUR TARGETS	2022 PERFORMANCE
<ul style="list-style-type: none"> <li>Continue to maintain <b>ZERO FOOD SAFETY-RELATED INCIDENTS</b></li> </ul>	<ul style="list-style-type: none"> <li><b>ZERO</b> recalls issued for food safety reasons</li> </ul>
<ul style="list-style-type: none"> <li><b>CERTIFY 100% OF OUR FOOD AND FOOD INGREDIENT FACTORIES</b> above 5,000 sqm to a food safety certification scheme accredited by the Global Food Safety Initiative (GFSI) by 2024</li> </ul>	<ul style="list-style-type: none"> <li><b>76%</b> of our food and food ingredient factories above 5,000 sqm are certified, based on our pilot tracking on Indonesia, Malaysia and Goodman Fielder's businesses</li> </ul>
<ul style="list-style-type: none"> <li><b>PASS ALL GOOD MANUFACTURING PRACTICES (GMP) INSPECTIONS</b> with no serious findings</li> </ul>	<ul style="list-style-type: none"> <li><b>25%</b> of factories passed GMP inspection without serious findings, out of which <b>80%</b> were unannounced inspections. <b>254</b> inspections were conducted in 2022, of which <b>69%</b> were unannounced</li> </ul>

### OUR POLICIES ON FOOD SAFETY

WILMAR HAS THREE KEY POLICIES TO GUIDE OUR OPERATIONS IN MAINTAINING FOOD QUALITY AND SAFETY



**01**  
**FOOD SAFETY POLICY**  
describes how we ensure our products meet the highest food safety standards



**02**  
**FOOD FRAUD POLICY**  
sets out our process for protecting our supply chain against deliberate and unintentional adulteration in our food products, food ingredients and food product packaging



**03**  
**FOOD DEFENCE POLICY**  
protects our products and supply chain from malicious attacks that might affect the safety of our food products, food ingredients and food packaging

## ENSURING THE PRODUCTION OF SAFE FOOD THROUGH FOOD SAFETY CERTIFICATIONS

We aim to certify 100% of our food factories above 5,000 sqm to a food safety certification scheme accredited by the GFSI by 2024.

These certification schemes are:

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

To ensure a robust food safety system, we have also engaged AIB International (AIB), an expert in food safety system implementation, to inspect our factories for GMP and other food safety pre-requisites.

### ANNUAL INSPECTION

The target was for AIB to inspect 100% of Wilmar's food and food ingredient manufacturing facilities. In 2022, AIB conducted 251 of the 267 originally planned inspections, while the Group Quality Assurance and Quality Control (QAQC) Department conducted three site inspections. The remaining planned inspections could not be conducted as the facilities were being renovated and therefore not operational.

### UNANNOUNCED INSPECTIONS

As part of our strategy to ensure that relevant standards are truly embedded into everyday practices, factories which are more matured in their GMP are requested to undergo unannounced AIB inspections. 69% of the 254 inspections conducted in 2022 were unannounced. The move towards unannounced inspections helps to ensure that relevant standards are truly embedded into everyday factory practices.

## ENHANCING PRODUCT QUALITY ACROSS DIFFERENT SEGMENTS



Our palm oil products meet the most stringent requirement of 3-MCPD fatty esters, which are chemical contaminants found in palm oil, through strict controls in our entire palm oil supply chain, including plantation management, milling, refining and transportation.



YKA R&D has conducted the experimental research of genetically modified enzyme preparation used in the degumming process of edible oil under the approval of the 中华人民共和国农业转基因生物安全审批书 (The People's Republic of China Agricultural GMOs Safety Certificate), issued by the Ministry of Agriculture and Rural Affairs of China.



In Australia, Goodman Fielder is investing in advanced technology and analysis to enable more accurate product benchmarking to drive continuous improvements across loaf products.

## STRIVING FOR ZERO FOOD SAFETY INCIDENTS

416-2

### FOOD RECALLS

There were **ZERO RECALLS** issued for food safety reasons in 2022

### NON-COMPLIANCE

There were **NO INCIDENTS OF NON-COMPLIANCE** with regulations or voluntary codes concerning the health and safety impacts of our products, including the impact of our products on children's health and safety

## ANIMAL FEED SAFETY

Wilmar upholds animal feed safety through relevant product safety management systems. Majority of animal feed products follow the GMP+ certification scheme, with most of our GMP+ certified feed production plants located in Southeast Asian countries.

Picking up from 2021's post-COVID-19 plans, in 2022, Wilmar made progress in certifying the production of Palm Fatty Acid Distillate (PFAD<sup>29</sup>) and shea nut expeller as animal feed and products in Ghana. We are also in the process of qualifying the production of PFAD in Ivory Coast. Meanwhile, one factory in China is certified under FAMI-QS, a Belgium-based feed safety management system scheme. In addition, factories that ship animal feed to Australia are also certified by the Australian Quarantine and Inspection Services for both feed safety and biosecurity standards.

This year, we worked with AIB to develop feed safety according to GMP inspection standards. The scheme is ready for a pilot run in 2023 where we will learn to further refine our practices to meet GMP standards.

## STRENGTHENING OUR PROGRAMME

416-1



Wilmar continues to improve and strengthen our product quality and safety programmes. Beyond assessments, Wilmar focuses on strengthening its programmes through three main areas:

- 01 CONTINUE EXPANDING AIB INSPECTIONS** to more factories and encourage more factories **TO UNDERGO UNANNOUNCED INSPECTIONS**. This is to embed GMP into the working culture of factories.
- 02 REVAMPING HAZARD ANALYSIS CRITICAL CONTROL POINTS (HACCP) IMPLEMENTATION** in factories through ongoing coaching and conducting reviews with selected factories.
- 03 INCREASING FACTORY RESOURCES AND CAPABILITIES TO CONDUCT GMP SELF-INSPECTION**. We aim to train all factory staff in GMP requirements. We are also putting in place programmes for selected internal GMP auditors from different countries and regions to be trained by Group QAQC auditors. Once fully trained, internal GMP auditors can train more auditors in their respective countries and regions.

<sup>29</sup> PFAD is a processing residue derived from the refining of food-grade palm oil for food and chemical industry use.



## TRANSFORMING OUR SUPPLY CHAIN



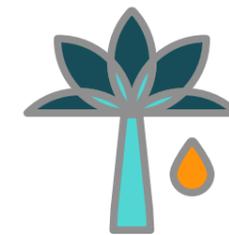
RESPONSIBLE SOURCING AND SUPPLY CHAIN TRANSFORMATION



ACHIEVED

**98.7%**

TRACEABILITY TO MILLS



ACHIEVED

**83.4%**

TRACEABILITY TO PLANTATIONS



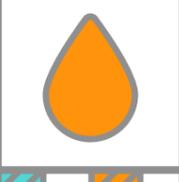
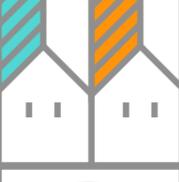
ACHIEVED

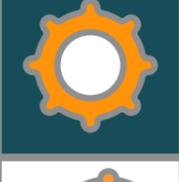
**A CONSISTENT 100% RESPONSE RATE TO ALL GRIEVANCES RAISED**

VIA WILMAR'S GRIEVANCE MECHANISM









## RESPONSIBLE SOURCING AND SUPPLY CHAIN TRANSFORMATION

2-6, 3-3, FB-AG-430a.3, FB-PF-440a.2

Our commitment to sustainability extends beyond our own operations into our supply chain. Through our approach to responsible sourcing and supply chain transformation, we aim to:



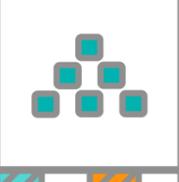
CREATE A TRACEABLE AND TRANSPARENT SUPPLY CHAIN

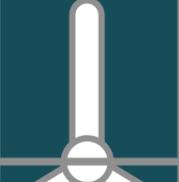


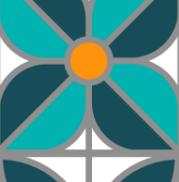
EMPOWER OUR SUPPLIERS TO MEET OUR STANDARDS THROUGH MONITORING AND CAPACITY BUILDING












OUR TARGETS	2022 PERFORMANCE
<ul style="list-style-type: none"> <li>100% TRACEABILITY TO PALM OIL MILLS by 2022</li> </ul>	<ul style="list-style-type: none"> <li>ACHIEVED 98.7%* TRACEABILITY to mills</li> </ul>
<ul style="list-style-type: none"> <li>90% TRACEABILITY TO OIL PALM PLANTATIONS across our global operations by 2023</li> </ul>	<ul style="list-style-type: none"> <li>ACHIEVED 83.4%* TRACEABILITY to plantations</li> </ul>
<ul style="list-style-type: none"> <li>100% RESPONSE RATE to all grievances raised via Wilmar's grievance mechanism</li> </ul>	<ul style="list-style-type: none"> <li>ACHIEVED A 100% RESPONSE RATE consistently since 2015. 85* grievance cases raised as of December 2022; 78* cases closed while 7* are in progress</li> </ul>

Our **Supplier Guidelines** outline the basic principles that we expect all our suppliers to uphold. They cover topics such as legal compliance and business integrity, labour and human rights, environmental protection, product quality and safety and reporting violations or misconduct. In turn, our suppliers are expected to communicate and implement the principles in our Supplier Guidelines throughout their own supply chains.

We have an extensive responsible sourcing programme to help our suppliers build capacity and meet the standards set out in our Supplier Guidelines. With strong roots in palm oil and sugar, we are particularly focused on the responsible sourcing of these two commodities through knowledge-sharing and on-the-ground interventions.



*We have an extensive responsible sourcing programme to help our suppliers build capacity and meet the standards set out in our Supplier Guidelines.*



\* CU has conducted limited assurance procedures on these figures

## SUPPLY CHAIN OVERVIEW

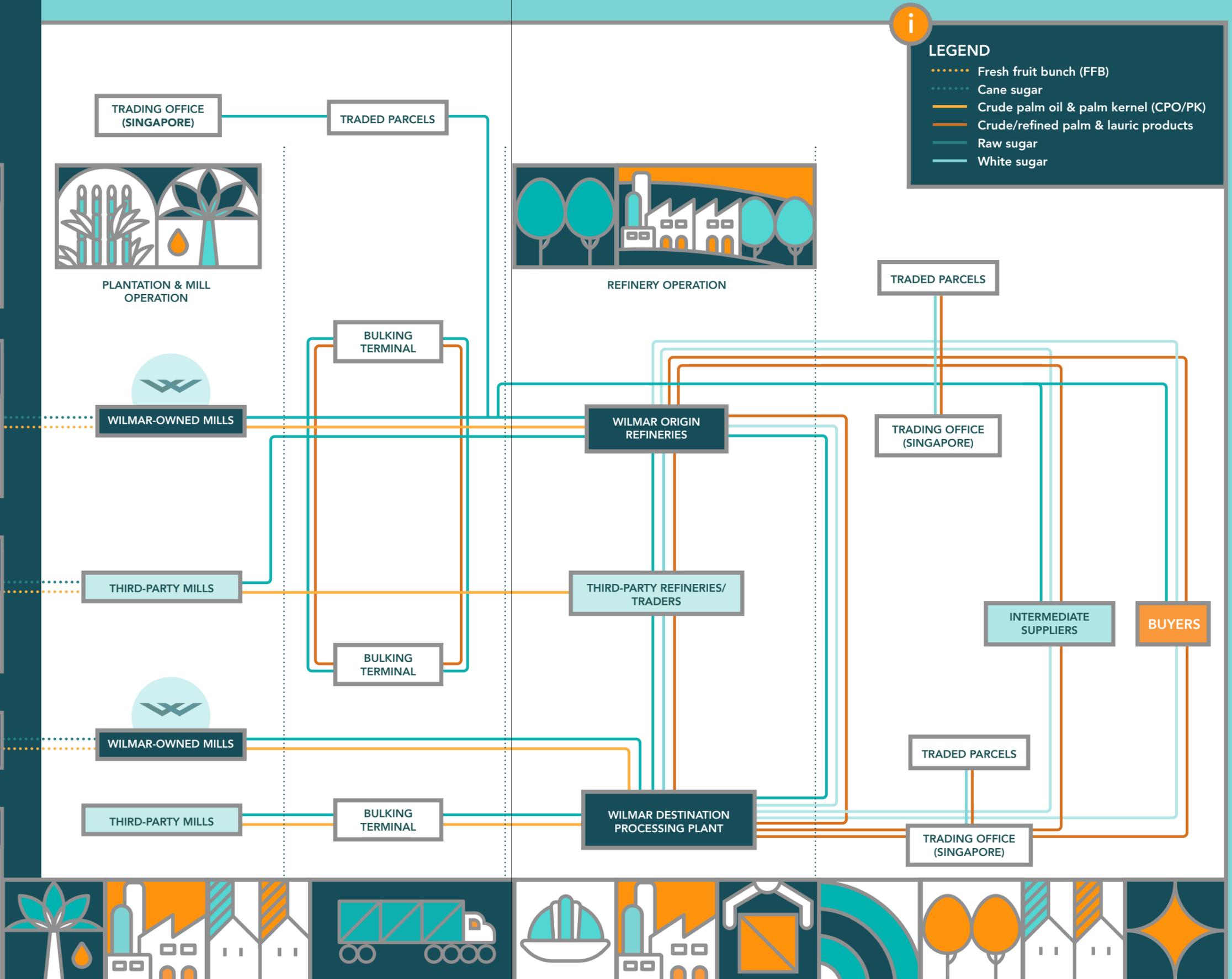
ORIGIN	
<b>PALM SUPPLY</b>	<b>SUGAR SUPPLY</b>
Indonesia, Malaysia, Africa	Australia, India

WILMAR-OWNED / THIRD-PARTY
PLANTATIONS SMALLHOLDERS SMALLGROWERS FFB COLLECTION CENTRE

THIRD-PARTY PLANTATIONS
SMALLHOLDERS SMALLGROWERS FFB COLLECTION CENTRE

WILMAR-OWNED / THIRD-PARTY PLANTATIONS
WILMAR-OWNED MILLS

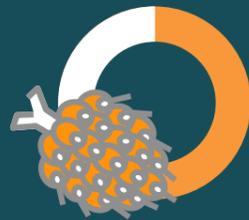
DESTINATION	
<b>PALM</b>	<b>SUGAR</b>
All listed countries on <a href="#">this link</a> , excluding origin countries	New Zealand, Indonesia, India



## PALM SUPPLIERS

A large proportion of our supply of FFB, CPO, and palm kernel oil (PKO) come from third-party suppliers worldwide:

**i** For more information on our palm suppliers, please refer to our **SUPPLY CHAIN MAP**



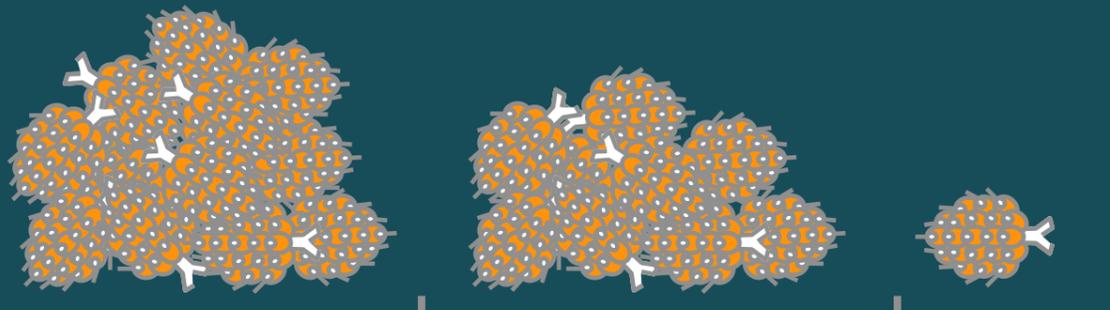
**53%**  
OF FFB SUPPLY FOR OUR PALM OIL MILLS  
are from third-party suppliers in Indonesia, Malaysia, Ghana and Nigeria



**90%**  
OF CPO AND PKO SUPPLY  
managed by our refineries are from third-party suppliers in Indonesia, Malaysia, Ghana and Nigeria

**100%** WE AIM TO SOURCE 100% OF OUR PALM VOLUME FROM EITHER ISPO, MSPO AND/OR RSPO SOURCES BY 2050

### FFB processed by Wilmar palm oil mills



**53%** 5,220,149 MT THIRD-PARTY SUPPLIERS\*\*  
**45%** 4,429,025 MT WILMAR PLANTATIONS  
**2%** 174,636 MT SCHEME SMALLHOLDERS

### CPO and PKO processed by Wilmar refineries



**10%** WILMAR MILLS  
**90%** THIRD-PARTY SUPPLIERS\*\*\*

## SUGAR SUPPLIERS

We buy from a wide range of sources including our own operations, independent mills, refineries, traders and global sugar exchanges. Of our total sugar supply, a majority similarly comes from third-party suppliers worldwide:

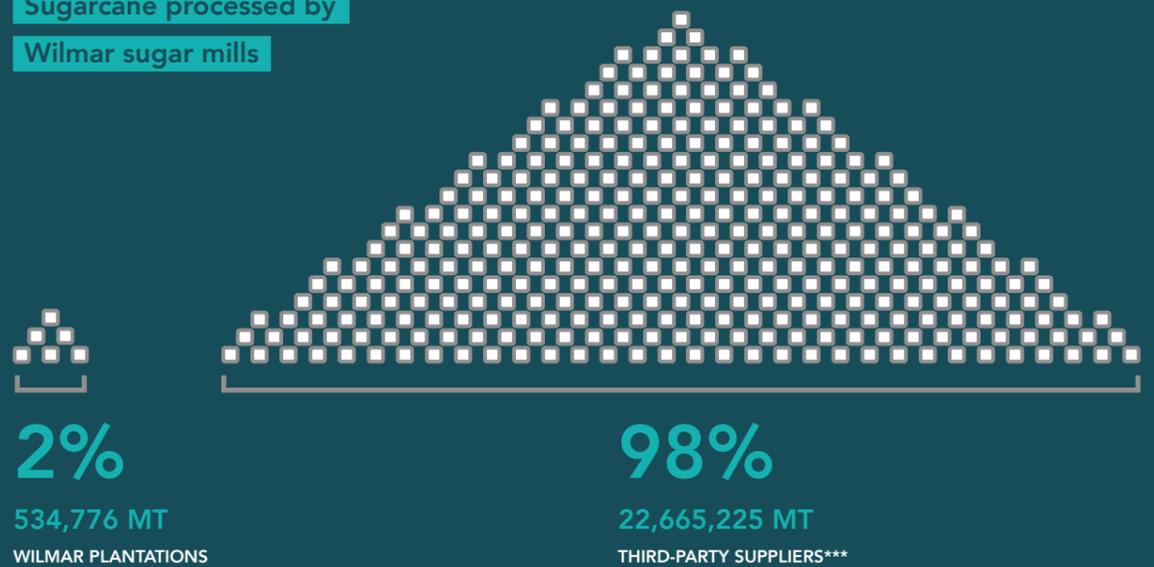


**98%**  
OF OUR SUGARCANE  
processed in our Australia, Myanmar and India sugar mills comes from third-party farmers and smallholders in their countries



**89%**  
OF OUR THIRD-PARTY RAW SUGAR  
comes from major traders in Brazil, Thailand and Australia (the remainder are from India, South Africa and Latin American countries)

### Sugarcane processed by Wilmar sugar mills



\*\*\* Third-party suppliers include third-party direct mills, third-party refineries/traders/bulkers.

## ENSURING SUSTAINABLE PRACTICES BY OUR PALM SUPPLIERS

Our first **NDPE Policy** was launched in 2013, and later updated in 2019 to reflect the commitments, policies and procedures that were adopted since the initial policy.

Wilmar was the first in the industry to launch an NDPE Policy applicable across our entire supply chain. Some key elements of our policy are our support for smallholders, a deforestation cut-off date, recovery plan requirements, a suspend first approach, enhanced health and safety responsibilities, more robust grievance mechanisms and more transparent public reporting.

Through our policy, we seek to drive positive change and support sustainable development throughout the palm oil supply chain.

**i** For more information on our NDPE implementation progress, please refer to our **PALM NDPE IMPLEMENTATION ANNUAL REPORT 2022**

\*\* Third-party suppliers include independent smallholders, FFB collection centres and agents.  
\*\*\* Third-party suppliers include third-party direct mills, third-party refineries/traders/bulkers.



## ENSURING SUSTAINABLE PRACTICES BY OUR SUGAR SUPPLIER

Sustainability has always been part of our sugar businesses. In 2021, we enhanced our approach to driving sustainability in our sugar supply chain by introducing our **No Deforestation, No People Exploitation Sugar (NDPE Sugar) Policy**. The NDPE Sugar Policy builds on the same approach as our original NDPE Policy and sets out similar commitments to protect forests, people and communities, while promoting progress in operational efficiencies and best practice.

Our policy similarly extends beyond our own operations to include joint ventures and third-party suppliers in the sugar supply chain. Peat is excluded from our sugar programme as it is not a material sustainability issue in the sugar industry. More information on our NDPE Sugar Policy can be found on our **Sustainability Dashboard**.

Following the publication of the policy, the NDPE Sugar Initiative was launched in 2022 where one of the main objectives is to engage with our suppliers to ensure effective implementation of this policy. As implementing change and covering all our suppliers will take time, we emphasise on improving agricultural

and sustainability practices through engagement and knowledge sharing. Through this approach, we aim to enable transformation across a wider production base while delivering on the most material sustainability concerns of global customers.

Wilmar has adopted a progressive phased approach in implementing this programme and have set clear **milestones** to drive progress and acknowledge achievements along our journey. The first phase of implementation is focused on onboarding our refineries and rolling out the SRT to our key mill suppliers in Australia, Thailand and India. We have progressively socialised the programme requirements and expectations to these entities and their customers.

Following the pilot launch of the SRT, we engaged with suppliers to better understand their responses and further refined the questionnaire based on feedback received. As of December 2022, all our refineries are part of the NDPE Sugar Initiative with phased roll-out to our mill suppliers in the Latin America region scheduled for 2023.

### CASE STUDY

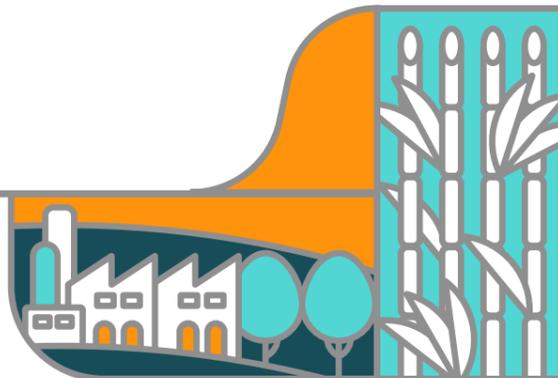
## ESTABLISHING A SUSTAINABLE SUGAR SUPPLY CHAIN



In December 2022, Gula Prai, the flagship product of MSM Malaysia Holdings Berhad (MSM), became the first product to claim their achievement of Milestone 1 for Wilmar's NDPE Sugar Initiative. Achieving Milestone 1, which requires sugar refineries to have traceability systems in place which allow them to provide regular and transparent mill lists, means that the raw sugar used in Gula Prai products is now traceable to mill. New consumer packaging launched in 2022 now includes the NDPE Sugar logo and appropriate on-pack claim.

The announcement followed the signing of an agreement between MSM and Wilmar Sugar in 2021 to collaborate on enabling sustainable raw sugar sourcing within their joint supply chain.

This initiative has enabled MSM to establish raw sugar traceability and monitor suppliers' performance to ensure they meet MSM's ESG commitments in food production. Through the collaboration, both companies will have the ability to foster the protection of the environment, labour and communities within the sugar sector as well as address growing demand for sustainably sourced products.



Wilmar has introduced our NDPE Sugar Policy to drive sustainability in our sugar supply chain

# RESPONSIBLE BUSINESS PRACTICES



BUSINESS ETHICS AND COMPLIANCE



NO REPORTED INCIDENTS OF CORRUPTION CASES INVOLVING WILMAR OR OUR EMPLOYEES

NO REPORTED INCIDENTS OF CORRUPTION CASES INVOLVING WILMAR OR OUR EMPLOYEES



DATA SECURITY AND PRIVACY



MAINTAIN NO SUBSTANTIATED COMPLAINTS

CONCERNING BREACHES OF CUSTOMER PRIVACY AND LOSSES OF CUSTOMER DATA



## BUSINESS ETHICS AND COMPLIANCE

2-23, 3-3

Wilmar is guided by a set of values that define who we are and the way we operate. Underpinning these values is a culture of strong business ethics and compliance applied across the business.



## WILMAR'S CORE VALUES

<p><b>INTEGRITY</b> We value honesty, trustworthiness and high ethical standards</p>	<p><b>INNOVATION</b> We value innovative efforts, ideas and methods to continually improve our business processes</p>
<p><b>EXCELLENCE</b> We strive for excellent performance in everything we do</p>	<p><b>TEAMWORK</b> We work as one team to achieve our corporate goals</p>
<p><b>PASSION</b> We are passionate about growing our business globally</p>	<p><b>SAFETY</b> We pay careful consideration to the health and safety of our employees at the workplace</p>

## GROUP POLICIES AND GUIDELINES ON BUSINESS ETHICS

2-23, 205-2

Wilmar recognises the importance of upholding the highest standards of integrity. Wilmar acts proactively to prevent and mitigate potential negative impacts via a set of ethics-related policies and exercises due

diligence to ensure an appropriate level of business ethics in all activities. These corporate policies have been approved by the Board of Directors and apply to the Group.

## WILMAR'S COMPLIANCE-RELATED POLICIES



### CODE OF CONDUCT

Applying to all employees and leadership, Wilmar's Code of Conduct addresses a number of issues, including conflict of interest, bribery, corruption and issues surrounding respecting people such as non-discrimination, anti-harassment and violence.



### CODE OF ETHICS

Applying to all employees and leadership, Wilmar's Code of Ethics prescribes the moral and ethical standard of behaviour that is expected in all our businesses.



### ANTI-BRIBERY AND CORRUPTION POLICY

Applying to all employees, leadership and other parties with a business relationship with us, Wilmar's Anti-Bribery and Corruption Policy outlines the guidelines and assigns responsibilities for the development of controls and conduct of investigations relating to bribery and corruption.



### ANTI-FRAUD POLICY

Applying to any fraudulent activity involving employees and any other parties with a business relationship with Wilmar, the Anti-Fraud Policy identifies responsibilities, provides direction and sets out procedures on the management of fraud.

## COMMUNICATION AND TRAINING ON WILMAR'S CORPORATE POLICIES

2-23

Wilmar's corporate policies are communicated to all employees of the Group including the Board of Directors. To ensure compliance with these policies, all employees, including part-time employees and contractors, also receive training and specific guidance, either as part of their on-boarding or as regular ongoing refresher training. Training is conducted via e-learning applications developed by Wilmar's HR and IT Departments, where attendance and results of the training can be monitored.

Wilmar's corporate policies are also communicated to our business partners and other entities we engage with. To ensure availability of information, the policies can be accessed online on Wilmar's website and through the Company's intranet. Through Wilmar's SRT, we can also measure the compliance of our subsidiaries, joint ventures and third-party suppliers with policies such as the NDPE Policy. Where necessary, physical engagements are conducted with those who were assessed as having higher risks.

## WILMAR'S TAX POLICY

207-1

Wilmar's **Tax Policy** sets the direction on how all companies within the Group are to conduct their tax affairs and manage their tax risks.

### THE TAX POLICY IS ESTABLISHED BASED ON THE FOLLOWING KEY PRINCIPLES:



#### COMMITMENT TO FULFILL

all statutory tax compliance and disclosure obligations in accordance with all relevant tax laws and regulations



#### PAY THE RIGHT AND PROPER AMOUNT OF TAXES



#### MANAGE TAX AFFAIRS IN AN EFFICIENT MANNER

that seeks to maximise shareholder value, and at the same time, ensure all tax planning is built on sound commercial business activities and in compliance with all relevant laws and regulations



#### NO ADOPTION OF ANY TAX PLANNING

and structures that are aggressive, meant for tax avoidance or not in compliance with laws and regulations

## RAISING AND REPORTING CONCERNS

2-25, 2-26, 205-3, 2-27

Wilmar has in place a **Whistleblowing Policy** which provides an avenue for employees and external parties to raise concerns about possible corporate improprieties and receive feedback with the assurance that they

will be protected from reprisal or victimisation. The Whistleblowing Policy ensures that arrangements are in place for independent investigations of alleged improprieties and for appropriate follow-up actions.



In 2022, the Indonesia Competition Commission, locally known as the *Komisi Pengawas Persaingan Usaha* (KPPU), alleged that 27 Indonesian companies, including five Indonesian subsidiaries of the Wilmar Group, were involved in monopolistic and unfair business competition practices with respect to sales of packed cooking oil in Indonesia and were accused of violating laws relating to price fixing and withholding of packed cooking oil from the Indonesian market. Wilmar respects the examination process conducted by the KPPU and will cooperate with the KPPU.

In 2022, there were **no reported incidents of corruption** cases involving Wilmar or our employees. There were also **no significant incidents of non-compliance** with any relevant environmental and socio-economic laws or regulations in our operations.

## PUBLIC POLICY

415-1

Wilmar does not make any direct or indirect contributions to political parties, political associations and political candidates. Wilmar recognises employees' rights to participate in political processes as individuals. Any engagement by employees in political activities must be in compliance with our Code of Conduct and other relevant Group policies.

As a responsible corporate citizen, Wilmar often takes a position on issues of public policy that could impact our business. The Group may engage in efforts that may have an impact on legislation or government policy. All such lobbying efforts are conducted in accordance with applicable laws and regulations. Our subsidiary, Wilmar Europe Trading B.V. (WET), engaged Europtimum to represent our position on various sustainability policy issues within the European Union. Fees amounting to **US\$94,287** and **US\$80,878** were paid to Europtimum in 2021 and 2022 respectively. Such amounts were split equally between WET and Olenex Sàrl (Olenex). Olenex is a joint venture between Wilmar and ADM.

Through Europtimum, we engaged with the European Commission on its proposal for a regulation on deforestation-free products, as well as its proposal for a directive on sustainable corporate governance. We expressed general support for both proposals and provided input to share practical insights on commodity flows, highlight the potential risks of the proposals and offer solutions. We also provided feedback, directly and via an industry organisation, Fediol, on the biofuels elements of the European Commission's "Fit for 55" package, which aims to help the European Union achieve its goal of reducing GHG emissions by 55% in 2030 (compared to 1990 levels).

Wilmar is a member of several sustainability-related trade associations, multi-stakeholder initiatives and tax-exempt groups.

**Total monetary contributions<sup>31</sup> to sustainability-related trade associations and tax-exempt groups**

■ = US\$5,000



**CORPORATE GOVERNANCE**

2-9

Establishing an appropriate governance structure, controls and oversight of our business is essential to safeguard the interests of all our stakeholders. We also recognise the importance of a diverse Board, comprising Directors with the appropriate and right balance of skills, knowledge, experience and perspective who can contribute effectively to the strategy and sustainable development of Wilmar. Guided by our **Board Diversity Policy**, the Nominating Committee's (NC) selection of candidates takes into account the principles presented in our Board Diversity Policy, which require the NC to consider opportunities to increase the proportion of members from different areas of expertise, nationalities, ethnicities, gender and age groups over time when selecting and making recommendation to the Board on suitable candidates.

**i** More information on the diversity of our Board can be found on page 70 of our **ANNUAL REPORT 2022**



*We recognise the importance of a diverse Board, comprising Directors with the appropriate and right balance of skills, knowledge, experience and perspective who can contribute effectively to the strategy and sustainable development of Wilmar.*



<sup>31</sup> Based on contributions made by Wilmar's Sustainability Department.

To ensure that our Board is continuously equipped with the knowledge and skills to effectively contribute in their roles as Directors, we provide various trainings and briefings. On an ongoing basis, Directors are provided with opportunities to develop and refresh their skills and knowledge. Directors are also encouraged to participate in seminars, conferences and training programmes which are relevant to their roles as Directors. In 2022, specifically related to sustainability, our Board of Directors, as well as some members of our

Senior Management, attended the following training sessions conducted by our Sustainability Department:

- ESG analysis and reporting
- Climate change and GHG emissions

In 2022, Directors completed a requisite sustainability training module, prescribed by SGX, to equip themselves with basic knowledge on sustainability matters.

Artist impression of Wilmar's Corporate Headquarters in Singapore



**i** We will continue to upskill our Board and Senior Management on sustainability matters. More information on the training programmes attended by Directors can be found on pages 66 and 67 of our **ANNUAL REPORT 2022**

**i** Wilmar's ESG issues are reviewed by the BSC, a committee of the Board of Directors responsible for Wilmar's ESG governance and performance. For more information on the BSC, please refer to page 29 of this report, under this section: **SUSTAINABILITY GOVERNANCE**



	<h2>DATA SECURITY AND PRIVACY</h2> <p>3-3</p>	
	<p>Data security and privacy are at the core of Wilmar's digital transformation journey. We use a robust and risk-based framework to manage ever-changing cyber threats and proactively protect our assets.</p>	

In a world of rapid digitalisation, Wilmar recognises that robust data security and privacy are essential to fostering trust with customers, business partners and other stakeholders that provide personal and business information while engaging with Wilmar. Wilmar's IT security team continuously works towards strengthening our IT security measures including reviewing and adapting our IT policies to ensure that they stay relevant and in compliance with prevailing laws and regulations in countries and regions where we operate.

Wilmar ensures that cyber resilience, overall IT security and cyber security governance are constantly monitored, reviewed and receive top management's attention. The IT security team reports to our Chief Information Officer, who in turn, reports to Wilmar's Chief Operating Officer who is also a Board Director. Key developments, initiatives and emerging issues on IT security are also reported to the Board.

### PROTECTING DATA PRIVACY

418-1

Wilmar aims to ensure that we comply with all relevant data protection regulations in countries and regions where we operate, including the General Data Protection Regulation in Europe, Personal Information Protection Law in China and the Personal Data Protection Act in Singapore. Wilmar's Internal Privacy Policy addresses how employees must handle data in accordance with these regulations. Externally, the Wilmar [Group Privacy Policy](#) outlines how we collect personal data; how and for what purposes we may use it; and to whom such data may be disclosed to. This policy also includes important information regarding individuals' rights with respect to the processing of personal data.



*We strongly believe humans are our first and last line of cyber defence.*



### IMPLEMENTING CYBERSECURITY MEASURES

We follow industry leading cybersecurity frameworks such as the National Institute of Standards and Technology Cybersecurity Framework and ISO/IEC 27001:2013 to prevent, detect and respond to cyber-attacks efficiently. We also keep up with industry leading practices to reinforce our cyber resiliency by ensuring high availability and recoverability of our infrastructure and services.

We strongly believe humans are our first and last line of cyber defence. We recognise the importance of building a cyber-aware culture and do so by conducting cyber security awareness trainings and publishing cyber security bulletins with tips and advice regularly. This reminds our employees to remain vigilant and instils good cyber awareness. We also provide clear channels to allow our employees to report any cyber issues to the IT security team.



**APPENDIX**



- MATERIALITY
- EXTERNAL ASSURANCE FROM ERNST & YOUNG LLP
- EXTERNAL ASSURANCE FROM CONTROL UNION CERTIFICATIONS
- INTERNAL ASSURANCE STATEMENT
- ALIGNING WITH THE RECOMMENDATIONS FROM THE TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)
- SUPPORTING THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)
- GLOSSARY OF TERMS
- GLOSSARY OF MEASUREMENT UNITS



## MATERIALITY

3-1, 3-2

A comprehensive materiality assessment covering key business segments was conducted in 2020 and reviewed again in 2021 and 2022. Both the materiality assessment and subsequent reviews of material ESG topics were conducted and supported by an independent consultancy specialising in sustainability.

The materiality assessment aimed to identify Wilmar's impact, both positive and negative, through a thorough stakeholder engagement process that determined the ESG topics that were most relevant and impactful to our stakeholders. The insights gathered from the assessment reflect our ESG impacts and informs our ongoing strategy to ensure our business can continue to achieve long-term success and value-creation.

IN DETERMINING THE MATERIAL ESG TOPICS, WE REFERENCED GRI'S GUIDANCE AND UNDERTOOK A FIVE-STAGE PROCESS:



### 01 CONTEXT AND TOPIC IDENTIFICATION

Led desk-based research and a benchmarking exercise to identify a list of potentially material topics for our key business segments. This stage produced a list of **16 topics** that were prioritised in the next stage.



### 02 STAKEHOLDER ENGAGEMENT: SURVEY

Conducted an online survey for internal and external stakeholders to prioritise the list of **16 topics** based on Wilmar's impact on society and how important they are for the Group. We aimed to get balanced views from representatives of our most important stakeholder groups. We received a total of **364 responses** from our employees and **521 responses** from external stakeholders, enabling us to achieve a response rate of **66.5%** and **42%** respectively<sup>31</sup>.



### 03 STAKEHOLDER ENGAGEMENT: INTERVIEWS

Conducted a series of interviews with key external stakeholders to gather additional context and insights into Wilmar's sustainability context and material topics.



### 04 VALIDATION

Consolidated and analysed findings from the online survey and interviews to produce a preliminary matrix. Validated the results with the Sustainability Department and received sign-off from the Board of Directors.



### 05 REVIEW

Conducted a review of our material topics to ensure any priority changes or new topics were considered. The review was based on desktop research and internal discussions. This review was supported by an independent consultancy specialising in sustainability.

In 2022, these material ESG topics were reviewed again against latest sectoral trends, stakeholder feedback and our business objectives. The topics were evaluated to remain highly relevant, and no changes were made to the list of material topics.

<sup>31</sup> Stakeholders surveyed include Wilmar's employees from across different departments, academia, banks/lenders, certification bodies, customers, government/regulators, industry bodies, investors/shareholders, labour unions, local communities, media, multi-stakeholder organisations, CSOs, non-profit organisations, retailers, smallholders, suppliers, sustainability consultants/collaborators and third-party auditors.

## PRIORITY TOPICS

These are topics of very high importance to Wilmar and our key stakeholders. They have relevance to the business' ability to create long-term value and its impact on society and the environment. They form the focus of Wilmar's sustainability strategy and reporting.

 <p><b>BIODIVERSITY AND CONSERVATION</b> Conserving, managing and rehabilitating HCS forests, HCV areas and peatland through no deforestation, no development on peatland and fire prevention.</p>	 <p><b>BUSINESS ETHICS AND COMPLIANCE</b> Conducting business activities with the highest standards of governance and ethics, and in compliance with all relevant laws and policies.</p>
 <p><b>CLIMATE CHANGE</b> Taking actions to mitigate the impacts of climate change by reducing GHG emissions and adapting to regulatory and physical climate risks.</p>	 <p><b>DIVERSITY AND INCLUSION</b> Fostering a diverse and inclusive workplace, free from harassment and discrimination based on an individual's ethnic origin, gender, national origin, age, social class, religion, sexual orientation, gender identity, union membership, political affiliation or disability. Ensuring a fairer and more inclusive workplace for women.</p>
 <p><b>ECONOMIC AND COMMUNITY CONTRIBUTION</b> Contributing to the socio-economic development of the communities where we operate.</p>	 <p><b>ENVIRONMENTAL FOOTPRINT OF OPERATIONS</b> Minimising the environmental footprint of our operations through the efficient consumption and responsible management of energy, water and waste.</p>
 <p><b>EMPLOYEE HEALTH, SAFETY AND WELL-BEING</b> Promoting and safeguarding the health, safety and well-being of our workforce.</p>	 <p><b>HUMAN RIGHTS AND LABOUR STANDARDS</b> Providing fair and decent working opportunities, respecting and protecting the rights, dignity and security of our workers, our communities and all those who are part of our value chain.</p>
 <p><b>PRODUCT QUALITY AND SAFETY</b> Guaranteeing the highest standards of product quality and safety.</p>	 <p><b>RESPONSIBLE SOURCING AND SUPPLY CHAIN TRANSFORMATION</b> Ensuring responsible sourcing activities by creating a traceable and transparent supply chain. Promoting supply chain inclusiveness by monitoring and engaging with suppliers to empower them to meet high sustainability standards through capacity building.</p>

## IMPORTANT TOPICS

These are topics of moderate to high importance to either Wilmar or our key stakeholders.

 <p><b>CONSUMER HEALTH AND WELL-BEING</b> Contributing to the access of affordable, healthy and nutritious food, especially in emerging markets.</p>	 <p><b>DATA SECURITY AND PRIVACY</b> Protecting personal data from any unauthorised access or malicious attacks, and ensuring the proper handling, processing, storage and usage of personal information.</p>
 <p><b>INNOVATION AND TECHNOLOGY</b> Investing in R&amp;D and adopting new technologies to drive product and process innovation, leading to enhanced product quality and operational efficiencies.</p>	 <p><b>PRODUCT MARKETING AND LABELLING</b> Marketing and labelling our products accurately and with high standards for product transparency.</p>
 <p><b>SUSTAINABLE PACKAGING</b> Sourcing and developing packaging solutions that minimise the use of materials and can be reused/recycled by the end-user.</p>	 <p><b>TALENT MANAGEMENT</b> Attracting skilled individuals, providing development opportunities and maintaining an engaged workforce to build a high-performing company.</p>



# EXTERNAL ASSURANCE FROM ERNST & YOUNG LLP

Independent Limited Assurance Statement in connection with the subject matters included in the Sustainability Report of Wilmar International Limited for the year ended 31 December 2022.

To the Management and Directors of Wilmar International Limited,

## SCOPE

In connection with our Engagement Letter dated 19 November 2021, we have been engaged by Wilmar International Limited ('Wilmar') to perform a 'limited assurance engagement', as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on Wilmar's subject matters as set out in the Subject Matter Information section below as contained in Wilmar's Sustainability Report dated 29 May 2023 for the year ended 31 December 2022 for the period from 1 January 2022 to 31 December 2022.

## SUBJECT MATTER INFORMATION

Our limited assurance engagement covers the following subject matters for the above-mentioned period:

NO	MATERIAL ESG ISSUE	INDICATORS FOR ASSURANCE	COUNTRIES	SCOPE
1	HUMAN RIGHTS AND LABOUR STANDARDS	Percentage of compulsory school-going age children living in Wilmar plantations attending school (Wilmar and government school)	Indonesia, Malaysia, Ghana and Nigeria	Palm plantations

NO	MATERIAL ESG ISSUE	INDICATORS FOR ASSURANCE	COUNTRIES	SCOPE
2	BIODIVERSITY AND CONSERVATION	Planted areas on peat	Indonesia, Malaysia	Palm plantations
3	ENVIRONMENTAL FOOTPRINT OF OPERATIONS	Water use intensity (m <sup>3</sup> /MT)	Indonesia, Malaysia, Ghana and Nigeria	Palm mills
4	ENVIRONMENTAL FOOTPRINT OF OPERATIONS	Treatment of POME and BOD quality for mills and PORE and COD quality for refineries (mg/L)	Indonesia, Malaysia, Ghana, Nigeria and South Africa	Palm mills and refineries
5	ECONOMIC AND COMMUNITY CONTRIBUTIONS	Number of independent smallholders involved in Wilmar Programmes	Indonesia, Malaysia, Ghana and Nigeria	Palm plantations
6	EMPLOYEE HEALTH, SAFETY AND WELL-BEING	Number of reported fatalities for Wilmar's employees and contractors	Global	Plantations, mills and factories

A hashtag symbol (#) in the Sustainability Report and accompanying Base Data Tables denotes statements and claims on which we have performed limited assurance procedures.

## CRITERIA APPLIED BY WILMAR

In preparing the report, Wilmar applied the criterion of "Accuracy" as defined by GRI and specific criteria determined by Wilmar as being relevant for its sustainability performance. Such Criteria were specifically designed for sustainability performance; as a result, the subject matter information may not be suitable for another purpose.

## WILMAR'S RESPONSIBILITY

Wilmar's management is responsible for selecting Criteria, and for presenting the Subject Matter Information in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

## EY'S RESPONSIBILITY

Our responsibility is to express a conclusion on the presentation of the Subject Matter Information based on the evidence we have obtained.

We conducted our engagement in accordance with the International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ('ISAE 3000') and the terms of reference for this engagement as agreed with Wilmar on 19 November 2021.

Those standards require that we plan and perform our engagement to obtain limited assurance about whether, in all material respects, the Subject Matter is presented in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions. Our review was limited to the information on the select indicators set out within the Sustainability

Report and accompanying Base Data Tables for the year ended 31 December 2022 and our responsibility does not include:

- Any work in respect of sustainability information published elsewhere in Wilmar's annual report, website and other publications,
- Sustainability information prior to 1 January 2022 and subsequent to 31 December 2022, and
- Management's forward-looking statements such as targets, plans and intentions.

## OUR INDEPENDENCE AND QUALITY CONTROL

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements*, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

## DESCRIPTION OF PROCEDURES PERFORMED

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter Information and related information, and applying analytical and other appropriate procedures.

Our procedures included:

1. **Inquiries with Wilmar's Sustainability team to:**
  - a. Understand principal business operations,
  - b. Appreciate key sustainability issues and developments,
  - c. Map out information flow for sustainability reporting and the relevant controls, and
  - d. Identify data providers with their responsibilities
2. Virtual interviews with and sought clarifications from employees and Management in Singapore, Indonesia, Malaysia, Ghana, Nigeria and South Africa (e.g. Sustainability team, Environmental Health and Safety team, Estate Managers, Mill Managers, Factory Managers) to understand key sustainability issues related to the selected indicators, collection processes and accuracy of reporting
3. Conducting walk-through of systems and processes for data aggregation and reporting with relevant personnel to understand the quality of checks and control mechanisms, and assess and test the controls in relation to the concerned subject matters

4. Performing of analytical reviews on data and inquire with relevant personnel when anomalies are observed
5. Obtaining of documentation through sampling methods to verify assumptions, estimations and computations made by Management in relation to the concerned subject matters
6. Checking data and statements had been correctly transcribed from corporate systems and / or supporting evidence, in relation to concerned subject matters
7. Obtaining of relevant certifications and reports in relation to the concerned Subject Matters Information in the Report

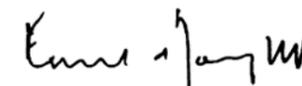
We also performed such other procedures as we considered necessary in the circumstances.

## CONCLUSION

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Subject Matter Information dated 29 May 2023 for the year ended 31 December 2022 for the period from 1 January 2022 to 31 December 2022, in order for it to be in accordance with the Criteria.

## RESTRICTED USE

This report is intended solely for the information and use of Wilmar and is not intended to be and should not be used by anyone other than those specified parties.



ERNST & YOUNG LLP  
SIGNED FOR ERNST & YOUNG LLP BY  
SIMON YEO  
PARTNER, CLIMATE CHANGE AND  
SUSTAINABILITY SERVICES  
SINGAPORE  
31 MAY 2023



# EXTERNAL ASSURANCE FROM CONTROL UNION CERTIFICATIONS

Control Union Certifications (CU) was commissioned by Wilmar to conduct an independent assurance of the following disclosures: Traceability to Mill (TtM), Traceability to Plantation (TtP), NDPE Implementation Reporting Framework (NDPE IRF), Satellite Monitoring, Grievance Procedure, Supplier Engagement and Certifications. The scope of this assurance covers palm oil and lauric.

The information provided for verification in both the Sustainability Report 2022 and the Palm NDPE Implementation Annual Report 2022 is the exclusive responsibility of Wilmar. Control Union Certifications was not involved in the preparation of any material included in this document. The responsibility of Control Union is to express an opinion concerning

the statements included in the Report regarding Traceability to Mill & Traceability to Plantation data; NDPE Implementation Reporting Framework; Grievance Procedure; Satellite Monitoring, Supplier Engagement and Certifications disclosures, within the assurance scope mentioned below, with the purpose to inform all the Interested Parties.

## ASSURANCE SCOPE

The assurance engagement has been planned and performed in accordance with AA1000AS v3. The assurance process involves verification of the following aspects:

### INCLUSIVITY

**Engagement with stakeholders in the report development process and their involvement in organizational decision making**

Wilmar employs various ways of engaging their stakeholders depending on stakeholder category and stakeholder location. The ways in which the different categories of stakeholders are engaged includes regular meetings, memberships and partnerships with associations, whistleblowing mechanism and grievance processes.

### MATERIALITY

Identification of issues in the report that are relevant and significant to the organization's stakeholders, the presence of and the extent to which these material issues are disclosed in the report

The disclosures stated in this document are a prerequisite to implement sustainability programs within the supply chain. Thus, within the scope of this review they have been identified as relevant material topics. As a result, Wilmar has a policy in place that addresses traceability; NDPE compliance such as satellite monitoring and supplier engagements; grievance mechanisms; and obtaining relevant sector related certifications.

### RESPONSIVENESS

Acting on stakeholder issues and provision of feedback through decisions, actions, performance and communication

Wilmar runs an annual supplier program to assess supplier's progress and their implementation of No Deforestation, No Peat, No Exploitation Policy (NDPE). Based on the outcome of this program, action plans are generated to assist suppliers in resolving NDPE related issues at their mills and associated estates. Additionally, Wilmar also has a grievance process and whistleblowing channel through which stakeholders can provide feedback.

### IMPACT

Monitoring, measurement and providing accountability for how the actions of the organization affect the economy, the environment, society, stakeholders or the organization itself

For 2022, Wilmar's progress against their commitments and targets are categorized below according to the disclosures within the scope of this assurance statement.

01	<b>TRACEABILITY TO MILL (TTM) AND TRACEABILITY TO PLANTATION (TTP)</b>
	98.7% which translates to about 26.5 million MT of palm and lauric products is traceable to mill level
	83.4% which translates to about 22.4 million MT of palm and lauric products is traceable to plantation level
02	<b>NDPE IMPLEMENTATION REPORTING FRAMEWORK (NDPE IRF)</b>
	NDPE IRF profiles are published for 70 facilities globally
	91.8% of palm oil and lauric products volumes to Wilmar's Origin Refineries in Malaysia and Indonesia and 89.9% across Wilmar's global supply chain are from suppliers that have at least company group-level commitments and/or action plans in place to address the No Deforestation requirements
03	<b>GRIEVANCE PROCEDURE</b>
	As at end December 2022, 85 reported grievances of which 78 cases have been closed and 7 cases are in progress

04

**SUPPLIER ENGAGEMENT**

920 (100%) suppliers assessed

823 (89%) suppliers assessed at low priority mills

97 (11%) suppliers assessed as high priority mills

51 (53%) high priority mills engaged (e.g., field visit, received action plans, etc.)

05

**CERTIFICATIONS**

For operations in Malaysia, Indonesia, Ghana and Nigeria:

- 29 mills are RSPO certified (80.6%)
- 251,905.65 ha of oil palm plantations are RSPO certified (81.1%)

For operations in Indonesia

- 15 mills are ISPO certified (44%)
- 5 independent palm oil mills completed ISPO certification audits (50%)

For operations in Malaysia

- 9 mills are MSPO certified (100%)
- 20 oil palm plantation are MSPO certified (100%)

06

**SATELLITE MONITORING**>23.27 million ha of land covered by satellite monitoring in Indonesia, Malaysia and other palm producing countries.<sup>32</sup>

&gt;900 supplier groups and 8,285 plantation units are being monitored

**LEVEL OF ASSURANCE**

The level of Assurance is used to determine the depth of detail that an assurance provider uses to identify if there are material errors, omissions, or misstatements. The level of assurance for this report is moderate.

**METHODOLOGY**

- **REVIEW** of internal and external documentary evidence presented by Wilmar.
- **VERIFICATION** of data presented in the Report including a detailed review of a sample of data.
- **INTERVIEWS** of personnel within relevant divisions responsible for management of the programs presented within the scope of this statement i.e., Traceability to Mill (TtM), Traceability to Plantation (TtP), NDPE Implementation Reporting Framework (NDPE IRF), Grievance Procedure, Satellite Monitoring, Supplier Engagement and Certifications.

<sup>32</sup> Other palm producing countries include Papua New Guinea, Colombia, Honduras, Guatemala, Thailand, Cameroon, Congo, Ghana, Nigeria, Costa Rica, Liberia, Mexico, Ivory Coast, Sierra Leone, Solomon Islands, São Tomé and Príncipe

**INDEPENDENCE AND QUALITY CONTROL**

Control Union Certifications is accredited according to ISO 17021-1:2015/ISO 17065:2012 covering our global scope and operations. This includes the need to maintain a comprehensive system of quality control including documented policies and procedures on compliance to ethical and legal requirements as well as objectivity throughout our operations. The auditors performing the data check were selected appropriately based on our internal qualifications, training, and experience. It is also reviewed by management to ensure that the applied approach and assurance are strictly followed and operated transparently.

**CONCLUSIONS**

Based on our moderate process, nothing has come to our attention that causes us to believe that the scope (subject matter) as detailed above and presented in the report is not presented fairly in accordance with the criteria.

Hence, our work confirms that the information included in the sustainability report is reliable and objective and is presented clearly and understandably.



ZULKARNAIN ISHAK  
MANAGER SUSTAINABILITY ASSURANCE  
17 APRIL, 2023



# INTERNAL ASSURANCE STATEMENT

Wilmar's Group Internal Audit Department conducted internal assurance on the Group's sustainability reporting process on the material topics below, in-line with the enhanced sustainability reporting regime by the SGX. The internal assurance process is to complement external assurance, which is to assess material topics that are not externally assured.

## STANDARD

The assurance procedure has been planned and performed in accordance with the International Standards for the Professional Practice of Internal Auditing issued by The Institute of Internal Auditors.

## SCOPE

Below material topic was reviewed by the Internal Audit Department, for the period from 1 January 2022 to 31 December 2022.

MATERIAL TOPIC	GRI TOPIC-SPECIFIC DISCLOSURE	"SHALL" REQUIREMENTS UNDER EACH DISCLOSURE
Data Security and Privacy	GRI (2016) 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	<p>Total number of substantiated complaints received concerning breaches of customer privacy, categorised by:</p> <ul style="list-style-type: none"> <li>complaints received from outside parties and substantiated by the organisation.</li> <li>complaints from regulatory bodies.</li> </ul> <p>Total number of identified leaks, thefts, or losses of customer data.</p> <p>If the organisation has not identified any substantiated complaints, a brief statement of this fact is sufficient.</p> <p>When compiling the information specified in GRI 418-1, the reporting organisation shall indicate if a substantial number of these breaches relate to events in preceding years.</p>

## METHODOLOGY

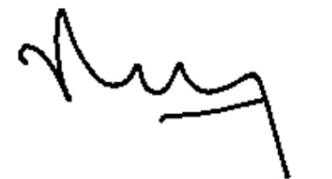
In carrying out this assurance, the Group Internal Audit Department adopted a comprehensive approach by examining and seeking evidence pertaining to the GRI Standards (2016) 418-1 Disclosure provided in the report.

We also assessed the underlying data management processes. To obtain sufficient evidence for us to give a moderate level of assurance and to arrive at conclusions, we undertook the following activities:

- Obtaining and conducting review of the concerned material topic's draft report to assess adherence to the GRI Standards and identify the GRI Standards disclosures covered in the report for verification.
- Developing an engagement plan based on the review that included the GRI general disclosures and material topic's specific standard in the report for verification.
- Conducting interviews with key personnel responsible for collecting and monitoring data involved in the material topic such as Sustainability Department, IT Security Team and all relevant personnel.
- Conducting walk-through of processes and control mechanisms in relation to the identified material topic.

## CONCLUSIONS

Based on our thorough verification process and reviews for the period from 1 January 2022 to 31 December 2022, Internal Audit confirms that the information included in Wilmar's Sustainability Report 2022 for the material topic is relevant and accurate.



PATRICK TAN SOO CHAY  
GROUP HEAD OF INTERNAL AUDIT  
WILMAR INTERNATIONAL LIMITED

# ALIGNING WITH THE RECOMMENDATIONS

## FROM THE TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

### CLIMATE-RELATED RISKS AND OPPORTUNITIES

Wilmar regularly assesses climate-related risks through the Group-wide Enterprise Risk Management (ERM) process. Identified risks are assessed through a risk matrix with five levels of likelihood and consequence. Risks identified as having substantial financial or strategic impacts<sup>33</sup> are shared with the Sustainability Department for further assessment and development of mitigation and adaptation measures with relevant teams. The implementation and monitoring of these strategies are delegated to the respective departments and team leads.

We conduct qualitative scenario analysis to assess the potential impact of climate change on our company. Our main focus is our upstream operations and supply chain, which could be adversely affected if the global temperature exceeds two degrees Celsius.

For downstream operations, various initiatives have been implemented to assess and manage climate-related risks and opportunities through the Industrial Sustainability Programme which was rolled out in 2021. Examples include initiatives that assess and manage performance against energy and water targets across factories to explore potential reduction opportunities.

Climate-related risk management is incorporated into Wilmar's sustainability strategy, overseen by the BSC, which reviews the Group's sustainability and ESG matters, including climate-related risks and opportunities. These reviews cover the overall risk management guidelines, policies and systems to determine the identified risks' potential financial or strategic impact.

The BSC receives support from on-site and regional operational sustainability teams supported by an Independent Sustainability Advisory Panel (ISAP) at the corporate level. These teams are responsible for monitoring and reporting updates and actions taken on respective risks to the BSC on a quarterly basis.

To ensure robust oversight and management over climate-related risks and opportunities, BSC regularly reviews performance against the metrics and targets set. Performance against targets are evaluated every year and the results will be related to the performance review and remuneration for the year.

For more information on how we govern sustainability at a corporate level, see sections on [Business Ethics and Compliance](#) and [Our Approach to Sustainability](#).

<sup>33</sup> To be considered as having a substantive financial impact on the business, the risk or opportunity would have to have a potential annual impact (costs/benefits) exceeding US\$5 million

## SUMMARY TABLE

This table describes how Wilmar manages climate-related risks and opportunities, with reference to the key pillars and recommendations from the TCFD.

TCFD'S KEY PILLARS	WILMAR'S APPROACH
GOVERNANCE	<p>Wilmar's Chairman and CEO is responsible for the oversight of the Group's NDPE Policy which covers climate-related issues. He is supported by Wilmar's BSC.</p> <p>To ensure robust oversight and management over climate-related risks and opportunities, the BSC and Board of Directors receive quarterly updates on the following:</p> <ul style="list-style-type: none"> <li><b>PHYSICAL RISKS</b> from climate change. For example, where data exists, Wilmar considers the 25-year rainfall/temperature cycle at plantation operations to assess any potential water risks. Where risks may cause material impact, the issue is brought up to the BSC for review and decision-making.</li> <li><b>TRANSITION RISKS AND OPPORTUNITIES.</b> For example, regulatory and policy changes in countries and regions where Wilmar operates and matters relating to our reputation and stakeholder expectations on climate-related topics.</li> <li><b>WILMAR'S PERFORMANCE AGAINST OUR COMMITMENTS AND THE TARGETS TO REDUCE GHG EMISSIONS.</b> An example of a key action taken by the Board this year was to approve Wilmar's net-zero commitments.</li> </ul> <p>These updates inform decision-making as the Board reviews and guide the Group's business strategy and financial planning.</p> <p>To enhance the Board's capabilities on climate-related issues, Wilmar's Directors attended mandatory training which was required by the SGX for directors of SGX-listed companies. Additionally, in July 2022, Wilmar conducted in-house training on climate matters with the Board of Directors. This training was conducted by the Sustainability and the Industrial Sustainability Departments.</p> <p>For more information on the profile of our Directors, please refer to our <a href="#">Annual Report 2022</a>.</p>
STRATEGY	<ul style="list-style-type: none"> <li>Wilmar regularly conducts qualitative scenario analysis to identify the possible impacts climate change can have on the Group, focusing mainly on upstream operations and our supply chain which are more susceptible to negative impacts if global temperature increase exceeds two degrees Celsius.</li> <li>Our internal risk assessments have identified relevant climate change risks and opportunities, which informed our sustainability strategy and the initiatives we focus on in our upstream and downstream operations</li> <li>Wilmar signed up to the SBTi and committed to setting both near-term and net-zero emission targets. Over the next 18 months, we will develop timebound plans outlining our strategy and approach to achieve our targets.</li> </ul>

TFCD'S KEY PILLARS	WILMAR'S APPROACH
STRATEGY	<ul style="list-style-type: none"> <li>We have already established our Scope 1 and 2 emissions baselines and implemented measures to reduce these emissions, primarily through investments in operational efficiency and renewable energy. Having recently completed mapping our Group-level Scope 3 emissions for baseline 2020, the next phase of our commitment will be to develop comprehensive plans to address and reduce them.</li> </ul> <p>For more information, please refer to the <a href="#">Climate Change Mitigation</a> section in this report.</p> <ul style="list-style-type: none"> <li>To manage physical and transition risks, Wilmar takes a long-term holistic approach to sustainability that is fully integrated into our business model.</li> <li>We invested heavily in the R&amp;D of palm seedlings that are resilient to extreme weather patterns. These seedlings are also sold to smallholders and smaller plantation companies to ensure the reliability and resilience of our future suppliers.</li> <li>We are also actively investing in the R&amp;D of environmentally friendly solutions to address the growing demand for sustainable products.</li> <li>As customers increasingly favour and shift towards responsibly and sustainably produced commodities, our sustainability approaches have allowed us to remain competitive and fulfil market expectations.</li> </ul> <p>For more information, please refer to the <a href="#">Climate Change Adaptation</a> section and the <a href="#">Innovation and Technology</a> section.</p>
RISK MANAGEMENT	<ul style="list-style-type: none"> <li>Climate-related risks are assessed on a regular basis through Wilmar's Group-wide ERM process.</li> <li>Wilmar's BSC regularly reviews all ESG matters, including climate change. These reviews cover the overall risk management guidelines, policies and systems to determine the potential financial or strategic impact of the risks identified.</li> </ul> <p>For more information, please refer to the <a href="#">Climate-related Risk and Opportunities</a> section.</p>
METRIC AND TARGETS	<ul style="list-style-type: none"> <li>In 2022, our total Scope 1 and 2 (market-based) GHG emissions were <b>15.1 million tCO<sub>2</sub>e</b> (including land use change and peat emissions).</li> <li>Our GHG emissions intensity for 2022 was <b>150 kgCO<sub>2</sub>e per MT</b> of products (excluding shipping).</li> <li>The Scope 3 GHG emissions for baseline year 2020 was <b>155.8 million tCO<sub>2</sub>e</b>.</li> <li>We aim to reduce our GHG emissions intensity by 15% for all our palm oil mills by 2023, against our 2016 baseline of <b>0.82 tCO<sub>2</sub>e/MT CPO</b>.</li> <li>In 2021, our sugar refineries began mapping an Energy and Greenhouse Gas Reduction Pathway towards a low-emission future.</li> <li>Goodman Fielder is committed to using 100% renewable electricity by 2025 and achieving net-zero GHG emissions by 2040.</li> <li>YKA pledges to achieve 200 MWp total installed solar photovoltaic power generation on rooftop by 2030 and strives to achieve net-zero emission by 2050.</li> <li>We signed up to SBTi and are committing to develop timebound plans to achieve near-term and net-zero emission reduction targets.</li> </ul> <p>For more information, please refer to the <a href="#">Climate Change Mitigation</a> section.</p>



Our female worker at the nursery of Saremas Oil Palm plantation

# SUPPORTING THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The SDGs represent a shared global agenda to achieve a sustainable future by 2030. As we enter the final decade to achieve these goals, Wilmar remains committed to playing our part. While our activities will touch on all 17 interrelated SDGs, we have identified six priority goals

where we are focusing our efforts based on where we can make the greatest impact by leveraging our core business operations, products and services, as well as our ability to collaborate and partner with others.

## ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL

4 QUALITY EDUCATION



SDG TARGETS	WILMAR ACTIVITIES
<p>4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes</p> <p>4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education</p> <p>4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p> <p>4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations</p>	<ul style="list-style-type: none"> <li>Supported 12,093 children of compulsory school-age (89.5%# of children at our plantations) in their education</li> <li>Built schools and crèches at 100% of our plantations</li> <li>Operate 154 crèches across oil palm plantation for Wilmar employees' children from newborn to age four years old, benefiting 4,091 kids as of December 2022</li> <li>Through YKA's Yihai Kerry Education Aid Programme, we funded the construction of 38 schools in China with more than 17,500 students currently studying in these schools in 2022</li> <li>Provide scholarships to increase access to education</li> <li>Provide internships, graduate programmes, apprenticeships and traineeships to nurture skills and talent pool for youths and adults</li> </ul>

# EY has performed limited assurance procedures on these figures.

## PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL

8 DECENT WORK AND ECONOMIC GROWTH



SDG TARGETS	WILMAR ACTIVITIES
<p>8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities and equal pay for work of equal value</p> <p>8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers and by 2025 end child labour in all its forms</p> <p>8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants and those in precarious employment</p>	<ul style="list-style-type: none"> <li>Continue to commit to our HRD Policy, which protects and respects the protection of human rights and their defenders as this is at the forefront of what we do. This is the first of its kind in the palm sector and builds on our Human Rights Framework</li> <li>Conducted more than 40 training sessions on human rights-related topics, with more than 600 suppliers participating globally since 2015</li> <li>Conduct evaluations of human rights and labour practices throughout our upstream and downstream operations</li> <li>Assessed 100% of our employees and contractors to ensure that they are paid a living wage. 100% of suppliers in our SRT programme were also engaged to determine if they are paying their employees &amp; contractors a living wage</li> <li>Employs 85 employees with disabilities across our global operation, which accounts for 0.07% of our total workforce</li> <li>Collaborated with Indonesian trade unions to create the manual on Protecting the Rights of Women Workers in Palm Oil Plantations</li> <li>Continue to deliver online learning through Litmos, our online learning management system that covers a wide range of topics</li> <li>Spent over US\$3.76 million on employee training and development</li> <li>Provided 15 hours of training on average for our employees</li> <li>100% of our oil palm plantations in Indonesia, Malaysia, Nigeria and Ghana have in place WoW or Gender Committees</li> <li>Launched the Women's Charter which outlines our commitment to respecting women's rights and ensuring their welfare</li> <li>On-going collaboration with Verité on systemic labour and human rights risks</li> <li>Co-chaired the RSPO LW TF since 2021 and working with stakeholders to develop LW benchmarks</li> <li>Report annually on our efforts to address issues of modern slavery, in accordance with the United Kingdom and Australian Modern Slavery Acts</li> <li>Wilmar does not tolerate any form of child labour, exploitation or abuse. We have enacted a Child Protection Policy and a number of initiatives to protect the rights and safety of children. Read more <a href="#">here</a>.</li> </ul>

## ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS



SDG TARGETS	WILMAR ACTIVITIES
<p><b>12.2</b> By 2030, achieve the sustainable management and efficient use of natural resources</p> <p><b>12.4</b> By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimise their adverse impacts on human health and the environment</p> <p><b>12.5</b> By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p>	<ul style="list-style-type: none"> <li>Over 500 R&amp;D projects across our global operations, including projects to advance agricultural practices and optimise factory processes</li> <li>YKA's "Sustainable Packaging 2025 Plan" aims to reduce packaging materials by 15,000 MT compared to 2020 baseline. As of December 2022, YKA has exceeded 40% of the target by reducing packaging waste by 6,419 MT</li> <li>In 2022, a total of 1,146,868 MT of materials for packaging (plastic and non-plastic) were used across our business operations, of which 75% are made from renewable materials</li> <li>Conducting EIA prior to construction of new plants or other significant projects</li> <li>Implemented an IPM approach, combining cultural, mechanical, biological and chemical strategies to control pests</li> </ul>

## TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS



SDG TARGETS	WILMAR ACTIVITIES
<p><b>13.1</b> Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p>	<ul style="list-style-type: none"> <li>Signed up to the SBTi in October 2022 with the aim of cementing our emission reduction targets</li> <li>In the following 18 months, we will develop timebound plans delineating our strategy and approach to achieve the near-term and net-zero emission reduction targets outlined in our SBTi commitment</li> <li>Established our Scope 1 and 2 GHG footprint for our baseline year of 2020, which has been externally audited in 2022</li> <li>Completed mapping our Group-level Scope 3 emissions for baseline 2020</li> <li>Pledged to develop a sectoral roadmap for enhanced supply chain action that is consistent with a 1.5-degree Celsius pathway in time for COP27. The <b>Palm Oil Sectoral Roadmap</b> was completed and made available for review and consultation in September 2022.</li> </ul>

## TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS (continuation)

### WILMAR ACTIVITIES

- Sourced 53% of our total energy used from renewable energy sources, with several parts of our business setting specific renewable energy and GHG emission reduction targets
- Production of renewable energy from biomass in our palm oil and sugar upstream operations
- Adopting technologies to reduce energy consumption in our factories, including steam condensate recovery, waste heat recovery of exhaust gas and steam residual pressure power generation
- Continued to reduce reliance on electricity from the grid and non-renewable sources for factory operations. Some examples:
  - Continued to roll out rooftop solar installations at our remaining sites across Asia. To date, 66.2 MWp of rooftop solar panels are already in operation with an additional 105.8 MWp currently under construction or planned to be rolled out across our global operations
  - Decommissioned several coal boilers and switched to natural gas and biogas collected via the treatment of wastewater and sewage in our China operations
  - Invest in purchasing RECs to offset energy usage where electricity requirements are greater than our renewable energy generation potential in our Australia and New Zealand operations
- Invested in the R&D of palm seedlings that are more resilient to extreme weather patterns

## PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS



SDG TARGETS	WILMAR ACTIVITIES
<p><b>15.1</b> By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements</p> <p><b>15.2</b> By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally</p> <p><b>15.3</b> By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods and strive to achieve a land degradation-neutral world</p> <p><b>15.5</b> Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species</p>	<ul style="list-style-type: none"> <li>Conservation of 32,544 ha of HCV areas and HCS forests in our oil palm plantations in Indonesia, Malaysia, Ghana and Nigeria (about 10% of our total landbank)</li> <li>Conservation of 834 ha of additional conservation area at our sugarcane plantations and mills in Australia and India</li> <li>Under the CRLP, more than 30,000 trees from 89 species have been planted in both Sabah and Sarawak since 2020</li> <li>Extended the "No development on HCS forests or HCV areas" commitment to our sugar operations with our NDPE Sugar Policy launched in 2021 which sets out similar commitments to prohibit the conversion of legally protected areas or HCV areas and preserve and enhance biodiversity and ecosystem services</li> </ul>

**PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS (continuation)**

**WILMAR ACTIVITIES**

- Since the implementation of Wilmar’s NDPE Policy, we have conducted more than 50 trainings and awareness sessions on NDPE-related topics. These sessions were attended by more than 700 suppliers globally. Examples include NDPE workshops to raise awareness and understand of on conservation for suppliers in Indonesia and Malaysia.
- Monitoring conservation areas using Spatial Monitoring and Reporting Tool
- Wilmar proactively monitor deforestation and peatland development at supplier group-level through the SGCP
- Raising awareness on the importance of biodiversity conservation through our WAOP
- Published practical forest conservation guidance for use by non-conservation experts working in agriculture in Indonesia. We will also publish guidance for Malaysia and a selection of countries in Africa in the next few years

**STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALISE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT**



**SDG TARGETS**

**17.16** Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries

**WILMAR ACTIVITIES**

- Member of the RSPO since its inception in 2004 and active participant in various RSPO working groups. Wilmar also participates in MSPO working groups and looks to promote transformation at the landscape-level through platforms such as the Production and Protection Beyond Concessions Working Group
- Working to develop programmes aimed at facilitating the inclusion of smallholders into sustainable supply chains and ultimately achieve certification under applicable national certifications schemes (ISPO, MSPO and RSPO)
- Member of the EPOA, TFA, Pongo Alliance, UNGC, BSR, FFA, Bonsucro and the RTRS Association
- Members of the REDcycle scheme in Australia and the Soft Plastic Recycling Scheme in New Zealand
- Ongoing partnerships on biodiversity and conservation initiatives with research institutions and CSOs

**STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALISE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT (continuation)**

**WILMAR ACTIVITIES**

- R&D programmes with academic and national research centres across the world to optimise process efficiencies and enhance product quality
- Social diversity and community programmes with local partners
- Wilmar participates and financially contributes to the Social Issues Working Group created by the Palm Oil Collaboration Group to address human rights issues in the sector through knowledge sharing and collaborative action
- Wilmar is part of the RSPO Biodiversity and HCV Working Group to provide strategic and technical support on the implementation of the HCV approach of the RSPO P&C; and the RSPO Compensation Task Force 2 to review Remediation and Compensation Plan related matters
- Signing of an agreement between MSM and Wilmar Sugar in 2021 to collaborate on enabling sustainable raw sugar sourcing within their joint supply chain

# GLOSSARY OF TERMS

<b>3-MCPD</b>	An organic chemical compound of 3-monochloropropane-1, 2-diol or 3-chloropropane-1, 2-diol
<b>ADM</b>	Archer Daniels Midland Company
<b>AIB</b>	AIB international is an organisation that provides food safety audits, inspection, certification and educational seminars worldwide to the food manufacturing and distribution industry and its suppliers.
<b>ARL</b>	Australasian Recycling Label
<b>BAGASSE</b>	A dry, fibrous matter remaining after the extraction of juice from the sugarcane.
<b>BCAP</b>	Benso Oil Palm Plantations (BOPP) Catchment Area Projects
<b>BIOLOGICAL OXYGEN DEMAND (BOD)</b>	A voluntary global standard for responsible sugarcane production. The Bonsucro Production Standard applies to mills and supply operations, while the Bonsucro Chain of Custody Standard applies to all products handled above mill-level.
<b>BMP</b>	Best Management Practice
<b>BOARD OR BOARD OF DIRECTORS</b>	The Board of Directors of Wilmar International Limited
<b>BONSUCRO</b>	A voluntary global standard for responsible sugarcane production. The Bonsucro Production Standard applies to mills and supply operations, while the Bonsucro Chain of Custody Standard applies to all products handled above mill-level.
<b>BOPP</b>	Benso Oil Palm Plantations
<b>BPL</b>	Biase Plantation Limited
<b>BSC</b>	Board Sustainability Committee
<b>BSR</b>	Previously known as Business for Social Responsibility, BSR is an organisation of sustainable business experts that works with its global network of the world's leading companies to build a just and sustainable world.
<b>BU</b>	Business Unit
<b>CARBON DIOXIDE EQUIVALENTS (CO<sub>2</sub>e)</b>	A universal metric used to compare the emissions from various greenhouse gases on the basis of their global-warming potential (GWP), by converting amounts of other gases to the equivalent amount of carbon dioxide with the same global warming potential.

<b>CDP</b>	Formerly known as the Carbon Disclosure Project, CDP is a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts.
<b>CEO</b>	Chief Executive Officer
<b>CERTIFIED SUSTAINABLE PALM OIL (CSPO)</b>	Palm oil produced by oil palm plantations & mills which have been independently audited and certified against the RSPO standard.
<b>CH<sub>4</sub></b>	Methane
<b>CHEMICAL OXYGEN DEMAND (COD)</b>	An indicative measure of the amount of oxygen that can be consumed by reactions in a measured solution. The most common application of COD is in quantifying the amount of oxidizable pollutants found in surface water (e.g. lakes and rivers) or wastewater.
<b>CHRB</b>	Corporate Human Rights Benchmark
<b>CKP</b>	Wilmar Central Kalimantan Project
<b>CLC</b>	Community Learning Centres (CLC) are schools that have been setup under a formal programme of the Indonesian Consulate for children of Indonesian foreign workers in the Malaysian states of Sabah and Sarawak.
<b>CO<sub>2</sub></b>	Carbon dioxide
<b>COP</b>	Formerly known as 'Conference of the Parties', a conference brought together by the United Nations in the 1990s to convene countries from around the world for annual climate summits. Now it is best known as the United Nations Climate Change Conference. The most recently held conference is COP27 in 2022.
<b>CPO</b>	Crude palm oil
<b>CRLP</b>	Wilmar's Conservation Recreational Landscape Project
<b>CSO</b>	Civil society organisation
<b>CTF</b>	The Compensation Taskforce of the RSPO that is tasked with decisions related to the compensation procedure when High Conservation Values (HCV) have been cleared after 2005 without a valid HCV assessment.
<b>CU</b>	Control Union Certifications
<b>DIRECTOR</b>	A member of the Board of Directors
<b>DJSI</b>	Dow Jones Sustainability Index
<b>DJSI WORLD</b>	Dow Jones Sustainability World Index
<b>DNA MARKERS</b>	Deoxyribonucleic acid (DNA) markers are specific regions of DNA that can be used to identify genetic variations within individuals or populations
<b>EFFLUENT</b>	Treated or untreated wastewater that is discharged
<b>EHS</b>	Environment, health and safety
<b>EIA</b>	Environmental Impact Assessment

<b>EMPTY FRUIT BUNCHES (EFB)</b>	Biomass remaining once the fruitlets been removed for oil pressing.
<b>EPOA</b>	European Palm Oil Alliance
<b>ERM</b>	Enterprise Risk Management
<b>ESB</b>	Early shoot borer
<b>ESG</b>	Environment, social and governance
<b>ETP</b>	Effluent treatment plant
<b>EXTRACTION RATE</b>	The percentage of oil that is extracted from a given weight of oil palm fruit during the milling process. CPO is derived from the flesh; palm kernel oil (PKO) from the nut.
<b>EY</b>	Ernst & Young LLP
<b>FIRE FREE ALLIANCE (FFA)</b>	A multi-stakeholder initiative initiated for the management of recurrent haze and fire problems in Southeast Asia, particularly in Indonesia. Under its auspices, the Fire-Free Village Programme (FFVP) is a community-based incentive scheme to help reduce the incidence of fires.
<b>FREE, PRIOR AND INFORMED CONSENT (FPIC)</b>	The principle that a community has the right to give or withhold its consent to proposed projects that may affect the lands they customarily own, occupy, or otherwise use.
<b>FRESH FRUIT BUNCH (FFB)</b>	The ripe fruit bunch harvested from the oil palm tree. The weight of the fruit bunch ranges between 10 kg to 40 kg depending on the size and age.
<b>FTSE4GOOD</b>	An Index designed by FTSE Group to measure the performance of companies demonstrating strong ESG practices
<b>GFW</b>	Global Forest Watch
<b>GHG</b>	Greenhouse gases
<b>GHS</b>	Globally Harmonised System of Classification & Labelling of Chemicals
<b>GLOBAL FOOD SAFETY INITIATIVE (GFSI)</b>	A business-driven initiative for the development of food safety management systems to ensure food facilities are processing safe food for consumers.
<b>GLOBAL REPORTING INITIATIVE (GRI)</b>	The independent, international organisation that helps businesses and other organisations take responsibility for their impacts, by providing them with the global common language to communicate those impacts. GRI provides the world's most widely used standards for sustainability reporting – the GRI Standards.
<b>GMO</b>	Genetically modified organism
<b>GOOD MANUFACTURING PRACTICE (GMP)</b>	A system that ensures manufacturing products, such as food, cosmetics, and pharmaceutical goods, are consistently produced and controlled according to set quality standards.
<b>GWP</b>	Global warming potential

<b>HAZARD ANALYSIS CRITICAL CONTROL POINTS (HACCP)</b>	A management system in which food safety is addressed through the analysis and control of biological, chemical, and physical hazards from raw material production, procurement and handling, to manufacturing, distribution and consumption of the finished product.
<b>HCSA</b>	High Carbon Stock Approach
<b>HCV NETWORK (HCVN)</b>	Formerly known as the HCV Resource Network, the HCV Network is a member-based organisation that strives to protect High Conservation Values in areas where the expansion of forestry and agriculture may put important forests, biodiversity and local communities at risk. The HCV Network governs the quality control process for HCV and HCS assessments.
<b>HDPE</b>	High-density polyethylene
<b>HEALTH STAR RATING (HSR)</b>	A front-of-pack labelling system used in Australia that rates the overall nutritional profile of packaged food and assigns it a rating from ½ a star to 5 stars. It provides a quick, easy, standard way to compare similar packaged foods.
<b>HIGH CARBON STOCK (HCS)</b>	The four classes of land area differentiated by the type of vegetative cover (High Density Forest, Medium Density Forest, Low Density Forest and Young Regenerating Forest) that have been identified to contain reasonable amount of carbon and biodiversity.
<b>HIGH CONSERVATION VALUES (HCV)</b>	Areas with biological, ecological, social or cultural values of outstanding significance at the national, regional or global-level or of critical importance at the local-level.
<b>HRD</b>	Human Rights Defender
<b>HRDD</b>	Human Rights Due Diligence
<b>HRWG</b>	Human Rights Working Group
<b>ILO</b>	International Labour Organisations
<b>INDC</b>	Intended Nationally Determined Contributions
<b>IPOA</b>	Indonesian Palm Oil Association
<b>INDEPENDENT SMALLHOLDER</b>	Small growers with less than 50 ha of land (with the exception of Indonesia, with less than 25 ha of land), which are self-financed, managed, equipped and not bound to a particular mill. They may deal directly with local mill operators of their choice or process their own palm oil using personal or community manual palm oil presses.
<b>INDONESIAN SUSTAINABLE PALM OIL (ISPO) STANDARD</b>	A mandatory certification requirement for all oil palm growers and millers operating in Indonesia imposed by the government in an effort to preserve the environment, promote economic and social activities and enforcement of Indonesian statutory laws in the palm oil sector.

<b>INTEGRATED PEST MANAGEMENT (IPM)</b>	An environmentally friendly approach that focuses on long-term prevention of pests or their damage through a combination of techniques such as cultural, mechanical, biological and chemical strategies to control pests.
<b>INTERNATIONAL SUSTAINABILITY AND CARBON CERTIFICATE (ISCC)</b>	A certification system that promotes the sustainable cultivation, processing and utilisation of biomass and bioenergy. It is geared towards GHG emissions reduction, sustainable land use, protection of natural biospheres and social sustainability.
<b>INTERNATIONAL UNION FOR CONSERVATION OF NATURE AND NATURAL RESOURCES (IUCN) RED LIST OF THREATENED SPECIES</b>	The world's most comprehensive inventory of the global conservation status of biological species. It is a critical indicator of the health of the world's biodiversity.
<b>IPCC SIXTH ASSESSMENT REPORT (AR6)</b>	The Sixth Assessment Report (AR6) of the United Nations Intergovernmental Panel on Climate Change (IPCC) is the sixth in a series of such reports and was finalised in 2023.
<b>ISAE 3000</b>	International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information
<b>ISAP</b>	Wilmar Independent Sustainability Advisory Panel
<b>IT</b>	Information Technology
<b>JV</b>	Joint Ventures
<b>KPI</b>	Key performance indicator, a type of performance measurement for evaluating the success of an organisation or of a particular activity in which the organisation engages.
<b>LIVING WAGE (LW)</b>	The remuneration received for a standard workweek by a worker in a particular place sufficient to afford a decent standard of living for the worker and her or his family. Elements of a decent standard of living include food, water, housing, education, health care, transport, clothing and other essential needs including provision for unexpected events.
<b>LIVING WAGE TASK FORCE (LWTF)</b>	The Living Wage Task Force was formed to oversee the development of the RSPO LW benchmarks globally.
<b>LMS</b>	Learning Management System
<b>LPG</b>	Liquefied petroleum gas
<b>LTIR</b>	Lost Time Injury Rate, the number of lost time injuries occurring in a workplace per 200,000 hours.
<b>LWDR</b>	Lost Work Day Rate is a standardised metric that provides a measure of the total number of working days lost within a workplace due to occupational injury or illness.

<b>MALAYSIAN SUSTAINABLE PALM OIL (MSPO) STANDARD</b>	A national certification requirement applicable to all Malaysia-based palm oil operations.
<b>MESOCARP</b>	The middle layer of pericarp, the fleshy part of a palm fruit.
<b>MFA</b>	Media Federation of Australia
<b>MOU</b>	Memorandum of Understanding
<b>MSCI</b>	Morgan Stanley Capital International
<b>MSM</b>	MSM Malaysia Holdings Berhad
<b>N<sub>2</sub>O</b>	Nitrous oxide
<b>NC</b>	Nominating Committee
<b>NDPE IMPLEMENTATION REPORTING FRAMEWORK (NDPE IRF)</b>	A reporting tool designed to help companies to systematically understand and track progress in delivering NDPE commitments in their palm oil supply chain.
<b>NGO</b>	Non-governmental organisation
<b>NIST</b>	National Institute of Standards and Technology
<b>NDPE POLICY</b>	No Deforestation, No Peat, No Exploitation Policy. A commitment to adopt measures and actions to achieve no deforestation, no peat development and no exploitation within the Group's operations and supply chain.
<b>NPRS</b>	National Plastics Recycling Scheme
<b>NUS</b>	National University of Singapore
<b>OECD GUIDELINES</b>	The OECD Guidelines for Multinational Enterprises (OECD Guidelines) are recommendations from governments to multinational enterprises on responsible business conduct.
<b>OECM</b>	Other Effective Area-Based Conservation Measures
<b>P&amp;C</b>	Principles & Criteria. Is often used to reference the RSPO Principles and Criteria for oil palm production.
<b>PALM OIL MILL EFFLUENT (POME)</b>	The by-product of processed FFB.
<b>PALM OIL REFINERY EFFLUENT (PORE)</b>	Wastewater produced by processing crude palm oil in a palm oil refinery.
<b>PD &amp; PD RATE</b>	Permanent Disability and Permanent Disability Rate

<b>PEATLAND</b>	Accumulation of partially decayed vegetation matter. Peat forms in wetlands or peatlands. This can include bogs, moors, muskegs, pocosins, mires and peat swamp forests. Land with soil consisting of over 65% organic matter is considered peatland.
<b>PET PLASTIC</b>	Plastics made of polyethylene terephthalate
<b>PFAD</b>	Palm Fatty Acid Distillate
<b>PKS</b>	Palm kernel shells
<b>PP</b>	Polypropylene
<b>PPBC</b>	Production and Protection Beyond Concessions
<b>PPE</b>	Personal protective equipment
<b>PREP</b>	Packaging Recyclability Evaluation Portal
<b>PRESS MUD</b>	Sugarcane press mud is the residue of sugarcane juice filtration.
<b>PTW</b>	Permit to Work
<b>PV</b>	Photovoltaic
<b>PWD</b>	Persons with disabilities
<b>QAQC</b>	Quality Assurance and Quality Control
<b>R&amp;D</b>	Research and Development
<b>RADD</b>	Radar Alerts for Detecting Deforestation
<b>REC</b>	Renewable Energy Certificate
<b>RED</b>	Renewable Energy Directive
<b>RNA</b>	Ribonucleic acid
<b>ROUNDTABLE ON SUSTAINABLE PALM OIL (RSPO)</b>	A not-for-profit organisation that unites stakeholders from the seven sectors of the palm oil industry: oil palm producers, processors or traders, consumer goods manufacturers, retailers, banks/investors, and environmental and social non-governmental organisations (NGOs), to develop and implement global standards for sustainable palm oil consisting of environmental and social criteria.
<b>RTE</b>	Rare, Threatened and Endangered species
<b>RTRS</b>	Roundtable on Responsible Soy
<b>SAI</b>	Sustainable Agriculture Initiative
<b>SBTi</b>	Science Based Targets initiative
<b>SCHEME SMALLHOLDERS (OR PLASMA SCHEMES)</b>	A programme initiated by the Indonesian government to encourage the development of smallholder plantations with the assistance and co-operation of plantation companies (the nucleus) which assist and support the surrounding community plantations (the plasma).

<b>SEARPP</b>	South East Asia Rainforest Research Partnership
<b>SGCP</b>	Wilmar Supplier Group Compliance Programme
<b>SGX</b>	Singapore Exchange Securities Trading Limited
<b>SICA</b>	Wilmar's Sekar Imej Conservation Area
<b>SK</b>	Sekolah Kebangsaan, local government-run primary schools in Malaysia
<b>SLL</b>	Sustainability-Linked Loans
<b>SMARTCANE BMP</b>	A Queensland-focused voluntary accreditation system providing best practice guidance for cultivating sugarcane.
<b>SMT</b>	Wilmar Sustainability Management Team
<b>SOP</b>	Standard operation procedures
<b>SPATIAL MONITORING AND REPORTING TOOL (SMART)</b>	An open source, non-proprietary, and freely available software application that enables the collection, storage, communication, and evaluation of ranger-based data on: patrol efforts, patrol results and threat levels.
<b>SPOTT</b>	Sustainability Policy Transparency Toolkit – an initiative developed by ZSL (the Zoological Society of London) – is a free, online platform supporting sustainable commodity production and trade.
<b>SRSL</b>	Shree Renuka Sugars Limited
<b>SRT</b>	Wilmar's Supplier Reporting Tool
<b>SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB)</b>	An independent non-profit organization that sets standards to guide the disclosure of financially material sustainability information by companies to their investors.
<b>SUSTAINABLE DEVELOPMENT GOALS (SDGs)</b>	A set of goals, also known as the Global Goals, were adopted by all United Nations Member States in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030.
<b>TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)</b>	A voluntary disclosure platform, set up by the Financial Stability Board, designed to provide a framework for companies and other organisations to develop more effective climate-related financial disclosures through their existing reporting processes.
<b>TLL</b>	Temasek Life Sciences Laboratory
<b>TROPICAL FOREST ALLIANCE (TFA)</b>	a multi-stakeholder partnership platform hosted by the World Economic Forum and initiated to support the implementation of private-sector commitments to remove deforestation from various commodities from their supply chains.
<b>TtM</b>	Traceability to Mill
<b>TtP</b>	Traceability to Plantation

UNGC	United National Global Compact
UNGPS	United Nation Guiding Principles on Business and Human Rights
WAOP	Wilmar Wildlife Awareness Outreach Programme
WCSG	Wilmar Women's Committee Steering Group
WET	Wilmar Europe Trading B.V.
WHO	World Health Organisation
WIL@NUS	WIL@NUS Corporate Laboratory is a research partnership between the National University of Singapore (NUS) and Wilmar and is hosted at the Yong Loo Lin School of Medicine, NUS.
WIMS	Wilmar Integrated Management System
WoW	Wilmar Women's Working Groups
WSH	Workplace safety and health
YKA	Yihai Kerry Arawana Holdings Co., Ltd.
ZSL	Zoological Society of London, a charity founded in 1826 that is devoted to conserve animals and their habitats around the world.

## GLOSSARY OF MEASUREMENT UNITS

b	billion
m <sup>3</sup>	cubic metre
GJ	Gigajoule
ha	hectare
kg	kilogramme
kgCO <sub>2</sub> e	kilogramme carbon dioxide equivalent
km	kilometre
kWh	kilowatt-hour
ML	Megalitre
MWh	Megawatt-hour
MWp	Megawatt peak
MT	metric tonne
tCO <sub>2</sub> e	metric tonne carbon dioxide equivalent
mg/L	milligramme per litre
mm	millimetre
m	million
Nm <sup>3</sup>	Normal cubic metre
sqm	square metre
TJ	Terajoule
US\$	United States dollar



**WILMAR  
INTERNATIONAL  
LIMITED**

CO. REG. NO. 199904785Z

28 Biopolis Road  
Singapore 138568  
T. (65) 6216 0244

[www.wilmar-international.com](http://www.wilmar-international.com)