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Driving
positive
impact for
a better
tomorrow



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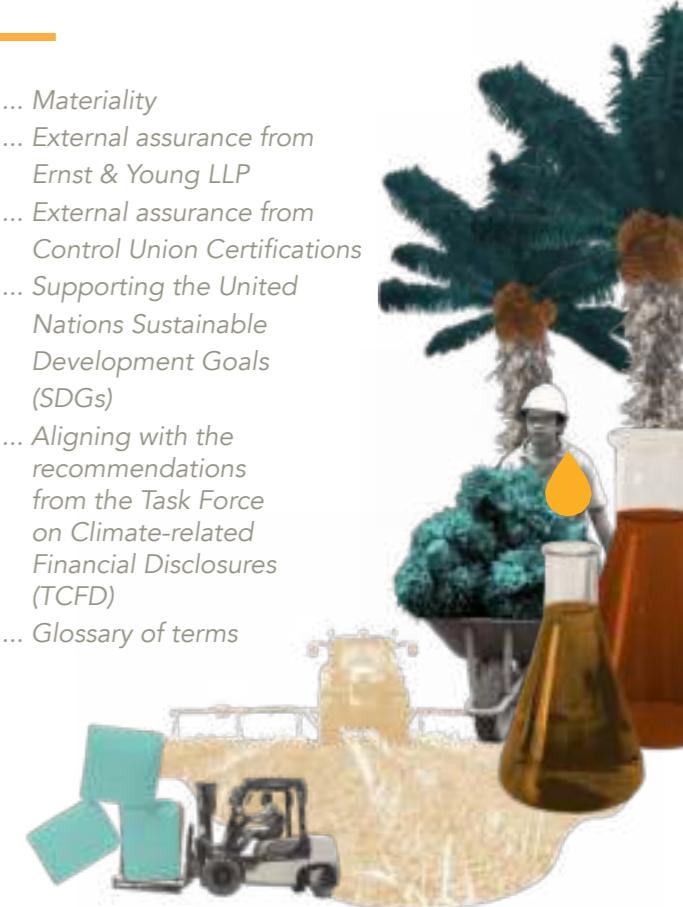
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About this report

102-46, 102-49, 102-50

At Wilmar International Limited (the "Company" or "Wilmar" and together with its subsidiaries, the "Group"), we are committed to doing everything we can to make a positive impact. Through our sustainability reporting, we demonstrate our commitment to sustainability, transparency and accountability to our stakeholders. The 2021 Sustainability Report is our 10th edition, following 15 years of sustainability disclosure since 2007.

In our 2020 Sustainability Report, we increased the coverage of information to include all our key business segments. We also reported against the Sustainability Accounting Standards Board (SASB) Standards and the Task Force on Climate-related Financial Disclosures (TCFD) recommendations for the first time. In our 2021 Sustainability Report, we continue to enhance our level of reporting by following the **UN Guiding Principles Reporting Framework** to align our disclosures on human rights with best practice.

2021 also marked a critical year as we reflected upon our progress thus far and further adapt to develop initiatives and targets in response to volatile and uncertain times. As a global integrated

agriculture and food company with a presence across the value chain, we are conscious of our ability and responsibility to shape the world that we live in. Through this report, we wish to communicate Wilmar's ongoing journey towards **Driving Positive Impact for a Better Tomorrow**.

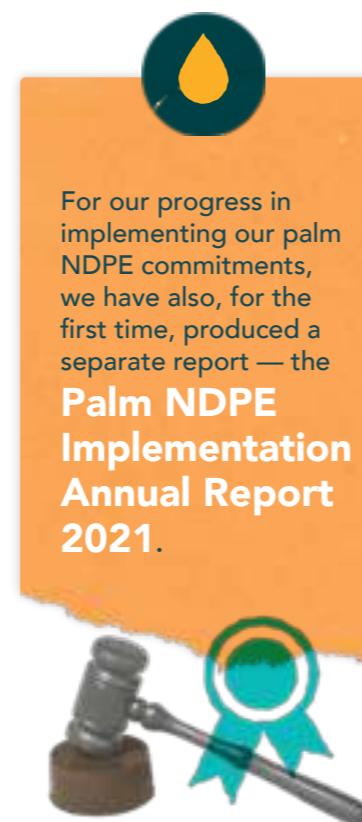
The content is based on our latest materiality assessment conducted for the Group in 2020 and reviewed internally in 2021 with our sustainability consultants (see page 210 for details). It communicates our sustainability commitments, performance and plans going forward. This report is intended to be read in conjunction with our **Annual Report 2021** and the sustainability-related disclosures on our Sustainability Dashboard.

Scope and boundary

102-46, 102-49, 102-50

This report contains data and information in respect of the financial year 1 January 2021 to 31 December 2021 and may reference events in previous years, where relevant. Performance data on governance and human resources cover all of Wilmar's subsidiaries. Data on safety

and environmental indicators such as energy, water, waste and greenhouse gas (GHG) emissions cover our global operations (i.e. factories and plantations) from our Plantation and Sugar Milling, Feed and Industrial Products and Food Products business segments.



For our progress in implementing our palm NDPE commitments, we have also, for the first time, produced a separate report — the **Palm NDPE Implementation Annual Report 2021**.





Selecting palms for replanting in our operations in Malaysia.

Unless otherwise stated, the sites included in this report are owned by entities in which we (i) have a shareholding interest above 50% and (ii) have operational control.

As a rapidly expanding business, mergers, acquisitions and commissions of expansion of existing sites and new sites occur continuously. At any point in time, we may be in the process of onboarding recently acquired businesses and commissioned sites into our global safety and environmental data reporting platform. We aim to have these additions completed within six months of acquisition or commissioning.

Reporting framework

102-54

Wilmar has prepared this report in accordance with GRI Standards: Core option. GRI disclosures are included throughout this report using the notation: [XXX-XX] and the full GRI content index can be found on [our website](#). Our report also contains disclosures recommended in the Agricultural Products Sustainability Accounting Standard (Industry Standard, Version 2018-10) and the Processed Food Sustainability Accounting Standard (Industry Standards, Version 2018-10), which were developed by SASB. These

disclosures are referenced throughout this report using the notations: [FB-AG-XXXX.X] and [FB-PFXXXX.X], respectively. Our SASB disclosure index can be found on [our website](#).

Our UN Guiding Principles Reporting Framework Index can also be found on [our website](#). The index represents supplementary information on our human rights approach and activities, in addition to the information disclosed in this report.

We continue to base our climate change disclosures on the TCFD recommendations. Our TCFD disclosure index can be found on page [225](#).

This report also complies with the requirements of the Singapore Exchange Securities Trading Limited (SGX-ST) Sustainability Reporting Guide Listing Rules 711A, 711B and Practice Note 7.6 Sustainability Reporting Guide.

External assurance

102-56

We worked with Ernst & Young LLP (EY) to provide independent, limited assurance on selected disclosures in this report. Material palm disclosures such as traceability to mill data and NDPE Implementation Reporting Framework disclosures amongst others have been assured by Control Union Certifications (CU). Further details can be found in the [Assurance Statements](#) on pages [214-219](#).

Contact

102-53

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

Email:

csr@wilmar.com.sg

Post:

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

Board Statement

102-14

Dear Stakeholders,

This 2021 edition of our Sustainability Report represents a total of 15 years of sustainability disclosure for Wilmar. In the last 15 years, the world has gone through immense challenges – amongst others, there is an ongoing global COVID-19 pandemic which we are still living through, climate catastrophes of proportions never seen before in the modern age and increasing geopolitical tensions in several parts of the world, which have, in some cases, resulted in wars.

Throughout these challenges, as we share with you our latest sustainability disclosure, we are proud to have remained the same company committed to what we believe in: protecting the environment, caring for our people and operating a responsible business. We have achieved this while also ensuring our business continues to grow and thrive.

As we continue to provide timely and accurate disclosures to our stakeholders, we are also keeping pace with our overall Environmental, Social and Governance (ESG) performance. Our

reporting is aligned with global best practices in standards provided by the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board and the Task Force on Climate-related Financial Disclosures. These standards are the most widely adopted standards for sustainability reporting globally and enhance the comparability and quality of ESG disclosures for our various stakeholder groups. Aligning our reporting with these global standards keeps our reporting pertinent as we reflect on our sustainability performance for 2021 and keeps us ahead of ESG reporting expectations globally.

2021 performance

Despite a challenging 2021 that was still affected by the global COVID-19 pandemic, we managed to turn in a record profit, with strong performances across all our core segments. We reported a net profit of US\$1.89 billion for FY2021, a 23.2% increase (FY2020: US\$1.53 billion) over the previous financial year. Our sustainability strategy remains core to our success and our future resilience.

Sustainability is at the heart of our business at Wilmar, embedded in our strategic decision making from the Board level, down to how we manage our business at each operational level. With a newly established Board Sustainability Committee (BSC) in place since the start of 2022, our internal sustainability leadership is taking on a more direct role in how we manoeuvre our business strategically in a sustainable manner.



i

1. KUOK KHOON HONG - Chairman and Chief Executive Officer
2. PUA SECK GUAN - Chief Operating Officer and Executive Director
3. TEO LA-MEI - Executive Director, Group Legal Counsel and Company Secretary
4. KUOK KHOON EAN - Non-Executive and Non-Independent Director
5. RAYMOND GUY YOUNG - Non-Executive and Non-Independent Director
6. JUAN RICARDO LUCIANO - Alternate Director to Mr. Raymond Guy Young
7. TEO SIONG SENG - Non-Executive and Independent Director
8. KISHORE MAHBUBANI - Non-Executive and Independent Director
9. KUOK KHOON HUA - Non-Executive and Non-Independent Director
10. LIM SIONG GUAN - Non-Executive and Lead Independent Director
11. SOH GIM TEIK - Non-Executive and Independent Director
12. CHONG YOKE SIN - Non-Executive and Independent Director
13. TAY KAH CHYE - Non-Executive and Independent Director
14. KWAH THIAM HOCK - Non-Executive and Independent Director

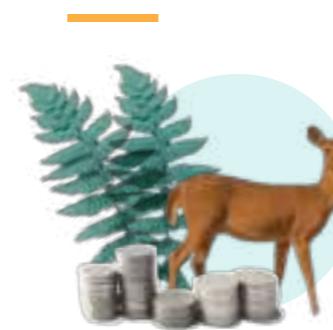
We are proud to have remained the same company committed to what we believe in: protecting the environment, caring for our people and operating a responsible business.

The BSC is responsible for Wilmar's ESG implementation 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 take our ESG disclosures seriously, and we are honoured to have received recognition for our work. In 2021, Wilmar was included in the Dow Jones Sustainability World Index, while maintaining our inclusion in the Dow Jones Sustainability Asia

Pacific Index. We were also included in the FTSE4Good Developed Index and the FTSE4Good ASEAN 5 Index.

Our other notable achievements in 2021 include being ranked first globally in the Sustainable Palm Oil Transparency Toolkit (SPOTT), which is independently managed by the Zoological Society of London. Wilmar has been part of the SPOTT assessment since its inception in 2014. Wilmar was also recognised by the Global Child Forum as the highest achiever globally across all industries for championing the protection of children's rights.



US\$1.5 billion

total amount of sustainable financing that we have secured

i

Leveraging our sustainability progress and further integrating it into other aspects of our business, we successfully secured several sustainability-linked loans (SLLs) in 2021, including a three-year US\$150 million SLL from OCBC Bank and a two-year US\$100 million SLL from Crédit Agricole CIB. This brings the total amount of sustainable financing that we have secured to over US\$1.5 billion to date, including previously announced SLLs with DBS Bank Ltd., MUFG Bank, Ltd., Singapore Branch and United Overseas Bank Limited.



Workers in Wilmar's operations in Malaysia observing physical distancing during their briefing session.



Pre-Vaccination Health Screening in Wilmar's operations in Indonesia.

Continued challenges

In an ongoing global COVID-19 pandemic, we have maintained health and safety measures that were put in place early on to deal with containing the worst of the disease and minimising its impact on our people and operations. Throughout our global operations, we engaged closely with local authorities to protect our workers and their families as well as the surrounding communities. Such efforts included regular screening for COVID-19 and vaccination drives. In 2021, we successfully vaccinated over 63,000 employees and their dependents in Indonesia and Malaysia. In addition, to help our people cope with stress during these difficult times, we rolled out support programmes, organised

webinars and provided resources to raise awareness on mental health.

In 2021, we persisted with strengthening our health and safety measures, as we continue to emphasise the importance of safeguarding our employees' well-being. We remain steadfast in our commitment to our goal of keeping our employees safe in our operations and achieving our ultimate target of zero fatalities. We further enhanced our health and safety management systems and rolled out programmes to raise awareness on health and safety risks, while enhancing competencies to further prevent accidents from occurring.



63,000 employees

were successfully vaccinated in 2021

Leading by action

We firmly believe that our adoption of the 'No Deforestation, No Peat, No Exploitation' (NDPE) policy in 2013 helped contribute to the significant progress that the palm sector has made in addressing deforestation. The Tropical Forest Alliance, a multi-stakeholder platform hosted by the

World Economic Forum, reported in 2021 that between 2016 and 2019, there was a 60% reduction in annual loss of intact forests in Indonesia and Malaysia. Wilmar continues to lead by example in the transformation of the palm sector towards greater responsibility and sustainability.

In 2021, we achieved 98.2% traceability to palm oil mills, putting us on track to achieve our goal of 100% traceability to mills by the end of 2022. Traceability is only the first step and must be followed by monitoring, engagement and reporting as we work towards transforming our supply chain to be deforestation and exploitation free. As of end 2021, Wilmar was amongst the first in the palm sector to publish NDPE Implementation Reporting Framework (NDPE IRF) profiles for all our refineries globally. The NDPE IRF provides palm oil companies with a sector-wide recognised approach to consistently measure progress in meeting NDPE commitments.



Worker in Wilmar's plantation in Malaysia with newly harvested FFB.

As of end 2021, Wilmar was amongst the first in the palm sector to publish NDPE Implementation Reporting Framework (NDPE IRF) profiles for all our refineries globally.

In championing social issues, we announced our Human Rights Defender (HRD) policy in 2021, as part of Wilmar's Human Rights Framework. This policy, which is the first of its kind in the palm sector, was initiated following stakeholder consultations with human rights civil society organisations and experts. The HRD policy puts the protection of human rights and their defenders at the forefront of what we do.

While the palm sector has borne the brunt of scrutiny from civil society, we believe that this scrutiny has enabled real progress to be made in the sector. We strongly believe that a cascading of improved sustainability practices from the success of the palm NDPE movement must also happen in other sectors. Thus in 2021, we

launched Wilmar's No Deforestation and No People Exploitation Sugar policy throughout our sugar supply chain. In the area of conservation, we published for the first time, practical forest conservation guidance for use by non-conservation experts working in agriculture. Initially covering forest conservation in Indonesia, we will also publish guidance for Malaysia and selected countries in Africa in the next few years.

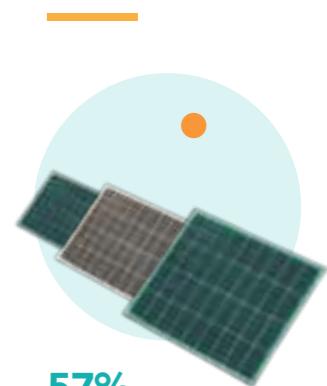
The efforts we have put into creating sustainability change in our supply chains are aligned with commitments made by nearly 200 countries to adopt urgent and collective action to address climate change at the United Nations 26th Conference of the Parties (COP26) in Glasgow in November 2021.



Aligned with our efforts on NDPE across our supply chains, we are developing comprehensive initiatives and targets that will enable us to identify and reduce the negative climate impact from our value chain. These include decreasing GHG emissions throughout our operations and supply chains, addressing deforestation, preventing further loss of biodiversity while also improving the livelihoods of farmers and smallholders within these climate-smart production models. In 2021, 57% of our total energy use at group level was derived from renewable energy sources. In particular, several parts of our business have in place more specific renewable energy targets – notably our

Australian subsidiary, Goodman Fielder, which is targeting to switch to 100% renewable electricity by 2025, and New Zealand Sugar, another subsidiary, which has set a target to use 100% renewable energy by 2022.

While Wilmar expects to finalise our group-level targets on GHG emissions reductions in 2022, several of our subsidiaries have already developed specific strategies driven by national level expectations. Goodman Fielder has in place a target to achieve net-zero emissions by 2040, and Yihai Kerry Arawana (YKA) is committed to align with China's pledge to reach carbon neutrality before 2060.



57%
of our total energy use at group level was derived from renewable energy resources.

Looking ahead

Our priority for 2022 is to maintain our trajectory of sustainable business, as we navigate our way through volatile and uncertain times. We will continue to engage inclusively and constructively, as we forge ahead with doing what we believe in – protecting the environment, caring for our people and operating a responsible business.

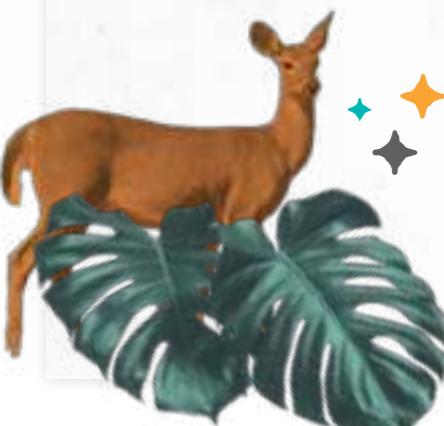
The progress we have made is due largely to the efforts of our employees throughout the Group. We would like to thank all our employees for the dedication and belief provided to our Company, especially in the last two years of continued global challenges. It is only with our employees' support that we have been able to achieve our objective to deliver sustainable growth wherever we operate.

BOARD OF DIRECTORS,
WILMAR INTERNATIONAL LIMITED
[23 MAY 2022]

Summary of Progress



2020 COMMITMENTS/TARGETS	2021 PROGRESS	CURRENT COMMITMENTS/TARGETS
BIODIVERSITY AND CONSERVATION		
<ul style="list-style-type: none"> No deforestation (ongoing) » No development on High Carbon Stock (HCS) forests or High Conservation Value (HCV) areas » No burning in the preparation of new planting, re-planting of any other development No new development on peatland regardless of depth (ongoing) Maintain best management practices for existing plantations on peat (ongoing) 	<ul style="list-style-type: none"> Zero deforestation and zero new development on peatland in Wilmar's landbank 32,447 hectares of HCV areas and HCS forests set aside for conservation area in our oil palm plantations in Indonesia, Malaysia, Ghana and Nigeria (about 10% of our total landbank) 834 hectares of additional conservation area at our sugarcane plantations and mills in Australia and India Published the Best Management Practices Manual for Growers on Forest Conservation and Community Collaboration (in English) and A Practical Guide to Conservation Area Monitoring (in Bahasa Indonesia) Conducted two NDPE Policy Workshops on Conservation for suppliers in Indonesia and Malaysia 	<ul style="list-style-type: none"> No deforestation (ongoing) » No development on HCS forests or HCV areas » No burning in the preparation of new planting, re-planting of any other development No new development on peatland regardless of depth (ongoing) Maintain best management practices for existing plantations on peat (ongoing) Safeguard biodiversity in Wilmar's operational areas Publish Best Management Practice Guidelines on Conservation for Indonesia, Malaysia and West Africa by 2024



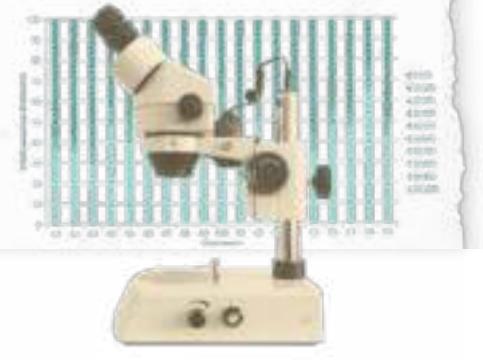
2020 COMMITMENTS/TARGETS	2021 PROGRESS	CURRENT COMMITMENTS/TARGETS
CLIMATE CHANGE		
<ul style="list-style-type: none"> Reduce GHG emissions intensity by 15% from all our palm oil mills from our 2016 baseline of 0.82 MT CO₂e/MT CPO by 2023 Map an energy and GHG emissions reduction pathway towards a low emissions future for our sugar operations Achieve net-zero GHG emissions for Goodman Fielder operations by 2040 Establish a GHG emissions baseline for all global operations. Reduction targets will be established in 2022 and linked to the energy and water efficiency programme 	<ul style="list-style-type: none"> Achieved a GHG emissions intensity of 0.66 MT CO₂e/MT CPO for our palm oil mills in 2021, exceeding our set target since meeting it in 2020 Goodman Fielder sourced 100% renewable electricity for its operations in Australia and New Zealand through the purchase of renewable energy certificates Group's combined Scope 1 and 2 GHG emissions were 12,155,491 tonnes CO₂e (including shipping) and our GHG emissions intensity was 123.68 kg CO₂e per metric tonne of products (excluding shipping) 	<ul style="list-style-type: none"> As part of our joint statement pledging our commitment to a sectoral roadmap for enhanced supply chain action, we aim to achieve the following by COP27 in 2022: <ul style="list-style-type: none"> » map our 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 degrees Celsius pathway and aligned with the SBTi. These targets will also be linked to our energy and water efficiency programmes Achieve net-zero GHG emissions for Goodman Fielder operations by 2040
ENVIRONMENTAL FOOTPRINT OF OPERATIONS		
<ul style="list-style-type: none"> Reduce water consumption intensity (m³/MT FFB processed) for palm oil mills from our 2016 baseline with the following targets by 2023: <ul style="list-style-type: none"> » Indonesia: Central Kalimantan (1.17[#] m³/MT FFB) and Sumatra (0.98[#] m³/MT FFB) » Malaysia, Ghana and Nigeria: 1.3m³/MT FFB Establish a sustainability programme in our Group factories, including establishing a baseline and setting targets for 2022 and beyond Reuse 100% of solid waste generated from our palm oil milling processes Maintain effluent levels to be within local regulation thresholds across the Group All solid waste generated from our palm oil milling processing was mulched/composted or consumed for energy recovery There were no significant fines or prosecutions against Wilmar related to incidents of non-compliance with discharge limits in 2021 		

[#] EY has performed limited assurance procedures on these figures.



2020 COMMITMENTS/ TARGETS	2021 PROGRESS	CURRENT COMMITMENTS/TARGETS
SUSTAINABLE PACKAGING		
<ul style="list-style-type: none"> Establish an initial baseline for polyethylene terephthalate (PET) plastics used and establish targets and objectives for 2022 and beyond Develop a strategy for sustainability in packaging 	<ul style="list-style-type: none"> 31% of our packaging are made from renewable materials 	<ul style="list-style-type: none"> Improve material efficiency for plastic types including PET, high density polyethylene (HDPE) and polypropylene (PP) to reduce plastic consumption by 3,000 tonnes per year
TALENT MANAGEMENT		
<ul style="list-style-type: none"> Continue to develop e-learning courses for different employee levels 	<ul style="list-style-type: none"> Established a new online learning management system - SAP Litos, to cover a wide range of topics Spent over US\$4 million on employee training and development 13 hours of training attended on average by our employees 	<ul style="list-style-type: none"> Continue to deliver content and manage our training needs via SAP Litos
HUMAN RIGHTS AND LABOUR STANDARDS		
<ul style="list-style-type: none"> Provide all palm oil workers with accommodation choices (ongoing) <ul style="list-style-type: none"> » Nigeria: by 2025 » All other countries: completed Assess all our suppliers to ensure they are paying their workers a living wage using our Supplier Reporting Tool (SRT) by 2021 Ensure all employees and workers are paid at least the applicable local minimum wage in line with legal regulations and data on the available local living wages, where available Protect and safeguard the rights of children throughout our operations by supporting children's education and having zero tolerance for child labour and exploitation 	<ul style="list-style-type: none"> 36% of permanent workers are provided housing in Nigeria Assessed 100% of our employees and contractors to ensure that they are paid a living wage Assessed 100% of our suppliers using our SRT, to determine if they are paying their workers a living wage Built schools and crèches in 100% of our oil palm plantations In 2021, supported 11,036 children of compulsory school going-age (91.4%# of children at our plantations) in their education 	<ul style="list-style-type: none"> Provide all palm oil workers with accommodation choices (ongoing) <ul style="list-style-type: none"> » Nigeria: by 2025 Ensure all employees and workers are paid at least the applicable local minimum wage in line with legal regulations and data on local living wages, where available Protect and safeguard the rights of children throughout our operations by supporting children's education and having zero tolerance for child labour or exploitation

EY has performed limited assurance procedures on these figures.

2020 COMMITMENTS/ TARGETS	2021 PROGRESS	CURRENT COMMITMENTS/TARGETS
DIVERSITY AND INCLUSION		
<ul style="list-style-type: none"> Beginning in Malaysia, work to address women's rights, specifically on addressing violence against women. In Malaysia, we will be working with Women's Aid Organisation (WAO) 	<ul style="list-style-type: none"> 21% of management positions held by women; across our Group, female employees made up 24% of our Group headcount 100% of our oil palm plantations in Ghana, Indonesia, Malaysia and Nigeria have in place Women's Working Groups (WoW) or Gender Committees 	<ul style="list-style-type: none"> Maintain a diverse and inclusive workplace in accordance with our Equal Opportunity Policy, Women's Charter and Sexual Harassment, Violence and Abuse, Reproductive Rights Policy
EMPLOYEE HEALTH, SAFETY AND WELL-BEING		
<ul style="list-style-type: none"> Implementation of the Group Environment, Health & Safety (EHS) Plan Lost Time Injury Rate (LTIR) – establishing a baseline and setting targets for 2022 and beyond Working towards zero fatalities 	<ul style="list-style-type: none"> LTIR reduced by 18% from 0.91 in 2020 to 0.75 in 2021 26# fatalities involving seven# employees and 19# contractors 	<ul style="list-style-type: none"> Reduce LTIR by 40% by 2025 Working towards zero fatalities Implementation of the Group EHS Plan
ECONOMIC AND COMMUNITY CONTRIBUTION		
<ul style="list-style-type: none"> Continue contributing to community investment and philanthropic activities for education, health, well-being and other community welfare initiatives 	<ul style="list-style-type: none"> US\$28.90 million contributed to community investment and philanthropic activities US\$10.21 million contributed to COVID-19 response 	<ul style="list-style-type: none"> Continue contributing to community investment and philanthropic activities for education, health, well-being and other community welfare initiatives
INNOVATION AND TECHNOLOGY		
<ul style="list-style-type: none"> Continue to drive R&D efforts across our operations 	<ul style="list-style-type: none"> Over 500 R&D projects across our global operations in the following areas: <ul style="list-style-type: none"> » Advancing agricultural practices » Optimising factory processes » Enhancing product quality across different segments » Studying food science to understand the health benefits of various ingredients 	<ul style="list-style-type: none"> YKA's R&D centre pledged to invest over US\$15.72 million to support scientific research and development by 2030 

EY has performed limited assurance procedures on these figures.

2020 COMMITMENTS/ TARGETS	2021 PROGRESS	CURRENT COMMITMENTS/TARGETS
CONSUMER HEALTH AND WELL-BEING		
<ul style="list-style-type: none"> Continue to improve the formulation of our current products and develop new ranges with specific health or nutritional attributes Goodman Fielder aims to improve the health star rating of 50 million loaves of bread in 2021 	<ul style="list-style-type: none"> In collaboration with the Chinese Nutrition Society, YKA pledged to invest US\$15.72 million over 10 years to develop nutritious foods via the National Nutrition Science Research Grant Goodman Fielder improved the health star rating of bread products from 4 to 4.5 stars by reformulating a range of Wonder White loaf bread products 	<ul style="list-style-type: none"> 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 nutritional attributes Continue to provide transparent and accurate product information in our food labels, as well as educate our consumers about health and well-being
PRODUCT MARKETING AND LABELLING		
<ul style="list-style-type: none"> Continue to comply with relevant regulations and industry codes to ensure we meet the highest standards of responsible product marketing and labelling Achieve 100% MSPO certification for all our Malaysian palm oil mills and plantations Achieve RSPO certification for all our palm oil operations: <ul style="list-style-type: none"> » Refineries by 2020 » Mills and Wilmar-owned plantations by 2023 	<ul style="list-style-type: none"> 28## out of 36 mills are RSPO certified (78%) 79% or 245,065.78ha ## of our oil palm plantations are RSPO certified 137 out of 138 palm downstream operations are RSPO certified (99%), with the remaining one achieving certification in March 2022 15 ## mills out of 34 mills are ISPO certified (44%) Five ## out of 10 independent palm oil mills completed ISPO certification audits (50%) 100% of mills (nine##) and plantations in Malaysia are MSPO certified No incidents and no fines incurred related to non-compliance with industry codes or regulatory requirements on product labelling or marketing in 2021 Our sugarcane farms are 100% accredited by Smartcane Best Management Practices 	<ul style="list-style-type: none"> Achieve RSPO certification for all our palm oil management units (mills and supplying plantations) by 2025 Achieve ISPO certification for all our mills in Indonesia by 2025, in line with the Indonesian government legislation on ISPO Complete ISPO certification audits for our 10 independent palm oil mills in Indonesia by 2025, in line with the Indonesian government legislation on ISPO Continue to comply with relevant regulations and industry codes to ensure we meet the highest standards of responsible product marketing and labelling

2020 COMMITMENTS/ TARGETS	2021 PROGRESS	CURRENT COMMITMENTS/TARGETS
PRODUCT QUALITY AND SAFETY		
<ul style="list-style-type: none"> Maintain zero food safety related incidents across all our businesses Continue the expansion of our Good Manufacturing Practice (GMP) programme, in partnership with AIB 	<ul style="list-style-type: none"> Maintained zero food safety related incidents across all our businesses 28% of factories passed GMP inspection without serious findings - a result of 94% of these inspections being unannounced. We moved towards unannounced inspections to ensure that relevant standards are truly embedded into every day factory practices 	<ul style="list-style-type: none"> Continue to maintain zero food safety related incidents across all our businesses Pass all GMP inspections with no serious findings
RESPONSIBLE SOURCING AND SUPPLY		
<ul style="list-style-type: none"> Achieve 100% traceability to palm oil mills by 2022 Expand the scope of the NDPE IRF reporting to cover our global palm oil supply chain by 2022 100% response rate to all grievances raised via Wilmar's Grievance Procedure 	<ul style="list-style-type: none"> 98.2% ## traceable to palm oil mills Published NDPE IRF profiles for all our refineries at origin and destinations 100% response rate to all grievances raised via Wilmar's Grievance Procedure 	<ul style="list-style-type: none"> Achieve 100% traceability to palm oil mills by 2022 100% response rate to all grievances raised via Wilmar's Grievance Procedure
BUSINESS ETHICS AND COMPLIANCE		
<ul style="list-style-type: none"> Maintain no incidents of anti-competitive behaviour, monopolistic practice or corruption cases involving Wilmar Maintain no significant incidents of non-compliance with any relevant environmental and socio-economic laws or regulations in our operations 	<ul style="list-style-type: none"> No reported incidents of anti-competitive behaviour, monopolistic practice or corruption cases involving Wilmar No significant incidents of non-compliance with any relevant environmental and socio-economic laws or regulations in our operations 	<ul style="list-style-type: none"> Maintain no incidents of anti-competitive behaviour, monopolistic practice or corruption cases involving Wilmar Maintain no significant incidents of non-compliance with any relevant environmental and socio-economic laws or regulations in our operations
DATA SECURITY AND PRIVACY		
<ul style="list-style-type: none"> Maintain no substantiated complaints concerning breaches of customer privacy and losses of customer data (ongoing) 		

CU has conducted limited assurance procedures on these figures.

CU has conducted limited assurance procedures on these figures.

About Wilmar

Overview of Wilmar

102-2, 102-3, 102-5

Founded in 1991 and headquartered in Singapore, Wilmar is Asia's leading agribusiness group and one of the largest listed firms by market capitalisation on the Singapore Exchange.

At the core of Wilmar's strategy is an integrated agribusiness model. It 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; to 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

102-4, 102-6, 102-7, FB-PF-000.B, FB-AG-000.B

For our consumer products, we reach traditional retail outlets, supermarkets, convenience stores and hypermarts. Through scale, integration and logistical advantages, we can achieve operational synergies and cost efficiencies. For more information about Wilmar, please refer to our [Annual Report 2021](#) and [corporate website](#).

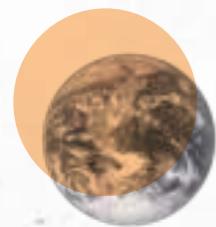


> 1,000
manufacturing plants* in
32 countries

* including subsidiaries, joint ventures and associates.



A multinational workforce of about
100,000 individuals
globally

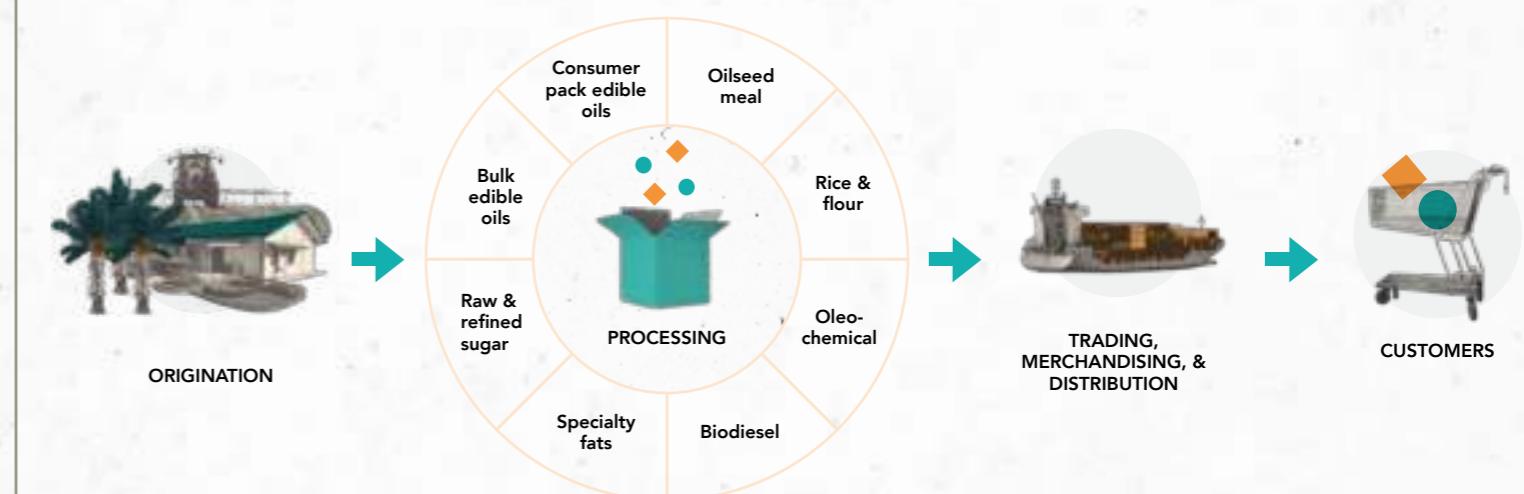


An extensive distribution network covering China, India, Indonesia and
50 other countries



US\$65.79 billion
in revenue
US\$1.89 billion
in net profit

Overview of our value chain



Our approach to sustainability

102-11

Wilmar is in a strategic position to leverage our resources, experience and expertise to address these concerns and drive positive impact for our stakeholders.

Wilmar's Conservation Area in Central Kalimantan.

Sustainability in perspective

The global population is progressively experiencing a better quality of life. This is driven mostly by increasing wages which, in turn, provide access to better education, healthcare and various other opportunities. Higher wages have also led to an increase in purchasing power, resulting in growing pressure on finite resources to meet escalating consumer demands. There are also rising concerns

about the negative risks and impact this will have on the environment, including deforestation, forest fires, freshwater scarcity and pollution in various forms.

A shift in how the world produces, distributes, consumes and disposes is essential to tackle these concerns. To ensure that we are doing our part, at COP26, Wilmar pledged to develop a

sectoral roadmap for enhanced supply chain action that is consistent with a 1.5 degree Celsius pathway. We have committed to publish this by COP27.

and feed products that safeguard the well-being of people and the planet. Sustainability is at the heart of our operations and our business.

The agriculture and food industries have always represented the backbone of society, supporting lives and livelihoods by providing food security while also driving economies to generate employment opportunities. These sectors have begun to demonstrate how they can play a major role in supporting this shift to climate readiness through their efforts and initiatives.

As a global integrated agriculture and food company with a presence across the value chain, Wilmar is in a strategic position to leverage our resources, experience and expertise to address these concerns and drive positive impact for our stakeholders. At the same time, we remain committed to deliver responsible and sustainable agriculture

Our sustainability focus areas set a clear direction for our business while guiding the development of our strategies to drive performance across all our business segments. They also consider our material ESG topics. For details on the materiality assessment process, please go to [210](#).

WILMAR'S SUSTAINABILITY AGENDA FOCUSES ON FOUR MAIN AREAS:



PROTECTING THE ENVIRONMENT



LOOKING AFTER PEOPLE AND COMMUNITIES



DELIVERING PRODUCT EXCELLENCE



TRANSFORMING OUR SUPPLY CHAIN

[CLICK HERE TO VIEW OUR NDPE Policy](#)





Wildlife monitoring along the Riparian Area of our Sabahmas Plantation in Sabah.

Delivering on our commitments

Delivering on our commitments is an ongoing endeavour that hinges on five key areas:

- Stakeholder engagement
- Certification
- Supply chain traceability
- Conservation and biodiversity
- Transparency and reporting

STAKEHOLDER ENGAGEMENT

102-12, 102-13, 102-40, 102-42, 102-43, 102-44

Our sustainability ambitions are shared across sectors and stakeholder groups. Therefore, Wilmar values and commits to proactive and constructive engagements to gather input from stakeholders. They have been identified as those on whom our operations have a significant impact; those with a vested interest in our sustainability performance; and those in public positions who influence our activities. Our stakeholders include governments, local communities, smallholders, employees, civil society organisations (CSOs), certification bodies, customers, financial institutions, industry bodies, shareholders and the investing public, suppliers, our sustainability partners and collaborators.

We value a two-way process when engaging our stakeholders. We welcome their feedback and input as much as we look forward to proactively sharing our progress and updates. This provides them with a clear avenue to question or raise concerns on Wilmar or our suppliers. We established our Grievance Procedure to allow stakeholders to raise any sustainability-related grievances through a rigorous and transparent resolution process. Further details on our Grievance Procedure can be found in the section on [Transforming our Supply Chain](#) and our [Palm NDPE Implementation Annual Report 2021](#).



MULTI-STAKEHOLDER INITIATIVES

A multi-stakeholder approach is often required for sustainability issues to be addressed practically and meaningfully. Actively participating, and more importantly, contributing to relevant multi-stakeholder initiatives are important to Wilmar. This provides

us with the opportunity to take part in developing or revising industry-level or topic specific standards while also leveraging these organisations' capabilities to keep abreast of emerging trends and best practices.

As a member of the Roundtable on Sustainable Palm Oil (RSPO) since its formation in 2004, we have been an active participant in various RSPO working groups over the years. We have representations within the RSPO, which include the Board of Governors, the Fresh Fruit Bunch (FFB) Legality and Traceability Taskforce, the Shared Responsibility Working Group, the Biodiversity and High Conservation Values (BHCV) Working Group, the Compensation Task Force (CTF) and the Human Rights Working Group, which includes the related Taskforce on Labour and the Taskforce on Decent Living Wage.



We are members of the European Palm Oil Alliance (EPOA), Tropical Forest Alliance (TFA), Fire Free Alliance (FFA), Pongo Alliance, the United National Global Compact (UNGC), Business for Social Responsibility (BSR), Grow Asia and Grow Africa.



We joined Bonsucro as a member in 2014 and the Round Table on Responsible Soy (RTRS) Association in 2015. Through our memberships, we are committed to the development of sustainable sugar and responsible production of soy products, respectively.

Through our consumer product businesses, Sugar Australia and Goodman Fielder, we are part of the REDcycle scheme in Australia and the Soft Plastic Recycling Scheme in New Zealand.

COLLABORATIONS AND PARTNERSHIPS

We continuously look for new partnerships and opportunities to collaborate with others who can help us deliver on our commitments. Some of our key ongoing partnerships include biodiversity and conservation initiatives with research institutions and Chief Sustainability Officers (CSOs), R&D programmes with academic and national research centres worldwide to optimise process efficiencies and enhance product quality, as well as social diversity and community programmes with local partners. Details on some of our key partnerships are disclosed throughout this report.



The Wilmar and NUS collaboration for R&D is one of many examples of beneficial partnerships to achieve shared objectives.

We continuously look for new partnerships and opportunities to collaborate with others who can help us to deliver on our commitments.

Certification

Certification plays an important role in providing our customers and consumers with the confidence that our products meet high safety, quality and sustainability standards. We actively work towards obtaining relevant certifications. These include certifications by the RSPO, Indonesia Sustainable Palm Oil (ISPO), Malaysian Sustainable Palm Oil (MSPO) and the International Sustainability Carbon Certification (ISCC) for palm oil, plus certifications by Bonsucro and the Smartcane Best Management Practices (BMP) for sugar.

Our food production facilities are certified by the Global Food Safety Initiative (GFSI), which is an accredited certification scheme for food safety. We also adopt several certification schemes such as ISO 22716:2007 for non-food products and the GMP+ certification scheme. For the majority of our animal feed products, we have also commenced the Hazard Analysis Critical Control Points (HACCP) certification process for retail products.

Supply Chain Traceability

Traceability allows us to map our supply chain and gain in-depth knowledge of the origins of our raw materials. This is an important first step for the implementation of our sustainability commitments within our supply chain. In addition to providing greater transparency, supply

chain traceability allows us to identify the suppliers linked to our operations, enabling us to develop ongoing partnerships for improvements, while monitoring compliance against our sustainability commitments.

CONSERVATION

We recognise the unique role and responsibility of upstream industries in the landscapes where they operate. Wilmar firmly believes in leading by example and we have taken the opportunity to demonstrate this responsibility through our own ongoing conservation activities and investments. We were among the early adopters of identifying HCV areas and establishing these as protected zones. HCV areas house key wildlife species while also providing critical landscape level services such as water catchments. To date, we have identified and set aside 32,447 hectares of land for conservation in Indonesia, Malaysia, Ghana and Nigeria – about 10% of our total landbank.

Similarly, we encourage our suppliers to identify areas for protection using the integrated HCV and High Carbon Stock Approach (HCSA) methodology, as outlined in our NDPE Policy. Through a combination of satellite monitoring and grievance reporting, we ensure our NDPE Policy is implemented in our own operations as well as that of our suppliers. More details on our approach and progress towards implementing our NDPE commitments can be found in our **Palm NDPE Implementation Annual Report 2021**.



32,447 ha

Amount of land set aside by Wilmar for conservation in Indonesia, Malaysia, Ghana and Nigeria

Reporting and Transparency

Monitoring and reporting our progress transparently and regularly demonstrate our commitment to operating a responsible and sustainable business. Aside from our Annual Reports and Sustainability Reports, the Wilmar **Sustainability Dashboard** is also regularly updated with information related to certification, conservation, supply chain monitoring and NDPE compliance, grievances, traceability and more. This year, we have also produced our first annual **Palm NDPE Implementation Annual Report 2021** which seeks to provide a full account of our approach and progress towards delivering our NDPE commitments across our palm supply chain.

We are also constantly assessed and included on various sustainability indices

For CDP's Climate Change 2021 report, EY has performed limited assurance to ensure that climate risk assessments were performed and are publicly available.



In 2021, we are pleased to have been included in the **DJSI World Index** for the Food, Beverage and Tobacco industry grouping, the **FTSE4Good Developed Index** and the **FTSE4Good ASEAN 5 Index**. We were ranked first in the 2021 SPOTT assessment and recognised as the highest achiever globally across all industries by the GCF for championing the protection of children's rights by integrating it into our operations. 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.

Sustainability governance

102-18, 102-19, 102-20, 102-21, 102-22, 102-26, 102-29, 102-31, 102-32

The Chairman and CEO, and the Board of Directors oversee the management of Wilmar's sustainability strategy. They are supported by the Board Sustainability Committee (BSC) which meets quarterly. The BSC assists the Board of Directors in fulfilling its oversight responsibility in relation to Wilmar's objectives, policies and practices pertaining to sustainability or ESG matters. These

include formulating ESG strategies, identifying ESG-related risks, evaluating ESG performance and targets and monitoring the implementation of ESG-related policies and practices.

To achieve effective implementation of sustainability throughout the Company, the BSC receives periodic reporting and advisories from the following:

1. SUSTAINABILITY MANAGEMENT TEAM (SMT)

which is headed by the Chief Sustainability Officer (CSO) who is 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.

2. INDEPENDENT SUSTAINABILITY ADVISORY PANEL (ISAP)

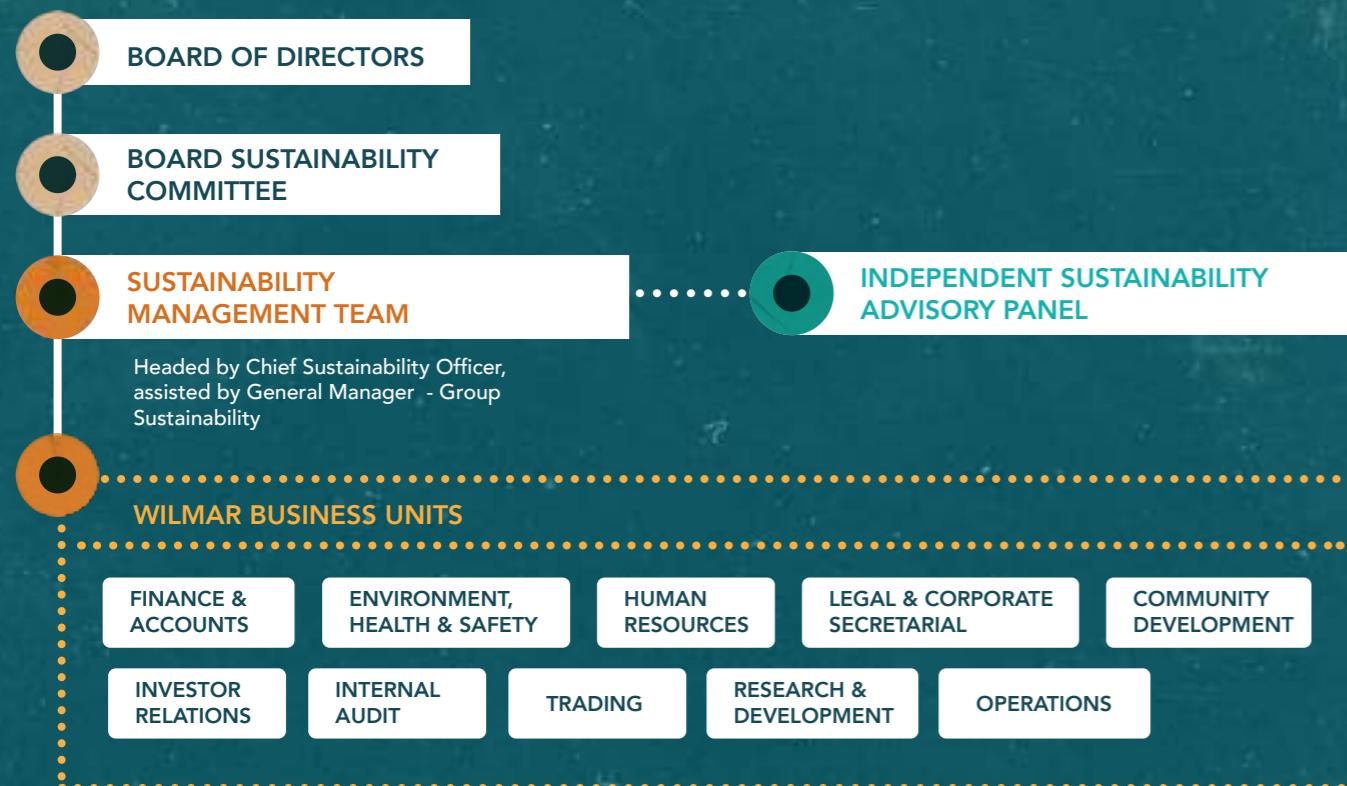
comprises independent sustainability experts and eminent individuals. The ISAP works with our SMT to provide on-the-ground support to execute and evaluate the implementation of our ESG policies. The ISAP provides advisories and recommendations related to external stakeholder expectations and global sustainability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

The Sustainability Department works in collaboration with all business and operational units to implement the Group's multi-faceted sustainability strategies and initiatives.

Wilmar's Sustainability & ESG Governance Structure



Wilmar's Conservation and Operations teams at the Sekar Imej Conservation Area.





PROTECTING THE ENVIRONMENT

It is imperative that we play an active part in safeguarding our environment. Given our reliance on natural resources including land and water to grow and produce crops and food, we must operate within the limits of our planetary boundaries.

We are especially conscious of fragile ecosystems within our surrounding areas. We continue focusing our efforts to protect HCS forests, HCV areas and

peatland, taking actions on climate change, minimising our operational footprint and developing sustainable packaging solutions.

TOPICS DISCUSSED IN THIS CHAPTER

- Biodiversity and conservation
- Climate change
- Environmental footprint of operations
- Sustainable packaging



Biodiversity and conservation

103-1, 103-2, 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 oil 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, as we work to ensure that our supply chain is deforestation-free.

Our targets

No deforestation

- No development on HCS forests or HCV areas
- No burning in the preparation of new planting, re-planting of any other development

No new development on peatland

regardless of depth.

Safeguarding

biodiversity in Wilmar's operational areas

Publishing Best Management Practices Guidelines on Conservation for Indonesia, Malaysia and West Africa by 2024

Our current performance (2021)

Zero deforestation and zero new development on peatland

in Wilmar's landbank

32,447 hectares of HCV areas and HCS forests set aside for conservation area in our oil palm plantations in Indonesia, Malaysia, Ghana and Nigeria (about 10% of our total landbank)

834 hectares of additional conservation area at our sugarcane plantations and mills in Australia and India

Published the **Best Management Practices Manual for Growers on Forest Conservation and Community Collaboration** (in English) and **A Practical Guide to Conservation Area Monitoring** (in Bahasa Indonesia)

Conducted two NDPE Policy Workshops on Conservation for suppliers in Indonesia and Malaysia

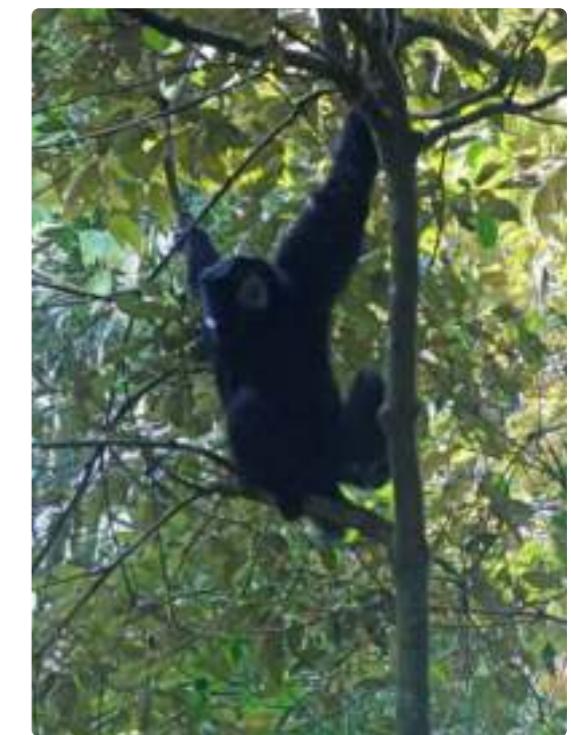


Wilmar's Reka Halus Plantation's Conservation Area in Sabah, Malaysia.

Wilmar is **committed to biodiversity conservation** in our operations and our supply chain, which extends from our overarching **No Deforestation, No Peat, No Exploitation (NDPE) Policy**. This commitment is guided by two main objectives:

- 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 in; and
- to provide technical guidance and support to our stakeholders, including our suppliers, to enable the mainstreaming of biodiversity conservation in the plantation landscape.

Our conservation and biodiversity management is guided by five key strategies: Safeguarding Biodiversity; Building Ecosystem Resilience; Engagement and Capacity Building; Smart Partnerships; Collaborations and Effective Management. These strategies are discussed in further detail below.



A siamang roaming around Wilmar's conservation area in Sumatra.

Identifying and conserving HCV areas and HCS forests

We have upheld our commitment towards "No Development on HCS Forests or HCV Areas" since we first announced our [NDPE Policy](#) on 5 December 2013.

We apply the High Conservation Value Network (HCVN) and HCSA toolkits to help us identify and conserve HCS forests and HCV areas, especially for new land developments by Wilmar or by our third-party suppliers as required by our NDPE Policy.

Our NDPE Policy was updated in November 2018 and is further aligned with the revised RSPO Principles and Criteria (P&C) that requires all new land developments after 15 November 2018 to undergo combined HCVN and HCSA assessments.

Following assessments conducted to date for our palm oil operations, all identified HCS forests and HCV areas are monitored and managed as conservation areas. Within our conservation areas, we identified various types of wildlife, including animals and plants from the Red List of Threatened Species by the International Union for Conservation of Nature (IUCN). More information on this can be found on [Wilmar's Sustainability Dashboard](#).

As at December 2021, a total of 32,447 hectares in Wilmar's oil palm plantations, which is about 10% of our total landbank, are conservation areas. This includes 845 hectares in Nigeria which was added to our HCV areas in 2021.

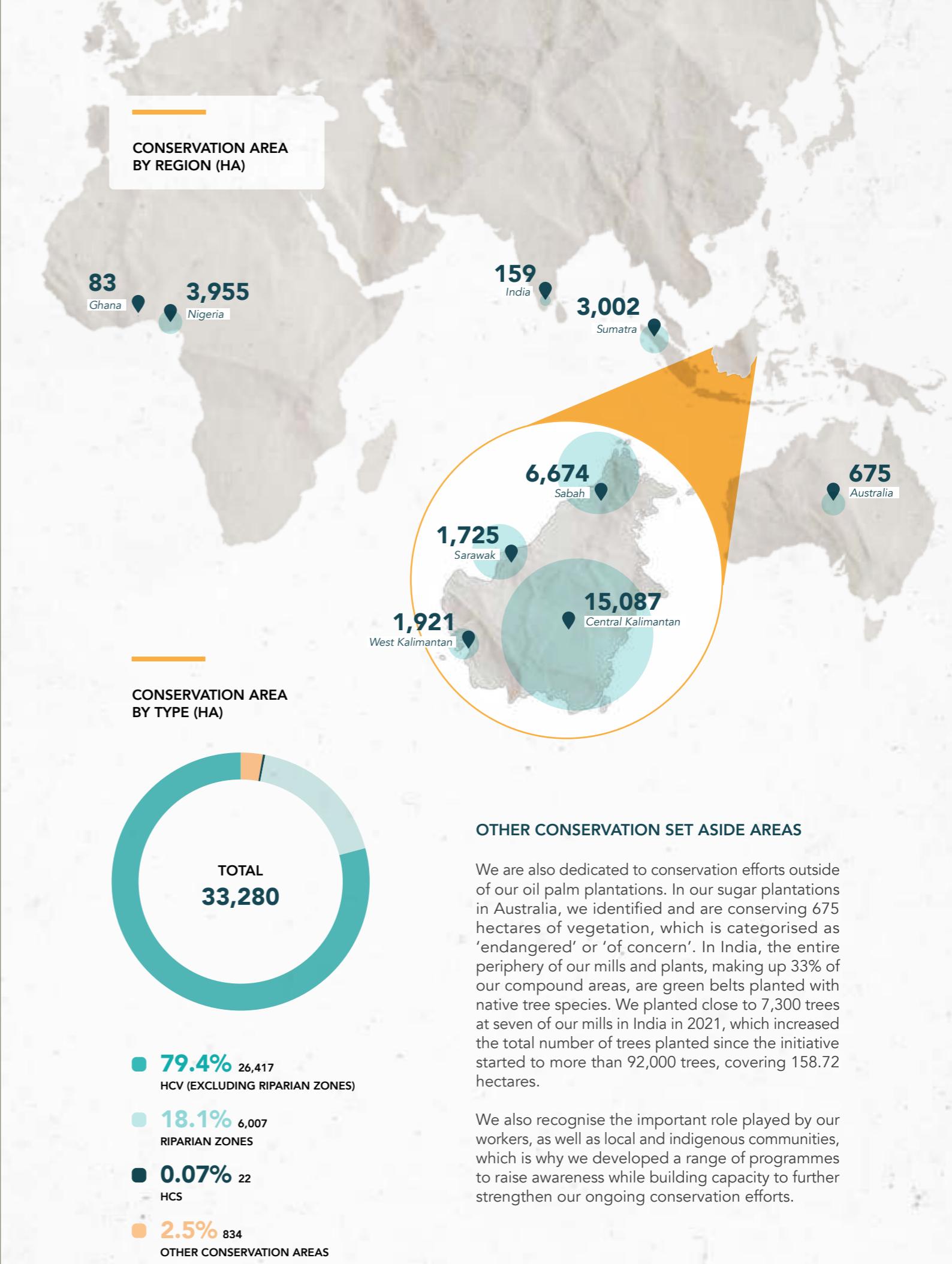


Wilmar has built capacity internally that enables us to conduct our own HCV and HCS assessments.



10%
Total conservation area
in Wilmar's oil palm
plantations

We have upheld our commitment towards "No Development on HCS Forests or HCV Areas" since we first announced our NDPE Policy on 5 December 2013.



Conservation stories

Conservation activities in Indonesia

CENTRALISED DATABASE SYSTEM FOR CONSERVATION MONITORING AND MANAGEMENT

Effective protection of conservation areas is a complex task that requires a suite of processes. One important aspect is the long-term monitoring of our conservation areas to obtain consistent and accurate data, in order to understand the effectiveness of our programmes on the ground.

Wilmar has started to standardise our protocols for the long-term management of data. Having a centralised database system is important in order to improve our ability to archive, search and analyse important conservation data. In turn, this will help us to continue implementing successful conservation and monitoring programmes.

We currently have two different databases. First, our internal HCV Management Implementation Dashboard contains details on all our HCV management programmes, including restoration, signboard installations, marking poles, boreholes and socialisation efforts. Through this dashboard,

we can easily quantify the progress and success of our management plans for each plantation and identify areas for improvement.

Second, the Spatial Monitoring and Reporting Tool (SMART) serves as our monitoring database. It is an open source and freely available software to help better monitor and patrol protected landscapes. As part of our efforts to improve the monitoring of our conservation areas, Wilmar has been using the SMART Patrol System since 2013, when it was originally being piloted in collaboration with the Zoological Society of London.

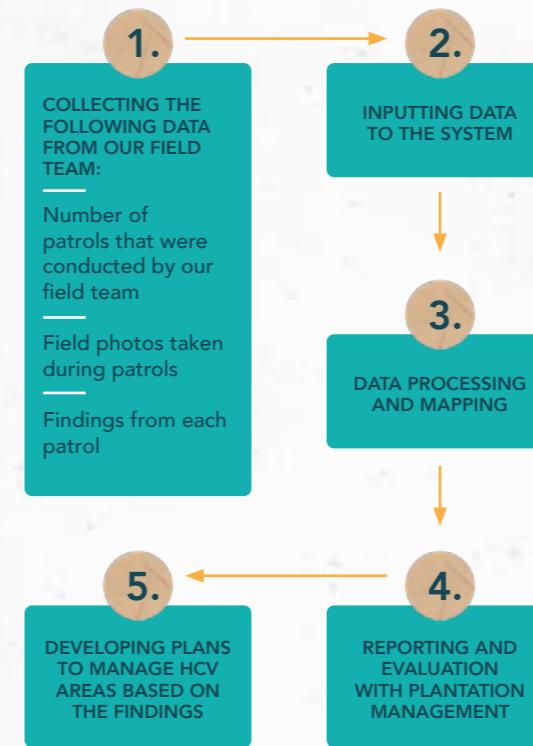
SMART provides four main data retrieval components, including:

1. location spatial data;
2. date and time of patrol;
3. observation data of wildlife in HCV areas; and
4. human activities in HCV areas such as encroachment and illegal logging.



Wilmar's conservation area along Sungai Mentaya in Central Kalimantan.

SMART can also be used as a database system to compile and compare year-on-year data. With this system, trend analysis can help to identify HCV areas and encroachment within our plantation areas so that immediate mitigation actions can be taken. In addition, we can easily evaluate and adapt our management and monitoring plan for conservation activities in Indonesia using five key steps:



Since adopting this system in 2015, we have logged more than 10,309 patrols, 21,775 field photos, 11,663 logs of direct and indirect* wildlife sightings where 5,407 logs were of rare, threatened or endangered (RTE) species, including 679 *Pongo pygmaeus wurmbii* (the Bornean Orangutan).



* Indirect wildlife sightings include images from camera traps and spotting of footprints, among others.

ORANGUTAN CONSERVATION IN WILMAR PLANTATIONS IN CENTRAL KALIMANTAN, INDONESIA

Since 2007, patches of orangutan habitat were identified by the World Wildlife Fund for Nature (WWF) in one of our estates in Central Kalimantan. The density of population was approximately 1.48 to 2.2 orangutans per kilometre. The identification of orangutan population initiated the establishment of our conservation programme specific to their habitats in Central Kalimantan.

To protect orangutan habitats in our Central Kalimantan estate, we have established a special conservation group to monitor threats and disruption within the conservation area and collect data on biodiversity including types of flora and fauna. In 2020, we conducted an internal study of the orangutan population density. Results indicated that there were approximately 0.81 to 1.07 orangutans per kilometre within 3,900 hectares of conservation

area. Using these results, we estimated that there are between 30 to 40 orangutans in our Central Kalimantan estate. The monitoring data, which is stored in SMART, shows that orangutan communities have remained active in 2021.

We have also conducted programmes to raise awareness of the importance of maintaining the conservation area and protecting rare and endangered animals. As a result of the programmes, we have seen not only more positive perceptions from the local community towards the HCV areas, but proactive efforts are also being made to help the conservation of orangutans. The local community has donated local fruit seeds that can be planted in conservation areas and serve as a food source for orangutans.



Lubuk Larangan meeting between Wilmar representatives and local communities.

CONSERVATION EFFORTS BASED ON LOCAL WISDOM "LUBUK LARANGAN"

We value the crucial roles of indigenous communities in conservation as they are perceived to be the guardians or custodians of the forest. Forests are often an integral part of the communities' lives as their living environment and a space to be protected for future generations.

We continue to work closely with the indigenous communities of Sei Talao and Sei Kunyit in our conservation areas within our plantation, PT Kencana Sawit Indonesia (PT KSI) in Sumatra. By leveraging their traditional knowledge and wisdom, we have been protecting the riparian zones and preserving the water quality of the river, which serves as an important source of water and fish for the communities.

For the Minang tribe, the local river is an important natural resource to be protected. The community has restricted areas of the river, known as *Lubuk Larangan*, to prevent potential encroachment while conserving the fish population in the river. Activities

in these areas require the approval of the community leader, known as *Ninik Mamak*.

We have two *Lubuk Larangan* areas within our PT KSI plantation, both of which were implemented and are being managed collaboratively by members of the community, the community leader and PT KSI. Signboards prohibiting encroachment and illegal fishing have been put up in these areas and our employees and their families are informed of the customary practice.

CONSERVATION STATUS AND PUBLIC PERCEPTION OF MALAYAN TAPIR (*Tapirus indicus*) IN PT KENCANA SAWIT INDONESIA (PT KSI)

The Malayan Tapir, which is listed as endangered under the IUCN Red List of Threatened Species, has been found in the PT KSI's conservation area. Since 2021, we have utilised trap cameras, direct sightings, and other methods to detect the existence of tapirs in Sumatera Barat (West Sumatra). This helps us to map out conservation areas and establish monitoring and management plans for the tapirs.

We also understand that community attitudes and perceptions towards tapirs play a critical role in their conservation. Conflicts between local communities and wildlife, such as crop damage and livestock predation, often negatively affect local attitudes. According to interviews with the people living around the area, tapirs are considered pests as they forage the community crops, causing economic loss.

Therefore, in addition to our efforts to protect tapirs in the conservation area, we have also developed conservation campaigns to raise public awareness of the endangered status of tapirs and promote protection for this species in the long run.



Siamang Conservation Update

Since 2014, we have partnered with Yayasan Kalawein Indonesia on the conservation of a species of black-furred gibbon known as the siamang (*Sympalangus syndactylus*). Gibbons are known to be difficult to reintroduce to the wild since factors such as the availability of food and wide tree and plant covers are critical to their survival. Therefore, a lot of effort including extensive surveys and post-release monitoring are required to ensure the successful re-introduction of the siamangs to the wild. Through this collaboration, we have successfully released eight siamangs into our Sumatera Barat conservation area, all of which have been able to adapt and survive well. Our conservation team and Kalawein patrol reports have shown that all siamangs are in good condition and have successfully bred within our conservation area.

A new infant siamang was born on 9 October 2021. We now have a total of six siamangs that have been born at our conservation area since 2016. Unfortunately, in 2019, we lost one of them (Sharon Gy), as she was attacked by bees in the forest. However, the other five infants are in good health so far. Currently, we have a total of 13 wild siamangs in our conservation area.

We are also preparing to release another five pairs of siamang (10 individuals), which are currently in the process of habituation within our conservation area. In the habituation process, a siamang is placed in a habituation cage. They are provided with food and are monitored, but no human activity is allowed around the habituation area. This is to help the siamangs adapt to their new environment within the forest. This habituation process will differ from one pair to another, and usually takes between three to six months before they can be released.

SIAMANGS THAT WERE BORN IN THE PT KSI CONSERVATION AREA

NAME OF SIAMANG	GENDER	DATE OF BIRTH	NAME OF PARENTS
1. KINO JUNIOR	Male	20 August 2018	Jeff/Poli
2. JAKA	Male	August 2018	Rizal/Rika
3. CORONA/NANDO	Male	29 October 2020	Rizal/Rika
4. HEPPY	Female	5 August 2020	Cimut/Sonya
5. ARDI	Male	9 October 2021	Bolu/Item
6. SHARON GY	Female	April 2017	Kenzu/Sonya



Currently, we have two conservation areas that serve as habitats for siamangs - Bukit Salo and Bukit Tengah Pulau, with a total of around 800 hectares. In partnership with Kalawein, we are exploring further conservation areas - Bukit Lipai 1 and Bukit Lipai 2, with a total area of around 450 hectares. Both have similar ecosystems and vegetation to Bukit Salo and Bukit Tengah Pulau. These hilly forests are also a habitat for various types of other wildlife, including the Sumatran Surili Presbytis melalophos and Gibbon Hylobates agilis.

In 2022, we plan to conduct more detailed surveys on Bukit Lipai 1 and Bukit Lipai 2, focusing on diversity of tree species as potential feeding sources for siamangs, and estimating the population and distribution of *Hylobates agilis*. Identifying the population and distribution of *Hylobates agilis* is very

important, as this species is the main competitor for the siamang in the wild. We are also in the process of developing an interactive map on our dashboard. This will provide a description of the siamangs, as well as show their distribution and home range.

CATEGORY	RELEASED/WILD SIAMANG	IN HABITUATION PROCESS	TOTAL INDIVIDUALS
MALE ADULT	4	5	9
FEMALE ADULT	4	5	9
INFANT	5	0	5
TOTAL INDIVIDUALS	13	10	23

Conservation activities in Malaysia

To ensure the effective management and conservation of areas both within Wilmar-owned operations, as well as surrounding landscapes, require working closely with a variety of stakeholders. We partner with our suppliers, local communities, civil society organisations and government departments. Consequently, we have established partnerships and work closely with Sabah Wildlife Department (SWD), Sabah Forest Department (SFD) and Sarawak Forest Department to support government initiatives to combat illegal wildlife trade, support tree planting programmes and increase forest cover.

WILDLIFE AWARENESS OUTREACH PROGRAMME (WAOP)

WAOP is among our key conservation programmes to raise awareness on the importance of biodiversity conservation. Since 2018, together with civil society organisations and government departments, we have engaged over 8,529 stakeholders, comprising our workers, local communities and students living in the vicinity of our oil palm plantations in Sabah and Sarawak.

WAOP also aims to inculcate interest in environmental protection among the younger generation. We are currently exploring the development of a 'Junior Ranger' programme with SK Suai 2, a government school near our plantations. The programme, which is an extension of the WAOP, will involve activities such as awareness talks, tree planting and field visits. As part of this programme, we are looking to plant 3,000 saplings of native and protected species, to help restore parts of about 18 km of riparian areas in Sg. Sawai, Niah, Sarawak together with SK Suai 1 and the Forestry Department of Sarawak. Restoration of these riparian zones is crucial as the river is also the main water source for the local community and school. The project also supports the Federal Government's effort to plant 100 million trees and it also comes under the Forest Department's 'Greening Sarawak Programme'. A total of 75 participants consisting of local community leaders, representatives from the Sarawak Forest Department, the SK Suai Satu headmaster and teachers and the Wilmar team attended the launch of the tree planting programme on 15 December 2021.



Wilmar's Sekar Imej Conservation Area in Sabah, Malaysia.

SEKAR IMEJ CONSERVATION AREA (SICA)

SICA is Wilmar's largest HCV area in Malaysia and is poised to function as a biodiversity and carbon research centre by 2030. Additional areas are being connected to be included as part of the SICA project, covering a total area of 2,469 hectares.

The SICA project's objectives include:

1. positioning SICA as a leading research centre on biodiversity and carbon management;
2. developing solutions that strengthen the management of conservation areas and protection of biodiversity;
3. connecting existing HCV areas to create a larger integrated ecosystem network; and
4. developing livelihood opportunities for local communities within the research centre as well as through low impact livelihoods programmes.

In 2021, despite the COVID-19 pandemic, the conservation team continued to make progress, focusing on work such as boundary demarcation, trail development and training to build the capacity of the in-house SICA team and local communities. Training included the use of Avenza Maps, identification of rare, threatened and endangered species, and carbon stock measurement for forest monitoring. In 2021, a biannual SICA newsletter was launched to highlight the conservation efforts on the ground.

To stimulate interest and support, SICA was also promoted in various external platforms including in the Naturalist's "The Wildside of Sabah", and at the Heart of Borneo Conference 2021, amongst others.

SICA aims to focus on community-based conservation by providing training on monitoring and seedlings preparation to develop seedling buy-back and community ranger programme as the next step in 2022.

CONSERVATION RECREATIONAL LANDSCAPE PROJECT (CRLP)

Initiated by our Plantation Head of Malaysia, the CRLP seeks to plant trees in spaces outside our designated riparian and conservations areas in Malaysia. This is one of our commitments 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 12,091 trees from 79 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.

Developing Guidance to Support Suppliers on Conservation

To share our experience from managing and monitoring our conservation area, Wilmar developed two documents in 2021. The first is aimed at plantation managers and titled “**Best Management Practices Manual for Growers on Forest Conservation and Community Collaboration**”. This document was developed together with Proforest and contains four chapters:

1. biodiversity protection and forest monitoring;
2. balancing community needs and forest protection;
3. management and restoration of riparian areas; and
4. fire and peat management.

The second document provides guidance to support our suppliers who need to establish monitoring systems to manage identified conservation areas. It is titled “**A Practical Guide to Conservation Area**



Wilmar's riparian conservation area in Central Kalimantan regenerating with native tree species.

Monitoring” and is available in both Bahasa Indonesia and Bahasa Malaysia. This guidance aims to equip suppliers with an understanding of how to monitor and patrol conservation areas. It also provides easy to follow step-by-step actions for practitioners and plantation operation teams on how to respond to any encroachment.

These guidelines are a first for the industry and have been designed to be practical and easy to understand, recognising that estate management teams may not have experts on the ground. In November and December 2021, both documents were presented to 131 of our suppliers in Indonesia and Malaysia, via online training sessions.

There will also be guidelines developed for West Africa which are planned for publication by 2024.

Conserving and protecting peatland

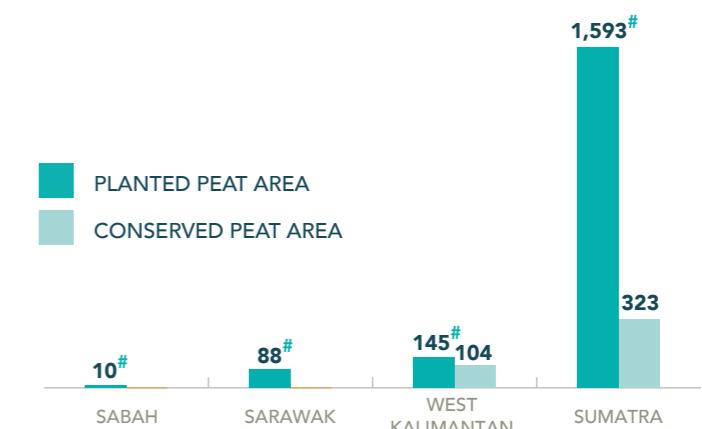
Peatlands store more carbon than all other vegetation types combined and play an important role in mitigating climate change. Peatlands are also highly prone to catching fire, if drained or faced with dry conditions. Since the launch of our NDPE Policy, Wilmar strictly prohibits any new development on peatlands, regardless of depth. Where feasible, we explore options for peat restoration by working with expert stakeholders and local communities, as we recognise the significant opportunities and benefits, which includes reducing GHG emissions.

Approximately 1,836[#] hectares, which is about 1% of our total planted area, is classified as peat. In these planted areas, we apply best management practices defined by peat experts together with the RSPO. This includes maintaining water tables at optimal levels to minimise peat subsidence and to minimise the release of carbon dioxide. We also have 427 hectares of peatlands in our conservation areas, of which 76% or 323 hectares, are located within our operations in Sumatra, Indonesia.

We also participate and contribute towards peatland conservation targets and efforts by the Indonesian Peatland Restoration Agency (Badan Restorasi Gambut) as well as in knowledge-sharing platforms and multi-stakeholder initiatives, such as the Tropical Forest Alliance.

EY has performed limited assurance procedures on these figures.

CONSERVED AND PLANTED PEAT AREA BY REGION (HA)



427 ha

Total of peatland in Wilmar conservation areas.

76% 323ha

are located in Sumatra, Indonesia.



Peatlands store more carbon than all other vegetation types combined and play an important role in mitigating climate change.



Fire management and response team undergoing training in Wilmar's operations in Indonesia.

Fire prevention, monitoring and suppression

Wilmar adheres to a strict zero-burn policy. We deploy mechanical methods for land development and preparation, enabling us to leave the wood debris to decompose and subsequently feed the land with nutrients. This reduces our reliance on inorganic fertilisers, while also decreasing our GHG emissions. This policy also applies to our third-party suppliers, which is why we take a strong stance against the illegal use of fire for land clearing in our supply chain.

In Myanmar, our sugar operations use an overhead irrigation system and do not apply burning methods for harvesting. In India, while we do not own farming operations, our mills engage and encourage our smallholder suppliers to avoid burning. These engagements include conducting awareness programmes to increase understanding of the risks related to using fire in their operations.



Observation towers are used for fire monitoring in Wilmar's plantations in Indonesia.

Wilmar adheres to a strict zero-burn policy. We deploy mechanical methods for land development and preparation, enabling us to leave the wood debris to decompose and subsequently feed the land with nutrients.

On rare occasions, when burning is absolutely necessary and permissible under local laws, it is done under strict and prescribed circumstances. An example of this is in the Burdekin region of Queensland, Australia, where sugarcane are too leafy to cut due to an abundance of water. Harvesting green and leaving a cane trash blanket on the ground also obstructs

waterflow, causing poor irrigation. We therefore permit burning in the sugarcane plantations, adhering to all applicable local laws and regulations and implementing our own robust fires standard operating procedures (SOPs). In 2021, a total of 2,925 hectares of sugarcane plantations were burnt using prescribed and controlled methods in our sugar operations.

FIRE MONITORING, DETECTION AND SUPPRESSION

We formalised our internal protocol in 2019 to better prevent, monitor, suppress and report fire incidences. This is now being implemented in all of our operating units globally.

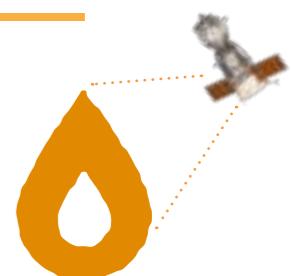
Using satellite imageries, we monitor and identify hotspot alerts on a daily basis. All alerts received require on-ground verification because satellites capture fluctuations in temperature that do not necessarily translate to fires in the field.

Hotspot notifications located within and up to five kilometres outside of Wilmar's concession boundaries will be shared by our Geographic Information System (GIS) team with the relevant on-site team. A team comprising members from GIS, Conservation and Management in Wilmar is then mobilised to verify the satellite imagery data.

In 2020, we began using an integrated fire monitoring platform that automatically downloads hotspot data and relays it to our field managers using a web-based instant messaging application. The platform was developed internally by the Wilmar GIS team. Our field teams also conduct daily on-the-ground fire monitoring that has proven very effective at times in detecting and suppressing fires even before detection by satellite.

In 2021, we intensified (or expanded) our programme outside Indonesia to include Malaysia, Ghana and Nigeria.

We also work closely with the RSPO in sharing fire-related data and verifying fire alerts through the RSPO Hotspot Monitoring Programme. Our response teams are immediately dispatched to extinguish fires once they are confirmed incidences.



Using satellite imageries

we monitor and identify hotspot alerts on a daily basis.

In Indonesia, we monitor fires within and surrounding our palm oil operations through the Fire Free Alliance (FFA), a multi-stakeholder initiative to mitigate the risk of fires through prevention, early detection, quick suppression and reporting. More information on FFA can be found in our [Palm NDPE Implementation Annual Report 2021](#).

In 2021, a total of 73 hotspots were detected within our operations in Indonesia, with 51 fires recorded and affecting an area of about 77.57 hectares. Within the five kilometres area beyond our concessions, 1,229 hotspots were identified, of which 192 were confirmed as actual fires. The total area affected by the fire occurrence is about 1,009.33 hectares. It is important to acknowledge the range of external factors outside of our control, such as weather conditions, when evaluating the effectiveness of our fire mitigation programmes. Hence, we compared our 2021 data with 2018, given the comparable levels of rainfall, averaging at 2,956mm in 2018 and 3,077mm in 2021. Under these somewhat similar weather conditions, we detected a slight decrease of 20% in fire occurrences



20%

decrease in fire occurrences from 2018 to 2021

82%

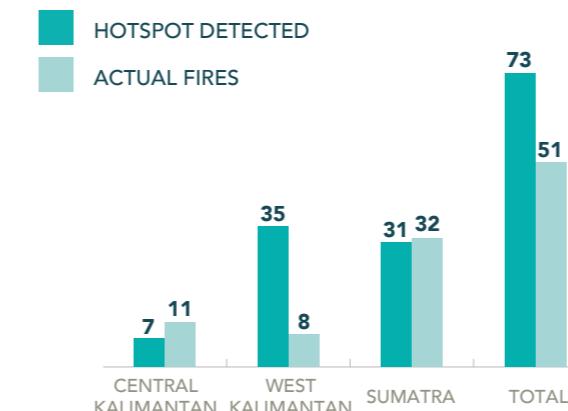
reduction in the affected areas within Wilmar's concessions

Our Supplier Group Compliance Programme (SGCP) enables us to extend our monitoring efforts to our suppliers. We immediately seek clarification from relevant suppliers upon receiving fire alerts from our monitoring platform or in the media. A detailed description of our SGCP can be found in our [Palm NDPE Implementation Annual Report 2021](#).

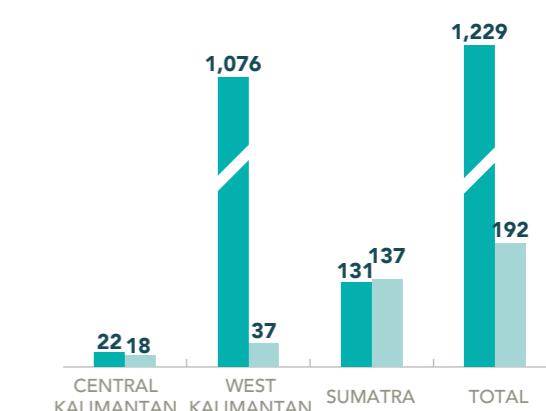


The effectiveness of our effort to prevent, detect and suppress fires has improved significantly. However, we recognise that there is still more work to be done, especially in reducing fires that occur outside of our concession boundaries.

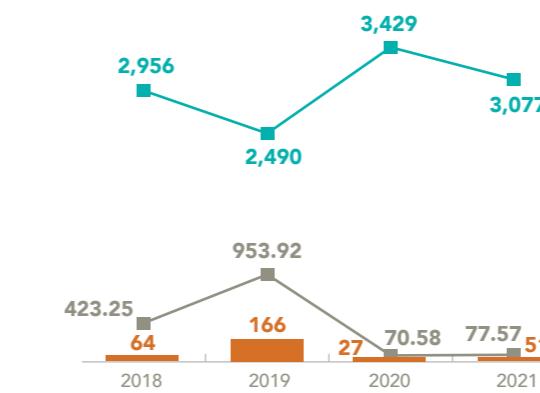
HOTSPOTS VS ACTUAL FIRES IN WILMAR'S CONCESSIONS BY REGION IN INDONESIA (NO.)



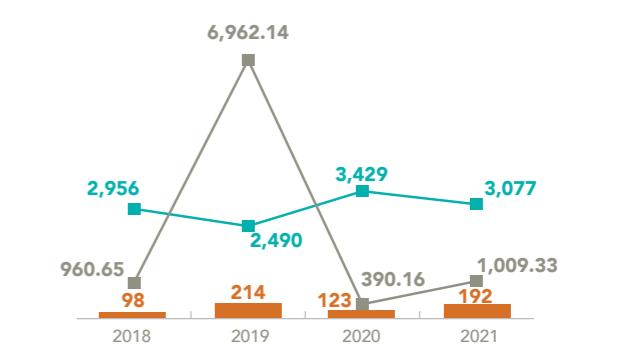
HOTSPOTS VS ACTUAL FIRES WITHIN A FIVE-KILOMETRE RADIUS OUTSIDE OF WILMAR CONCESSIONS BY REGION IN INDONESIA (NO.)



FIRES IN WILMAR'S CONCESSIONS IN INDONESIA



FIRES WITHIN A FIVE-KILOMETRE RADIUS OUTSIDE OF WILMAR'S CONCESSIONS IN INDONESIA



Improving yield and extraction rates

The [latest study](#) by members of the IUCN Palm Oil Task Force indicated that palm oil makes up an estimated 40% of the global vegetable oil supply, yet only occupies about 5.5% of the total oil crop land area. This makes oil palm the most productive oil crop, with the most efficient use of land. As demand for palm oil continues to grow globally, so do concerns around deforestation.

We continue to explore opportunities to meet this growing demand, without having to further expand or develop new land areas through ongoing attempts to improve our yield and extraction rate. For more information on our R&D efforts to improve yield and extraction rates, see the [Innovation and Technology](#) section of this report.

Climate change

103-1, 103-2, 103-3, 201-2, FB-AG-110A.2, FB-AG-440A.1

Our focus to address climate change concerns has been on our upstream agricultural operations, in oil palm and sugarcane production, where there is the biggest impact.

As the world transitions to a low-carbon economy, we are now expanding 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 Science Based Target initiative (SBTi), to be announced by COP27. We continue to identify the risks and opportunities that climate change presents in order to build resilience for our business and key stakeholders.



Our targets

As part of our **joint statement pledging our commitment**

to a sectoral roadmap for enhanced supply chain action, we aim to achieve the following by COP27:

- 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

Achieve net-zero GHG emissions
in the Group's factories through Industrial Sustainability Programmes

Our current performance (2021)

Goodman Fielder sourced **100% renewable electricity** for its operations in Australia and New Zealand through the purchase of renewable energy certificates

Group's combined Scope 1 and 2 GHG emissions were **12,155,491 tonnes CO₂e** (including shipping) and our GHG emissions intensity was 123.68 kg CO₂e per metric tonne of product

Climate-related risks and opportunities

Wilmar's company-wide Enterprise Risk Management (ERM) process assesses climate-related risks on a regular basis. In 2021, the Wilmar Board approved the establishment of a Board Sustainability Committee to oversee the Company's sustainability strategy. Starting in 2022, the 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.

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\$100,000. Risks that exceed this threshold are reported to the Group's Sustainability Department for further analysis and

the development of mitigation and adaptation measures.

Through our ERM process and scenario analysis, we have considered eight types of risks in our climate-related risk assessments over the short, medium and long-term, which covers a time span of more than three years. Some of the climate-related risks identified may have substantial financial or strategic impacts on our business.

Wilmar has operational sustainability teams working on-site and at regional level, a sustainability team at corporate level and an Independent Sustainability Advisory Panel comprising independent sustainability experts and eminent individuals, who advise on specific issues where broader perspectives are required. These teams are responsible for monitoring their respective risks.



For more information on how we govern sustainability at a corporate level, see section on **Business Ethics and Compliance**.



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

RISK TYPE	DESCRIPTION	EXAMPLES OF POSSIBLE IMPACTS	EXAMPLES OF MITIGATING ACTIONS
TRANSITION RISKS			
CURRENT REGULATIONS	Adhering to existing rules and regulations on emissions or climate change mitigation	<ul style="list-style-type: none"> Cost (investment required to meet requirements) 	Continuing to focus on finding and implementing initiatives to reduce our operational GHG emissions
EMERGING REGULATIONS	New regulations which restrict emissions or promote climate change adaptation such as carbon tax	<ul style="list-style-type: none"> Cost (investments required to meet requirements) Restriction in expansion of production land 	Continuing to focus on finding and implementing initiatives to reduce our operational GHG emissions
TECHNOLOGY	Disruptive new technologies such as alternatives for commodity products	<ul style="list-style-type: none"> Business sustainability 	Investing in R&D to stay abreast of technological developments and ensure our strategic plans can pivot to turn potential technology risks into opportunities
LEGAL	Litigation claims such as failure to meet our customers' climate related terms in procurement contracts	<ul style="list-style-type: none"> Business sustainability 	Committing to science-based targets and ensuring we put in place plans to meet our commitments
MARKET	Increasing consumer awareness on climate change and expectations to manage climate-related impacts	<ul style="list-style-type: none"> Reduced supplier pool due to non-compliant suppliers Reduced demand for commodities not aligned to market expectations 	Working closely with our suppliers to implement our NPDE commitments
PHYSICAL RISKS			
ACUTE	Temperature change and increased frequency of extreme weather events such as floods and droughts	<ul style="list-style-type: none"> Productivity and yield 	Investing in the R&D of palm seedlings that are more resilient to extreme weather patterns
CHRONIC	Increasing pressure on fertile soils	<ul style="list-style-type: none"> Productivity and yield 	Implementing sustainable agronomic practices, including the proper application of fertiliser and analysing the health of the soil for optimum growing conditions



Sabahmas Mill in Malaysia.

The use of biogas generated from palm oil mill effluents can also reduce our dependency on diesel for electricity generation, thus cutting our emissions and operational cost.

SCENARIO ANALYSIS

The Group regularly conducts qualitative scenario analysis to identify the possible impacts climate change can have on our business. Our scenario analysis focuses on our upstream operations and supply chain, which are more susceptible to negative climate impacts if global temperature increase exceeds two degree Celsius.

Our 2018 analysis, which was presented to the Board, revealed a potential reduction of fresh fruit bunch supply due to prolonged droughts. Recommendations to manage these risks were proposed to the Board for consideration, which influenced strategy and financial planning.

Apart from risks, our regular analysis also identifies climate-related opportunities, which may have substantial financial or strategic gains for our business. For example, regulations on the use of renewable energy may drive the demand for sustainable biofuels or biodiesels. The use of biogas generated from palm oil mill effluents can also reduce our dependency on diesel for electricity generation, thus cutting our emissions and operational cost. We will look to conduct a more in-depth quantitative scenario analysis covering our global operations.

Climate change mitigation

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.

At the World Leaders' Summit on Forests and Land Use at COP26, Wilmar issued a joint statement to pledge our commitment to develop a sectoral roadmap for enhanced supply

chain action that is consistent with a 1.5 degree Celsius pathway by COP27. We are developing comprehensive targets to reduce climate impacts from our value chain. These are additional targets that complement Wilmar's ongoing climate ambitions, which include reducing GHG emissions intensity by 15% for all our palm oil mills from our 2016 baseline of 0.82 MT CO₂e/MT CPO by 2023.

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 palm oil mill effluent (POME), halting deforestation and employing best practices on cultivated peatland. In addition to our own efforts, our suppliers are also expected to adopt climate change mitigation practices in line with our NDPE commitments.

With the commissioning of our 25th methane capture facility in 2020, we completed the overall methane capture programme at our palm oil mills.



Methane capture plant in Sabahmas Mill, Malaysia.



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 BUSINESS

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. For more information, see the section on **Environmental Footprint of Operations**.

Our Australian and New Zealand sugar refining operations have also undertaken a number of emissions reduction initiatives in recent years. The sugar refineries are currently mapping an Energy and Greenhouse Gas Reduction Pathway towards a low emissions future.

REDUCING GHG EMISSIONS IN OUR FACTORIES

To reduce our reliance on electricity from the grid and non-renewable sources in our factories, we have a number of initiatives in place across our businesses.

Our China subsidiary, Yihai Kerry Arawana (YKA), recycles their wastewater and sewage, collecting 8.42 million cubic metres of biogas for energy consumption and replacing the use of 6,918 tonnes of standard coal equivalent, therefore reducing our carbon emissions by approximately 129,327 metric tonnes of CO₂e.

YKA also switched from the use of coal to natural gas in many of their factories and have built integrated factories to reduce resource and energy usage.

In 2021, YKA installed 39.3 MWp of rooftop solar panels at 13 factories in China. These solar panels can generate 37,710 MWh of renewable electricity on an annual basis. Based on China's current average grid emission factor, these solar panels will reduce carbon dioxide emissions by 23,007 tonnes per year.



Racecourse Refinery, Australia.

Sustainable energy source for Racecourse Refinery

Racecourse Refinery is one of Sugar Australia's two Australian refineries. The refinery has two operating modes throughout the year: (1) crushing mode from June to November and (2) non-crushing mode from December to May.

During the crushing period, the refinery would use steam generated from cane fibre (bagasse) which is a renewable resource. Historically the excess bagasse stocks would run out by the end of February leaving two or three months where the refinery would have to operate on steam produced by burning coal.

To tackle this issue, Mackay Sugar Ltd invested in a new high-pressure boiler and 38 MW alternator cogeneration plant based at Racecourse Mill in late 2012. In addition, several initiatives have been implemented on both the Mackay Sugar Ltd mill and the Sugar Australia refinery to increase excess bagasse stockpiles. These initiatives include:

- boiler capital improvements at all Mackay Sugar Ltd Mills to increase the surplus of bagasse;
- installation of additional bagasse storage;
- refinery steam usage reduction via low to no cost Operational Improvement Programme (OIP); and
- refinery operating changes crush periods over running in March, April and May

These efforts result in a large reduction in coal usage in the refinery, from approximately 30,000 tonnes per year down to less than 2,000 tonnes forecasted for 2022.



Proserpine Mill's Loco 12 is one of three locos undergoing a complete rebuild this year, as part of a long-term strategy to increase reliability and fuel efficiency, create safer operation, and lower carbon emissions across the entire loco fleet.

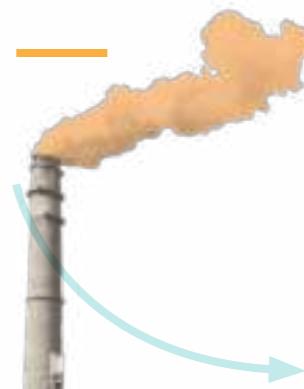
Going forward, we aim to install 62.9 MWp of rooftop solar panels in another 28 factories in China, bringing the capacity of rooftop solar panels in our China factories to 102.2 MWp. Of these 28 factories, we have completed installation of rooftop solar panels at two factories (2.4 MWp), rooftop solar panels are under construction at 13 factories (22.1 MWp) and we are undertaking applications for approvals at our remaining factories (38.4 MWp). The design and construction of these photovoltaic power generation projects also take into account sustainable resources wherever possible, such as clean energy during the construction phase.

Our Australian subsidiary, Goodman Fielder, has a goal to achieve net zero emissions by 2040. As part of this goal, it has set a target to switch to 100% renewable electricity by 2025. This target was achieved four years early in New Zealand (January 2021) and Australia (July 2021) through the purchase of renewable electricity

certificates. In pursuit of our net zero goal, this initiative of purchasing 100% renewable electricity has reduced the Scope 1 and 2 emissions from Goodman Fielder's operations across Australia and New Zealand by over 50%.

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

Goodman Fielder has also looked at ways to reduce transport emissions. In 2021, the business in Australia ran an electric truck trial and replaced 79 leased sales vehicles with lower emission hybrid vehicles. In New Zealand, the business completed a network transformation programme, reducing the distance travelled to deliver our products to customers. Going forward, the business will monitor the emission reduction benefits of this programme.



2040
Goodman Fielder
to achieve net zero
emissions by 2040

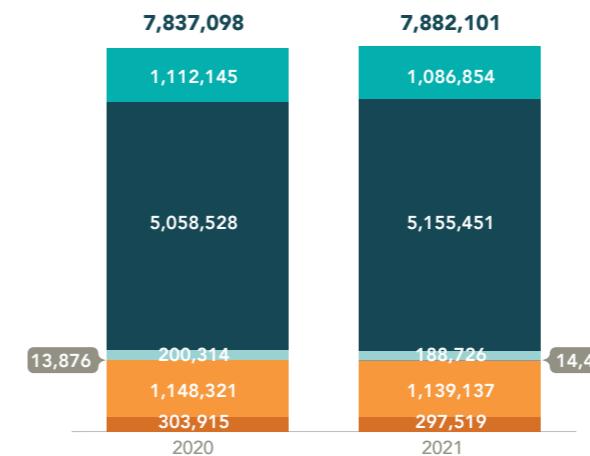
Our GHG emissions

305-1, 305-2, 305-4, 305-5, FB-AG-110A.1

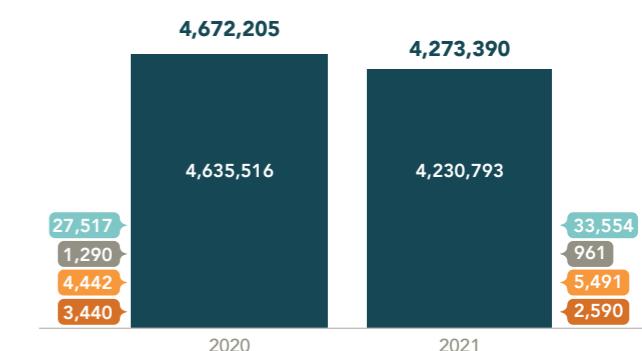
The majority of our emissions come from our factories and upstream palm oil operations. In 2021, our total Scope 1 and Scope 2 GHG emissions were 12,155,491 metric tonnes CO₂e (2020: 12,509,302 metric tonnes CO₂e), including a total of 1,086,854 metric tonnes CO₂e of Scope 1 GHG emissions from shipping. Our GHG emissions intensity was 123.68 kg CO₂e per metric tonne of product, excluding shipping. This represents slightly more than a 2% drop from our 2020 GHG emissions intensity of 126.35 kg CO₂e per metric tonne of product. Our biogenic emissions were 10,986,713 tonnes of CO₂e.



SCOPE 1 EMISSIONS BY BUSINESS ACTIVITY (MT CO₂e) INCLUDING SHIPPING



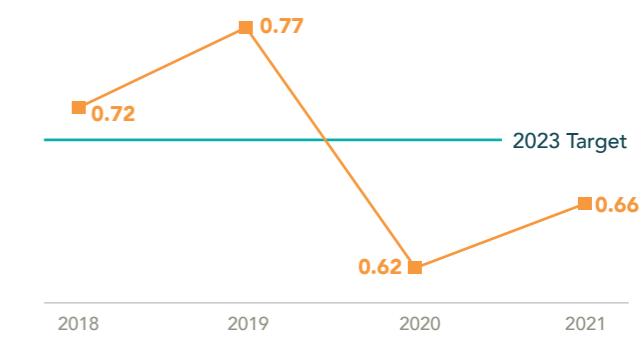
SCOPE 2 EMISSIONS BY BUSINESS ACTIVITY (MT CO₂e)



NOTE: 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: CO₂, CH₄ and N₂O. The GWP rates used are from the IPCC Fifth Assessment Report (AR5). The operational control approach is used to consolidate GHG emissions. Non-manufacturing sites such as headquarters/offices are excluded. 2020 data has been restated due to addition of facilities in scope and data refinements.

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 metric tonnes of CO₂e per metric tonne of CPO. This target applies to all our mills in Indonesia, Malaysia, Ghana and Nigeria, regardless of RSPO certification status. In 2021, our palm oil mills' GHG emissions intensity was 0.66 metric tonnes of CO₂e per metric tonne of CPO, below our set target for 2023. This is the result of our continued efforts to reduce fertiliser inputs at our plantations and operating our methane capture plants at maximum efficiency.

GHG EMISSIONS INTENSITY FOR ALL PALM OIL MILLS (MT CO₂e/MT CPO)



Scope 3 emissions footprint

An important part of our commitment to the development of a sectoral roadmap for enhanced supply chain action that is consistent with a 1.5 degree Celsius pathway will involve understanding our Scope 3 emissions. With the help of an independent carbon and climate expert, we are in the process of mapping the Group's Scope 3 GHG emissions to form a complete inventory of our total GHG

emissions for 2020, the baseline year to develop our comprehensive targets consistent with a 1.5 degree Celsius pathway and aligned with the SBTi. Mapping our Scope 3 GHG emissions will enable us to understand our value chain emissions and to focus our efforts on the greatest GHG reduction opportunities.

In addition to playing our part in reducing GHG emissions it is imperative that as a business, we set a path towards climate change adaptation to build resilience for the future.

Climate change adaptation

Climate change impacts are already being felt in various parts of the world, affecting in particular, the food and agriculture sectors. Unpredictable weather patterns, including prolonged droughts or periods of heavy rainfall, will increasingly affect the productivity of our crops. In addition to playing our part in reducing GHG emissions it is imperative that as a business, we set a path towards climate change adaptation to build resilience for the future.

To manage these risks in our upstream oil palm operations, we invested heavily in the R&D of palm seedlings that are more resilient to extreme weather patterns. These seedlings are also sold to smallholders and smaller plantation companies to ensure the reliability of future supplies to our mills. Wilmar takes a long-term holistic approach to

sustainability that is fully integrated into our business model. Globally, customers are increasingly favouring and shifting towards responsibly and sustainably produced commodities, so this has allowed us to remain competitive and fulfil market expectations. Our sustainability approach is also pivotal in managing transition risks, such as our reputation and market access.

We actively invest in R&D to identify environmentally friendly solutions and address the growing demand for sustainable products. Examples include developing plant-based protein to reduce reliance on beef, and producing soaps and detergents using vegetable-based surfactants which are more consumer and environmentally friendly.



We invested heavily

in the R&D of palm seedlings that are more resilient to extreme weather patterns



Environmental footprint of operations

103-1, 103-2, 103-3

Our business relies on water, energy and other resources to operate.

We acknowledge the important role that we play in minimising the environmental footprint of our operations and supporting sustainable production through the efficient use of resources. We implement efficiency measures to reduce our energy and water use and, where possible, we reuse, recover and recycle waste. We also strive to responsibly manage disposed waste, effluents and chemicals.

Our targets

Reduce water consumption intensity

(m³/MT FFB processed) for palm oil mills from our 2016 baseline with the following targets by 2023:

- Indonesia: 1.2m³/MT FFB
- Malaysia, Ghana and Nigeria: 1.3m³/MT FFB

Develop long-term energy and water reduction targets

in the Group's factories through Industrial Sustainability Programme

Sugar Australia and New Zealand Sugar
target to reduce energy intensity
across refinery operations by 5% by the end of 2022 and 20% by the end of 2030

Our current performance (2021)

Water consumption intensity target achieved:

- Indonesia: Central Kalimantan (1.17m³#/MT FFB) and Sumatra (0.98m³#/MT FFB)

Water consumption intensity targets in progress:

- Indonesia: West Kalimantan (1.52m³#/MT FFB)
- Malaysia: Sabah (1.40m³#/MT FFB), Sarawak (1.84m³#/MT FFB)
- Ghana (1.78m³#/MT FFB)
- Nigeria (1.32m³#/MT FFB)

There were **no significant fines or prosecutions** against Wilmar related to incidents of non-compliance with discharge limits in 2021

EY has performed limited assurance procedures on these figures.



Environmental Management System

Our **Environmental Policy** sets out our commitment to minimising the environmental impact of all our operations. Complementing our policy, we also have four environmental standards* for our factories, palm oil mills and crushing plants. 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 where we operate.

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

* These four environmental standards include our Environmental Programme Standard, Stormwater and Wastewater Standard, Spill Prevention, Control, and Countermeasure Standard and Environmental Inspection and Reporting Standard.

** Significant fines include fines or sanctions above US\$100,000.

All environmental hazards, incidents and breaches identified are reported and investigated using Enablon, our global Environmental, Health and Safety reporting platform. For significant incidents, a Critical Incident Investigation Report, which requires a detailed investigation into the root causes and contributing factors is mandatory. To prevent potential recurrence, short and long term actions are developed, then entered and tracked on Enablon. More details on Enablon and how it is utilised to track EHS performance can be found in the **Employee health, safety and well-being** section.

In 2021, there were no significant fines** or non-monetary sanctions for non-compliance with environmental regulations.

Wilmar's Industrial Sustainability Programme

In 2021, we commenced a global Industrial Sustainability Programme, focusing on driving efficiencies in our factories in the areas of energy, water and packaging. The process was kicked off in March with 13 technical heads, each responsible for a particular process globally. We followed five stages:

- Identified all the facilities to be surveyed and included in the scope of our programme, including joint ventures (JVs)
- Ensured all technical heads collected data on energy, water and packaging to be used as a baseline
- Identified efficiency improvement projects to be implemented
- Worked with each site to set reduction targets
- Aggregated targets to process level

By following the five-stage process, each technical lead can identify efficiency opportunities and work towards their own reduction targets. The Industrial Sustainability Programme allows everyone to take ownership and empowers them to contribute to their overall sustainability objectives. In addition, the Group has taken this chance to identify where our greatest opportunities are in efficiency improvement while taking into account the distinctiveness of each manufacturing process. By the end of the programme, we created a full set of energy and water reduction targets for 2022 against our 2020 baseline. We will continue to work on developing long-term targets.

YKA: Reducing our environmental footprint

Since the start of 2021, we have undertaken many actions to reduce our environmental impacts.

- Invested RMB 265 million and launched 258 projects. Currently, 153 projects have been completed.
- Shifted away from coal to natural gas. Turn rice husk into energy (biomass).
- Rooftops of factories using solar panels – target to install 200GW by 2030. Currently installed 39.3MWp with 23,007 tonnes reduction in CO₂. Another 62.9MWp is being installed or planned.
- Reduce methane emissions
- Reduce volatile organic compound (VOC)

Setting environmental targets for oleochemical plants

Wilmar's oleochemical plants have widely adopted the Steam Ejector Vacuum System in the glycerin distillation section due to its conventional advantages in terms of operational cost and reliability. However, it produces enormous GHG emissions while consuming a large amount of steam. As such, we have implemented upgrades by replacing it with the Chiller Vacuum System, which consumes much less steam with limited increase in power consumption. Overall, the upgrade substantially drives down the total energy intensity of our oleochemical plants.

For example, we conducted a trial upgrade in 2020 at the Dongguan site in China, achieving a 32.5% reduction in steam consumption while power consumption increased by 13.4%. The new system not only saves energy amounting to half a million US dollars every year, providing a payback period of less than two years, but also reduces effluent generated by the vacuum system.

With the success of this trial, we have since upgraded all the oleochemical plants in China including Lianyungang, Tianjing and Shanghai, with the expectation of generating a total steam saving of 155,000 GJ along with an economic return of US\$1.6 million every year. We are planning to implement the upgrade in other oleochemical plants in Indonesia, Malaysia and India in 2022.



RESULTS OF TRIAL UPGRADE IN 2020 AT THE DONGGUAN SITE IN CHINA:

32.5%

reduction in steam consumption

13.4%

increase in power consumption

All Wilmar oleochemical plants in China have been upgraded to the Chiller Vacuum System, comprising of the Condenser System (top), Circulation Pump System (bottom left), Hot Well Unit (bottom center) and the Chiller Unit (bottom right).

Energy

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

We continue to implement programmes to reduce our overall energy consumption, generate or utilise renewable energy, and drive operational efficiencies, which also contribute to our climate change strategy.

ENERGY USE IN OUR UPSTREAM OPERATIONS

In our palm oil and sugar upstream operations, we rely mostly on renewable energy that is generated from biomass. For our palm oil mills, the primary energy sources are by-products from the milling process, such as empty fruit bunches, kernel shells and mill fibre. For our sugar milling operations in Australia and India, the main source of fuel to power our mills is cane bagasse.

Wilmar's Australian sugar mills have the capacity to generate 202 megawatts of electricity. All the mills are cogeneration plants that generate electricity and produce heat for consumption simultaneously. While all mills generate and export electricity, some are designed specifically to maximise generation or maximise the export of biomass (bagasse). At one mill, surplus bagasse is stockpiled on specially designed pads to ensure a ready source of renewable energy

outside the traditional crushing season. In 2021, we exported a total of 295,344 MWh to national grids, from the eight mills in Australia, equal to the average energy use of approximately 64,000 Australian homes each year. In India, we exported a total of 184,495 MWh from five mills. This equates to the annual energy use of almost 15,530 homes for one year*.

In our sugarcane farms, a large amount of energy is required for the pumping of water. A number of initiatives are being implemented to lower energy consumption, such as having more focused irrigation scheduling, upgrading electric motors with more efficient ones and utilising Variable Speed Drives (VSD) to adjust pump flows. We also have capital programmes in place to replace the pumping system with more efficient electric motors resulting in significant reductions in power use.



295,344 MWh

total of exported power in our Australian mills, equating to the energy use of 64,000 homes / year.



184,495 MWh

total of exported power in our Indian mills, equating to the energy use of almost 15,530 homes / year.

* Calculated using the US EPA Greenhouse Gas Equivalencies Calculator.



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

REDUCING THE USE OF ENERGY IN OUR FACTORIES

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

Goodman Fielder Australia's ongoing investment in energy efficiency including a national lighting replacement programme, combined with boiler upgrades, has generated over 3,200 Energy Savings Certificates. Since one Energy Savings Certificate represents one national megawatt hour (MWh), the generated certificates are the equivalent of 3,200MWh of energy reduction.

Goodman Fielder New Zealand's continuous improvement programme delivered 28 energy reduction initiatives in 2021 with a focus on compressed air leaks, motor replacements and clean-in-place optimisation.

Sugar Australia and New Zealand Sugar have targets to reduce energy intensity in refinery operations by 5% by the end of 2022 and 20% by the end of 2030. From July 2021, Goodman Fielder has switched to 100% renewable electricity for Australia. This is in addition to Goodman Fielder's New Zealand operations achieving 100% renewable electricity through the purchase of renewable energy certificates from January 2021.



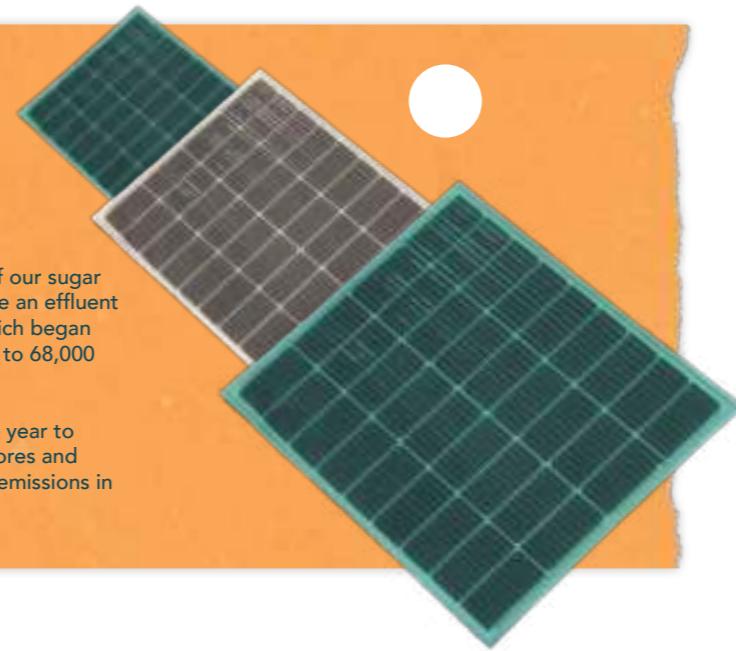
100% renewable electricity

sourced by Goodman Fielder Australia and New Zealand since July 2021

Installing rooftop solar PV panels for the sugar refinery in India

To continually improve our environmental performance, one of our sugar refineries in India has installed a 50kWh solar system to operate an effluent treatment plant unit. We anticipate that these solar panels, which began operating in April 2021, will reduce our carbon footprint by up to 68,000 kilograms per year.

In addition, we installed another 50kWh solar panel later in the year to supply power for the operation of our administration office, stores and canteen, further reducing another 68,000 kilograms of carbon emissions in our sugar refinery.



GROUP ENERGY PERFORMANCE

In 2021, we consumed 53,916,225 MWh of energy, of which 57% are from renewable sources. This is driven largely by our palm oil mills and sugar mills, where 99% of the energy consumed in 2021 came from renewable sources.

At Group level, our energy intensity in 2021 was 0.6 MWh per metric tonne of product excluding shipping, which was slightly higher than 2020.

TOTAL ENERGY CONSUMPTION WITHIN THE GROUP BY BUSINESS ACTIVITY (MWH)

BUSINESS ACTIVITY	2020	2021
OIL PALM PLANTATIONS	245,436	243,501
PALM OIL MILLS	5,414,115	5,235,704
SUGARCANE PLANTATIONS	11,829	11,525
SUGAR MILLS	20,062,418	18,271,816
FACTORIES	23,418,300	26,193,714
SHIPPING	4,052,267	3,959,966
TOTAL ENERGY CONSUMPTION	53,204,366	53,916,225
ENERGY INTENSITY (MWH / MT OF PRODUCT)	0.59	0.6

NOTE: 2020 data has been restated due to addition of facilities in scope and data refinements. The energy intensity figure excluded shipping consumption due to the different basis of product and services.

TOTAL ENERGY CONSUMPTION FROM RENEWABLE SOURCES WITHIN THE GROUP BY BUSINESS ACTIVITY

BUSINESS ACTIVITY	2021 RENEWABLE ENERGY CONSUMPTION (MWH)	(%) OF TOTAL ENERGY CONSUMPTION IN 2021
OIL PALM PLANTATIONS	29,142	12%
PALM OIL MILLS	5,173,595	99%
SUGARCANE PLANTATIONS	0	0%
SUGAR MILLS	18,017,011	99%
FACTORIES	7,280,720	28%
SHIPPING	0	0%
TOTAL CONSUMPTION	30,500,468	57%

TOTAL ENERGY CONSUMPTION WITHIN THE GROUP (TERAJOULES)

ACTIVITY TYPE	ENERGY TYPE	TERAJOULES (TJ)
FUEL CONSUMPTION	Total fuel consumption from non-renewable sources	62,811
	Total fuel consumption from renewable sources	110,078
ELECTRICITY, HEATING AND STEAM CONSUMPTION	Electricity consumption from non-renewable sources	16,108
	Electricity consumption from renewable sources	801
ELECTRICITY, HEATING AND STEAM SOLD	Heating consumption from non-renewable sources	21
	Heating consumption from renewable sources	0
	Steam consumption	6,256
	Electricity sold (non-renewable)	352
	Electricity sold (renewable)	1,746
	Heating sold	0
	Steam sold	0
TOTAL ENERGY CONSUMPTION		193,977

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

Water

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

WATER USE IN OUR OIL PALM PLANTATIONS AND MILLS

Wilmar has adopted a lifecycle approach in the management of our water use in our oil palm plantations, from the design to the construction and running of our mills. We have also implemented water efficiency measures, especially for our most water intensive mills, nursery irrigation and household use. This helps us to reduce the use of water in the long term.

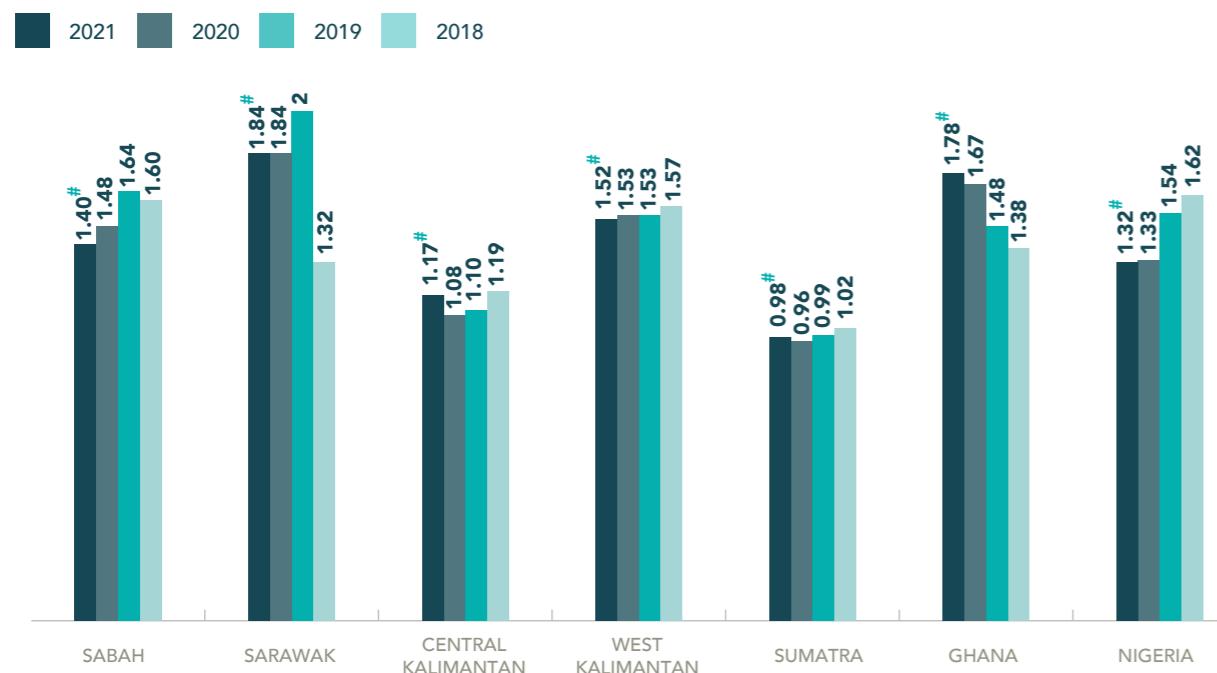
We have been monitoring rainfall patterns at our oil palm plantations,



i

We target to reduce our water usage intensity for our palm oil mills to 1.2 cubic metre per metric tonne of FFB processed for Indonesia and 1.3 cubic metre per metric tonne of FFB processed for Malaysia, Ghana and Nigeria by 2023. In 2021, this target was achieved by our palm oil mills in Central Kalimantan and Sumatra, with 1.17 and 0.98 cubic metre per metric tonne of FFB processed, respectively.

WATER CONSUMPTION INTENSITY (M³ / MT FFB PROCESSED) IN PALM OIL OPERATIONS



[#] EY has performed limited assurance procedures on these figures.

SAFEGUARDING WATER RESOURCES IN OUR FACTORY OPERATIONS

We track and monitor our water usage and discharge using Enablon across all our operations. We also collaborate with local authorities to understand future water availability strategies.

Prior to the construction of new plants or other significant projects, we conduct Environmental Impact Assessments (EIA) in line with local environmental requirements. The EIA helps to identify all potential relevant environmental risks associated with the project, including water risks to the natural ecosystem and local communities relying on the water source for their livelihoods.

In China, some of our factories purchase steam for use, producing condensate which is reused for our cooling towers to minimise the volume of water withdrawn. At Dongguan Fuzhiyuan, domestic wastewater is reclaimed and reused. Reverse osmosis technology is applied during sewage treatment with the output replacing tap water as cooling towers feed water supplement.

Using Effluent Treatment Plant-Reverse Osmosis (ETP-RO) water for pumps seal cooling in India



We are planning to use ETP-RO instead of Water Treatment Plant-Reverse Osmosis (WTP-RO) water for seal cooling of RO/MEE (Multi Effect Evaporator) pumps. A new tank with pump line installed will collect the seal cooling return water back to the ETP-RO permeate tank. With this installation, we can reduce water consumption by approximately 16,320 m³ per year.

We track and monitor our water usage and discharge using Enablon across all our operations.

WATER USE IN OUR SUGARCANE PLANTATIONS AND MILLS

Some of our sugarcane plantations rely on rainfall for irrigation while others are river-fed. For plantations that are irrigated, we aim to ensure that all water is efficiently used and applied. We monitor net water consumed per unit mass of product for our sugarcane plantations and mills. In 2021, for the Bonsucro certified farms, our consumption was well within the water usage limits.

OPERATIONS IN WATER-STRESSED AREAS

Building on our existing database, we conducted a Group-level exercise in 2021 to identify all our operations which are in water-stressed areas. Based on the **World Resources Institute's Aqueduct tool**, our operations located in extremely high or high water-stressed areas are mainly in China, India and Australia, with a few located in Indonesia, the United States of America and South Africa.

To reduce our impact in water-stressed areas, we seek to apply a circular approach where possible. For example, our Yarraville Refinery in Australia returns all cooling/vapour condensing water withdrawn from the adjacent

Maribyrnong River. The discharge complies with local regulations. Our plant in Gujarat, India, is a zero-discharge facility, where all water withdrawn is treated and reused in the operations.

GROUP WATER PERFORMANCE

In 2021, our operations consumed a total of 98,774 megalitres of water. To reduce the amount of water needed to be withdrawn, a total of 13,697 megalitres of wastewater was recycled from our operations, which amounts to 8% of the water withdrawn for use.

TOTAL WATER CONSUMPTION (MEGALITRES)	2021	
	ALL AREAS	AREAS WITH WATER STRESS
TOTAL WATER WITHDRAWAL	167,389	25,051
TOTAL WATER DISCHARGE	68,615	14,566
TOTAL WATER CONSUMPTION (TOTAL WATER WITHDRAWAL – TOTAL WATER DISCHARGE)	98,774	10,485

NOTE: 2021 data includes all our operations.

Effluents

Wilmar has implemented comprehensive procedures to protect the quality of the water we discharge. We identify priority substances of concern in our discharge and regularly monitor and report our progress in reducing significant pollutants. We strive to meet all discharge limits specified in local regulations.

OUR EFFLUENT TREATMENT PLANTS (ETP)

Our audit programme checks on the safety, SOPs and compliance-related issues specific to effluent treatment. Since 2020, we focused on making progress in our internal management of effluent. We have appointed a dedicated person-in-charge (PIC) in each region with overall responsibility for ETPs and provide a monthly report summarising the quality of treated effluent, status of projects and other updates. Due to COVID-19 restrictions, only our Chinese technical teams were able to conduct physical site audits this year. Other teams continue to rely on each site to perform self-audits. As a

result, we have been driving forward a Process Information Management System (PIMS) for technical teams to monitor critical ETP data online.

In 2021, we invested approximately US\$4.7 million to explore two new wastewater recycling projects in Indonesia and China. These projects are expected to be completed by 2022. We see recycling wastewater back to production as an important yet complex element to progress on our sustainability goals, due to the risks related to food safety.



**13,697
megalitres**

of wastewater was recycled from our operations

We see recycling wastewater back to production as an important yet complex element to progress on our sustainability goals, due to the risks related to food safety.

Implementation of SPARING system under Indonesian Regulation

SPARING is a continuous water quality monitoring system to ensure that the quality of the wastewater discharged meets regulatory standards. The monitoring parameter of SPARING includes pH, COD, total suspended solids (TSS) and water flow and discharge. This system allows the plant and oil mill to take immediate action when wastewater quality is below the standard levels.

Wilmar has installed SPARING in mills with non-land applications as well as industrial sites. A total of eight mills and four industrial sites that consist of biodiesel processes are obligated to implement the system as per government regulation.

EFFLUENT FROM SUGAR PRODUCTION

The sugarcane milling process generates effluent water that is suitable for reuse in irrigation systems after treatment. In India, during drought seasons, this effluent water is diverted to rain-fed farms to supplement any additional water needs. For our sugar operations in Australia, most effluent is discharged via land application for irrigation purposes on farms surrounding mills and is not governed by a specific discharge limit.

In India, with our facilities operating in water-stressed areas, there is a focus on re-using water from the milling and

distillery processes. Wastewater is treated and reused in cooling towers as well as to irrigate the green belts within the mill compounds to reduce the overall water discharge. Spent wash from distilleries is bio-digested and, along with other solid waste, reused in incineration boilers and as compost or liquid fertiliser. We are implementing further measures with an aim of achieving zero liquid discharge for our distillery plants in India. We have seen success in reducing discharge at one of our plants in India and have implemented similar measures in two other plants.



Effluent water

is generated from the sugarcane milling process and is suitable for reuse in irrigation systems after treatment.

There were no significant fines or prosecutions against Wilmar related to incidents of non-compliance with discharge limits in 2021.

WASTEWATER FROM PALM OIL OPERATIONS

Palm Oil Mill Effluent (POME), wastewater from FFB processing, is mainly organic in nature and is repurposed for land application as fertiliser or treated via anaerobic digestion prior to local waterway discharge. Palm oil refinery effluent (PORE), wastewater from the refining of crude palm oil (CPO), is usually treated through a chemical process to remove the oil, grease and inorganic substances before further biological treatment prior to discharge.

One of our palm oil refineries in Indonesia and one in South Africa send effluent to a municipal treatment centre for external processing while in-house treatment is given to the required discharge limits prior to discharge. We have an ongoing target to maintain effluent discharge levels well within local regulation thresholds for palm oil mills and refineries waterway discharge. For our upstream and downstream sites, biological oxygen demand (BOD) and

chemical oxygen demand (COD) levels are monitored for both land application and river discharge[#].

Ghana's effluent discharge standard for the oil and processing sector is generalised at BOD of 50 mg/L (regardless of discharge destination or type of oil processing plant). Our Benso Oil Palm Plantation (BOPP) estate demonstrated to local authorities that its effluents have been reused for irrigation in the plantation without discharging into any water body. All operations were compliant with relevant local thresholds and no further issue or penalty was given by the local authorities in 2021.

There were no significant fines or prosecutions against Wilmar related to incidents of non-compliance with discharge limits in 2021. Minor fines were received in Malaysia due to permit problems and unintentional leakages found in the storm water drainage and we have taken the necessary action to control it.

WATER DISCHARGE BY FRESHWATER AND OTHER WATER AND BY AREA (MEGALITRES)

	2020			2021		
	FRESHWATER (≤1,000 MG/L TOTAL DISSOLVED SOLIDS)	OTHER WATER MG/L TOTAL DISSOLVED SOLIDS)	TOTAL	FRESHWATER (≤1,000 MG/L TOTAL DISSOLVED SOLIDS)	OTHER WATER MG/L TOTAL DISSOLVED SOLIDS)	TOTAL
ALL AREAS (EXCLUDING WATER STRESS AREAS)	32,972	25,031	58,003	11,499	42,550	54,049
AREAS WITH WATER STRESS	258	7,066	7,325	1,255	13,312	14,566
TOTAL	33,231	32,097	65,328	12,754	55,861	68,615

NOTE: 2020 data has been restated due to addition of facilities in scope and data refinements.

[#] EY has performed limited assurance procedures on the BOD and COD figures (refer to [base data](#)).

Waste

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

Across all of our operations, we are committed to reducing the amount of waste that is produced. We strive to apply the principles of a circular economy where possible as we maximise recovering, reusing and recycling waste.



Across all of our operations, we are committed to reducing the amount of waste that is produced.

WASTE MANAGEMENT IN OUR UPSTREAM PALM AND SUGAR OPERATIONS

Wilmar seeks to recover and reuse all the waste that we produce in our upstream palm activities. The organic waste generated from our production processes includes EFB, mesocarp fibre and palm kernel shells. These are used as fuel and composted or mulched as organic fertiliser.

Our sugar milling operations produce by-products such as bagasse, filter press mud and ash while the distilleries produce by-products such as dunder (vinasse) which is then used for fertiliser and stock feed. We use bagasse as fuel for our boilers and other milling by-products are generally applied for soil enhancement purposes.



EFB.



Mesocarp fibre.



Palm kernel shells.

APPLYING THE WASTE MANAGEMENT HIERARCHY IN OUR FACTORIES

Goodman Fielder's waste management process requires sites to use the waste management hierarchy to minimise waste into landfills. Our Pampas Pastry factory was able to modify the production process to eliminate over 100 tonnes of product waste per year.

Similarly, the Yoplait yoghurt site has maintained its waste reduction efforts, through an innovative packaging waste recycling partnership and increased recovery of organic material for stockfeed.



Sludge dryer in China

Across several sites in China, we have been using sludge dryers to reduce the water content and reduce the quantity of sludge generated from the effluent treatment plant. We saw a total 14,000 MT reduction of the sludge volume generated between January to September in 2021, reducing the amount of solid waste disposal and its associated cost.

GROUP WASTE PERFORMANCE

In 2021, we generated a total of 6,168,478 tonnes of waste, out of which 80% was diverted from disposal. A large proportion of our waste consists of biomass, which is reused to generate electricity in our upstream palm oil and sugar operations. In the same year, we produced 429,291 tonnes of hazardous waste which was collected and disposed

by licensed contractors in accordance with local legislation.

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 the [Sustainable Packaging](#) section of this report.

WASTE GENERATED, DIVERTED AND DISPOSED, BY TYPE (MT)

	2020		2021			
	WASTE GENERATED	WASTE DIVERTED FROM DISPOSAL	WASTE DIRECTED TO DISPOSAL	WASTE GENERATED	WASTE DIVERTED FROM DISPOSAL	WASTE DIRECTED TO DISPOSAL
BIOMASS	4,191,492	4,191,492	0	4,005,896	3,882,489	123,407
METALS	66,469	66,469	0	409,274	409,274	0
PAPER/CARDBOARD	5,465	5,465	0	8,686	8,686	0
GLASS	55	55	0	60	60	0
PLASTICS	8,888	8,888	0	45,348	45,348	0
RESIDUAL WASTE	683,574	4,010	679,564	204,126	0	204,126
OTHERS	804,983	162,757	642,226	1,495,087	613,708	881,379
TOTAL WASTE	6,078,586	4,756,797	1,321,789	6,168,478	4,959,566	1,208,912



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

TACKLING FOOD LOSS AND FOOD WASTE

Wilmar is committed to tackling food loss and food waste at all stages of the value chain. We have put in place various programmes and initiatives in relevant parts of our business.

At our sugar refineries, we monitor refinery production as a key measure for food loss. We also sell by-products from our sugar refineries such as excess molasses and small quantities of damaged or rejected packaged sugar as stockfeed.

Wilmar Sugar and Goodman Fielder also donate food products to our charity partner, Foodbank Australia. For more information, see the [Economic and Community Contribution](#) section of this report.

YKA runs a National Food Security Publicity and Education campaign and leverages on events such as "World Food Day" to run online and offline activities to promote appreciation of food, including why food should be cherished and not wasted.

Embracing the challenges of food waste at Goodman Fielder

Goodman Fielder has reduced food waste from their bakeries and sales returns through donations or diversion to stockfeed. We place a high priority on improving yield within our factories, reducing the volume of unsold bread and finding higher value 'upcycling' opportunities.

In 2021, Goodman Fielder's Australian baking business converted around 2,000 tonnes of unsold bread to breadcrumbs and recovered more than 20,000 tonnes of bakery waste to be utilised as stockfeed. This innovative retailer bread waste collection programme now collects and diverts over 5,000 tonnes of in-store bakery waste to stockfeed each year.

Goodman Fielder also launched initiatives aimed at helping consumers address food waste at home including launching a mini-loaf range of bread under Wonder White and Helga's brands, selling more than three million mini-loaves annually. Our Pampas re-pie-cling initiative was expanded by recruiting celebrity chefs and social media platforms to encourage leftover upcycling. Our digital campaign saw more than 12.6 million impressions over a three-month period.

Chemical use, including pesticides and fertilisers

In our agricultural operations, we use approved chemicals to protect our crops against diseases and pests and to achieve high productivity. We try to minimise the use of chemicals as much as possible. The use of chemicals is guided by proper standard operating procedures (SOPs) to protect workers, communities and the environment from exposure to hazardous chemicals. We have also implemented SOPs, combining cultural, mechanical, biological and chemical strategies to control pests.

CHEMICAL USAGE

We prohibit the use of the World Health Organisation (WHO) Class 1A or 1B and Stockholm or Rotterdam Conventions pesticides in our operations and those of our suppliers, except for specific circumstances that strictly follow WHO recommendations and guidelines.



Women workers at a Wilmar nursery in Malaysia.

We try to minimise the use of chemicals as much as possible.

For oil palm plantations, we work with our smallholder suppliers on appropriate use of pesticides. This includes providing training on the types of pesticides for specific weeds and application methods such as path and circle spraying to reduce the overall use of pesticides.



Pesticides in palm plantations

- We work with our smallholder suppliers on appropriate use of pesticides
- Provide training on the types and methods of pesticides



Pesticides in sugarcane plantations

- We provide farmers with mill mud to help with fertilising
- Programme to switch to organic fertilisers

THE USE OF PARAQUAT

The use of paraquat is strictly prohibited in our oil palm plantations, including for our suppliers. In our sugarcane plantations, paraquat is allowed by local laws due to a lack of viable alternatives. As a contact chemical with no residual activity, using paraquat can help to protect reefs in Australia compared to other residual chemicals that are used in the cane farming system. Contractors utilise personal protective equipment (PPE) and require specific licences to handle these chemicals. For any substance that poses a potential hazard to workers or the environment, risk assessments are carried out.



Protecting reefs in Australia

As a contact chemical with no residual activity, using paraquat can help to protect reefs in Australia compared to other residual chemicals that are used in the cane farming system.

INTEGRATED PEST MANAGEMENT (IPM)

Uncontrolled rat populations adversely impact the yield of our oil palm trees significantly. While rodenticides (with active ingredients such as Brodifacoum and Bromadiolone) in ready-mix bait form have been effective in controlling the rat population, they can cause chemical pollution to the environment, contributing to disturbances in the plantation area and adversely impacting the predators. Bait application and ensuring acceptance levels are both laborious and also require close supervision and monitoring.

As an IPM solution, we have been controlling the rat population by breeding and releasing barn owls. With high reproduction rates and a high dependency on rats as their main source of food, barn owls are natural predators and serve as an optimal solution to regulate the rat population. By applying this measure, we have been able to minimise chemical rat bait use in the plantation.



We have been controlling the rat population by breeding and releasing barn owls.

We monitor the level of active ingredients per hectare 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 2021, chemical usage at our Australia and Myanmar operations were 6.14 and 2.2 active ingredient of kg per hectare respectively, with Myanmar consumption being within the Bonsucro limit. In the Herbert region of Australia, a significant proportion of the end of 2020 herbicide spraying programme (on both ratoon and plant cane) was delayed due to the late onset of the wet season and was therefore undertaken in early 2021. This further delayed the commencement of the planting season. As such, additional fallow spraying operations were required on some blocks to remove weeds ahead of planting operations. This resulted in two years of spraying operations occurring in one calendar year.

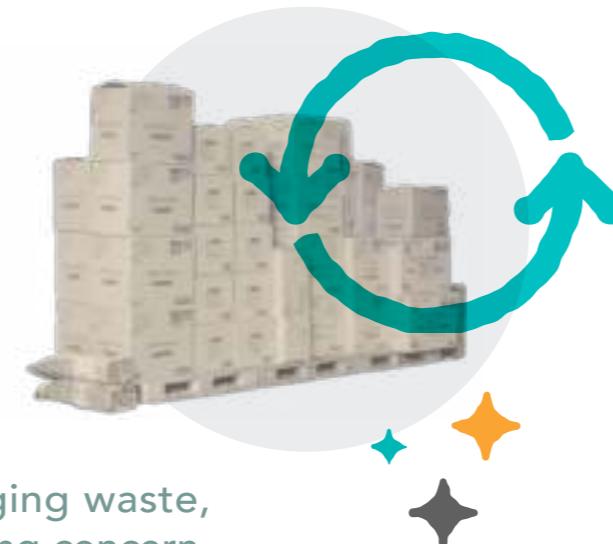
Sustainable Packaging

103-1, 103-2, 103-3, FB-PF-410A.2

The environmental impact of packaging waste, particularly plastic waste, is of increasing concern. However, packaging is necessary to maintain food safety and quality, as well as extend shelf life, thereby reducing food waste.

This creates a unique challenge for our industry to tackle and develop solutions. Wilmar is committed to working with the wider industry and our R&D teams

to develop packaging solutions that minimise the use of materials and can be reused/recycled by the end-user.



Our approach to improving packaging is centred around the following three objectives:

Reducing

the overall amount of materials used

Improving

the materials used to increase recyclability

Improving

the sourcing requirement of the materials we buy to ensure that they come from sustainable sources

Our data-driven strategy to sustainable packaging

In 2020, we launched a Global Packaging Data Questionnaire across our business units (BUs) to collect comprehensive baseline data on the types of plastic consumed, differentiated by both country and business.

This year, we analysed the vast amount of data collected in order to identify the most effective strategies to reduce plastic consumption. Our approach to reducing plastic consumption is two-pronged:

1. identifying the most widely used types of plastics; and
2. increasing material efficiency in priority countries and business units.

IDENTIFYING THE MOST WIDELY USED TYPES OF PLASTICS

The data collected revealed that in 2020, we used approximately 330,000 tonnes of plastic across our operations. The three main types of plastics used include polyethylene

terephthalate, high-density polyethylene and polypropylene, which together comprise about 80% of our total plastic consumption.



INCREASING MATERIAL EFFICIENCY FOR PLASTICS

From the data collected, we were also able to determine our material efficiency for plastics in general and identify areas where we should seek to increase efficiency. Material efficiency refers to the amount of product packed in per tonne of plastic.

While consumption was highest in China, India and Vietnam, material efficiency for these countries was

relatively high. Our focus is to increase material efficiency in countries where the figure is low, in order to reduce overall plastic consumption.

Similarly, data on plastic consumption by business units has also helped us prioritise several business units with lower material efficiency for improvement opportunities.

330,000 tonnes
of plastic was used across our operations in 2020.

Actions on packaging

Each country drives its own packaging solutions and strategies for sustainable packaging. This is because local regulations and local consumer preferences are often distinct.

We have made significant progress with sustainable packaging across our business.

YKA's progress in packaging efficiency

In China, we have incorporated circularity in product development, ensuring that when a new product is launched, we have already considered packaging efficiencies from the beginning to the end of the product lifecycle. Currently, 90% of packaging materials used by YKA can be recycled. In 2021, the



YKA team conducted 11 packaging reduction projects which contributed to an average of 14% reduction in packaging materials. This was achieved through several initiatives such as optimising packaging structure and the use of a higher-performance material.



A production line at a YKA facility in China.

Goodman Fielder's progress

Goodman Fielder recognises that sustainable packaging is about building a circular economy, therefore focussing our sustainable packaging framework on three pillars:

1. Material use: Using less material in packaging and from more sustainable sources
2. Intelligent design: Achieving the best functionality with the least impact
3. Value beyond first life: To actively drive the circular economy for used packaging

In 2021, we focused significantly on sustainable packaging and are on track to meet our 2025 targets:

- 100% of packaging to be reusable, recyclable or compostable
- 50% average recycled content across all packaging
- Phase out problematic and unnecessary single-use plastic packaging
- Adoption of Australasian Recycling Label (ARL) across all retail packaging

In order to reach our ambitious targets, we have embarked on a few significant projects and achieved the following milestones this year.

PLASTIC

- In New Zealand, we were able to use 30% of recycled content HDPE plastic in our milk bottles, representing 250 tonnes of recycled plastic used instead of virgin plastic. To do this, we had to remove the white resin colouring which results in a clear plastic milk bottle. This allows the bottles to be recycled into food-grade recycled HDPE to make new bottles.
- In Australia, we launched a 100% Australian sourced recycled PET mayonnaise jar and bottle range. All bottles, jars and lids are recyclable, reducing the usage of 380 tonnes of virgin PET.
- In both Australia and New Zealand, all our bread tags have been converted from polystyrene plastic to cardboard, representing 300 million less items of plastic produced and reducing the usage of 120 tonnes of polystyrene plastic per year.



Chelsea Safety, Health & Environment Manager Bob Russell with one of the new paper-only 25kg white sugar bags.





PAPER

- Corrugated cardboard for shipping boxes is now made from more than 80% recycled content. This is a significant achievement for us as shipping boxes represent a significant portion of Goodman Fielder's overall packaging consumption.

RAISING AWARENESS OF PLASTIC RECYCLING

- Following the success of our Nature's Fresh soft plastic recycling awareness campaign in 2020 to encourage consumers to return their bread bags for recycling, we launched similar awareness programmes in schools in Australia and New Zealand in 2021.
- In Australia, we ran the Wonder Recycling Rewards programme, engaging more than 1,000 schools and 400,000 students to participate in the collection and recycling of bread bags and soft plastics. A total of 1.7 million bread bags, which is equivalent to 6,036 kg of soft plastics were diverted from landfills as a result. Children brought bread bags which were sent to our recyclers and turned into play equipment. We bought back the remaining plastic to be made into other products, such as aggregate for concrete that can be used for sports fields.
- In New Zealand, we ran a similar programme for members of the public and reached more than 1.2 million consumers with engagement interaction rates well ahead of key performance index (KPI). In addition, over 16,000 consumers visited the website www.recyclewithnaturesfresh.co.nz to find the closest recycling bins from their locations.



Soft plastic recycling schemes

Goodman Fielder, Sugar Australia and New Zealand Sugar are part of the following schemes:

- REDcycle Soft Plastic Recycling Scheme:** This scheme in Australia aims to reduce the gap between the amount of plastic packaging that is recyclable, compared to the amount that is actually recycled. This scheme provides soft plastic recycling collection bins at major retail stores across Australia. The programme, which started in 2011, has now collected over one billion pieces of soft plastics for recycling. Goodman Fielder is a founding partner of this programme while Sugar Australia signed up to the scheme in 2020.
- New Zealand Soft Plastic Recycling Scheme:** In New Zealand, Goodman Fielder and New Zealand Sugar participate in the Soft Plastic Recycling Scheme, with Goodman Fielder on the steering committee. Since early 2021, Goodman Fielder has been providing a logistics solution for the New Zealand Soft Plastic Recycling Scheme to transport soft plastics from the South Island to the recycling plant in Auckland. This supported the re-launch and expansion of the programme in the South Island. By the end of 2021, Goodman Fielder had facilitated the collection and recycling of 42 tonnes of soft plastics, which is the equivalent of 6.5 million individual bags/wrappers.

Goodman Fielder is a founding partner of both programmes.



The REDcycle Soft Plastic Recycling Scheme collected over 1 billion pieces of soft plastics for recycling in 2021.

Australian Packaging Covenant Organisation (APCO)

Goodman Fielder and Sugar Australia are both part of the Australian Packaging Covenant (APC), a commitment set by governments and industry to the sustainable design, use and recovery of packaging. Both businesses have committed to achieving the 2025 National Packaging targets. Sugar Australia is in the process of developing a sustainability roadmap to address these targets.



In researching and developing sustainable packaging solutions, we want to ensure that we do not compromise on product safety and quality.

Materials used

301-1, FB-AG-401A.1

In 2021, Wilmar used a total of 738,608 tonnes of materials for packaging (plastic and non-plastic) across our business operations, of which 31% are made from renewable materials.

Our oil palm plantation and sugarcane plantation operations do not rely on packaging as products are directly transported to our mills.

**TOTAL WEIGHT OF MATERIALS USED FOR PACKAGING,
BY BUSINESS ACTIVITY (MT)**

BUSINESS ACTIVITY	2021			
	PLASTIC		NON-PLASTIC	
	NON-RENEWABLE	RENEWABLE	NON-RENEWABLE	RENEWABLE
SUGAR MILLS	2,006	39	0	0
FACTORIES	376,742	48,090	133,059	178,671

NOTE: Our oil palm plantations, palm oil mills, and sugarcane plantations do not use any packaging materials.
The packaging volumes used cover primary, secondary and tertiary types of packagings.

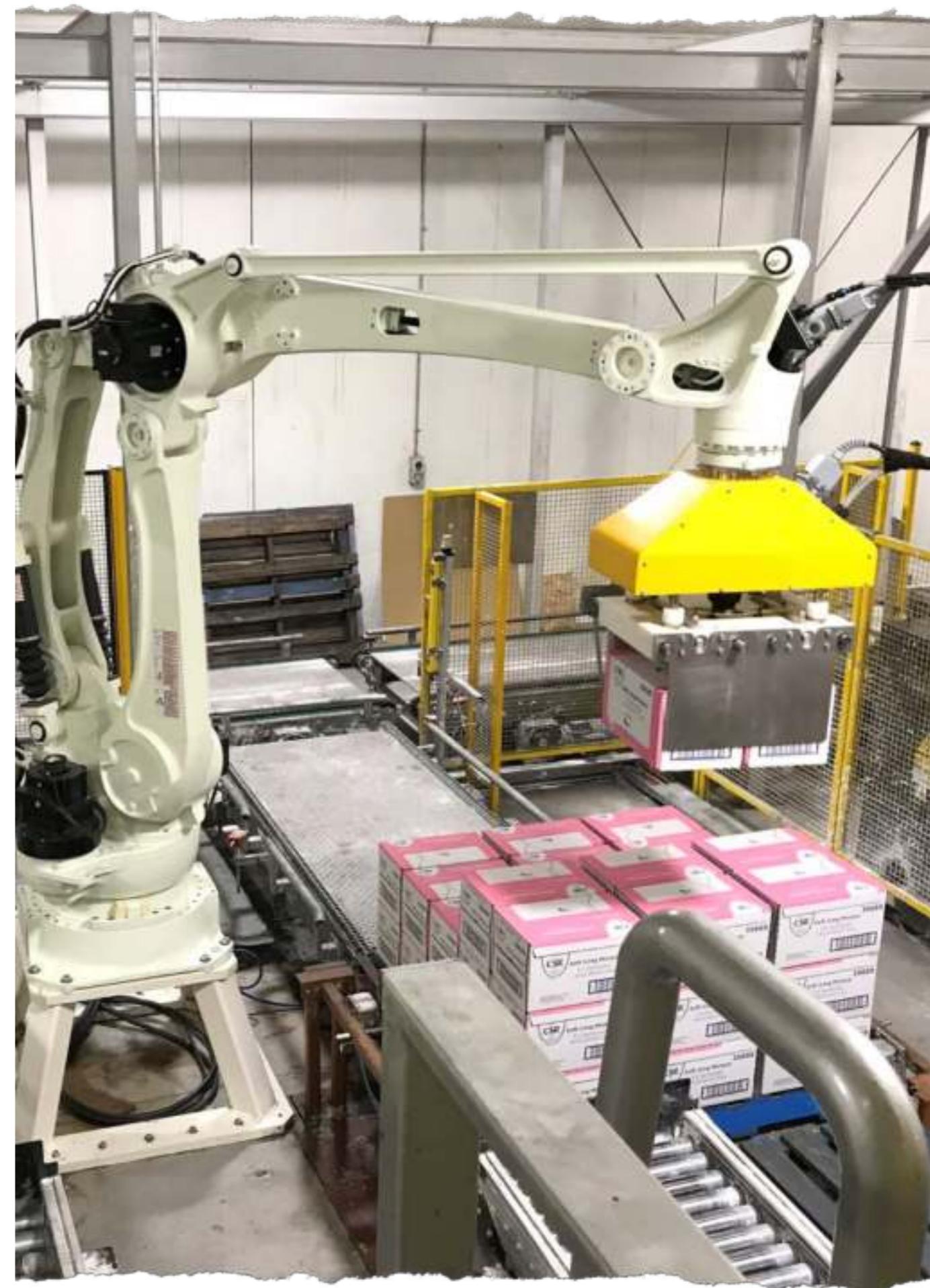
Striking the right balance when reducing packaging

In researching and developing sustainable packaging solutions, we want to ensure that we do not compromise on product safety and quality. We have to strike a fine balance between our goals to reduce plastic packaging and our goals for food safety. This is because lightweight material may risk collapsing if we are transporting food, especially across long distances.

Similarly, we also need to be mindful of consumer preferences for product quality, as certain markets may perceive lighter-weight packaging to be a lower-quality product.

Thus, we will need to find the right balance between these objectives through R&D and further research. Once we find the 'sweet spot', we plan to utilise this data across our business units and anticipate greater returns on plastic reduction in the future.

Lastly, while our main focus is on improving material efficiency, we are also exploring bioplastic and recycled plastics. The issue we face is that some countries have restrictions on the use of recycled plastics for food packaging due to food safety concerns.





LOOKING AFTER PEOPLE AND COMMUNITIES

People are the backbone of our business. Our success depends on the people who work for us and on the communities that host us.

It is imperative that we maintain an engaged workforce to build a high-performing company and that we contribute to the socio-economic development of the communities that we rely on. Across our business and supply chain, Wilmar is committed

to attracting and retaining skilled individuals, creating a diverse and inclusive workplace, ensuring the safety and well-being of our workforce and respecting the rights of individuals and communities.

TOPICS DISCUSSED IN THIS CHAPTER

- Talent management
- Human rights and labour standards
- Diversity and inclusion
- Employee health, safety and well-being
- Economic and community contribution

Talent Management

102-7, 103-1, 103-2, 103-3

Our success depends on the hard work of our approximately 100,000 strong global workforce. To continue growing and building a high-performing company, we are focused on attracting and retaining skilled individuals across our business and value chain. We do this by creating an engaging and inclusive workplace for our employees and adhering to the highest standards of human rights across our supply chain.

Our awards:



KOBI SMITH
Tec NQ Diesel
Fitting Apprentice
of the Year



JACK PELLERI
Hinchinbrook
Apprentice of
the Year



WILMAR SUGAR (AUSTRALIA) – LARGE EMPLOYER OF THE YEAR

Won the North Queensland region Large Employer of the Year Award at the Queensland Training Awards. Our apprentices, Kobi Smith and Jack Pelleri, were named the Tec NQ Diesel Fitting Apprentice of the Year and the Hinchinbrook Apprentice of the Year, respectively.

YKA (CHINA)

- Haitou awarded YKA the title of "2021 Haitou Most Influential Employer" at the 2021 Haitou Most Influential Employer Awards
- The National Guidance Committee of High School Graduates' Employment and Entrepreneurship in Business Service and Consumer Goods Industries named YKA the "National High School Graduates' Business Service and Consumer Goods Industries - University Student Work Experience Centre (2021-2025)"
- HRoot honoured YKA as one of the "Best Employers in Greater China 2021" at the HRoot Awards 2021
- HR Tech China announced YKA as one of the winners of the "Candidate Experience Award"
- YKA won the "2021 China Best Employer of the Year - School Recruitment Case Award" for Zhaopin's 2021 National Top 100 Enterprises of School Recruitment Case Award
- YKA won the "2021 Most Desirable Workplace" award from the Pudong International Talent Hub Forum

Our targets

Continue to deliver content and manage our training needs on SAP Litmos

Our current performance (2021)

Spent over US\$4 million

on employee training and development

13 hours

of training attended on average by our employees

Profile of our workforce

102-8

Our employees are spread across 39 countries, with approximately 80% of them based in China, Indonesia and Malaysia. In our workforce, 31% are employed in our plantations, 30% are employed in our factories and the rest are based in our offices. We are committed to hiring employees from the local talent pool, subject to suitability.

95% of our workforce are full-time employees while 5% are part-time employees.

TEMPORARY WORKERS

Temporary workers play an important role in fulfilling either seasonal harvest needs or specialist, timebound tasks in our upstream plantations. As of December 2021, 78% of our workforce benefit from permanent employment status, with 22% employed as temporary or fixed term workers.

We hire temporary workers to meet our seasonal workforce needs in sugarcane plantations and mills, as sugarcane is a seasonal crop. Our sugar business conducted a trial initiative by partnering with an industry which had a complementary season. However, most of the temporary workers in our sugar operations have their own farms to tend to or they have a preference 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. We have been striving to further increase the number of permanent workers. This year, we established an e-recruitment system to provide candidates with opportunities to apply for jobs, conduct interviews, complete tests and attend job fairs – all online. We continue to expand our workforce amid the pandemic and recruited 1,196 new permanent staff in Indonesia in 2021.



1,196 new permanent staff

were recruited in Indonesia during 2021.

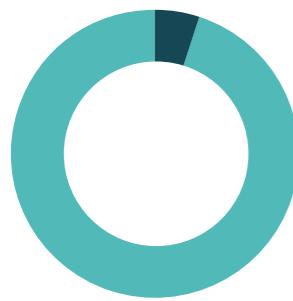
GROWTH OF OUR LABOUR FORCE DESPITE THE PANDEMIC

During the pandemic, instead of downsizing our workforce, we maintained the compensation and benefits of all permanent employees, provided donations to staff to support them through their difficulties, and built policies to assist and tackle issues faced by them. We also recruited highly qualified candidates for expansion projects in our growing business.

The growth of our labour force can be observed in our businesses globally. We saw 9% growth in the number of

During the pandemic, instead of downsizing our workforce, we maintained the compensation and benefits of all permanent employees, provided donations to staff to support them through their difficulties, and built policies to assist and tackle issues faced by them.

PROPORTION OF FULL-TIME AND PART-TIME EMPLOYEES



5% PART-TIME EMPLOYEES

95% FULL-TIME EMPLOYEES

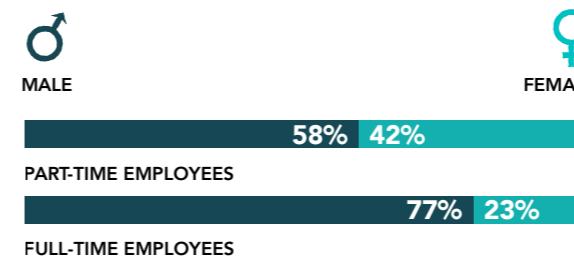
PROPORTION OF PERMANENT AND TEMPORARY CONTRACT EMPLOYEES



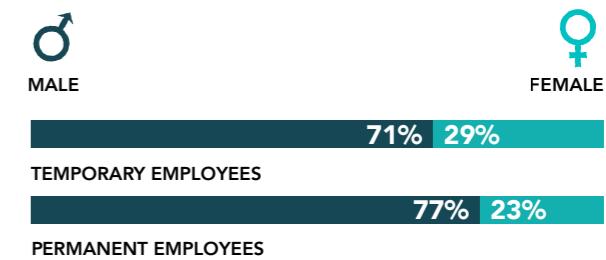
22% TEMPORARY EMPLOYEES

78% PERMANENT EMPLOYEES

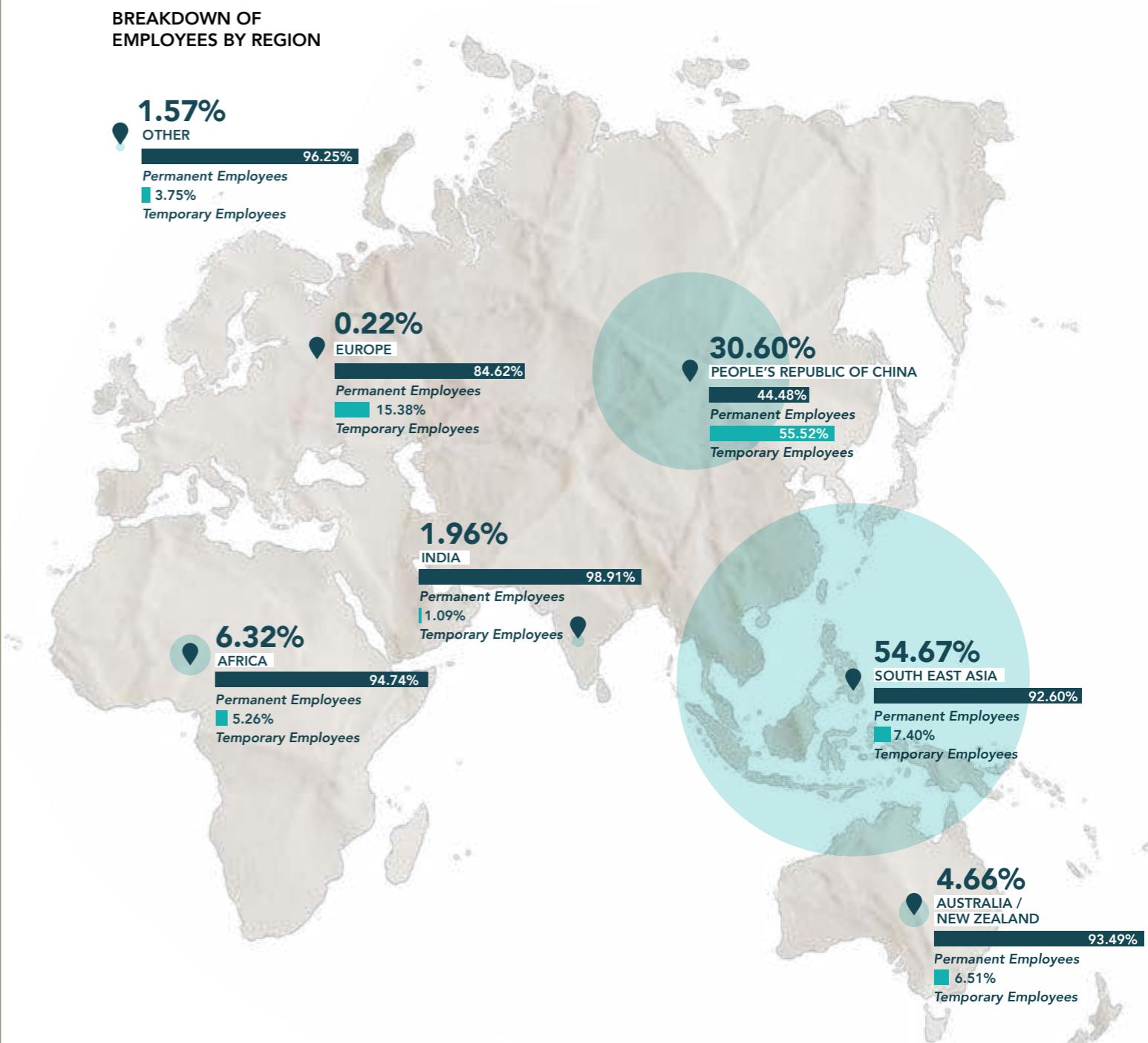
BREAKDOWN OF FULL-TIME AND PART-TIME EMPLOYEES BY GENDER



BREAKDOWN OF PERMANENT AND TEMPORARY EMPLOYEES BY GENDER



BREAKDOWN OF EMPLOYEES BY REGION



Recruiting and retaining talent

As our Company continues to grow and evolve, attracting and recruiting the right talent remains a priority. We aim to attract and retain employees who will champion our values and believe in our vision of bringing affordable nutritious food to the world. We look for people who have an international outlook and enjoy giving back to the community. Our recruitment efforts also aim to build an organisation that brings experiences and backgrounds as diverse as the customer base we serve. See the section on **Diversity and Inclusion** for more information.

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.



Attracting and recruiting the right talent remains a priority.

Recruiting top talent: Academy of Success 新·星未来大学生 培养项目

Every year, YKA recruits high potential university graduates in China to be groomed into future leaders in the business. After they are selected, candidates undergo a comprehensive psychometric assessment to determine their strengths and suitability for different business functions.

They then undergo 42 months of structured training which is customised for each career specialisation. Our trainers are both in-house and external, covering topics on developing their professional and management capabilities. For example, some students are trained to undertake important technical works such as project construction, process upgrading and automation transformation. After completing the programme, the graduates can decide if they want to pursue a managerial or specialist career path.

In 2021, our trained students improved their performance at work. 19% of them have been promoted and their work performance and potential have been highly recognised by various companies. In November, we held a ceremony to award outstanding instructors and students.

The training currently covers more than 70 factories, 29 subsidiaries and 12 business units in China.

Preparing our talent pool for our "kitchen revolution" in China

Our business in China is expanding into the central kitchen industry and 'ready to eat' market. Diversifying our operations beyond the production of ingredients such as cooking oil and flour represents a major step forward in our business growth and requires a pool of fresh talent.

We focused on expanding our training sites from eight to 25 sites this year, and have been working with recruitment firms to attract employees with both technical and professional skills to fulfil our business needs. We acquire talent through several pathways, including by receiving recommendations from senior personnel on the need for particular technical skills and the existing resources of the business. Another pathway is to recruit outstanding workers from the same industry. We also conduct campus recruitment to attract potential graduates from related departments. In addition, we conduct training related to new projects for employees to switch roles internally. Lastly, we cooperate with relevant scientific research institutes in the industry to receive introductions to outstanding candidates.

Apprenticeship and internship programmes in Australia

Wilmar Sugar currently offers apprenticeship programmes across a broad spectrum of trading sectors such as electrical, fabricating, fitting and turning and diesel fitting. By the end of 2021, we had inducted 32 new apprentices and 28 new trainees. To help them develop theoretical knowledge and practical skills, we undertook a list of training programmes on topics including senior leadership development, core business skills, as well as effective people and communication skills. Our 4-year apprenticeship programme is mostly carried out through a technical college. Apprentices and trainees who complete the programme will obtain a nationally recognised trade

qualification, highlighting valuable skills and experience that they have gained.

Goodman Fielder has continued its partnership with Career Seekers and Career Trackers, non-profit organisations which support humanitarian entrants to enter professional careers, as well as supporting young adults from indigenous communities to attend university and obtain industry experience. The internships provide members with an opportunity to gain experience in a corporate environment in an area matched to their experience or area of study.

Voices of our trainees and interns

"The Early Careers Programme has allowed me to listen, learn and contribute across several functions. It has given me the opportunity to pick up valuable skills along the way such as business analysis and building recommendations to support the development of key categories and brands. The support received in the programme made me feel immediately welcome and comfortable amongst my new colleagues. You have continuous support from your sponsor and manager, and you also have a mentor who you can ask any questions you may have, no matter how big or small."

HAMISH BLAIKIE

Early Careers Professional (Marketing),
Goodman Fielder, Australia

"My introduction to Goodman Fielder was through the CareerTrackers Programme. The knowledge, skills and experience I gained from these internships were immeasurable. The practical and theoretical learnings taught at university came to life through these internships. I cannot express how grateful I am for the teams I worked alongside, that provided a supportive environment, allowing me to grow on an individual and professional level. They have provided industry experience, business and operational knowledge and have greatly contributed to myself gaining a permanent position within the business."

JOSEPHINE FERRARI

Intern (Product Information Technologist - R&D), Goodman Fielder, Australia

Sustainability Trainee Programme in Malaysia

The Wilmar Sustainability Trainee programme was a novel programme initiated by our Sustainability Department. The first batch of trainees began their training in February 2020 and completed in May 2021. Four trainees participated in the programme which was conducted in our Sabah palm operations. The programme included on-the-job training that broadens their perspective and knowledge on cutting-edge global sustainability implementation, palm oil certification standards and the palm oil industry. All four candidates have completed the training programme and were offered full-time positions in Wilmar.

We recognise the increasing preference for flexible work arrangements, and have amended our HR policies to allow employees to exercise flexibility on when they are able to work from home.

COMPENSATION AND BENEFITS

401-2

We offer competitive compensation packages with significant benefits. All employees, regardless of their employment status, receive life insurance and disability and invalidity coverage. Permanent employees, whether full-time or part-time, also receive healthcare and parental leave. Retirement provisions are also offered to permanent and full-time employees.

Furthermore, we recognise the increasing preference for flexible work arrangements, and have amended our HR policies to allow employees to exercise flexibility on when they are able to work from home. Wilmar Sugar Australia has also developed a Flexible Working Policy Framework which covers issues such as changes to the number of hours worked during the day, compressed weeks, moving to part-time work, working from home and working from a different Wilmar location. Similar working arrangements have been adopted by our other operations, such as Vietnam and Malaysia. We also pay a full salary and offer essential supplies such as groceries for staff who tested positive for COVID-19 and had to self-isolate.



Support for Malaysian employees with back and knee pain



Several employees of PGEO Group, one of the Group's subsidiary in Malaysia, were having health problems like spinal herniation, slipped disc or knee pain that prevented them from working normally or handling physical tasks. Under the Company medical benefits, employees were able to utilise the Group Hospitalisation and Surgical Insurance to treat such long-term illnesses, with minimum coverage of RM 50,000 (approximately US\$11,850).

After treatment, these employees were reassigned to less strenuous jobs or light duty jobs in other departments, keeping them employed in the Company.

TRAINING AND DEVELOPMENT

404-1, 404-2, 404-3

There is an ongoing global race for talent, especially in key emerging markets. We strive to recruit new team members with the skills that we currently or will soon require. However, we also emphasise on developing our current workforce by providing relevant training and development opportunities. This keeps employees engaged and up-to-date with the know-how to excel and reach their career aspirations.

e-Learning platform

Employees have access to e-learning – a key tool which enabled us to continue training during the COVID-19 pandemic. We are also looking to develop more e-learning courses for different employee levels. This complements the formal training, mentoring and on-the-job technical training we provide. In 2021, we established a new online learning management system (LMS) called SAP Litmos. A wide range of topics including leadership development, communication skills and technical training have been made available via the LMS. We plan to continue delivering content and manage our training needs on this system from next year onwards.

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 from different parts of our business, from 'plantation to plate', and to different parts of the world, from Asia to Africa.

In 2021, 14% of our open positions were filled by internal candidates. Senior leadership and human resources stay close to succession planning for key positions, evaluating bench strength and future potential.

i

In 2021, we spent over **US\$4 million** on training and development (approximately US\$37.40 per employee). On average, our employees attended **13 hours** of training.

70-20-10 training model in Vietnam

In Vietnam, our Talent Management Programme follows the 70-20-10 model, where 70% of training is through "learning by doing", 20% is from mentor guidance and self-learning, and 10% is learning through training activities such as online courses and conferences. To support our people to achieve their 10% target for training and development, we provide offline and online

courses on topics such as persuasive communication and project management. We also launched a competency-based training series for our marketing supervisors who are working in the field. The team is also piloting and rolling out further internal virtual training.

Maintaining a strong talent pool in China through customised training

We implement a robust training programme in China which provides customised training for employees depending on their seniority and specialisations. Training is conducted for all levels of employees, with specialist training tracks for new managers, newly promoted managers, sales managers and other groups. General training is usually for one to six months, while specialist training lasts between two to three days.

Each business unit sets its own KPIs, both business-oriented and management-oriented, and the training programmes are tailored to meet these targets.

Through the training, we are able to increase our pool of talented managers by 53.9% compared to the previous year. By the end of 2021, a total of 60 courses have been developed over a course of four years, of which six courses have been taught by directors or deputy directors. We have more than 130 people who participated in the training programme, with the help of more than 30 mentors. 45 people have been promoted from directors to qualified managers, and 33 people have been posted to new projects across the country to contribute as leaders and department managers.

Training our workers in Malaysia during COVID-19

We believe that continuous training for our workers is an essential element of the everyday operation of plantations and mills. During the pandemic, we ensured that our operating units conducted training with strict adherence to government protocols. This included allowing only a limited number of participants and utilising audio recording to deliver training courses.

By November 2021, we had successfully provided training covering a total of 2,467 topics including safety and health, COVID-19 precautionary measures, worker and human rights, sexual harassment and abuse, sustainability certifications and other topics.



We continued training and capacity building of our workers while emphasizing on compliance with COVID-19 SOPs for their safety and well-being.

Environmental awareness training initiatives in Malaysia

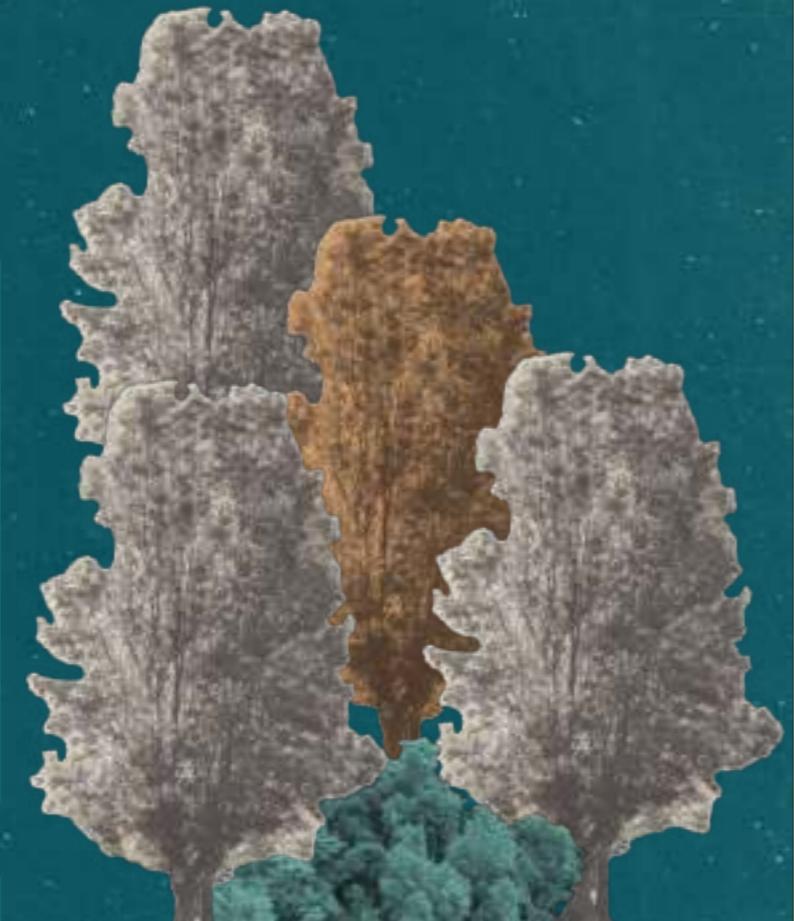
To create environmental protection awareness, reduce environmental pollution, and promote a more conducive working and living environment, we introduced two initiatives to our estate and mills employees in Malaysia. The initiatives include:

1.

REDUCING PLASTIC WASTE WITHIN PLANTATIONS AND MILLS

The main objective of this initiative is to raise awareness of environmental protection among employees. The management, staff and workers participated in collecting plastic waste on several occasions, including "gotong royong" clean-up days (where everyone from all levels of work come together to collect plastic waste) and free plastic days. Most of the recyclable plastic was disposed or collected by recycling contractors. In 2021, a total of 25,862 kg of plastic waste was collected.

This initiative not only reduces plastic waste in the plantations and mills, but it also sends a strong message to the community that the Company is taking care of the environment and is committed to creating clean and conducive living conditions.



2.

CONSERVATION AND RECREATIONAL LANDSCAPE PROJECT

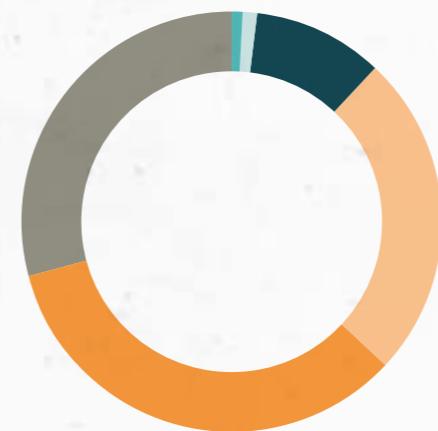
This initiative seeks to conserve and restore all vacant areas that are not in use by planting suitable forest and ornamental trees. This helps to beautify the landscape surrounding worker and staff housing, offices, mills and other facilities.



Through this project, a total of **13,918 trees** were planted in 2020 and 2021 in Malaysia.

PROPORTION OF OPEN POSITIONS FILLED BY INTERNAL CANDIDATES

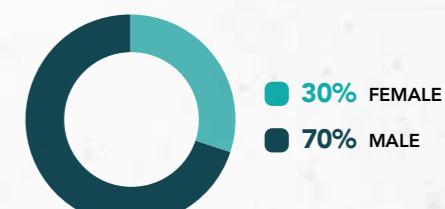
By Employee Category*



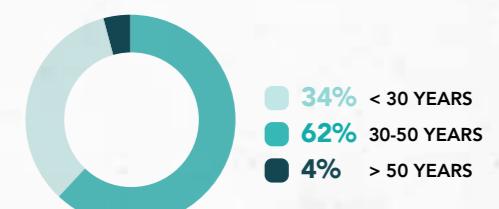
- 0.4% EXECUTIVE MANAGEMENT
- 1.3% SENIOR MANAGEMENT
- 10.1% MIDDLE MANAGEMENT
- 25.3% JUNIOR MANAGEMENT
- 34.0% NON-MANAGEMENT
- 28.8% FACTORY WORKERS
- 0% PLANTATION WORKERS

*NOTE: Data excludes the USA due to legal restrictions in providing a breakdown of the data.

By Gender*



By Age*



AVERAGE AMOUNT SPENT ON TRAINING AND DEVELOPMENT

By Employee Category (US\$)

EXECUTIVE MANAGEMENT	1,733.7*
SENIOR MANAGEMENT	90.2
MIDDLE MANAGEMENT	121.1
JUNIOR MANAGEMENT	63.3
NON-MANAGEMENT	30.2
FACTORY WORKERS	58.5
PLANTATION WORKERS	4.5

By Gender (US\$)

MALE	38.1
FEMALE	35.1

By Age (US\$)

< 30 YEARS	39.1
30-50 YEARS	29.8
> 50 YEARS	94.2

*NOTE: 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.

AVERAGE HOURS OF TRAINING PER EMPLOYEE

By Employee Category (hours)

EXECUTIVE MANAGEMENT	65.41
SENIOR MANAGEMENT	24.86
MIDDLE MANAGEMENT	23.12
JUNIOR MANAGEMENT	28.84
NON-MANAGEMENT	16.63
FACTORY WORKERS	18.95
PLANTATION WORKERS	0.43

By Gender (hours)

MALE	13.66
FEMALE	11.89

By Age (hours)

< 30 YEARS	15.90
30-50 YEARS	12.03
> 50 YEARS	14.52

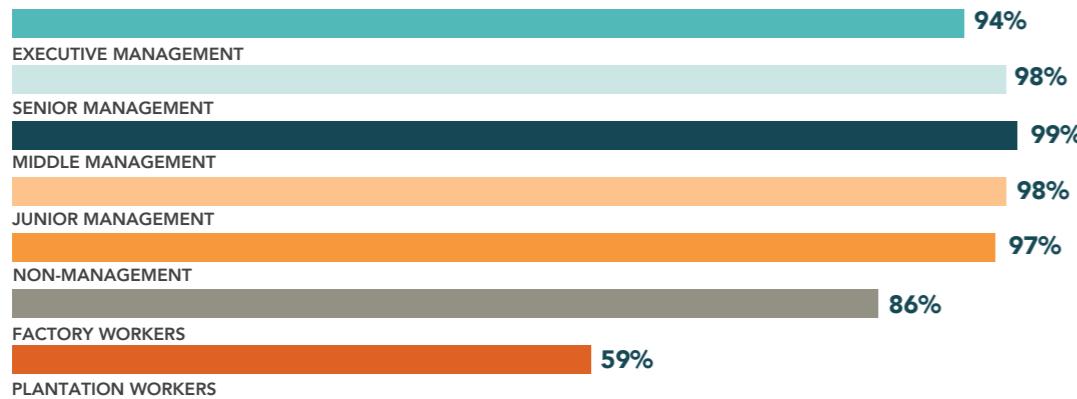
In addition, employees receive a formal performance review, which allows development opportunities and relevant training to be identified, in line with the individual's areas of responsibility and career aspirations.

PERCENTAGE OF EMPLOYEES THAT RECEIVE PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

By Gender



By Employee Category



We believe our talent strategy has led Wilmar to maintain a high tenure amongst employees, averaging over 10 years.

Tracking employee engagement

Respective countries conduct employee engagement surveys regularly to capture our employees' feedback and level of engagement at Wilmar. In 2021, the surveys covered approximately 26% of the workforce, of which 70% responded that they are "actively engaged", "engaged" or "somewhat engaged". We proactively address our employee feedback to improve our business practice.

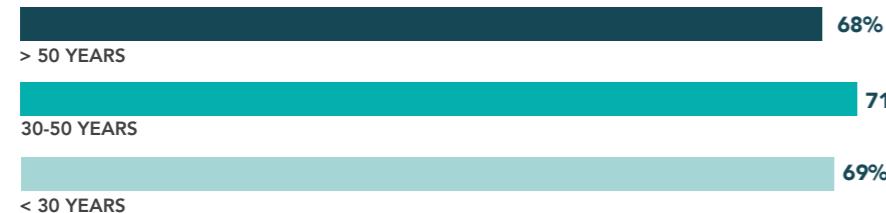
PROPORTION OF EMPLOYEES WHO RESPONDED THAT THEY FEEL ENGAGED IN ENGAGEMENT SURVEY

By Gender



*NOTE: Europe & GF Australia's Employee Engagement Survey is anonymous, hence breakdown of figures is estimated.

By Age



*NOTE: Europe & GF Australia's Employee Engagement Survey is anonymous, hence breakdown of figures is estimated.

Business culture survey in New Zealand

We completed a full business culture survey in New Zealand, in which 92% of our employees participated. The Human Synergistics Organisational Culture Inventory (OCI) measures an organisation's actual culture compared to the ideal culture from employee feedback, providing an engagement score to demonstrate the outcomes of having this culture. All employees in New Zealand were involved in the culture workshops to provide their views. We then discussed the results with employees and brainstormed what they could do to improve the organisational culture. We will be addressing their feedback and continue to encourage employees to share openly with us.

We believe our talent strategy has led Wilmar to maintain a high tenure amongst employees, averaging over 10 years. Total employee turnover rate in 2021 was 12% and the voluntary employee turnover rate was 9%. Our total new employee hire rate in 2021 was 10%.

NEW EMPLOYEE HIRES AND VOLUNTARY TURNOVER RATES

By Gender

● FEMALE ● MALE

TOTAL NEW HIRES RATE



TOTAL VOLUNTARY EMPLOYEE TURNOVER RATE



TOTAL EMPLOYEE TURNOVER RATE



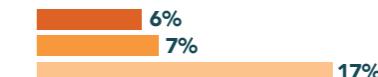
By Age Group

● > 50 YEARS ● 30-50 YEARS ● < 30 YEARS

TOTAL NEW HIRES RATE



TOTAL VOLUNTARY EMPLOYEE TURNOVER RATE



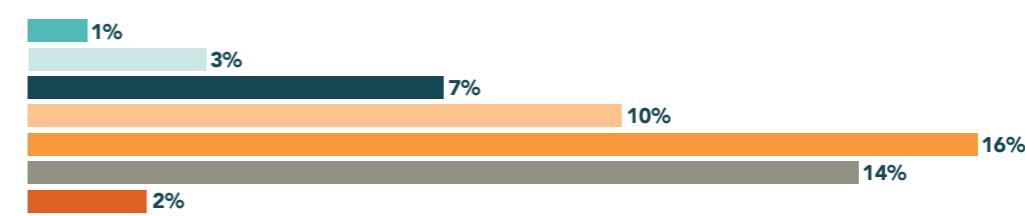
TOTAL EMPLOYEE TURNOVER RATE



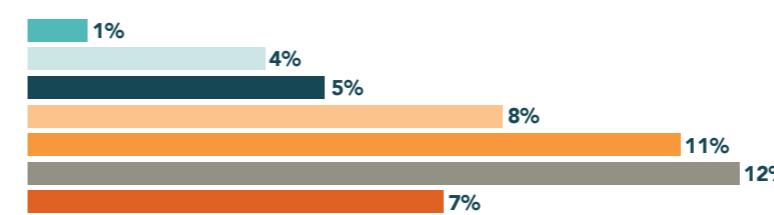
By Employee Category

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

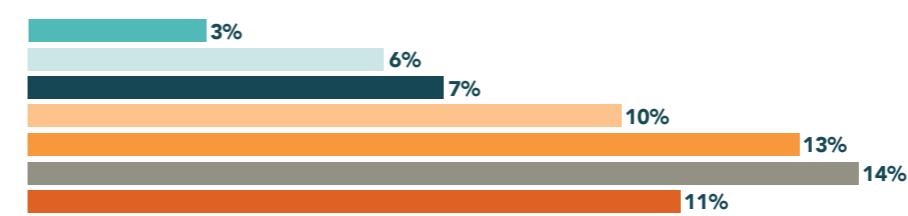
TOTAL NEW HIRES RATE



TOTAL VOLUNTARY EMPLOYEE TURNOVER RATE



TOTAL EMPLOYEE TURNOVER RATE



Individual career journeys

45 years at New Zealand Sugar

"In 1977, I was lucky enough to get a job at NZ Sugars iconic Chelsea Sugar Refinery in Auckland when I was a young electrician and keen to learn. The refinery was an exciting place to work and after a decade of maintaining equipment, I was promoted to take over the running of the refinery. I loved every minute of it as I had to develop supervision and people skills to achieve all our goals daily. People are just so much more interesting than equipment. After a couple of years, I had the opportunity to be "loaned" to the Yarraville Refinery in Melbourne for 6 months as a Shift Supervisor as they had become short staffed. I have had a great experience learning about different cultures and ways of doing things. In 1996, I began commissioning a new plant and launched a course that ran for many years. I met so many interesting people from refineries overseas while running those courses. In 2011, Wilmar acquired the Jawamanis & DUTA Sugar Refineries in Indonesia. I spent time up there every year doing auditing, process improvement work and later on helping to commission their new automation projects. Throughout my career, I was placed in charge of big new projects and after 45 years, retirement finally beckons. I consider myself very fortunate to have had the rich and satisfying career that I have enjoyed with this company".

"People are just so much more interesting than equipment."

- WARREN JONES



WARREN JONES
Production Team Leader,
New Zealand Sugar

Mr Trung, my mentor and friend

"When I first joined the Company in 2016 as a Senior Supervisor, I was assigned to be in charge of the Specialty Fats segment of CALOFIC Hiep Phuoc factory in South Vietnam. I had a chance to work with Mr Nguyen Duy Trung, Senior R&D Manager, and joined the Talent Management Programme organized by the HR team. Thanks to Mr Trung's mentorship, I have learnt a lot of appropriate expertise which helped me to advance rapidly in my career. Mr Trung is not only a supervisor at work, but also a friend, a big brother who guides, shares, teaches and drives



DANG HAI DANG (RIGHT)
AND NGUYEN DUY TRUNG (LEFT)
Specialty Fats Dept., CALOFIC (Mentorship programmes),
Wilmar CLV Vietnam

me to be better day by day. I recall good memories with him during two study trips to China. I feel so thankful as the trips broadened my horizons of SF knowledge, Mr. Trung's working style, his professional and friendly communication skills bringing win-win benefits for all parties which really impresses me. Till today, we are still in touch."

Support for mums returning to the workplace

"I gave birth to my 1st child in May 2019 and my maternity leave lasted for 6 months from May to November 2019. During my break, I still felt very close to everyone in my team in the Brand Department. Owing to the care I received from my head of department and my teammates, I never felt that I really left my work life. During that time, my assistant kept me updated on the work progress of my brand (Neptune). In addition, the company also gave me full benefits on leave days, monthly gifts, and so on. After I returned from maternity leave, I was not overwhelmed by my work. I continued to receive all the support I needed from my team and the Company to get back on track. During the whole time, I've never felt left out or forgotten and only received real support."

Achieving my potential as a HR specialist

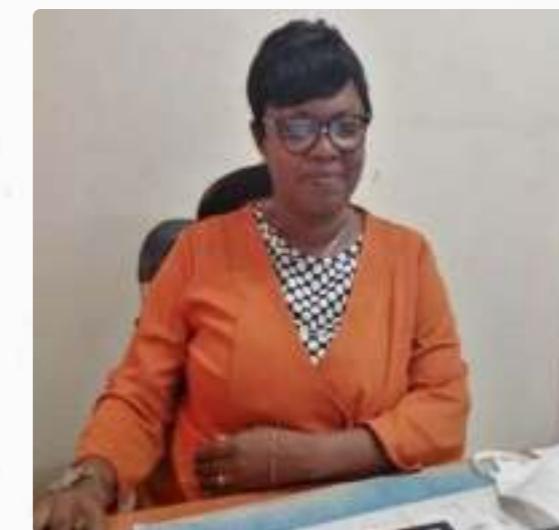
"I am currently the Industrial and Community Relations Manager responsible for managing employees and community relations coupled with implementing corporate social responsibility (CSR) policies and programmes. I joined the Company in April 1999. As part of my personal development plans, I pursued a master's degree in Human Resources Management (MBA-HRM) which has broadened my skills. As a woman with a vision and strong passion to build a network among HR practitioners, through the effort of the head of my department, I became a member of the Chartered Institute of Human Resource Management in 2017 as well as a member of the Women in Human Resource Management. I am currently the Chairperson of the Gender Committee, and our key responsibility is resolving employees' domestic and work-related social and family issues on the estate. I am looking forward to more challenging Human Resource Management functions and professionally, I aspire to be an HR consultant."

"My mentor is not only a supervisor at work, but also a friend, a big brother who guides, shares, teaches and drives me to be better day by day."

- DANG HAI DANG



NGUYEN THI THANH MINH
Brand Dept., CALOFIC,
Wilmar CLV Vietnam



MARGARET KAINYAH ARTHUR
Industrial and Community
Relations Manager, BOPP Ghana

From a university scholarship in Malaysia to director of the Flour Division in China

"Relocating from Malaysia to China in 1991, I have spent more than 20 years of my professional career in Yihai Kerry. I first joined the oil department as an accountant, before working in Yihai Kerry Flour Division for the next 22 years. I was then promoted to the director of the flour business in 2007. It was Yihai Kerry that helped me to kickstart my career. I was offered a scholarship in Malaysia and then invited to join the Company after I graduated. The fund helps high potential students from poorer families to complete their studies, but it does not require the recipients to work in the Company or ask for anything in return. This is a form of charity and is advocated by the Group.

I believe that having the right team and talent management is key to the success of any business, and in my role as director of the flour business, I personally trained fresh graduates and sent many talented employees to other Yihai Kerry branches and factories. With this training, I was able to help fresh graduates who had no work experience to take charge of their own work.

Spending 26 years in China, the country has now become my second home. I am proud to say that I have contributed to the development of China and Shenzhen. There are still many things I want to do, not only for the flour business of Yihai Kerry, but also for the flour business in China."



GAN DEQUAN
Director of Flour Division,
Yihai Kerry Arawana

Over 30 years with Wilmar

"I started my career with Wilmar as an administrative officer in July 1991. First, I was a storekeeper in Terusan 2 Estate and Rumidi Division, before being involved in payroll and accounts in 1998 and was swiftly promoted thereafter to Senior Account Clerk. After a year, I was transferred to Sapi Estate. In 2010, I started working in the Sandakan Regional Office and I was also sent to Nigeria with the team as a trainer for SAP Systems. In 2016, I returned to work in the plantations where I remain today in Reka Halus Estate. It was Wilmar's consistency and initiatives that made me see that the Company provides opportunities for potential candidates to be upgraded. I also noticed improvements in the Company's operations since the commencement of RSPO certification, the development of supporting departments and the digitalisation of systems.

Throughout my service at Wilmar, I received various benefits – particularly a school allowance for my three children – that helped me to remain with the Company. In addition, I also appreciate the provision of free electricity from biogas power, water supply



JAIMEH KUNTUNG
Senior Accounts Clerk,
Reka Halus Estate, PPB Oil Palms.

from water treatment plants, and concrete housing which is an upgrade from the houses we used to have. Furthermore, most of the plantations are located close to my hometown and government facilities such as schools and clinics, which I feel is one of the greatest advantages of working with the Company."

From a trainee cadet to Group Manager at PPBOP Malaysia

"I have worked in this company for 31 years since 22 October 1990 as a trainee cadet (PPBOP). My current role is Group Manager of Sugut Region, Sabah Operations. I enjoy working at Wilmar. Along the way, when I faced tough moments, close colleagues by my side always reminded me that "good results come with good knowledge, good knowledge comes from good experience, and good experience comes from bad mistakes". My career progressed in Wilmar because I encountered great leaders in the Company that guided, challenged and allowed me to think outside the box once in a while. This company has a strong recognition towards loyal and dedicated employees by putting strong leaders to guide the team. My advice to younger colleagues who are starting at Wilmar is that the truth is always painful to hear, and it is that that will shape you to overcome challenges."



COLMAN NG PIN WAH
Group Manager,
Sugut region, PPB Oil Palms

Learning to strike the right work-life balance

"I credit my success as a Senior Administrative Officer to the years of being mentored and nurtured by many pioneers when I first joined the Company in 1989. Back then, I decided to leave the logging sector to join oil palm for a brighter career for years to come – a decision which has paid off in the end. My last 33 years of work experience in Sabah Operations also means that I have a lot of knowledge to share with my younger colleagues, and I genuinely hope to see them accomplish their goals too. I believe colleagues earlier in their career should be teachable, humble, quick to learn and not retreat when they make mistakes. If they make mistakes and learn from it, they should integrate those learnings into their next steps."

"My involvement with the Company was not confined to clerical and accounting tasks, but I also joined the team of SAP System trainers to assist Sarawak Operations and am continually involved in organizing various events. In addition, I hold the position of Chairwoman of the Women Working Group Committee, emphasising to other women the importance of balancing work and family. I have managed to enjoy work-life balance at Wilmar and appreciate that I have ample time to indulge in my favourite activity – gardening and spending time with my beloved family."



LAI YUK KING
Senior Administrative
Officer, Sapi Estate,
PPB Oil Palms

Human rights and labour standards

103-1, 103-2, 103-3

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, employing people from different nationalities and interacting with a wide range of cultures, Wilmar takes our responsibility to protect human rights seriously.



Our targets

Provide all palm oil workers with accommodation choices

- Nigeria: by 2025
- All other countries: completed

Ensure all employees and workers are paid at least the applicable local minimum wage in line with legal regulations and local living wages, where available

Assess our suppliers by using our Supplier Reporting Tool (SRT), to determine if they are paying their workers a living wage in 2021

Protect and safeguard the rights of children throughout our operations by supporting children's education and having zero tolerance for child labour or exploitation

Our current performance (2021)

36% of permanent workers are provided housing in Nigeria

Assessed **100%** of our employees and contractors to ensure that they are paid a living wage

Assessed **100%** of our suppliers using our SRT, to determine if they are paying their workers a living wage

Built schools and crèches at **100%** of our oil palm plantations

In 2021, supported **11,036** children of compulsory school-age (91.4%[#] of children at our plantations) in their education

We are committed to respecting human and labour rights, as set out in the United Nations (UN) Declaration of Human Rights, UN Guiding Principles on Business and Human Rights (UNGPs) and International Labour Organisation (ILO) Core Conventions. 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.

[#] EY has performed limited assurance procedures on these figures.

Our Human Rights Framework and policies

Our **Human Rights Framework**, launched in 2019, was developed with reference to the UNGPs. It brings together all of Wilmar's policies that are relevant to human rights. The framework provides detailed instructions on the practical implementation of all principles. These include due diligence

mechanisms for identifying, preventing, mitigating and accounting for our impacts on human rights, including remediating any adverse impacts.

Within this framework, we outline a number of policies and procedures to uphold human rights.

Human Rights 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: 1) Labour rights, and 2) Indigenous and Local Community Rights. Our Human Rights Policy also outlines the internationally recognised standards and internal policies that guide our approach.



No Deforestation, No Peat and No Exploitation (NDPE) 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: Enables stakeholders to provide information, raise grievances or flag concerns through formal channels, anonymously and without the 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: A dedicated protocol published in 2020 for our third-party suppliers that supports our Grievance Procedure in addressing breaches related to the 'no exploitation' component of our NDPE Policy.



Child Protection 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 the Child Protection Policy.



Women's 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.



NEW HUMAN RIGHTS DEFENDERS (HRDs) POLICY

We published our first standalone **Human Rights Defenders (HRDs) Policy** in 2021. This Group-level policy encapsulates our commitment to protecting and respecting the rights of Human Rights Defenders – individuals or organisations who act to promote or protect human rights peacefully. We acknowledge their crucial contribution to protecting human rights in the countries we operate in and recognise the important role they can play as key informants of human rights lapses in our supply base. The policy extends to our subsidiaries, joint ventures and third-party suppliers. We are committed to incorporating the protection of HRDs in our human rights due diligence mechanisms,

management and monitoring processes. This includes proactive and constructive engagement with HRDs acting in good faith throughout our due diligence processes and when responding to specific grievances raised.

The policy was developed in collaboration with Proforest, a global non-profit organisation that supports sustainable agricultural commodity production and sourcing. It was initiated following stakeholder consultations with non-governmental organisations (NGOs) and experts. The policy is available in English, Bahasa Indonesia, Spanish and French.



We acknowledge Human Right Defenders' crucial contribution to protecting human rights in the countries we operate in and recognise the important role they can play as key informants of human rights lapses in our supply base.

Our key focus areas for human rights



WORKING WITH PARTNERS

To implement our commitment to human rights, we actively participate in partnerships and various multi-stakeholder platforms that promote and support the protection of human rights. This includes 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 work hard to cascade human rights issues via capacity building to our suppliers, as well as developing supporting tools and guidelines to assist our suppliers in better understanding and implementing human rights.

We actively participate in partnerships and various multi-stakeholder platforms that promote and support the protection of human rights.

Respecting Labour Rights

102-41, 407-1, 408-1, 409-1

We commit to respecting the labour rights of all workers according to local, national and ratified international laws. We also commit to ensuring fair working conditions as per 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.

We commit to respecting the labour rights of all workers according to local, national and ratified international laws.

TACKLING ROOT CAUSES OF LABOUR ISSUES IN OIL PALM PLANTATIONS

To better understand our systemic labour and human rights risks in our Indonesian oil palm plantations, we have been collaborating with our technical partner and expert, Verité – an independent non-profit organisation that works to strengthen labour rights in supply chains.

Since 2017, we have focused on areas such as understanding the possible root causes of child labour; the link between work and pay practices; and emerging labour issues. Working with Verité, our approach includes:

On-the-ground assessment

Initial 12-month programme in PT. Daya Labuhan Indah and PT. Perkebunan Milano in North Sumatra to build internal processes and competencies and develop sustainable solutions to recurring labour rights issues.

Training

Consolidated the high-level issues identified by Verité who then provided training to different stakeholders, such as our management. Prior to the pandemic, the training focused on raising labour standards in our palm oil operations in Indonesia. Moving forward, we plan to conduct training for our high-level management to roll out our programme across all our Indonesian operations.

Implemented strategy

Implemented a three-year strategy to enhance our systems. The progress was reviewed in mid-2020.

Roll out to all Indonesian operations

We aimed to launch the same programme throughout our Indonesian operations, including Kalimantan, but unfortunately this was delayed due to the COVID-19 pandemic.

OUR PERFORMANCE ON LABOUR ISSUES

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



A tractor driver in Wilmar's Sapi Plantation.



Paying decent wages

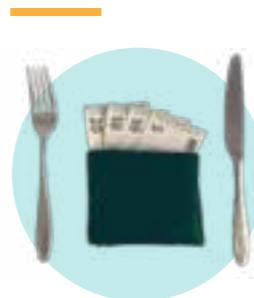
DECENT LIVING WAGE

Wilmar is committed to assessing and ensuring that our employees, contractors and suppliers are paid a living wage. We base our calculations on available living wage frameworks for the countries we operate in, including the Global Living Wage Coalition, Wage Indicator Foundation, MIT Living Wage Calculator and RSPO Living Wage Benchmark. To date, we have assessed 100% of our employees and contractors to ensure that they are paid a living wage.

For our suppliers, we have also conducted assessments to determine that they are also paying their workers a

living wage using our SRT. For countries where governments have not provided data on what is considered a living wage, we strive to ensure that workers in our supply chain receive at least the minimum wage and also have access to benefits such as savings schemes, healthcare, childcare and housing. For more details on the SRT, please see the section on [Transforming our Supply Chain](#).

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



100%

To date, we have assessed 100% of our employees and contractors to ensure that they are paid a living wage. For our suppliers, we have also conducted assessments to determine that they are also paying their workers a living wage using our Supplier Reporting Tool (SRT).

Wilmar is committed to assessing and ensuring that our employees, contractors and suppliers are paid a living wage.

Contributing to the RSPO guidance for implementing a decent living wage (DLW)

Wilmar has been an active member of the RSPO Labour Task Force and a key contributor to the [RSPO Guidance for Implementing a Decent Living Wage \(DLW\)](#) – a guidance document for the palm oil industry regarding the payment of a DLW for workers and their families to enjoy a decent standard of living. The DLW approach considers family needs such as adequate housing, sanitation facilities, a clean water supply, medical care and children's educational requirements.

Our General Manager of Group Sustainability, Ms Perpetua George, was an original member of the Decent Living Wage Task Force (DLW TF) when

it was formalised in January 2021 before taking the role of co-chair in November 2021. The DLW TF was formed to provide oversight for the development of the RSPO DLW benchmarks in the different operating regions of RSPO members. The DLW TF has a work plan in place to ensure a consistent and credible approach is taken throughout the globe for the benchmarking of DLW in the palm oil sector. The approach will take into account the subjectivity of local communities and conditions and will be tailored based on available data sources such as government statistics, market surveys and available DLW data by existing benchmarks.

Preventing human trafficking and forced labour

We prohibit any form of forced, trafficked or bonded labour within our operations or supply chain. Identification documents are not withheld from employees and workers, unless with their consent. Secure lockers are provided for workers to store their personal belongings and are accessible without restrictions.



Wilmar employees retain their own passports and are provided locker for safekeeping of their documents.

DIRECT RECRUITMENT

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. Wilmar has made a commitment to ethical recruitment and zero recruitment fee since the launch of the first iteration of our NDPE Policy in 2013. 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.

In Nigeria and Ghana, we limit the use of any contracted agent to logistical and administrative purposes only. To prevent any risk of exploitation, all salaries and remuneration are transacted directly between Wilmar and the workers.

We have been carrying out regular internal audits for our mills and plantations over the past few years. These internal audits are aligned with certification requirements, which include an evaluation of human rights and labour rights practices. We have also expanded the scope of our audits to cover forced labour prevention by including downstream operations at refinery level, ensuring that they also comply with international standards.

Social Issues Working Group (SIWG) and Responsible Recruitment

We are a part of the [Palm Oil Collaboration Group \(POCG\)](#) that was launched in early 2020. This working group brings together various companies from the palm oil supply chain to accelerate effective implementation of the industry's NDPE commitments. Part of the POCG is the Social Issues Working Group (SIWG), which aims to identify opportunities for company collaboration to address systemic challenges and facilitate joint action to address these issues. There are a total of 32 companies

participating in the POCG's SIWG alongside Wilmar. The SIWG currently has three thematic subgroups – Human Rights Due Diligence (HRDD) in Management Systems, Responsible Recruitment in Malaysia and Indigenous Peoples and Local Communities' (ILPC) rights. Together, this working group fosters collaboration amongst industry players to address human rights issues on the ground through knowledge sharing and identifying opportunities to scale up and create positive impact.



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 can be found on our website. Our Modern Slavery Statement under the Australian Modern Slavery Act 2018 can be found on the Australian Government's Online Register for Modern Slavery Statements.

Collective bargaining

We recognise the important role unions play in improving worker-management engagement and to ensure healthy industrial relations. We also recognise that unions serve as effective mechanisms for raising grievances, as well as providing input on how to solve issues relevant to workers.

We respect the right of employees to collective bargaining and the right to form and join trade unions of their

choice. In the absence of a proper collective agreement or association, workers are free to join any other unions. As at end December 2021, 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. For example:



Plantation Community Health & Well-being Wellness Programme

Our newly formed Plantations Community Health and Well-being Committee launched a Health and Well-being Wellness Programme for our employees at our plantations and mills in Malaysia (in both Sabah and Sarawak). The objective of this programme is to improve the health and well-being of our employees at plantations and mills.

We conducted health check-ups on 83% of our employees and workers and identified that hypertension is the single largest health issue, constituting 44% of the recorded medical conditions, followed by cholesterol at 22%, glucose and uric acid at 20% and 14%, respectively.

To address these health concerns, this programme is supplemented by a range of activities, including:

WELLNESS TALKS

Conducted briefings at muster grounds on non-communicable diseases (NCD) and healthy lifestyles. During health check-ups, the same advice is given to our staff.

SPORTS AND EXERCISE

Sports activities were not possible during the movement control order (MCO) restrictions and was against the Company's COVID-19 standard operating procedures (SOPs). Stretching or light exercises are practiced at muster grounds especially for estate workers who undertake more strenuous fieldwork.

MOTHER AND CHILDCARE

Ante and post-natal care for mother and child continued. An increasing number of new mothers registered immunisations for their newborns, as a result of the introduction of measures that allow only immunised children to attend our crèches. We also conduct risk assessments for new mothers to comply with RSPO requirements. Mitigation measures are being developed to suit their needs, including breaks for breastfeeding their babies, assigning them to safer working areas and providing longer resting breaks.

CLEANLINESS AND HOUSEKEEPING

Maintenance of staff and workers housing to ensure high standards of sanitation and hygiene in their living quarters.

FIRST AIDER TRAINING (INCLUDING AUTOMATED EXTERNAL DEFIBRILLATOR)

We engaged external specialists to conduct first aid training to have more qualified personnel available in case of emergencies. We are starting the roll out of this training in our Sabahmas Estate, with the aim to reach all other estates and palm oil mills.

The estate clinics have been coordinating and managing planned activities to support the implementation of the programme.

Supporting our employees' health and well-being in China through labour union efforts



Our YKA Trade Union is one of the earliest foreign enterprise trade unions established in Shanghai. The union advocates the concept of 'happy life, happy work, dedication, sharing' and is committed to improving the well-being of employees, especially in strengthening employees' physical fitness. To support our employees' sports hobbies, the trade union has hosted a variety of sports competitions, such as basketball, badminton and table tennis every year.

YKA Trade Union also advocates a healthy and diverse corporate culture, inspiring the participation of other companies in the World Expo Free Trade Zone. In 2021, the YKA Trade Union Basketball Club held the first 'Arawana Cup' basketball league and invited teams from other companies to participate.

Protecting the rights of children

Wilmar does not tolerate child labour, exploitation and abuse of any form. We are committed to protecting and safeguarding the rights of children throughout our operations, paying close attention to our upstream oil palm plantations where the risk of child labour is highest.



Children in a Wilmar crèche in Indonesia.



In 2017, we published our **Child Protection Policy**, which outlines our commitment to protecting the rights of children for all our operations, contractors and suppliers.

ENSURING CHILD SAFETY

As some children live with their parents in workers' housing estates, within the working environment of plantations, they are exposed to hazards inherent in plantations. Schools, crèches, clinics and other facilities are also often located nearby. Being in such close proximity to our upstream palm operations, children's safety is a commitment that we take very seriously.

Child safety assessments

Since 2018, we have been conducting annual child safety assessments covering our upstream palm operations. Starting in Indonesia and Malaysia, we expanded this annual assessment to our operations in Africa in 2020.

These assessments are carried out internally by a team who is independent of the plantation operation reporting structure, with the aim of understanding potential risks to children, if any of these risks are recurring issues and to record programmes or interventions being put in place to improve overall child safety.

In 2021, we identified and reported on additional measures linked to the COVID-19 pandemic aimed at creating a safer environment for children, raising awareness among caretakers and children, as well as protecting the

health of children and families living in our plantations. This has helped to reduce the number of COVID-19 cases among children. We are also now investigating the impacts of COVID-19 on infants in our plantations.

A new concern that has also emerged is the welfare of children who are impacted by the death of a parent or guardian. Wilmar is carefully and sensitively exploring options to provide much needed support to children under such unfortunate circumstances.

For more information on women's rights, see the section on **Diversity and Inclusion**. For more information on Occupational Health and Safety, see the section on **Employee Health, Safety and Well-being** of this report.



In 2021

we identified and reported on additional measures linked to the COVID-19 pandemic aimed at creating a safer environment for children.

Child Protection and Safeguarding Implementation Manual

In collaboration with Business for Social Responsibility (BSR) and consumer goods companies, we developed and published a **Child Protection and Safeguarding Implementation Manual** in 2020. This manual, developed specifically for the Indonesian context, is designed to be comprehensive and pragmatic while incorporating pictorial field guidance for a universal understanding of the rights and protection for children.

The manual was developed with feedback from Indonesian child protection authorities, NGO experts and unions. A series of workshops – attended by 190 participants – was also organised in 2020 to build capacity and guide Wilmar's suppliers towards a better understanding of child protection within their operations.

Wilmar is now progressing to the next phase, conducting two pilots (one in Indonesia and one in Malaysia) with one of our suppliers. We are working alongside The Centre for Child Rights and Business on pilots in Indonesia, and Earthworm Foundation in Malaysia. The pilots are scheduled to be completed in 2022 and will include a baseline assessment, on-site assessments and reporting of findings. Following this initial pilot, we will refine the manual for Indonesia based on key lessons. We will also publish a new manual suited to the Malaysian context.



Children cared at a crèche facility in Wilmar's operations in Indonesia.
Wilmar has established crèches to provide childcare for our workers throughout our global operation.

'CANE TRAIN': Child safety education programme in Australia

In Australia, we have an ongoing child safety programme in kindergarten and schools known as the "Cane Train". The programme features a cartoon called "Sam the Wilmar Sugar Train" aims to educate children who live or attend school around sugar mills and distilleries on the safety regulations in these surroundings. Children are taught the necessary safety precautions and how to understand the safety signs that are on display around the area. It outlines what sugar production looks like and how to stay safe in these surroundings.

Children in Plantation (CiP) directory in Malaysia and Indonesia

In collaboration with Earthworm Foundation (EF), Archer Daniels Midland Company (ADM), Avon and Nestlé, we have also developed a directory of social services to guide the private sector in improving the health, safety and education of children living on or near plantations for Malaysia. **The Children in Plantation (CiP) Directory** – available in English and Bahasa Malaysia – is the first publication of its kind in the country. It contains four priority areas: education, community engagement, birth registration and other child protection related services for children and youth living in the rural areas of Sabah. This is especially important for children in these areas as many of them are undocumented, which presents a barrier for them to receive government support.

EDUCATION AS A SOLUTION TO CHILD LABOUR

We believe that access to education is key to tackling the root causes of child labour. Providing children with such access to education is an important part of our strategy.

In 2021, Wilmar supported 11,036 children of compulsory school-age in our plantations in their education.

About 91.4%[#] of children at our plantations attended school in 2021. We monitor these figures through a census at each plantation.

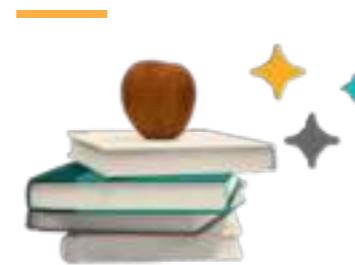
We also operate 147 crèches across our plantations in Indonesia, Malaysia and Ghana. Since December 2021, these crèches are available to 3,816 children, from newborn to four-year-

olds, of Wilmar employees. We are commissioning two more crèches in Nigeria in 2022.

For more details on our education programmes, please go to the section on [Economic and Community Contributions](#).

In recognition of our efforts in protecting and strengthening children's rights, Wilmar was recognised as the highest achiever globally across all sectors in the

[Global Child Forum \(GCF\) Southeast Asia 2021 benchmark](#) – scoring 9.8 out of 10. In addition, [GCF also produced a case study on Wilmar](#), the fourth in a series on corporate insights they have produced since 2015.



11,036

children of compulsory school-age in our plantations were supported by Wilmar in their education.

Our belief is that access to education is key to tackling the root causes of child labour.

Respecting indigenous and local community rights

411-1

We are committed to respecting and upholding the legal and customary land tenure rights of communities, and the individual rights of indigenous and local communities.

ENSURING FREE, PRIOR AND INFORMED CONSENT (FPIC)

Prior to any new planting, Free, Prior and Informed Consent must be obtained to ensure local communities have clear and specific avenues to negotiate the conditions of any project. This is in accordance with the United Nations Declaration on the Rights of Indigenous People (UNDRIP) and RSPO Principles and Criteria.

In land-related planning, participatory mapping is carried out to involve the affected communities and their representatives, relevant stakeholders such as governments, and where appropriate, supporting NGOs as well

as independent experts. If a dispute or conflict arises, we will follow the steps stipulated in our Grievance Procedure, in a timely and transparent manner. Where we have caused or contributed to negative human rights impacts, steps to remediate will be taken.

Where feasible, we also seek to support food security for local communities by assisting with the establishment of other crops and food production businesses. Wilmar also actively participates in the RSPO's Human Rights Working Group (HRWG), which ensures the implementation of the RSPO's

Principles and Criteria relevant to the protection of human rights. Ms Perpetua George, General Manager of Group Sustainability at Wilmar, is currently the Co-chair for RSPO's Free, Prior and Informed Consent

Sub-Group, which is within the HRWG. This Sub-Group explores challenges and practical solutions relating to the application of FPIC within the sector and seeks to uphold local and community rights.

Update on our conflict resolution at our operations at Pasaman Barat, West Sumatra

Since September 2018, Earthworm Foundation (EF) has been supporting Wilmar and local communities in the Pasaman Barat district of West Sumatra, Indonesia, to reach a resolution over land tenure disputes. These issues relate to a land acquisition issue in the 1990s and reflect the complex land use and ownership rights in Indonesia, as well as underlying factors influencing the many land conflicts in this region.

In March 2020, Wilmar subsidiary PT Permata Hijau Pasaman Unit 2 (PHP 2) and the Maligi community successfully reached an agreement, concluding a longstanding conflict. EF released a public report detailing the resolution process and the outcome. This resolution of the conflict was reached by establishing mutual trust and conducive conditions for open and constructive discussions. Mutual trust was achieved through transparent practices, including intense consultation, dialogue and negotiation with local people following the FPIC process.

Through this process, EF was also able to provide us with support for the development of procedures to improve the effectiveness of Wilmar's unit level community and local grievance handling process. This effort is in line with the wider efforts of Wilmar at Group level, such as the update of the NDPE Policy in 2019, and the introduction of the No Exploitation protocol that was developed in partnership with labour rights and land rights specialists. In particular, one important lesson was the imperative need to engage directly with the community on the ground to understand first-hand what their concerns and needs are. The success of this intense negotiation has provided Wilmar with a blueprint to overcome such cases in other subsidiaries in line with our NDPE commitments.

Capacity building

We provide suppliers with regular human rights training as a crucial component of our commitment to human rights. Suppliers are able to demonstrate compliance with our NDPE Policy, specifically our No Exploitation commitments.

In 2021, two training programmes were held for our Malaysian suppliers on forced labour and ethical recruitment. In Indonesia, our suppliers were provided training on implementing Wilmar's NDPE Policy. In total, we have conducted 29 training sessions with our

suppliers since 2015, covering topics such as implementing of our Child Protection Policy, improving labour practices in the palm oil industry and labour standards for specific regions (for example, Johor, Pahang and Sabah).

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

[#] EY has performed limited assurance procedures on these figures.

Diversity and Inclusion

103-1, 103-2, 103-3, 405-1, 405-2, 406-1

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

It is our belief that this approach empowers each employee to be their best self at work. In particular, we recognise the importance of empowering women in our workplace and to create a fair and inclusive environment for them to thrive in. Having a diverse global workforce also allows us to benefit from new and unique perspectives that help us to serve our wide range of customers and consumers.



Our current performance (2021)

21% of management positions are held by women; female employees account for **24%** of our global Group headcount.

100% of our oil palm plantations in Ghana, Indonesia, Malaysia and Nigeria have Women's Working Groups (WoW) or Gender Committees

We 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.

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 of our HR processes, including recruitment, promotions, training and development, and retirement.

BOARD DIVERSITY POLICY

Our **Board Diversity Policy** ensures that directors are selected from a wide range of backgrounds with diverse skills, qualifications and relevant experience. We believe that diversity promotes the

inclusion of different perspectives and enables us to benefit from all available talent. In May 2021, Wilmar appointed a second female director, Dr Chong Yoke Sin, to the Board of Directors.



Wilmar strives to be an equal opportunity employer in all layers globally.



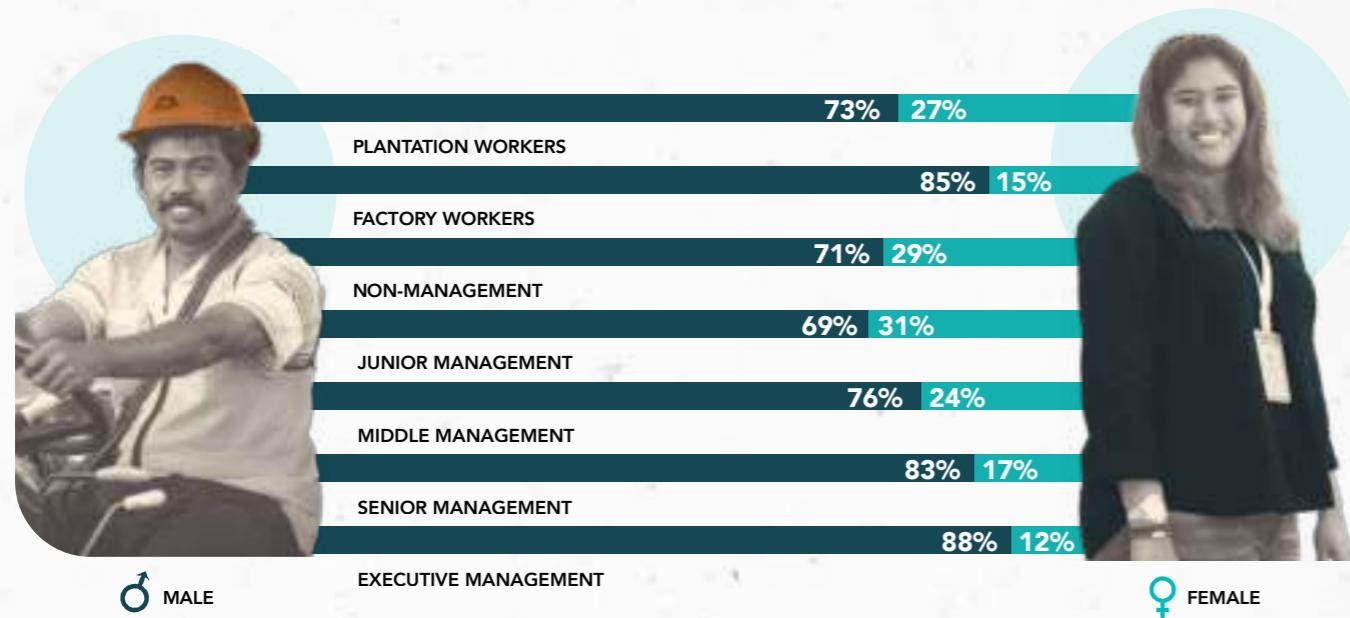
More statistics and details on the diversity and balance in the Wilmar Board composition as at December 2021 can be found on page **71** of our **Annual Report 2021**.

GENDER DIVERSITY IN OUR WORKFORCE

In 2021, 24% of our total global employee headcount was female. Women also make up 21% of all management positions. Regardless of gender, all employees and workers are paid equally based on their roles and

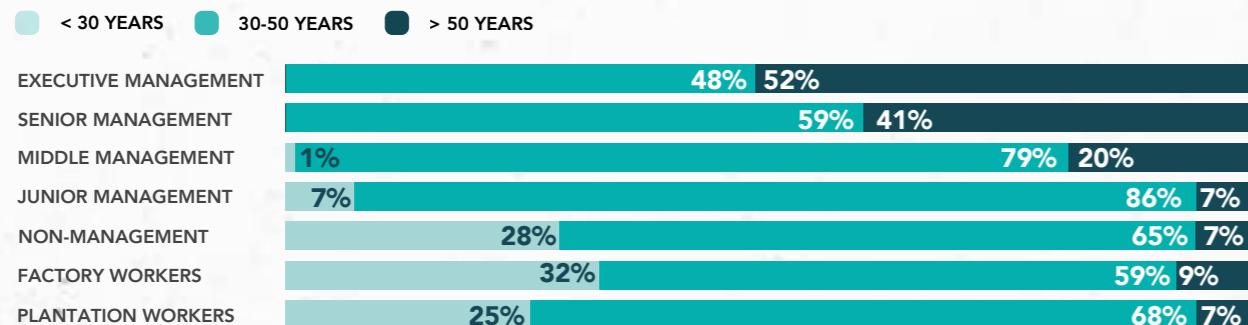
experience. Although Wilmar operates in traditionally male-dominated industries, we are progressively working towards improving female representation at all levels of our workforce.

GENDER DIVERSITY BY EMPLOYEE CATEGORY

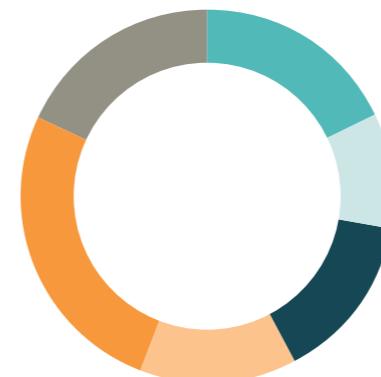


We are progressively working towards improving female representation at all levels of our workforce.

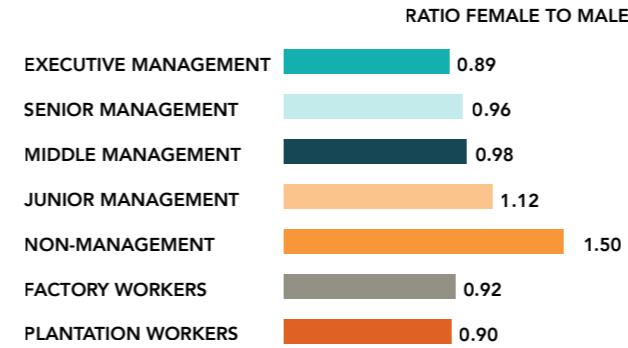
AGE DIVERSITY BY EMPLOYEE CATEGORY



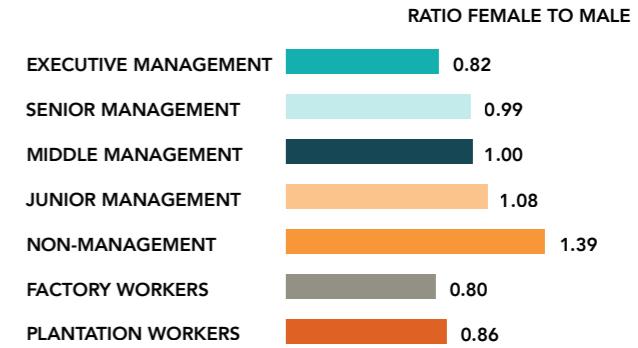
FEMALE REPRESENTATION IN OUR WORKFORCE



RATIO OF WEIGHTED AVERAGE ANNUAL BASIC SALARY BY EMPLOYEE CATEGORY



RATIO OF WEIGHTED AVERAGE ANNUAL REMUNERATION BY EMPLOYEE CATEGORY



Supporting diversity and inclusion in Australia's sugar industry

Recognising that sugar mills are important employers in Queensland, Wilmar began an apprenticeship programme for young women in the region. The apprenticeship programme has been operating for a number of years now. Both men and women are encouraged to apply and are evaluated on their own merits. More information on our apprenticeships can be found in the section of [Talent Management](#).

Wilmar is also part of Diversity Council Australia Limited, an independent organisation spearheading equitable diversity and inclusion in the workplace with the goal of developing or supporting initiatives to establish a diverse and accommodating workplace for all employees.

PERSONS WITH DISABILITIES

Wilmar currently employs 89 employees with disabilities across our global operations, which accounts for 0.08% of our total workforce. In 2021, we had one new hire with disabilities and no internal hires for employees with disabilities. There was only one turnover of employees with disabilities.

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 92 current staff from Yuanxin Lufeng Plastic Packaging and another 250 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.

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.

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 Women's Charter outlines our focus on the following five key areas:

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

WOMEN'S WORKING GROUPS AND GENDER COMMITTEES

We began establishing women's committees in our palm oil plantations in 2007, regardless of RSPO certification status. Since 2020, Women's Working Groups or Gender Committees have been established in 100% of our oil palm plantations in Ghana, Indonesia, Malaysia and Nigeria. Prior to that, we formed the Women's Committee Steering Group (WCSG) in April 2019

to ensure that there is consistency and alignment with the five key focus areas of our Charter.

Wilmar's Women's 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%

Women's Working Groups are established in 100% of our oil palm plantations

1. 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



Training on prenatal care and maternal health for women

In Indonesia, we provided training during the COVID-19 pandemic on prenatal care and maternal health for women as part of our WoW annual scheduled programme in plantations. This included topics such as:

- Prenatal care: Facing emotional changes, healthy diet during pregnancy, prenatal exercises before childbirth
- Maternal health: Infant care, importance of vaccinations for infants, caring for the child's health during the COVID-19 pandemic
- Postnatal care: Healthy diet after pregnancy, importance of rest, sleep and personal hygiene, breastfeeding and breast care

These initiatives were launched in conjunction with Kartini Day, a day when Indonesians commemorate Raden Ajeng Kartini, one of the country's national heroes and a pioneer in the emancipation of Indonesian women.

Sessions on women's reproductive health are a regular part of our Women's Working Group programmes.

2. 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** on topics such as 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.



For more information on children's protection, see the **Human Rights and Labour Standards** section of this report.

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 (PAACLA) Indonesia, UNICEF and other organisations, to provide inputs and perspectives on women workers and children rights. This led to the development of a handbook for children's protection, to be published in 2022. This handbook includes best practice on how to protect children and will be distributed to all plantation companies in Indonesia.

3. Protection from Sexual Harassment and Violence

SEXUAL HARASSMENT REPORTING AND HANDLING PROCEDURES

We believe in the importance of having strong 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 we had encountered in the past. This was overwhelming and burdensome to the WoW teams, who took responsibility to investigate all reported cases. Examples of such cases include incidents where parents object to their adult children's consensual relationships or spouses raising cases of extra-marital affairs.



A workshop involving the Women's Committee Steering Group in Malaysia.

Training on gender-based violence in Malaysia and Indonesia

In Malaysia in 2021, we launched 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 (WAO), 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. In March 2022, the final face-to-face workshop for workers will be held. 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 Indonesian Palm Oil Association 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.

4. 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.



Zero harassment or discrimination

In 2021, there were zero incidents of harassment or discrimination across our Group.

5. 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 to mothers in our Humana and Community

Learning Centres (CLC) to learn more about pregnancy. In addition, pregnant workers are advised on postnatal information such as breastfeeding and breast care, and how to care for their baby.



Children and specially trained caretakers at a Wilmar crèche in our Malaysian operations.

Voices of our female employees

Goodman Fielder (Women in STEM)

"GF encourages employees to reach their full potential and build successful careers. In my time here at GF, I have had the opportunity to work across a diverse range of GF products at multiple sites, including pastry, frozen desserts, wraps, breads and gluten-free bread products with a great team who has supported me in my professional development and learning."



VIVIAN LE
Process Specialist - Technical Manufacturing

"Over the last five years at GF I've developed relationships with a handful of people who have provided advice and expertise to help me through major challenges, whether technical, people-related, or executing a project alongside 24/7 manufacturing operations. From providing feedback, enquiring about installing equipment, or simply asking about existing/legacy equipment; mentors from HR, Site Ops, and my own Engineering and Project teams are there to help each other. I am extremely grateful for these people around the business; they have empowered me to lead both my team and my projects."



ERICA MCMASTER
Project Manager - Engineering

"Goodman Fielder encourages employees to reach their full potential and build successful careers."

- VIVIAN LE

Vietnam

"When I tested positive for COVID-19, I immediately received support from the Company, including medicine for treatment and daily necessities. I was so happy and moved by the company's good deeds. As we were in the red zone, it was very difficult for us to buy things. Yet, the Company promptly sent food and medicine to my house. My health has recovered and my life is getting back to normal. I would like to send my sincerest thanks to the Company's management for the timely support."



NGUYEN THI HAU
Production Department, MCC

"Upon testing positive for COVID-19, I received online medical consultation and care-giver guidance from doctors. In addition, I was also given a gift packet from W-Smile, including medicines, COVID-19 precautionary items and milk. This experience showed me that the Company cares about not only its own staff, but also their family members, which impressed me the most. When working in Wilmar, I feel the warmth of friendship, great care and encouragement from colleagues. I also felt touched when a member of the Board of Management called and texted me."



NGUYEN THI THUY QUYNH
HR and Admin Dept, CALOFIC Hiep Phuoc.

"..the Company cares about not only its own staff, but also their family members."

- NGUYEN THI THUY QUYNH

Indonesia

"I started working with the Company at the age of 40 as a Harvester Clerk, before becoming a Foreman for maintenance and nursery shortly after. I really like working at PT. KSI Wilmar Group because the Company really cares for its employees, especially women. I was given the opportunity to work as a Foreman even though I am a woman and I truly appreciate the role that I am given. My husband also supports the job that I have. The Company is very concerned about the welfare and health, especially of female workers. Here, I get menstrual leave and maternity leave. During the pandemic, I also received special assistance from the Company worth Rp. 2,400,000, as well as rice, cooking oil, sugar, noodles and flour. I am very happy to work at PT. KSI. I can focus on my work, because there are very good school facilities for my child."



ROSNIATI
Nursery Foreman, PT. Kencana Sawit Indonesia

"I first worked at a warehouse as a department storekeeper within the chemical division. Because I work with chemicals, the Company is very concerned about my health. It provided me with personal protective equipment and after working hours, I was given milk to drink for additional nutrition. My regular medical check-up is once a year. Later, I moved on to be a storekeeper for spare parts. Again, the Company was very concerned about the welfare and health of female workers. I am entitled to menstrual leave and maternity leave. I can focus on work because my children who are under five years old are placed in the childcare centre with very good school facilities. I am very happy to work at PT. KSI (Wilmar Group) and am very grateful to the Company, because it really cares about the health of its workers."



NONI PUTRIANA
Admin Clerk Store Keeper - PT. Kencana Sawit Indonesia

"The Company is very concerned about the welfare and health, especially of female workers."

- ROSNIATI

"I am able to perform my job at the plantation while not neglecting my role in the family as mother of four and wife."

- PUTRI NURDIN

Malaysia

"I started working at the age of 18 in 2007 as a general worker at Sapi 1 Estate, Sabah. I am the eldest in the family and have been supporting them after my father passed away. I live in Sapi 1 Estate with my husband and children. As a mother of four children, I am responsible for preparing the needs of my family before leaving for work or as soon as I return home. Wilmar's culture and policies have helped me a lot in work and family management.

I am grateful for the facilities and support, such as COVID-19 swab tests, food aid, earned income during the lock down period, vaccination at the Sapi Community Hall and colleagues who have helped me to buy petrol for the grasscutter."



LAISAH SATUH
General Worker, Sapi 1 Estate, Sabah

"I have been working for 18 years as a maintenance worker. I live with my husband and four children at Sapi 1 Estate.

I can see a significant focus by this Company on the well-being and safety of employees, especially with the expansion of policies protecting women and children. I am able to perform my job at the plantation while not neglecting my role in the family as mother of four and wife. The availability of facilities in plantations like childcare centres and the Humana school have reduced my worries about the safety and whereabouts of my children when I am away at work. Furthermore, it allowed my two children to continue their studies locally.

I am thankful to work here. With the salary that I earn, the dream of having my own house in my hometown has been accomplished."



PUTRI NURDIN
Maintenance Worker, Sapi 1 Estate, Sabah



Employee health, safety and well-being

103-1, 103-2, 103-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-7, 403-8

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

Instilling a culture of safety across our entire business is of the highest priority for Wilmar. We strive to ensure the health, safety and well-being of our employees, workers and everyone involved in our operations. We believe that this is not only a fundamental human right, but it also ensures we have a healthy, motivated and productive workforce.



Our targets

Reduce Lost Time Injury Rate (LTIR) by 40% by 2025

Our current performance (2021)

LTIR reduced by **18%** from 0.91 in 2020 to 0.75 in 2021

Working towards zero fatalities

26[#] fatalities involving **7[#]** employees and **19[#]** contractors

Implementation of the Group EHS Plan

EY has performed limited assurance procedures on these figures.



To instill a culture of safety across our entire business, we focus on five key strategies:

1.

LEADERSHIP & CULTURE

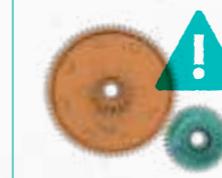
Wilmar is committed to instilling a culture of safety. This starts with our leadership, who encourage active participation from employees in order to build trust and a sense of caring amongst our workforce.



2.

RISK MANAGEMENT

Risk management is embedded into our business to ensure high environmental standards and risk mitigation measures for high-risk work are in place across all our operations.



3.

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.



4.

EHS MANAGEMENT SYSTEM

We implement EHS management systems across our business to ensure compliance and drive continuous improvement of our EHS performance.



5.

CAPABILITIES & COMPETENCIES

We enhance our EHS competencies and raise awareness among our workforce through an array of effective learning and development programmes.



Environment, Health and Safety (EHS) management system

403-1, 403-4

THE 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, despite EHS management systems being mandatory only in selected countries
- Is regularly reviewed to improve our health and safety performance, usually once every three years or when there is a change in the standards we follow

Currently, some of the standards in WIMS are being reviewed and reissued to help us better manage emerging risks and requirements. These include confined space entry (CSE) machine safety, hot work, new Permit To Work (PTW) systems and driving safety. For these topics, we will be developing new guidelines and training materials to guide operations for implementation.

i At the moment, **193** of our facilities are externally certified by either ISO 14001:2015 or 45001:2018. Within the next three years, we aim to implement the same level of health and safety management across our remaining sites.



Safety training being carried out in our Nigerian operations.

Within the next three years, we aim to implement the same level of health and safety management across our remaining sites.



EHS COMMITTEES

To provide a platform for open communication between employees and management, we established EHS Committees at either country or site level. This helps us to address EHS issues affecting Wilmar's workforce.

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.

To ensure all our operations abide by our policies, we implement a suite of EHS standards, guidelines, gap

assessment tools and training materials. This year, we focused on strengthening safeguards and best management practices for high-risk work. These were first developed in 2016 and cover:

- Working at Height
- Energy Isolation
- Confined Space Entry
- Hot Work
- Excavation
- Traffic Management
- Lifting and Rigging

i 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 risks assessments

403-2, 403-3

RISK ASSESSMENTS

We carry out risk assessments to identify work-related hazards. These are aligned with national and ISO standards and are carried out by trained personnel. To evaluate routine and non-routine tasks for EHS hazards, Wilmar has developed a systematic and documented process.

Our risk management framework, with Job Safety and Environmental Analysis (JSEA) standards and tools, is implemented at all sites to identify any related EHS-related hazards.

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.

Health and safety training

403-5

Beyond having in place standards and systems, 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 education materials in native languages to ensure that our workers are up to date on requirements and best practices.

GLOBAL E-LEARNING PROGRAMME

Since the COVID-19 pandemic disrupted travel and face-to-face training, we have built a new e-learning system in collaboration with our IT department to complement our current training programmes. The digital platform includes training materials as well as assessment tools.

A total of 12 countries, including Indonesia, Malaysia, Vietnam, India, Mozambique, Ghana, Uganda, Nigeria,

Ivory Coast, Zambia, Zimbabwe and South Africa, have already onboarded the programme and we now have more than 2,500 active users who have completed more than 3,900 assigned EHS online courses to date. We are continuously growing the number of users on this platform. Beyond this, we will continue deploying our LMS across other countries and regions as required over the coming years.



2,500+
active users who have completed more than
3,900
assigned EHS online courses to date



Improving health & safety in our oil palm plantations

We launched the Plantation Safety Leadership Team, chaired by the three regional Group Plantation Heads. This is the first time all plantation heads of Indonesia, Malaysia and Africa have come together to discuss health and safety issues, and share best practices at the Group and country level. Our vision is to create effective guidance, direction and governance to foster a world-class safety culture within our plantation operations globally.

As a result, we have continued to develop best management practices in several areas including safe harvesting around high tension cables in plantations, safety in transportation systems, first aid and medical evacuation. We have also developed a competency programme for harvester and motorcyclists. These practices have been implemented across all operations to raise standards and improve consistency.

Motorbike safety practices are an important part of ongoing traffic safety campaigns in Wilmar's plantations operations globally.

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 & 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.

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 arises. We provide health insurance for employees, with some covering family members as well, 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 on-going 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.



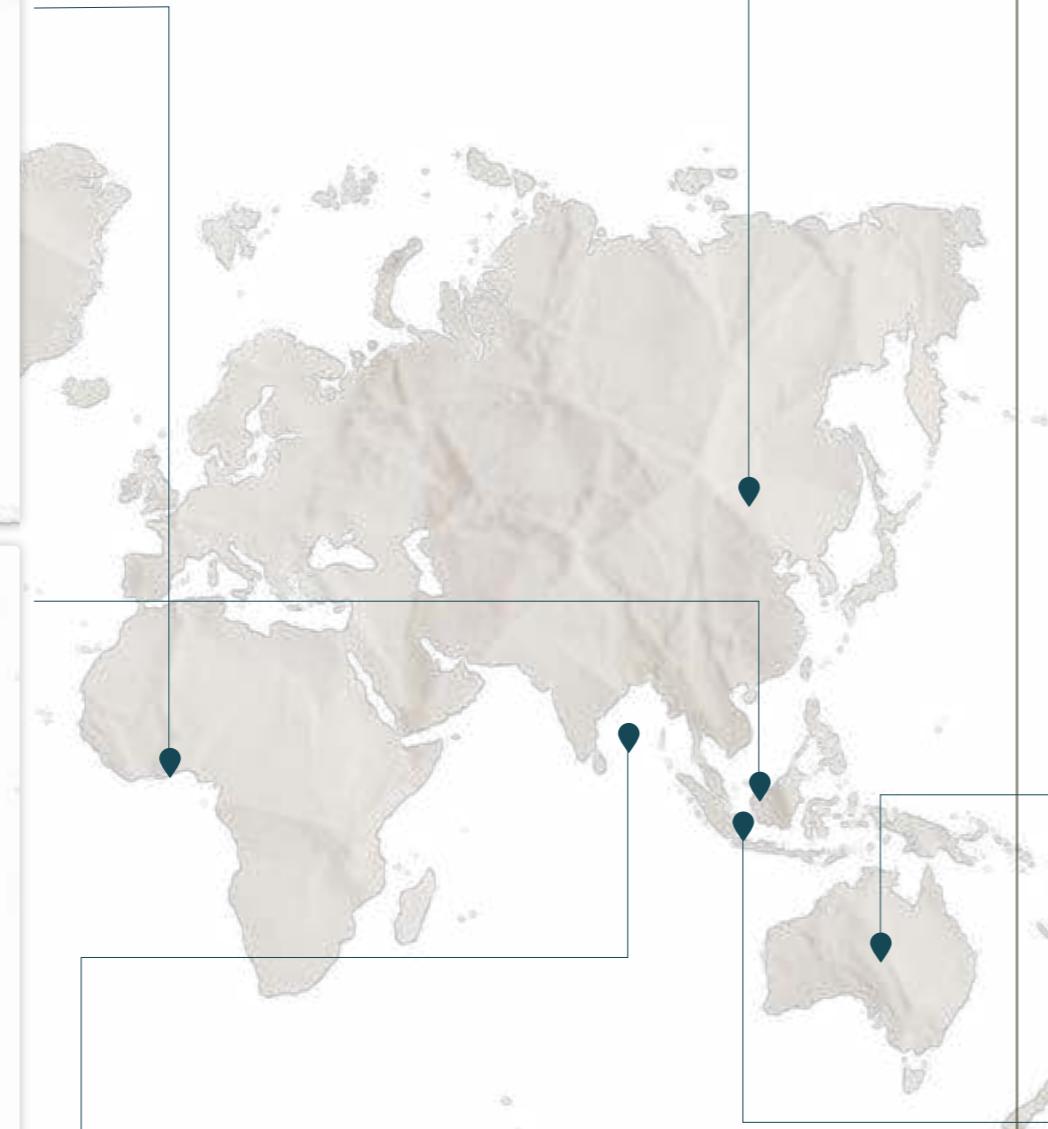
HEALTH AND SAFETY INITIATIVES ACROSS THE GROUP

In addition to the Group-level EHS Plan, our various operations teams across different businesses have also implemented a number of initiatives:

Nigeria

DRUG AND ALCOHOL POLICY SENSITISATION

In order to promote a drug and alcohol-free workplace, a sensitisation programme on drug and alcohol policy was developed in our Calaro Estate. The programme raises awareness among employees about the dangers posed by drugs and alcohol. It also provides guidance on how to seek help if they experience any problems with drugs and alcohol. Employees are expected to fully comply with the Company's drug and alcohol policy.



Malaysia

WILMAR LEARNING MANAGEMENT SYSTEM

We launched the Wilmar Learning Centre throughout our downstream sites in Malaysia to enable employees to learn about Wilmar's procedures online. The learning centre currently has more than 400 users and will be accessible by all Wilmar employees in the future. This online platform provides informative videos and slides for a comprehensive and interactive learning experience. Through the platform, we also evaluate employees' understanding of training materials through quizzes.

PLANTATIONS COMMUNITY HEALTH & WELL-BEING COMMITTEE

This committee was formed in response to several fatalities involving medical conditions. We developed wellness programmes which include periodic health check-ups for workers, healthy lifestyles and improvement of the facilities and services at plantation clinics. We noticed that work-life balance among the plantation communities did improve after greater attention was given to the well-being of workers.

India

HAND AND FINGER SAFETY CAMPAIGN

We rolled out a Hand and Finger Safety Campaign, following an increase in reported cases of hand and finger injuries at our production facility in Neemuch, India. Based on the results of an internal audit, the campaign involved training all workers to ensure they understand machine guarding methods, roles and responsibilities. Since running the campaign, we have observed improvements in the way workers use machinery and no major hand and finger injuries have been reported in the past two years. Furthermore, new techniques have been introduced to protect workers from rotating machine parts.

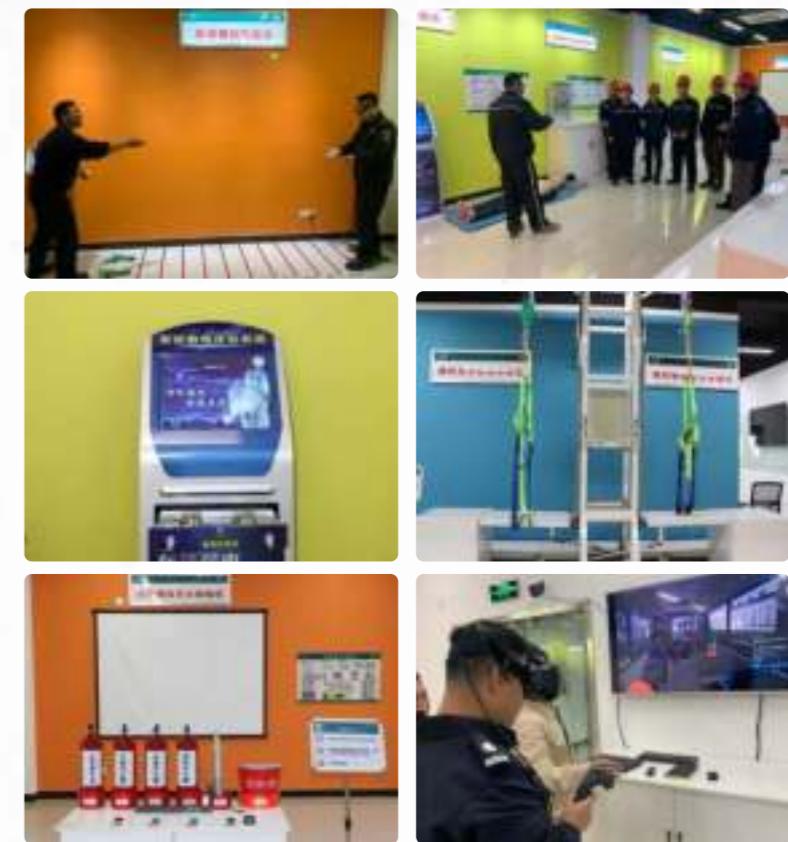
China

VIRTUAL REALITY (VR) SAFETY EXPERIENCE HALL

In our Hangzhou site, we built a hall for conducting safety training using VR technology. The VR experience increases the effectiveness of the safety training by immersing staff in all kinds of dangerous situations, without risk of real harm. It allows staff to improve their safety awareness and helps to instil a safe work culture.

PILOTING AN INTELLIGENT SAFETY SYSTEM

An Intelligent Safety System was introduced at our Hangzhou, Shanghai and Xingping facilities in China, as a platform for effective safety management and supervision. The system uses a new generation of information technology, including Internet of Things (IoT), Artificial Intelligence (AI) and big data, to enhance safety monitoring. For example, if workers do not wear proper PPE such as safety helmets or harnesses in the loading and unloading areas, an alarm and notification will be triggered to inform supervisors, who can monitor adherence through computers and mobile devices. This system helps to improve the efficiency of supervision and promote the safety of our workers.



Virtual reality safety hall in Hangzhou, China.

Australia

INTRODUCING AN INDUSTRY-LEADING LEARNING MANAGEMENT SYSTEM (LMS)

Goodman Fielder introduced an industry-leading LMS platform with the objective of standardising the delivery of EHS training. The platform has since expanded to include Quality, Sales and Marketing content. It offers more than 260 individual training courses and has over 3,400 active users. Goodman Fielder employees have completed over 28,000 courses to date.

Indonesia

WILMAR SAFETY OBSERVATION (WILSO) PROGRAMME

Some of our subsidiaries in Indonesia have implemented WILSO in order to improve safety awareness and prevent accidents from occurring. The ongoing programme targets around 50 people in supervisor positions and above each year. The programme focuses on encouraging better communication among employees, identifying the root causes of unsafe working practices and promoting the principle that "all injuries can be prevented". Accidents have decreased since the implementation of WILSO, highlighting the important role supervisors and management play in creating a safe working environment.

EHS reporting, incident reporting and investigations

OUR DIGITAL EHS REPORTING PLATFORM

We use Enablon software, first introduced in 2016, to build our global EHS reporting platform. This helps us to manage EHS performance, ensure compliance with relevant laws, minimise risks and drive efficiencies. The platform has since been rolled out to all sites where Wilmar has operational control. We introduced an upgrade to our EHS reporting platform in 2021 to improve the functionality and user experience of the platform.

i Between FY2020 and FY2021, we have close to **200,000** EHS events reported on the platform.



All of our employees and workers can remove themselves from situations they believe could cause injuries and ill health, and report these without fear of reprisal.

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 Enablon. Our focus so far has been to encourage transparent reporting. We are now working towards

enhancing the quality of reporting, ensuring that detailed analysis is received on serious injuries, in order to identify the weaknesses and gaps in our systems to be addressed.

All of our employees and workers can remove themselves from situations they believe could cause injuries and ill health, and report these without fear of reprisal.



A tractor driver in Wilmar's Sapi Plantation in Sabah. Enforcing the usage of PPE is among the many efforts undertaken by Wilmar to ensure the safety and well-being of our workers continues to be prioritised.

GROUP EHS AUDIT PROGRAMME

Within the next three years, we plan to implement a group EHS audit programme to have a systematic and standardised risk-based approach when conducting EHS audits across our businesses. We have been preparing for this change by reviewing our audit protocols and training

auditors. This programme will allow us to determine aspects including whether our business unit activities and related results conform to the planned EHS arrangements, whether the arrangements are implemented effectively and are suitable to achieve Wilmar's EHS policy and objectives.

Our performance

Wilmar's disclosures on reportable injuries include our operations in plantations, third-party transportation and logistics, factories, refineries, warehouses, workers' housing areas, construction projects and others.

In 2021, we regret to report that we had 26[#] work-related fatalities among our employees and contractors, with 17 occurring in our factories, six in our oil palm plantations, two in our palm oil mills and one in our sugar mill.

The three most common causes of fatalities include vehicular accidents, health or medical conditions and high-risk work. Any loss of life is unacceptable to Wilmar. We will continue to strive to eliminate fatalities in our operations.

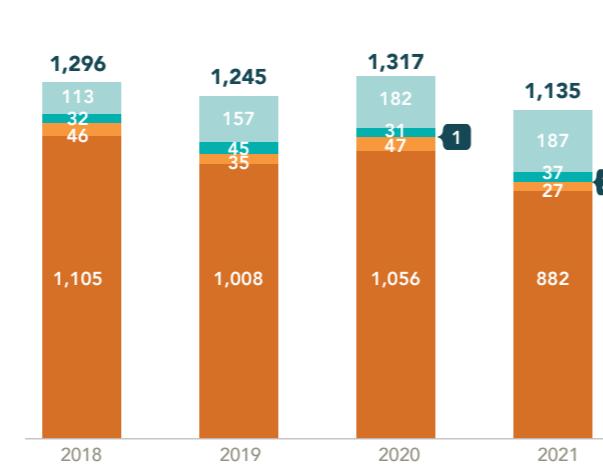
We will continue to strengthen our High-Risk Work Intervention Programmes and Contractor Safety Management to improve our safety performance and work towards zero incidents. Please see [page 131](#) for details of the intervention programmes.

FATALITIES: EMPLOYEES AND CONTRACTORS



***NOTE:** There were no work-related fatalities at our sugarcane plantations in 2018, 2019, 2020 and 2021. There were no work-related fatalities at our sugar mills in 2019.

TOTAL LOST TIME INJURY: EMPLOYEES AND CONTRACTORS



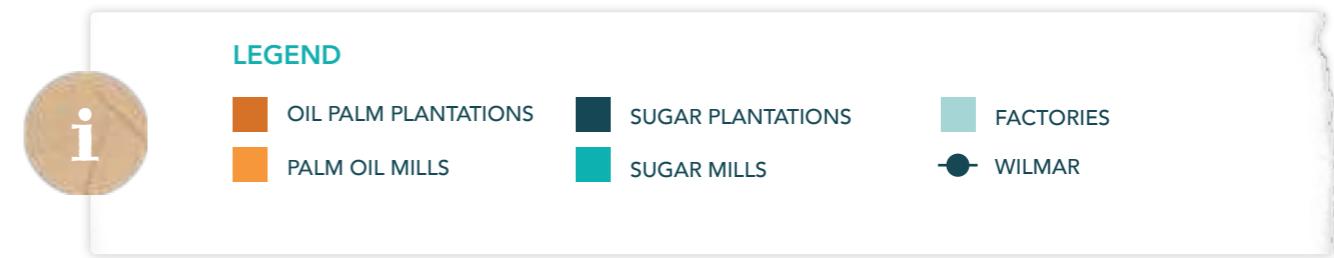
***NOTE:** There were no loss time injuries at our sugarcane plantations in 2018 and 2019.

FATALITY RATE PER 200,000 HOURS WORKED: EMPLOYEES AND CONTRACTORS

	2018	2019	2020	2021
OIL PALM PLANTATIONS	0.011	0.008	0.013	0.013
PALM OIL MILLS	0.013	0.048	0.013	0.028
SUGARCANE PLANTATIONS	0.000	0.000	0.000	0.000
SUGAR MILLS	0.121	0.000	0.016	0.016
FACTORIES	0.010	0.014	0.012	0.019
WILMAR GROUP	0.012	0.014	0.012	0.017

LOST TIME INJURY RATE PER 200,000 HOURS WORKED: EMPLOYEES AND CONTRACTORS

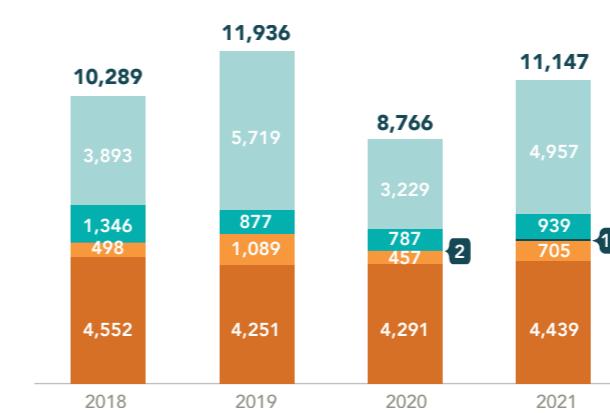
	2018	2019	2020	2021
OIL PALM PLANTATIONS	2.325	2.080	2.239	1.890
PALM OIL MILLS	0.576	0.418	0.607	0.379
SUGARCANE PLANTATIONS	0.000	0.000	1.573	3.541
SUGAR MILLS	1.290	0.667	0.488	0.592
FACTORIES	0.158	0.205	0.218	0.205
WILMAR GROUP	1.002	0.889	0.910	0.750



The Group recorded a reduction of 18% of Lost Time Injury Rate (LTIR) from 0.91 in 2020 to 0.75 in 2021. This is a marked improvement considering the increased level of reporting across our global operations. This improvement was mainly from the reduction of Lost Time Injuries (LTI) in our oil palm plantations. Out of the total LTI, 78% were recorded in our oil palm plantations and 16% in our factories worldwide.

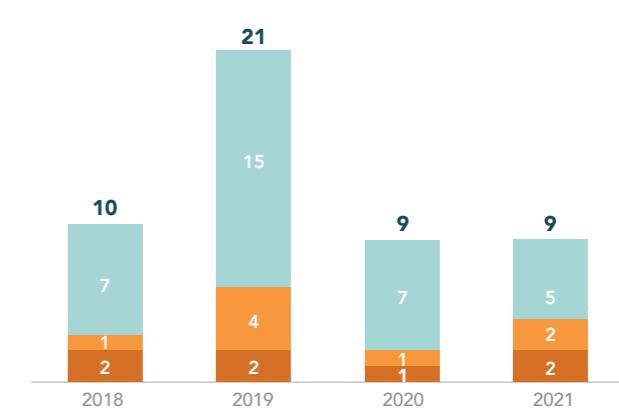
In 2021, 11,147 Lost Work Days (LWD) were recorded compared to 8,766 in 2020. Overall, our Lost Work Day Rate (LWDR) has increased by 22% mainly due to the increase in contractor fatalities. To combat this issue, we plan to work more closely with our contractors to improve their health and safety management practices and performance throughout all our operations and projects.

TOTAL LOST WORK DAYS: EMPLOYEES AND CONTRACTORS



***NOTE:** There were no loss work days at our sugarcane plantations in 2018 and 2019.

PERMANENT DISABILITY: EMPLOYEES AND CONTRACTORS



LOST WORK DAYS RATE PER 200,000 HOURS WORKED: EMPLOYEES AND CONTRACTORS

	2018	2019	2020	2021
OIL PALM PLANTATIONS	9.58	8.77	9.10	9.51
PALM OIL MILLS	6.24	13.02	5.90	9.89
SUGARCANE PLANTATIONS	0.00	0.00	3.15	189.42
SUGAR MILLS	54.25	12.99	12.39	15.02
FACTORIES	5.46	7.48	3.87	5.44
WILMAR GROUP	7.95	8.52	6.05	7.37

	2018	2019	2020	2021
OIL PALM PLANTATIONS	0.004	0.004	0.002	0.004
PALM OIL MILLS	0.013	0.048	0.013	0.028
SUGARCANE PLANTATIONS	0.000	0.000	0.000	0.000
SUGAR MILLS	0.000	0.000	0.000	0.000
FACTORIES	0.010	0.020	0.008	0.005
WILMAR GROUP	0.008	0.015	0.006	0.006

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

EY has performed limited assurance procedures on these figures.

We recognise that employees who are healthy both physically and mentally are best placed to contribute to the productivity and success of the Company.



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.

Promoting employee wellness

403-6

We recognise that employees who are healthy both physically and mentally are best placed to contribute to the productivity and success of the Company. Employee wellness has emerged as a key issue especially during the added stress and impact brought about by the COVID-19 pandemic.

We are committed to promoting initiatives that support work-life balance and healthy habits in the workplace and at home. Some examples of programmes across our operations include flexible working hours, work-from-home arrangements, part-time working options, childcare and crèche



Across our operations, we organise a range of programmes on issues such as smoking cessation, exercise, nutrition, vaccination, domestic violence and mental health.

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.



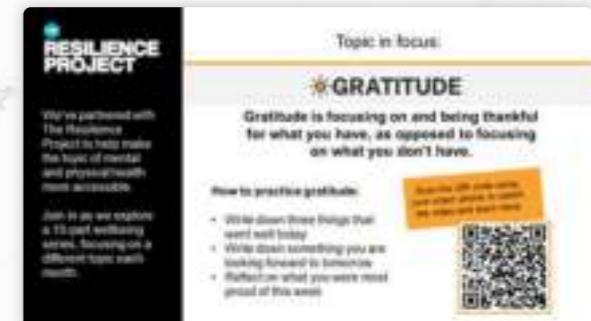
Strengthening mental health resilience in Australia and New Zealand

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 2021, just as in 2020, we organised a Mental Health Week with information sessions daily on topics such as well-being at work, moving well, sleeping well 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, in line with the slogan 'Break the Silence – Stop the Violence'. We also ran a two-day programme called 'Firing on all Cylinders' which helps managers to achieve higher performance through better management of their physical, emotional, spiritual and mental energies.

- 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, in an effort to help people deal with the stresses of Christmas.

- To support our employees to deal with stress and reduce anxiety during the COVID-19 pandemic, we organised on-site and home-delivered morning teas, and sent out daily information via email and our intranet for a week to encourage, motivate and strengthen their well-being.



Wilmar Sugar Australia wellness postcard



Daily encouraging information via email



Our colleagues at Wilmar Sugar Australia in support of mental health awareness through the 'R U OK?' initiative.

GOODMAN FIELDER

- In line with the 'R U OK?' initiative, Goodman Fielder in Australia launched 'Thrive Together', a month-long initiative focused on the emotional, social and physical well-being of employees. Through the month, we held nearly 20 different virtual activities for our teams with over 800 participants. These included classes on fitness, mindfulness and family inclusion. We further support employees through a virtual hub of resources on the intranet called 'Tools to Thrive', which provides access to crisis support resources and on-demand access to all virtual sessions. After the programme, 83% of employees said that 'Thrive Together' had positively impacted their emotional, physical and social well-being. It encouraged them to reach out and support colleagues who may be going through a difficult time.
- As part of Goodman Fielder's relationship with our Employee Assistance Provider – Benestar, MyCoach – was introduced to employees to provide employees and their families, access to free, confidential coaching and support for all aspects of life – physical, mental, social, professional and financial. MyCoach sessions provide employees access to a clinician either face-to-face, via phone, video or online LiveChat.

NZ SUGAR

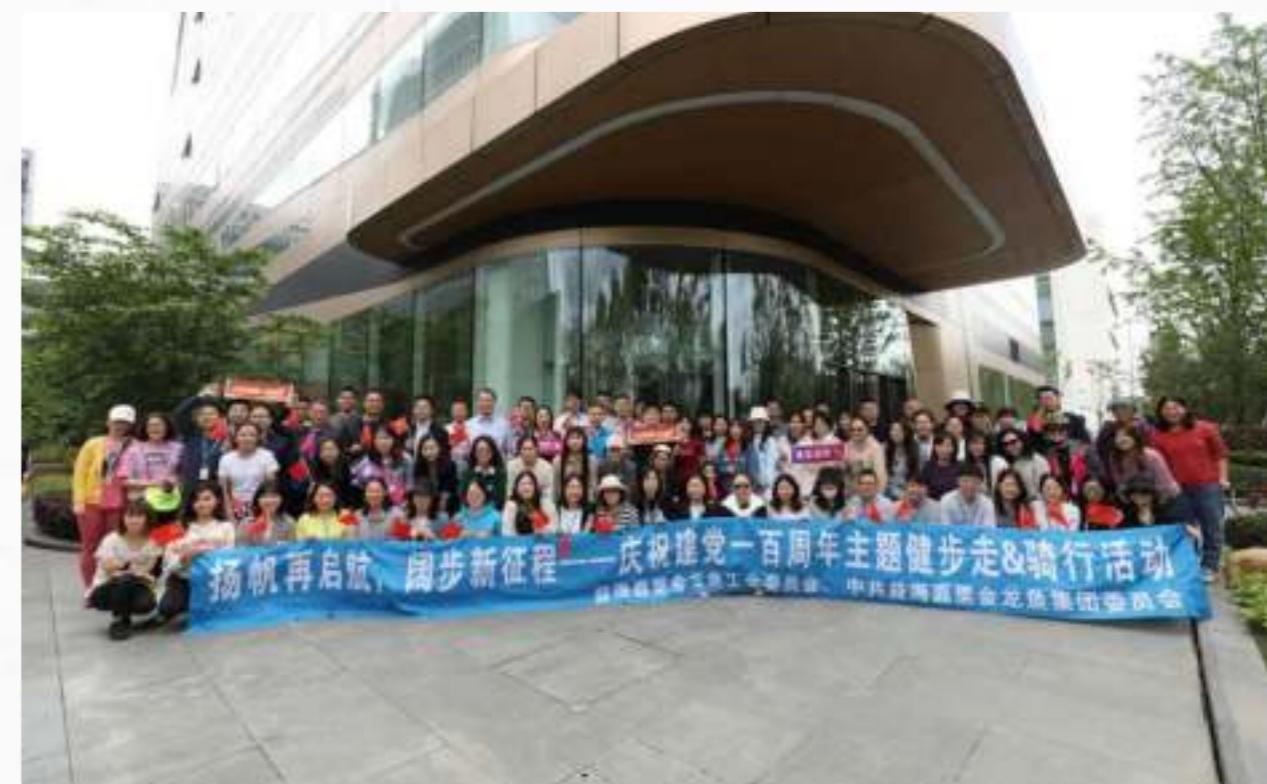
The New Zealand Sugar Company (NZ Sugar) launched a well-being programme during Mental Health Awareness Week in New Zealand. With the theme of 'Time to Korero' (which means talk in Maori), the leadership team at NZ Sugar took the time to talk with each team member – remote and onsite – to check in on 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.

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 factory. These arrangements greatly 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 a number of events, including games and other team bonding activities. An example was the "扬帆再启航，阔步新征程" walking & 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 sport leagues with external companies are organised every year to provide opportunities for networking.



Yihai Kerry Arawana's employees at the launch of the healthy walking and cycling event.

These arrangements greatly reduce living costs and help to create good relationships amongst colleagues and better integrate them as part of the YKA team.

Workplace nutrition programmes across the Group

- 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.
- Australia:** Goodman Fielder launched a 14-day Gut Health Challenge, designed to improve overall health, vitality and nutrient absorption for employees. 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.

'Mommy's Hut' in China

The YKA office is equipped with breastfeeding and baby changing rooms for new mothers. These 'Mommy Huts' rooms can accommodate up to five people for female employees to breastfeed their



Group aerobic exercise sessions with safe distancing and PPE were organised frequently during the pandemic to promote a sense of togetherness and help battle mental stress.

- 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.



babies, and are equipped with tables and chairs, curtain partitions and refrigerators. The new mothers are also provided with regular items to support them.



Mommy's hut in China.

Keeping our employees and workers safe during the COVID-19 pandemic is an ongoing priority.

PREVENTING THE SPREAD OF COVID-19 AND PROTECTING EMPLOYEES IN OUR OPERATIONS

Keeping our employees and workers safe during the COVID-19 pandemic is an ongoing priority. This not only includes putting effective health measures in place to keep employees and workers healthy and safe, but also ensuring that their mental well-being is being cared for amidst lockdowns and various other restrictions being imposed across the world.

We implemented a range of measures to manage the threat posed by COVID-19 to our people and their families, as well as our contractors, customers and the broader community. We introduced a COVID-19 Guideline which includes health controls, safe distancing measures at worksites, restrictions on face-to-face meetings and a stringent cleaning

regime. More recently, we also introduced COVID-19 Safe Plans to enable the return of office workers to the workplace, in line with government guidelines.

We continue to follow government guidelines where we operate, including work from home measures. We also enabled flexible work arrangements for our employees based on their preferences. Some of our country heads have also implemented "coffee time" to allow their employees to have open conversations and share their concerns. These measures have enabled us to continue operating with minimal disruptions and ensure a safe and healthy workplace for all workers.



Vaccination efforts in our palm oil plantations

Our employees form the backbone of our operations, and it is our responsibility to ensure good health and the well-being of all our workers and their families. Consequently, Wilmar had 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 and foreign workers. Temporary centres were set up in accordance with 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 the vaccine being administered.

We have completed the vaccination regime for our employees and their dependents in our Malaysia palm operations, with almost all of Wilmar's employees being fully vaccinated. We are currently rolling out the booster dose vaccinations at our Malaysian sites. In Indonesia, Wilmar faced an uphill task to vaccinate 48,746 employees and their dependents. At the end of December 2021, 93% are fully vaccinated under the vaccination regime and 97% have received at least their first dose. All of our employees and their dependents are expected to be fully vaccinated and boosted by the end of 2022 through the current vaccination programme in Indonesia.



93%
of Wilmar plantation employees in Indonesia are fully vaccinated

97%
have received at least their first dose of vaccination



Vaccination regime carried out in Indonesia.

Support for employees in Vietnam

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 that 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. In addition, we launched an internal fundraising activity to call on managers to donate and raise funds to support staff in difficult circumstances due to the COVID-19 pandemic.

Pro-vaccination campaign in Fiji, PNG, Australia and New Zealand

Goodman Fielder ran local vaccination campaigns – 'Our Best Shot' – which showcased personal anecdotes from employees and their reasons for being vaccinated against COVID-19. Posters and communications collateral were created to encourage

employees to vaccinate 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.



Economic and community contribution

103-1, 103-2, 103-3, 201-1, 203-1, 203-2

For Wilmar's long-term success, it is important for us to make valuable contributions to the communities where we operate.

As an integrated business of our size and with a large presence across the entire value chain of food production, we are in a unique position to improve the livelihoods of our oil palm smallholder farmers and sugarcane outgrowers. Furthermore, we support rural development programmes in

the surrounding communities in areas such as education, health and more recently, COVID-19 relief. To ensure these programmes have a lasting impact, we rely on effective stakeholder engagement and meaningful partnerships.

Our targets

Continue contributing to community investment and philanthropic activities for education, health, well-being and community welfare initiatives

Our current performance (2021)

US\$28.90 million contributed to community investment and philanthropic activities

US\$10.21 million contributed to COVID-19 response

Supporting rural development

In our palm oil operations, we support rural development through the provision of infrastructure. This includes the building of schools, medical clinics, housing for our workers, roads for better access to and around our plantations and more.



Children playground in the housing area.

Providing livestock and vegetable farming to support communities in Indonesia

To empower villages in North Sumatra, Indonesia, we have donated more than 150 goats to seven villages since 2020. As one of the most common livestock in Indonesian communities, goats are relatively easy to breed and can provide a valuable source of food and income. Since 2020, the total number of goats in these villages have doubled to over 300. In addition to goats, we supported villages with vegetable seeds, water pumps, hoses and plastic drums.

>150 goats

donated to seven villages in North Sumatra, Indonesia



Provision of housing and infrastructure for workers at our plantations

We provide all workers at our plantations with adequate housing to make sure they have decent accommodation and have access to all essential amenities. For example, in Malaysia, we provide different types of housing to accommodate families of different sizes. In 2021, existing houses and facilities were renovated to provide a more comfortable environment for

our workers. Additional houses have been built to increase housing capacity. We also built clinics, crèches, shops, canteens, religious buildings, community halls, schools and other amenities to ensure workers and their families have access to various types of facilities.



Employee housing in Sapi, Malaysia.



Sapi golf and country club.



Health facility.

Supporting oil palm smallholder farmers

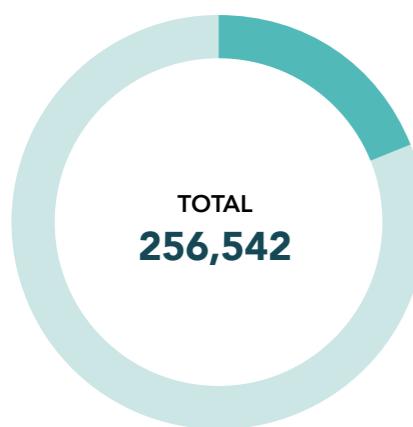
Smallholders are a critical part of the palm oil industry, but they face unique challenges in terms of the productivity, profitability and sustainability of their estates. Smallholders account for 7.1% of Wilmar's FFB supply base. In 2021, we processed 256,542 metric tonnes of FFB from around 27,800 scheme smallholders and received 413,157 metric tonnes of FFB from more than 12,500 independent smallholders — 2.7% and 4.4% of our total supply, respectively.

We are committed to ensuring that 100% of our independent smallholders covered by our programmes have access to best practices and expertise in order to help them achieve NDPE compliance and enhance their livelihoods. 100% of our scheme smallholders and 28% of our independent smallholders (3,466 farmers) were supported by our capacity building programmes in 2021.

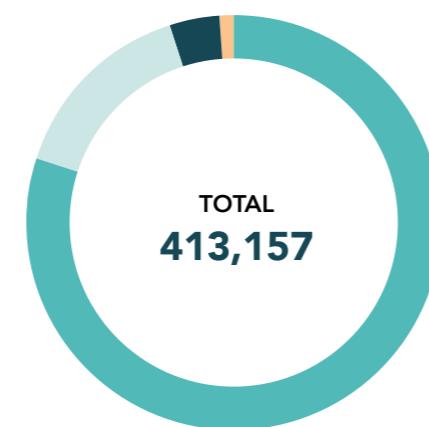


We are committed to ensuring that 100% of our independent smallholders covered by our programmes have access to best practices and expertise.

VOLUME OF FFB (MT) SOURCED FROM SCHEME SMALLHOLDERS (MT)



VOLUME OF FFB SOURCED FROM INDEPENDENT SMALLHOLDERS (MT)



Our scheme smallholder programmes

Our scheme smallholder programmes focus on providing training and support for farmers to improve sustainability practices, increase yield per hectare and ultimately achieve certification under applicable national certifications schemes and RSPO. Wilmar directly manages 35,682 hectares of planted area under smallholder schemes in Indonesia and Africa.

Indonesia

In Indonesia, scheme smallholder requirements are set by the government. Wilmar has a total planted area of over 34,032 hectares under government-originated plasma schemes. We support these smallholders to obtain land legality, initial financing for development and land preparation, as well as through the provision of planting materials such as seedlings, fertilisers and pest control. We also provide technical assistance on good agricultural practices. When oil palm trees reach maturity or when the plasma co-operatives are well established, the small plantation plots are generally handed over to smallholder co-operatives for self-management. While their oil palms are maturing, we employ many of these farmers and provide them with training in essential agronomic skills so that

they are equipped to manage their own plots and ultimately achieve ISPO and RSPO certification.

As the core purpose of the plasma smallholder scheme is to support community development and wealth creation, we focus not only on increasing the total size of plasma development but also on improving the productivity of the land and the level of commitment from the communities in managing their areas. With our support, plasma smallholders in Central Kalimantan have been able to increase their yields up to 25.5 tonnes of FFB per hectare per year, which is 1.95 times more than the nationally calculated average yield. The increase in productivity also leads to higher income for smallholders.



34,032 ha

Total planted area under government-originated plasma schemes owned by Wilmar.

25.5 tonnes

Increase of FFB yield per hectare per year in Central Kalimantan as a result of our support for scheme smallholders.

Ghana

Our subsidiary, Benso Oil Palm Plantation (BOPP), based at the Adum Banso Estate in the Mpohor District in Western Ghana, invited 438 farmers from surrounding communities to be part of our smallholder scheme. The Agence Française de Développement (AFD) provided loans to the farmers to develop their land through the Government of Ghana and the African Development Bank (AfDB), which have since been fully repaid.

Besides providing the land, we helped to set up the plantations through

technical support. Smallholders have land use rights of up to 25 years and they are committed to selling their FFB to BOPP exclusively at a guaranteed price – terms that are clearly stipulated in our agreements. BOPP provides technical support to the farmers to ensure they follow our sustainability standards.

The annual yield of these farmers is currently 12.6 tonnes per hectare, higher than the average smallholder yield in Ghana of eight tonnes per hectare, contributing to 14% of the FFB



processed by our mill. Together with our smallholders, BOPP achieved RSPO certification in 2014, becoming the first company in Ghana and the second in Africa to attain RSPO certification.

Following the success of our first programme and in response to requests from various community groups, we established the Adum Smallholder Scheme programme in 2018 to provide assistance to 300 smallholders to develop 1,400 hectares of their land into oil palm plantations. Co-financed by the Foreign, Commonwealth and Development Office (FCDO), formerly the Department for International Development (DFID), this programme focuses on protecting forests and biodiversity within the broader landscape. The planting for Adum Smallholder Scheme programme concluded in 2021 with a total of 633 hectares of land planted.

Not all lands within the estates are suitable for oil palm plantation, such as lands that are drawn over by high tension electric cables which can pose

potential risks due to the height of oil palm trees. For lands that are not suitable for planting oil palms, BOPP makes such land available to persons living within the estates for farming and provides root tubers and other food crops as alternatives to be cultivated in these areas.

This programme not only has a focus on protecting forests and biodiversity within the broader landscape but also provides an alternative livelihood scheme to help diversify farmers' income through training on poultry keeping, bee keeping, livestock rearing, bakery and being given seed capital. The additional source of income is especially important for farmers as new plantings take an average of four years to mature.

BOPP also has a shop within its estates where all permanent workers can get a specified quota of free palm oil each month. In addition, workers can purchase food items in this shop at 'factory prices', which are lower than market prices.

Together with our smallholders, our subsidiary, BOPP, achieved RSPO certification in 2014, becoming the first company in Ghana and the second in Africa to attain RSPO certification.

Nigeria

Our plantations in Nigeria are relatively young. In 2017, we started our own pilot outgrower scheme on 150 hectares of land, with 43 farmers from the surrounding areas of Wilmar's Biase Plantation Ltd. (BPL) at Cross River State. The planted area has yet to mature in 2021 and BPL continues to work with outgrowers to establish their plantations following our sustainable agricultural procedures. BPL also provides low interest funding for the entire project.

Based on the success of this project, we were able to engage with the Central Bank of Nigeria which agreed to provide funding to scale up this project. In 2020, we had originally targeted to plant an area of 200 hectares and involve 400 farmers. However, due to delays caused by the COVID-19 pandemic, we only managed to plant 30 hectares involving four farmers. We still aim to cover a total of 1,540 farmers with 6,000 hectares of planted area by 2023.



438 farmers from surrounding communities

were invited to be part of our smallholders' scheme.

12.6 tonnes/ha

The annual yield of these farmers, higher than the average smallholder yield in Ghana of 8 tonnes/ha.

Supporting independent smallholders

Our independent smallholder programmes are specific to each country and aim to address the unique challenges faced by farmers in their respective locations. For example, in Malaysia, we have received requests for support around the provision and application of fertilisers. In Ghana, farmers require support around best agronomic practices. Our programmes can also help farmers achieve relevant certifications.

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. Out of 706 smallholders supplying our mills in 2021, 53[#] took part in this programme. Although our training and field visits were suspended this year (2021) due



53[#] out of 706

smallholders took part in this programme.

Indonesia

In Indonesia, independent smallholders face a number of challenges including the lack of access to quality seedlings, limited knowledge of best agronomic practices, poor market access for selling FFB to mills directly and difficulties in obtaining legal land titles. Obtaining ISPO certification is now also a requirement from the Indonesian government, something that is a struggle for many independent smallholders. Our programme focuses on helping smallholders to address some of these challenges by:

- Facilitating access to high yield seedlings and high-quality fertilisers
- Providing training on sustainable agronomic practices, including the proper application of fertiliser and analysis of soil health for optimum growing conditions
- Supporting the certification process, first with ISPO and then RSPO
- Providing guaranteed access to sale of FFB to our mills, including providing clarity on prices and helping them to manage income flow



11 co-operatives 3,400[#] farmers

total of our partners in Jambi, Riau, Kalimantan and Sumatra.

>4,100 ha

total land area that have achieved ISPO certification in 2021.

To roll out this programme, we partnered with 11 co-operatives of independent smallholders in the provinces of Jambi, Riau, Kalimantan and Sumatra – with around 3,400[#] farmers* participating in 2021. Five co-operatives have achieved ISPO certification in 2021, covering more than 4,100 hectares of land.

* Due to internal alignment of categorisation for independent smallholders, the reported figure is for independent smallholders who have not taken part in our scheme smallholder programme. 2020 figure would be 2,898 farmers supported by our programme based on this revised categorisation.

[#] EY has performed limited assurance procedures on these figures.

Ghana

BOPP and Earthworm Foundation (formerly The Forest Trust) began collaborating on a Rurality project in 2015. Rurality is an initiative by Earthworm Foundation to increase smallholders' resilience through capacity building, by looking after the environment and reinforcing farmers' relationships with strategic players in the supply chain.

In this project, BOPP played a key role by running training programmes for farmers on best farm management practices, supplying farming materials (e.g. pesticides and fertilisers) to farmers on credit, providing farmers with heavy machinery such as excavators to build infrastructure, and providing EFB mulch to help to improve the soil quality. Farmers have benefitted from an increase in average yield per hectare of land through better access

to fertiliser and other farming materials, as well as training on sustainable agricultural practices. Farmers also benefit from new infrastructure that we built, including drains and roads.

While our partnership with Earthworm Foundation on the Rurality project concluded in 2019, BOPP continues to build the resilience of independent smallholders with the support of BOPP Outside Purchased Fruits (OPF) managers and estate surveyors. In 2020 and 2021, we continued to conduct these training sessions on Best Management Practices (BMP) for smallholders, with 13[#] smallholders participating in the 2021 sessions. We also provide extension services to farmers by providing them with free mini excavators to construct drains in low-lying areas.

EY has performed limited assurance procedures on these figures.



Better yielding seedlings being prepared for replanting in a Wilmar nursery.

Farmers have benefitted from an increase in average yield per hectare of land through better access to fertiliser and other farming materials, as well as training on sustainable agricultural practices.



13[#] smallholders

participated in 2021 in Best Management Practices (BMP) training sessions

CERTIFICATION STATUS OF OUR SCHEME AND INDEPENDENT SMALLHOLDERS

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

Out of 43,472 total hectares (including 35,682 planted hectares) owned by scheme smallholders, 5,095 hectares (11.7%) in Indonesia and Ghana are RSPO-certified. More than 27,000 scheme smallholders and 12,000 independent smallholders currently supply to Wilmar, with a large majority of them in Indonesia. We actively provide

support to all scheme smallholders and interested independent smallholders through various programmes, which include certification. In 2021, we also sourced about 16,400 metric tonnes of certified FFB from independent smallholders, accounting for 4.0% of the total supply of FFB from independent smallholders.



A total of 79%

of our plantation area is RSPO-certified, representing 245,000 hectares across Malaysia, Indonesia, Nigeria and Ghana.

Supporting sugar outgrowers

We have implemented training programmes for 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.



A Wilmar sugarcane farm in Australia.



In Australia we operate our sugarcane farms under best practice principles of the industry-run Smartcane BMP program.



We invest heavily in research and development to improve cane farming practices on our own farms and across the broader Australian sugar industry.

Promoting sustainable and climate-smart sugarcane farming in India

In partnership with Shree Renuka Sugars Limited (SRS), Solidaridad Asia and Coca-Cola Foundation, we have been supporting sugarcane outgrowers associated with SRS since 2017. New initiatives that have been undertaken in 2021 include:

1. TRAINING AND CAPACITY BUILDING:

We conducted remote training during the COVID-19 lockdown for farmers via online platforms such as YouTube, Facebook and Radio Ingies. By the end of December 2021, a total of 20,027 sugarcane growers had been trained in topics such as:

- Iron chlorosis and Early Shoot Borer (ESB) control measures
- Crop management under water scarcity and water abundance situations
- Rust control
- Development of water recharge structures such as farm ponds and bore-well recharge
- Integrated Pest Management (IPM) for root grub
- Land preparation practices and pre-seasonal plantations
- Ratoon yield improvement

2. WOMEN EMPOWERMENT:

Although women contribute significantly to agriculture and allied business such as poultry and dairy, they are often not attributed as farmers. As such, we initiated training programmes on sustainable sugarcane cultivation practices, health, hygiene and farm safety. To date, we have trained 965 women farmers by involving local Self Help Groups (SHG).

3. INTEGRATED PEST MANAGEMENT FOR ROOT GRUBS:

We introduced IPM which includes the use of chemical, biological and mechanical methods to combat the spread of white root grub. Farmers were trained on cost-effective control measures such as light trap installations and use of bio-fungicides to eliminate the target insect.



4. ORGANISING FIELD DAYS:

We organised field days for progressive farmers at different locations to showcase the results of best management practices (BMP). The media was also invited to field days to help raise awareness and confidence in BMP among the cane farming community.

5. DISTRIBUTING WASTE DECOMPOSERS:

Sugarcane waste can provide a rich source of essential micro and macro nutrients and enrich the organic carbon content of soil. Instead of utilising farm residue as a source of nutrients, farmers often burn waste in farm residue management. Consequently, we launched a programme to promote the use of waste decomposers, a novel product formulated by the National Centre for Organic Farming (NCOF) and advocated by the Indian government. This product is a consortium of beneficial microorganisms that decomposes farm residue and improves the population of beneficial microorganisms in soil, while improving soil texture and structure, and further contributes to soil fertility. We distributed the waste decomposers to farmers and explained how to propagate it to reduce the use of chemical fertilisers on their farms.

Community investment and philanthropic activities

203-1

In 2021, Wilmar contributed over US\$ 28.90 million* towards community investment and philanthropic activities. This included mostly direct cash contributions, but also employee volunteering time, in-kind donations and management costs. We empower our subsidiaries to manage their own approach to economic and social

contributions, in line with the needs of local communities. Each subsidiary thus manages its own programmes which can include cash donations, employee volunteering or employee workplace giving. In 2021, employee volunteering initiatives were limited due to the COVID-19 restrictions.

* The Business for Societal Impact (B4SI) framework (formerly known as LBG) was applied to disclose our community investments and community causes addressed by our philanthropic activities.

OUR FOCUS AREAS

1.

EDUCATION

Supporting children's access to quality education



2.

HEALTH AND WELL-BEING

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



3.

ADDRESSING FOOD INSECURITY

Donating food products to charity partners



4.

COVID-19 RESPONSE

Providing resources and vaccines to support our employees and their families



In 2021, Wilmar contributed over US\$28.90 million towards community investment and philanthropic activities.

CONTRIBUTIONS
BY TYPE (US\$)



**Focus on education,
inclusion and disaster
relief in China**

In China, Yihai Kerry Arawana (YKA) has been supporting charity projects since 2007. In 2013, 29 companies in the YKA group donated RMB 30 million (approximately US\$4.71 million) to set up the Arawana Charity Foundation. Arawana volunteers took the lead in carrying forward the legacy of Yihai Kerry's charitable principles and charity projects. To date, six main programmes exist, including the Yihai Kerry Education Aid Programme, Arawana Sight Restoration Project, Arawana Culinary School, Arawana Scholarships, as well as additional programmes providing disaster relief and supporting orphans and people with disabilities.

Education

Wilmar believes that access to education is the catalyst to poverty alleviation, especially for rural families. We build, manage and support schools, as well as fund scholarships to increase access to education across the communities where we operate.

**Building, managing
and supporting schools**

To date, we manage or support over

70 schools

(**38** in China, **13** in Indonesia, **18** in Malaysia, **1** in Ghana and **4** in Nigeria)

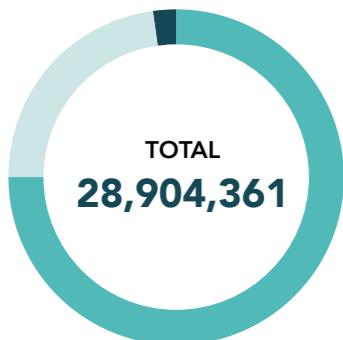
with close to

25,000 children

studying in these schools



CONTRIBUTIONS
BY MOTIVATION (US\$)



**Focus on fighting
hunger and poverty
in New Zealand**

Goodman Fielder set up the Goodman Fielder Cares Trust, with the core mandate of fighting hunger and poverty in New Zealand. The Trust has a bread donation programme, an employee volunteering programme and an employee workplace giving programme. As a registered trust, we can ensure complete transparency, with all donations being distributed to charitable programmes. Since its launch in 2013, Goodman Fielder employees have raised over NZ\$100,000 (approximately US\$67,917) through a range of fundraising initiatives. These funds are distributed to organisations that help to feed the hungry in New Zealand.

**Yihai Kerry Education Aid
Programme: 38 schools built
in China since 2007**



The Dapi Yihai School (大陂益海小学)
built by Wilmar in Guangdong Province, China.

In 2017, YKA launched a programme to improve the conditions of schools and levels of education in underprivileged regions in China. To maximise our impact, we only support schools in deprived areas with urgent needs that do not receive sufficient government support.

As at December 2021, we have funded 38 schools in China. There are currently more than 17,000 students studying in these schools.

We ensure that members of YKA's engineering and technical teams participate in every aspect of the planning, design and construction phases to ensure the quality of the schools. Following the completion of schools, a team of volunteers comprising YKA employees works closely with the principal and teachers of each school to discuss the school curriculum.



Providing sexual harassment education in Malaysia

In 2021, we collaborated with the Borneo Child Aid Society, known locally as HUMANA, to launch a sexual harassment training course for students at HUMANA schools in Sabah, Malaysia. The aim of the course is to raise awareness among primary school aged children about sexual harassment and what to do when they are in unsafe situations. This course has been conducted in all Wilmar's HUMANA Sabah schools during term time and was attended by all students and teachers, Women and Children Committee (or locally known as Jawatankuasa Wanita dan Kanak-Kanak (JWKK)) representatives, clinic representatives and Sustainability trainees.

We are planning to deliver the course to all our plantation regions in Malaysia in 2022, and also to replicate a similar programme for Indonesia.

Students at our Humana Schools participated in sexual harassment education programmes.

Upgrading Wilmar schools in Indonesia, Nigeria and Ghana

Over the last few years, we have been upgrading our schools in Indonesia, Nigeria and Ghana to ensure they are equipped with suitable facilities, including computer labs, science labs and libraries. We also aim to ensure that school facilities can accommodate

extracurricular activities, such as music, arts and sports. Every year, the redevelopment programme benefits 2,508 children from pre-primary school age through to secondary school age.

PROGRESS ON THE NUMBER OF SCHOOLS UPGRADED:

INDONESIA



15/15

NIGERIA



6/6

GHANA



2/2



Singapore

- The Wilmar Scholarship:** Established by Wilmar in 2009, this scholarship encourages full-time undergraduates to embrace a holistic education and to give back to society in the years ahead. Each scholarship is tenable for up to three years of studies subject to good performance, and other contributions and achievements. The scholarship will be used to pay for the recipient's school fees and/or study-related expenses. In turn, the recipient must agree to contribute back a pledged sum equal to one-third of the scholarship sum received (the returned sums will be used to fund future scholarships for needy students).
- The Kuok Khoon Hong (KKH) Scholarship:** Established in 2012 by our Chairman and CEO, Mr Kuok Khoon Hong, this scholarship provides undergraduates with the opportunity to embrace a holistic education and achieve greater heights of excellence. To date, more than 100 undergraduates from various education institutions have received a scholarship and since 2016, 77 bursaries have been awarded.

To date, Wilmar has awarded a total of 102 scholarships in Singapore.



Malaysia

Goh Ing Sing Agriculture Science Scholarship: Since 2017, Wilmar and our subsidiary PPB Oil Palms Berhad (PPBOP) have been offering this scholarship to students who want to pursue agriculture science and related courses. In 2021, the scholarship was

offered to 55 students. This scholarship was set up by Wilmar in memory of the late Mr Goh Ing Sing, who was Wilmar's long-serving Group Plantations Head until his passing in August 2016.



China

Arawana Scholarship: This scholarship was set up to provide children of migrant workers in cities and children from poor rural families in western China with the means to continue

their studies. In 2021, a total of 1,040 undergraduate and graduate students were awarded Arawana Scholarships across universities and research institutions in China.



Ghana

BOPP Tertiary Scholarship: 15 employees' children and five students from surrounding communities were awarded full scholarships at the tertiary level in 2021.



30,894

cataract operations
and

1,426

prosthetic limb
surgeries funded

HEALTH AND WELL-BEING

Wilmar continues to support healthy lives and ensure the well-being of our communities by providing access to healthcare services. In China, we continue to provide medical attention to those in need, offering cataract operations, prosthetic limb surgeries and other interventions.

To date, we have funded over 30,894 cataract operations and over 1,426 prosthetic limb surgeries, of which

ADDRESSING FOOD INSECURITY

Across our operations, we look for opportunities to contribute to food security and reduce food waste.

In Australia, we continue to support the initiatives by our long-standing charity partner, Foodbank Australia, through Wilmar Sugar Australia and Goodman Fielder. Our bakery business works closely with the local Foodbank teams to donate surplus bread. We also have a process for donating products that are approaching the end of their

1,550 and 293 were conducted in 2021, respectively.

Working with the Arawana Charity Foundation, we also donated funds to improve the living and rehabilitation conditions of vulnerable groups such as the elderly and disabled. This included purchasing medical equipment for disabled children's rehabilitation centres and the construction of orphanages and nursing homes for the elderly.

shelf life, amounting to more than one million meals each year. Goodman Fielder staff have also been involved in volunteering for Foodbank to help prepare hampers and distribute food.

Similarly, Wilmar Sugar donates products that are not fit for sale due to issues such as packaging defects, but that are still safe for human consumption. We also sell products to Foodbank at wholesale prices as requested.



Donating our Wonder brand of bread to feed hungry kids

In 2021, Goodman Fielder donated over 70,000 loaves of our Wonder brand of bread to Eat Up, an Australian not-for-profit that helps feed hungry kids. We have partnered with other organisations to create a new service that provides healthy lunches for children at no cost.

This project is helping to ensure some of the most vulnerable children in our community are having their basic nutritional needs met. It is estimated that over 1 in 5 Australian children have experienced food insecurity in the last 12 months. The supply of our bread has helped Eat Up to provide over one million lunches to children in Australia.

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

COVID-19 response

We recognise the difficulties that the COVID-19 pandemic continues to have on individuals, families and entire communities. Consequently, we want to do what we can to support national efforts to help communities. Since the pandemic began in 2020, we have contributed over US\$25 million, including US\$10.21 million in 2021, to support local communities, government initiatives and our employees and workers during the COVID-19 pandemic. We provided PPE, food products, medical equipment, disinfectants and hygiene products, as well as cash donations.

Indonesia



Under the Wilmar Peduli (Wilmar Cares) programme, we have provided local communities in our plantations and mills with PPE, medicines, food (including rice, flour, sugar, cooking oil, etc.), disinfectants, hygiene facilities and other essentials. In addition, Wilmar

contributed US\$1 million in the form of masks, vitamins and food, hand sanitisers, test kits and vaccines to our workers and their families, as well as local community members. We also provided full medical treatment support for employees who were infected.



Vaccination Drive in Indonesia.

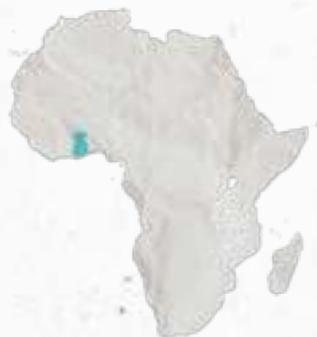
Malaysia



In Malaysia, we contributed a total of US\$979,786 worth of PPE, food, cleaning products, test kits, vaccine and other items. The contribution includes COVID-19 vaccination programmes arranged by the management for all employees as part of the government's efforts to achieve herd immunity. Under the Malaysia Movement Control Order in 2021, we continued to support employees who were required to work in offices and factories by giving an additional daily monetary allowance, and those who worked from home were

eligible to claim internet fee in order to stay connected. At some sites, we provided packed food to employees due to restrictions on buying food from outside the premises. Face masks were given freely not only to be worn at work but also to be taken home for their use in public places. Employees were also given paid COVID-19 leave while under home isolation or while waiting for test results. Those with minor COVID-19 symptoms were allowed to undergo PCR tests borne by the Company.

Ghana



We distributed soap, thermometers, face masks and hand-washing facilities at a value of approximately US\$5,427 to the communities surrounding our BOPP plantation. In addition, our clinic remained open for all community members needing health services during the pandemic. We also carried out community awareness campaigns

to inform the community about the COVID-19 pandemic and precautionary measures to be taken. In anticipation of any possible disruptions to food supplies, we ensured that plantation shops were fully stocked, working with major suppliers to make food items available at pre-pandemic wholesale prices.



Nigeria

To help alleviate hardship faced by our communities, our plantation operations distributed approximately US\$16,733 worth of food items and other essentials to all workers and

communities around our operations. Clinic staff and frontline health screening employees who are at high risk of exposure to COVID-19 were paid monthly allowances.



South Africa

We contributed approximately US\$61,848 worth of PPE, fruits, sanitisers, thermometers and batteries and other support to our employees and workers. To encourage employees to get vaccinated, we displayed posters, signage and informational videos to create COVID-19 awareness. We also provided one-off COVID-19 vaccination incentive vouchers.

During COVID-19 peak infection periods, we contracted additional nursing staff to assist with Rapid Antigen testing of all employees to ensure that the spread of the virus was curbed. For those who were suspected to be infected, they were sent to a clinic for testing and payment was covered by Wilmar.



DELIVERING PRODUCT EXCELLENCE

Our customers are at the heart of everything we do, which is why Wilmar is deeply committed to delivering product excellence.

We ensure that we meet the highest standards of product safety and quality, while developing products that contribute to the health and well-being of consumers, with transparent product marketing and labelling. An

important part of our strategy focuses on research and development (R&D) to drive innovation in our business processes, operations and product offerings.

TOPICS DISCUSSED IN THIS CHAPTER

- Innovation and technology
- Consumer health and well-being
- Product marketing and labelling
- Product quality and safety

Innovation and Technology

103-1, 103-2, 103-3

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 is a key strategic focus for Wilmar.



Our targets

YKA's R&D centre pledged to invest over **US\$15.72 million** to support scientific research and development by 2030

Our current performance (2021)

Over 500 R&D projects across our global operations in 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

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, with more than 100 people in Singapore supporting global activities and 334 people in China focused on food and bio-based chemicals innovation.

We also have R&D or technical teams in Russia, Malaysia, Indonesia, India, Vietnam, Australia and New Zealand. Each business segment has centralised R&D support, further streamlining collaborations and sharing best practices across regions and business segments.

Today, we have over an estimated 500 projects across our global operations in 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

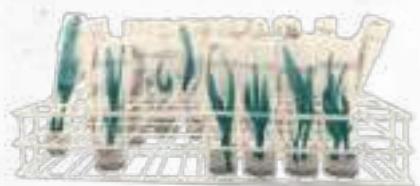
PARTNERSHIPS WITH LEADING ACADEMIC AND NATIONAL RESEARCH CENTRES

Establishing strategic partnerships with leading academic and national research centres also contributes to our pipeline for talent and research collaboration. These centres include the National University of Singapore, Nanyang Technological University, Singapore National Research Foundation, Singapore Economic Development Board, China Nutrition Society, Shanghai Jiao Tong University, East China University of Science and Technology and Chinese Academy of Agriculture

Sciences. 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, including Riddet Institute, various universities, Plant and Food Research, AgResearch, Australian Export Grains Innovation Centre (AEGIC), Campden BRI, Commonwealth Scientific and Industrial Research Organisation (CSIRO) and Sugar Research Australia (SRA).

As one of our core values, we embrace innovation across all our operations.

Advancing agricultural practices



We are scaling up to reach a capacity of **500,000** clonal palms per year by 2026



We are **field testing** selected genetic markers against FFB yields in sampled palms from Palembang, Indonesia



In our upstream palm oil operations, we focused on cloning, a method that uses tissue culture to mass produce selected plants that satisfied the selection criteria in terms of yield performance and other parameters. Having established a new oil palm clonal lab in Central Kalimantan, we are scaling up production to reach a capacity of 500,000 clonal palms

per year by 2026. This will support our replanting programme in our Central Kalimantan Project (CKP) plantation, commencing in 2022. Through these clones, we expect yield to improve by as much as 30%. In parallel, we continue to make improvements to conventional breeding methods

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 fresh fruit bunches (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. 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 Ganoderma resistance and are currently testing them.

Wilmar has been working with Orillion, a New Zealand-based pest control expert, on a highly selective rodenticide initiative to support our Integrated Pest Management (IPM) programme since 2017. Having identified the

preferred rat bait, we are now field testing this rodenticide in a larger area. However, the trial had been occasionally interrupted by the restrictions on movement due to the COVID-19 pandemic.

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 (SNP) 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.

Optimising factory processes

- Using machine learning methods, our research teams at YKA and WIL@ NUS have uncovered fatty acid patterns unique to ten 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, determining the fair price of purchased oils and allows accurate labelling for the benefit of health-conscious consumers. We are currently in the process of conducting a test run with a data analysis model at factory level in China.
- YKA is generating electricity and steam by burning rice husks, which is rice-processing waste. In 2021, a total of 317,000 tonnes of rice husks were turned by YKA, into 4,179,627 GJ of heat. YKA then uses rice husk ash to produce silica and activated carbon, which reduces the disposal of waste.



317,000 tonnes
of rice husks turned into
4,179,627 GJ
of heat

Our method enables us to control product quality, determining the fair price of purchased oils and in turn, allows accurate labelling for the benefit of health-conscious consumers.

The YKA and WIL@NUS research teams conducting test runs based on their research.



Studying food science to understand the health benefits of various ingredients

- In a five-year partnership, Wilmar, the National University of Singapore (NUS) and the National Research Foundation launched a US\$110 million **WIL@NUS Corporate Laboratory** in Singapore in 2018. The laboratory, which is hosted by the Yong Loo Lin School of Medicine, is dedicated to driving innovation in food technology and sustainable biochemicals, combining NUS's world class experience in clinical research and trials. Over the last three years, an important study undertaken by WIL@NUS involved clinical trials to identify food ingredients that can better contribute to healthy living and promote healthy ageing. We completed this trial and published the results in the Journal of Nutrition. Meanwhile, we have two other ongoing trials with one at the sample collection phase and another at the planning phase. We also started a fourth trial in February 2022.
- YKA's R&D centre pledged to invest over US\$15.72 million (or approximately US\$1.5 million per year for ten 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. The grant funds research on the relationships between diet, nutrition and health, with a focus on topics including nutritional status, nutritional requirements and nutritional interventions of specific populations and regions. For example, during the first phase of the grant, we studied the health benefits of plant proteins and a low glycemic index (GI) diet amongst middle aged and elderly people.
- Goodman Fielder has continued our strategic partnership with High Value Nutrition Group in New Zealand. We have been awarded a grant to conduct a clinical trial in 2021-2022 on digestive health outcomes. Although the trials have been postponed due to COVID-19 restrictions, these are scheduled to start during the first half of 2022. We are also engaged as an industry partner in a project called "Milk Means More" to study, validate and leverage the health benefits of dairy products and to better understand the potential health benefits and consumer perceptions of novel plant proteins. Various animal and human studies are now underway to prove these nutritional benefits.

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, 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.

As the global population grows, consumption of meat is set to increase significantly.



Plant-based meat products

At Wilmar, over 10 plant based meat products have been launched including beef, sausage, chicken cutlet, spam and meatball products

As the global population grows, consumption of meat is set to increase significantly. Meat is considered a primary source of protein and other nutrients for people in countries worldwide. However, a high intake of meat can cause negative impacts on health, such as the increased risk of chronic disease. It also has a significant environmental impact with meat production contributing to global anthropogenic GHG emissions. To address this challenge, our R&D team has been working on developing plant-based meat products with various protein ingredients, as an alternative to meat to help meet the growing demand for food and support sustainable development. The Soy Protein Concentration (SPC), developed by Wilmar, has reduced water waste during manufacturing. Furthermore, to obtain a meat-like feel and texture, Textured Vegetable Proteins (TVP) 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. At Wilmar, over ten plant-based meat products have been launched including beef, sausage, chicken cutlet, spam and meatball products. 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. Through the use of diverse plant ingredients and technology, improving the flavour or texture of plant-based meat products continues to be a focus for further exploration.



More information on our current R&D activities can be found throughout this report and on page **42** of our **Annual Report 2021**.

Consumer health and well-being

103-1, 103-2, 103-3, FB-PF-260A.2

Wilmar is committed to providing consumers access to healthy, nutritious and affordable food, especially in emerging markets. We are well-positioned to respond to consumer needs for healthier lifestyles through enhanced and innovative products with additional nutritious attributes.

Our targets

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

Continue to provide transparent product information in our food labels, as well as educate our consumers about health and well-being

Our current performance (2021)

In collaboration with the Chinese Nutrition Society, YKA pledged to invest US\$15.72 million over 10 years to develop nutritious foods via the National Nutrition Science Research Grant

Goodman Fielder improved the Health Star Rating of its Wonder White loaf bread products from 4 to 4.5 stars by reformulating the range

Our focus on health and nutrition

Our edible food products range from vegetable oils to sugar, flour, rice, noodles, speciality fats, snacks, baked goods and dairy products. 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:

- Understanding the evolving science around nutrition
- Innovating products to enhance nutritional value
- Raising awareness on health and nutrition



UNDERSTANDING THE EVOLVING SCIENCE AROUND NUTRITION

In order to innovate and enhance the health and nutritional value of our product offering, we must continuously invest in R&D to understand the evolving science around nutrition. Our research with WIL@NUS will continue to focus on food science, especially on plant protein and clinical trials on dietary intervention and microbiome analysis.

At YKA, we have pledged to invest 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. We built a health innovation platform (The National Nutrition Science Research Grant) in collaboration with the Chinese Nutrition Society. The aim of this platform is to help us improve nutritional research and develop more targeted products for consumers, which would improve health outcomes and reduce medical expenses.



US\$15.72 million

worth of YKA's donation over 10 years to support scientific research and development

INNOVATING PRODUCTS TO ENHANCE NUTRITIONAL VALUE

We are on the constant lookout for opportunities to improve the nutritional and health benefits of our products. Through our R&D investments, we improve the formulation of our current products and develop new ranges with specific health or nutrition attributes.

We are on the constant lookout for opportunities to improve the nutritional and health benefits of our products.



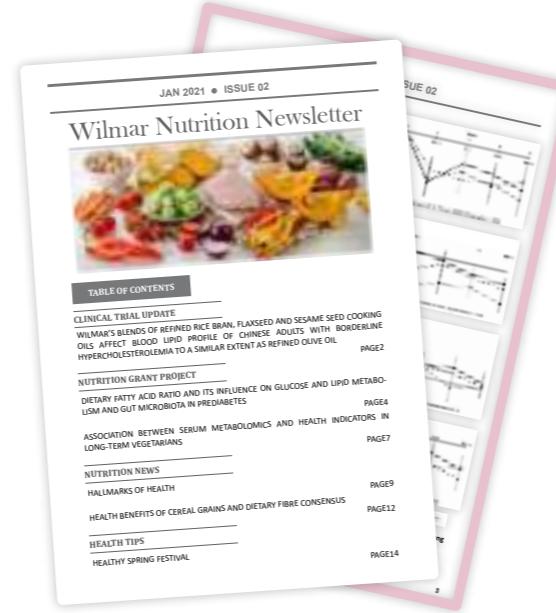
YKA: Innovating to enhance nutritional value of rice, noodles, grain and oil

At YKA, we are enhancing the nutritional value of our products, which include various types of rice, noodles, grains and oil. Our approach is to select quality ingredients and ensure that the nutrients of ingredients are retained in the food manufacturing process. Some of our latest developments include:

- Oil: 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: These were developed in line with market needs.
- High quality oil: We developed a "1:1:1" golden blend oil, which is scientifically proportioned from eight types of ingredients to meet the needs of fatty acid balance.

HELPING OUR CONSUMERS MAKE INFORMED CHOICES

We believe in providing transparent product information in our food labels, as well as educating our consumers about health and well-being. This is essential to help consumers make informed purchasing decisions. Starting with our own employees, we released the first internal Wilmar Nutrition Newsletter in September 2020 to provide Wilmar employees with factual news relating to progress in clinical trials, nutrition and health. We have released five issues for internal circulation at this stage.



We believe in providing transparent product information in our food labels.



Goodman Fielder:
**Improving the nutritional value
of our products by 2025**

At Goodman Fielder, our purpose of "making everyday food better for everyone" places consumer health and well-being at the heart of everything we do. We have hundreds of products across our portfolio with health and nutritional attributes, including loaves, flatbreads, flavour enhancers, sweet grocery and cake mixes, spreads and oils. We have set a target to meaningfully improve the nutritional value of our products by 2025. This goal aims to improve health outcomes for the community through more sustainable food.

Some of our latest developments include:

- Nutrition policy: We are actively working on updating our Nutrition Policy which will be relaunched in 2022. The policy will set out our nutritional targets and commitments for our range of food products, including those targeted at children. To inform our policy, we consulted external experts and stakeholders, conducted focus groups with consumers and benchmarked our existing product range with external standards and other products in the market.
- Improvement in health rating for Wonder White loaf: We have successfully reformulated a range of Wonder White loaf products to improve its Health Star Rating (HSR) from 4 to 4.5 stars. The HSR is an initiative of the Australian government and the improvement was achieved due to an increase in fibre of up to 14% and a reduction in sodium levels for our Wonder White loaf. These products were in market from January 2021 and by exceeding our sales target of 35 million units of the new 4.5 star products, we were able to reduce salt delivered to Australian consumers by over 30,000 kg.

Wilmar Sugar: Sharing transparent information about how sugar affects our health

Wilmar Sugar's strategy around consumer health is to communicate the science of sugar and health to relevant stakeholders, including employees, policy makers, health professionals, customers and consumers.

We established the Sugar Nutrition Resource Centre (SNRC), made up of a team of qualified nutrition and dietetic professionals committed to helping consumers better understand how sugar affects our health. SNRC is an information hub that provides factual, science-based information with fact sheets, infographics and research on topics such as the difference between carbohydrates and sugar, sugars on food labels and how it impacts obesity, diabetes and the heart.

Meeting the nutrition needs of vulnerable segments in society

ELDERLY:

YKA developed suitable food products for the elderly by investigating various food ingredients on their biological performance. We produced whole grain food with high nutritional value, such as whole wheat flour, brown rice and soba noodles, that is known to be able to slowly raise blood glucose levels and are beneficial to the elderly.

ALTERNATIVE PRODUCTS FOR PEOPLE WITH ALLERGIES:

YKA also developed alternative products for people with allergies.

Improved accessibility and affordability of healthy food

Malnutrition, including over- and under-nutrition, obesity and non-communicable diseases, is the dominant cause of poor health globally. We are committed to providing people access to affordable, healthy and nutritious food. For example, to meet the nutrition needs of vulnerable segments in society, YKA has developed suitable food products for the elderly by investigating various food ingredients on

their biological performance. We produced whole grain food with high nutritional value, such as whole wheat flour, brown rice and soba noodles, which are known to be able to slowly raise blood glucose levels and are beneficial to the elderly. In addition, YKA has developed alternative products for people with allergies.



i For more information, see the
**Product Marketing and
Labelling** section of this report.

Product marketing and labelling

103-1, 103-2, 103-3

Product marketing and labelling provide relevant information on the health, safety, origin, sustainability and responsible use of products, helping consumers make informed purchasing decisions. 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

Achieve RSPO certification for all our palm oil management units (mills and supplying plantations) by 2025*

*Please refer to our [RSPO Annual Communication of Progress \(ACOP\)](#) reports for more details

Achieve ISPO certification for all our mills in Indonesia by 2025, in line with the Indonesian government legislation on ISPO

Complete ISPO certification audits for our 10 independent palm oil mills in Indonesia by 2025, in line with the Indonesian government legislation on ISPO

Continue to comply with relevant regulations and industry codes to ensure we meet the highest standards of responsible product marketing and labelling

Our current performance (2021)

28## out of **36** mills are RSPO certified (78%)

79% or **245,065.78 ha##** of our oil palm plantations are RSPO-certified

15## out of **34** mills are ISPO-certified (44%)

5## out of **10** independent palm oil mills completed ISPO certification audits (50%)

100% of mills (nine##) and plantations in Malaysia are MSPO-certified

No incidents and no fines incurred in relation to non-compliance with industry codes or regulatory requirements on product labelling or marketing in 2021

Our sugarcane farms are **100%** accredited by Smartcane Best Management Practices

Our commitment to marketing and labelling

Responsible marketing and product labelling is the joint responsibility of several departments, including marketing, R&D, product safety and legal. Our approach follows the specific regulatory context around the products at hand, as well as the countries we sell to. In general, we follow key basic principles across our operations, for example:

- We comply with all relevant laws
- We have a commitment to responsible marketing and ensuring product safety for all our consumers, including children
- We only make accurate and transparent product claims, with factual and relevant nutritional information
- 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

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. Our internal experts conduct risk assessments and provide approvals on all marketing, advertising, labelling and artwork claims.

CU has conducted limited assurance procedures on these figures.

This ensures 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. The team of experts also provides insights through competitor reviews and marketplace monitoring. Where necessary, we rely on external expertise to provide opinions around product classification, labelling or marketing claims. Any communication that targets consumers directly will go through a strict approval process across key functions, including legal.

A wide variety of consumers enjoy our products, including children and we take great care to ensure that our marketing of products follow the appropriate guidance, including New Zealand's Children and Young People's Advertising Code, and the Australian Food and Beverages Advertising Code. Goodman

Fielder's marketing approach, including to children, will be reviewed as part of the relaunch of their nutrition policy.

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.

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.



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

We proactively participate and provide input to legislative development and seek to build strong relationships with government and industry bodies. Goodman Fielder participates in the Australian Food and Grocery Council (AFGC) working group to draw positive impacts on health and nutrition issues including national obesity, industry definitions of serving sizes, definitions for gene technology, added sugar labelling and Australian Dietary Guidelines review. Goodman Fielder is also represented as an observer on the AFGC Health, Nutrition and Scientific

Affairs committee to stay informed and engaged in relevant regulatory initiatives and guidance.

Participation in the revision of the national standard allows us to demonstrate our knowledge and practice in the industry. YKA had been engaged by government entities to review and exchange our industrial experience in relation to the Chinese national standard "GB7718 – General Rules for the Labelling of Pre-packaged Foods".

ENCOURAGING RECYCLING THROUGH ADOPTION OF AUSTRALASIAN RECYCLING LABEL (ARL) ACROSS ALL 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. In Australia, over 90% of Goodman Fielder's products include on-pack recycling labelling. We are in the process of updating these labels to align with the ARL, which is currently already displayed on over 100 products. We will accelerate the rollout of the ARL in 2022 in light of other regulatory changes requiring packaging artwork to be updated. Goodman Fielder has also expanded our on-pack communications in 2021 to bring greater attention to the issue of recycling. Our Wonder White and Helgas bread bags were updated to include a large recyclability call out on the front of pack and clearer messaging on the back of pack on how to recycle correctly. These initiatives are designed to raise awareness and uptake of soft

plastic recycling as an important step towards a circular economy for plastic.

From October 2021 to January 2022, 3.7 million limited edition Nature Fresh bread bags will also feature prominent soft plastic recycling messages to drive recycling awareness and action amongst our consumers.



For more details, see the **Sustainable Packaging** section of this report.

COMPLYING WITH ALL RELEVANT REGULATORY AND VOLUNTARY CODES

417-2, 417-3, FB-PF-270A.3, FB-PF-270A.4

In 2021, there were no incidents and Wilmar did not incur any fines related to non-compliance with industry codes or regulatory requirements on product labelling or marketing, including marketing to children. Going forward,

we 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

As part of our commitment to sustainability and to meet the growing demand for sustainable and certified products, we are actively working towards obtaining relevant industry certifications. For palm oil, these include the Roundtable on Sustainable Palm Oil (RSPO), the Indonesia Sustainable Palm Oil (ISPO), the Malaysian

Sustainable Palm Oil (MSPO) and the International Sustainability and Carbon Certification (ISCC). For sugar, these include Bonsucro and the Smartcane Best Management Practices (Smartcane BMP). Details on our progress towards obtaining these certifications can be found in our [Data Supplement](#).

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 Principles & Criteria (P&C). More information about our progress on RSPO certification can be found on the [RSPO website](#). 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

The Indonesian government under the Ministry of Agriculture introduced the ISPO certification in 2011. The ISPO is a mandatory certification programme for all oil palm growers and millers operating in Indonesia, with the objective 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 have 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. It incorporates sustainability criteria such as reduction of greenhouse gas emissions, sustainable use of land, protection of natural biospheres and social sustainability. 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. Achieving ISCC certification enables delivery of products compliant with the sustainability criteria laid down by the EU's Renewable Energy Directive (RED).

BONSUCRO

Bonsucro, established in 2008, is a global sustainability standard and certification organisation for sugarcane products. Wilmar became a member of Bonsucro in 2014.

SMARTCANE

Smartcane BMP is an industry-led initiative available to all sugarcane growers across the state of Queensland in Australia. Our Burdekin farms were first accredited in 2015, and we now have all of our Wilmar-owned farms accredited.

Product quality and safety

103-1, 103-2, 103-3

Customers and consumers rely on us to provide them 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. Adopting a holistic approach to quality and safety is essential to prevent any harm to our customers and consumers.



Our targets

Continue to maintain zero food safety related incidents

Pass all Good Manufacturing Practices (GMP) inspections with no serious findings

Our current performance (2021)

Pass all Good Manufacturing Practices inspections with no serious findings

28% of factories passed GMP inspection without serious findings as 94% of these inspections were unannounced. We moved towards unannounced inspections to ensure that relevant standards are truly embedded into everyday factory practices

Our policies on food safety

Wilmar has three key policies to guide our operations in maintaining food quality and safety. Our **Food Safety Policy** describes how we ensure our products meet the highest food safety standards. Our **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. Our **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

All of Wilmar's food factories are mandated to be certified by a food safety certification scheme accredited by the Global Food Safety Initiative (GFSI). Many of our factories have been certified by the Food Safety System Certification 22000 (FSSC 22000) Scheme. Others are certified by the British Retail Consortium (BRC) Global Standard for Food Safety. Our factories in the United States (US) follow the Safe Quality Food (SQF) scheme.

To ensure a robust food safety system, we have engaged with AIB International (AIB), an expert in food safety system implementation, to inspect our factories for GMP and other food safety pre-

requisites. All food and food ingredient manufacturing facilities are inspected annually by AIB inspectors. Factories which are more mature in their GMP are requested to undergo unannounced AIB inspections. These are part of our strategy to ensure that relevant standards are truly embedded into everyday practices. AIB conducted inspections for 133 factories out of the 195 factories that were originally planned for 2021. For those that could not be visited by AIB inspectors, we prioritised 40 factories for remote audits, which were carried out by our internal Quality Assurance and Quality Control (QAQC) team.

i

CLICK BELOW TO VIEW OUR

- FOOD SAFETY POLICY
- FOOD FRAUD POLICY
- FOOD DEFENCE POLICY

All of Wilmar's food factories are mandated to be certified by a food safety certification scheme accredited by the Global Food Safety Initiative.

Quality Management System for non-food products

For non-food factories, we adopt, implement, and certify against a number of Quality Management System (QMS) certification schemes, such as ISO 22716 for cosmetic products and BRC non-food. We are also starting

to require that our non-food factories undergo inspections by AIB. However, the progress for conducting inspections has been severely impacted by the COVID-19 pandemic.

Animal feed safety

For our animal feed products, we also adopt relevant product safety management systems, with the majority following the GMP+ certification scheme. Currently, most of our GMP+ certified feed production plants are

located in Southeast Asian countries. However, we are planning to certify the production of Palm Fatty Acid Distillate (PFAD) as animal feed products in Ghana and the Ivory Coast once the COVID-19 situation allows*.

* PFAD is a processing residue derived from the refining of food-grade palm oil for food and chemical industry use.



Cattle feeding on liquid animal stockfeed produced by Wilmar Sugar Australia.



In addition, factories that ship animal feed to Australia are certified by the Australian Quarantine and Inspection Services (AQIS).

Strengthening our programme

In 2022, there are three main areas we will focus on to continue strengthening our programme:

1. Continue expanding AIB inspections to more factories and challenge more factories to undergo unannounced inspections. The aim is to embed GMP into the working culture of the factories.
2. Revamping Hazard Analysis Critical Control Points (HACCP) implementation in factories through ongoing coaching and conducting reviews with selected factories.
3. 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 to be trained by group QAQC auditors. Once fully trained, internal GMP auditors can train more auditors in their respective countries.

Wilmar does not grow or produce genetically modified (GM) crops. We also do not use GMOs in our palm and sugar production process.

Using Genetically Modified Organisms (GMOs)

FB-AG-430B.1

Wilmar does not grow or produce genetically modified 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



Our WILPRO SPI series are manufactured from non-GMO soybeans and contain a minimum level of 90% protein level.



Our soymilk powder is made from non-GMO soybeans and does not contain any additives or preservatives.

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. For example, in China, we follow all the relevant regulations regarding GMO including the 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 (进出境粮食检验检疫监督管理办法) and 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:

- Using the latest technology to conduct stringent testing of GMOs on raw materials and finished products, including checking every truck shipment that arrives.
- Segregating GMO and non-GMO ingredients at source for specific customer orders.
- Ensuring that some factories remain strictly GMO-free by processing non-GMO ingredients only.
- Adhering to labelling requirements for our GMO products to ensure that consumers are well informed.

Striving for zero food safety incidents

416-2

We strive to maintain zero food safety related incidents across the entire business. To do this, we will continue to ensure that all our factories are certified by a food safety certification scheme accredited by the GFSI. We also aim to pass all AIB inspections without any serious findings. Due to the pandemic, the AIB inspectors' ability to visit factories was restricted last year. Furthermore, more factories challenged themselves to undergo unannounced inspections, making it more difficult to pass inspections without serious findings.

There were no incidences 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.

We strive to maintain zero food safety related incidents across the entire business.

The audit results this year revealed the need to strengthen our culture around food safety to make sure that it is embedded in everything that we do. Over the next year, we will work towards standardising the criteria and approach towards food safety incidents reporting. We will also continue to expand training to ensure that everyone at our factories, including non-quality assurance employees, are able to lead on food safety.



TRANSFORMING OUR SUPPLY CHAIN

We recognise that a large part of our environmental and social impact lies not in our direct operations, but in our supply chain.

It is therefore critical for us to work closely with our suppliers to make sustainable agriculture and food production a reality. As one of the

world's largest agriculture and food companies, we believe that Wilmar is well placed to have a lasting influence and create impact on our supply chain.

TOPICS DISCUSSED IN THIS CHAPTER

- Responsible sourcing and supply chain transformation



Our targets

100%
traceability to palm oil mills
by 2022

100%
response rate to all grievances raised via
Wilmar's Grievance Procedure

Expand
the scope of the NDPE IRF reporting to
cover our global palm oil supply chain by
2022

Our performance in 2021

Achieved **98.2%^{##}** traceability to mills

Achieved a **100%** response rate consistently since 2015. 82^{##} grievance cases raised as of December 2021; 70^{##} cases closed while 12^{##} are in progress

As of end 2021,
Wilmar was amongst the first
in the palm sector to publish NDPE IRF profiles for all our
refineries globally

CU has conducted limited assurance procedures on these figures.

Responsible sourcing and supply chain transformation

102-9, 103-1, 103-2, 103-3, FB-AG-430a.3, FB-PF-440a.2

Responsible sourcing and supply chain transformation have always been a strategic priority for Wilmar. To meet our sustainability commitments, we must ensure that our commitment to sustainability extends beyond our own operations to our supply chain. This translates to two commitments on our part:

- Creating a traceable and transparent supply chain.
- Empowering our suppliers to meet our standards through monitoring and capacity building.

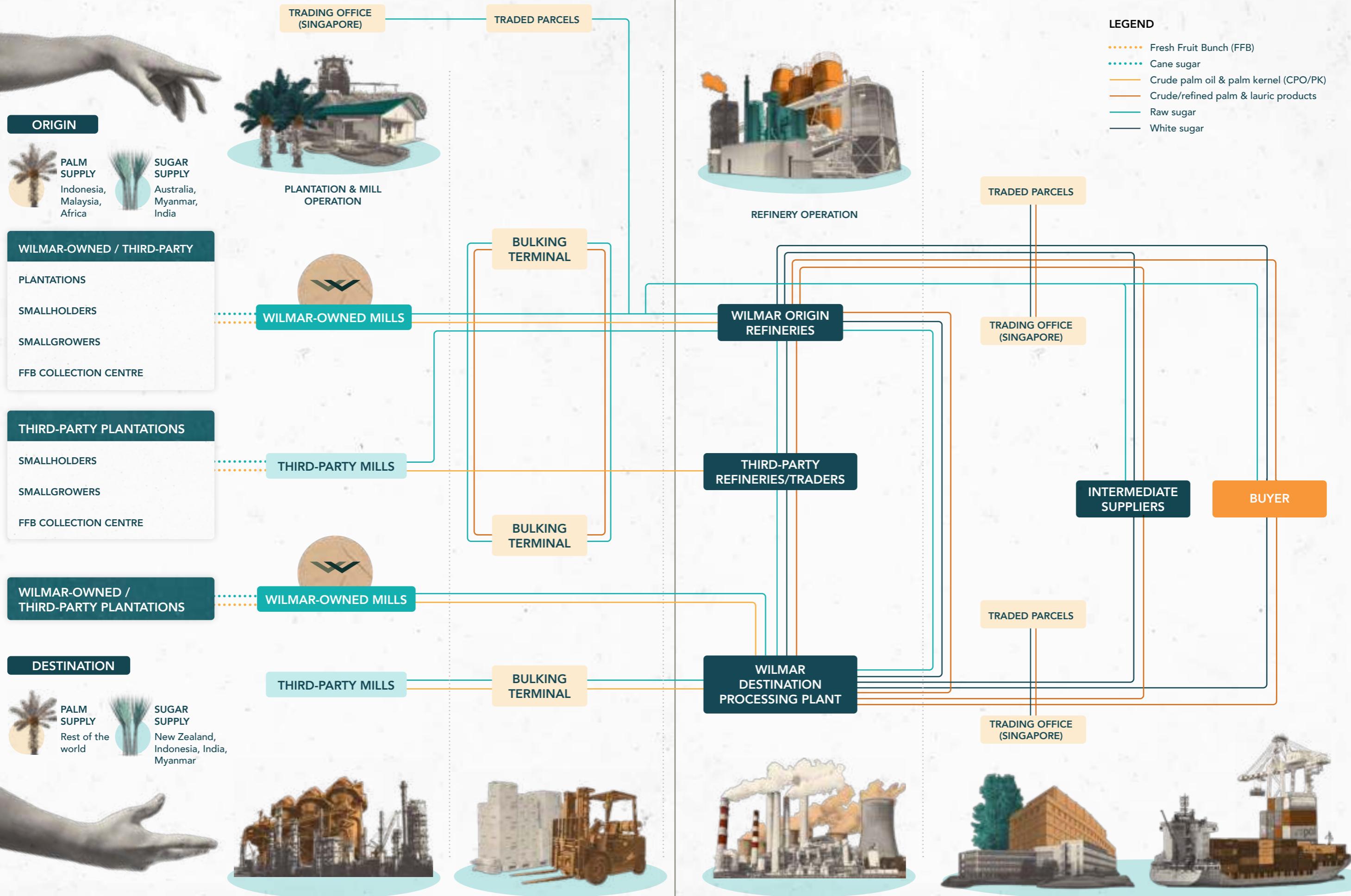
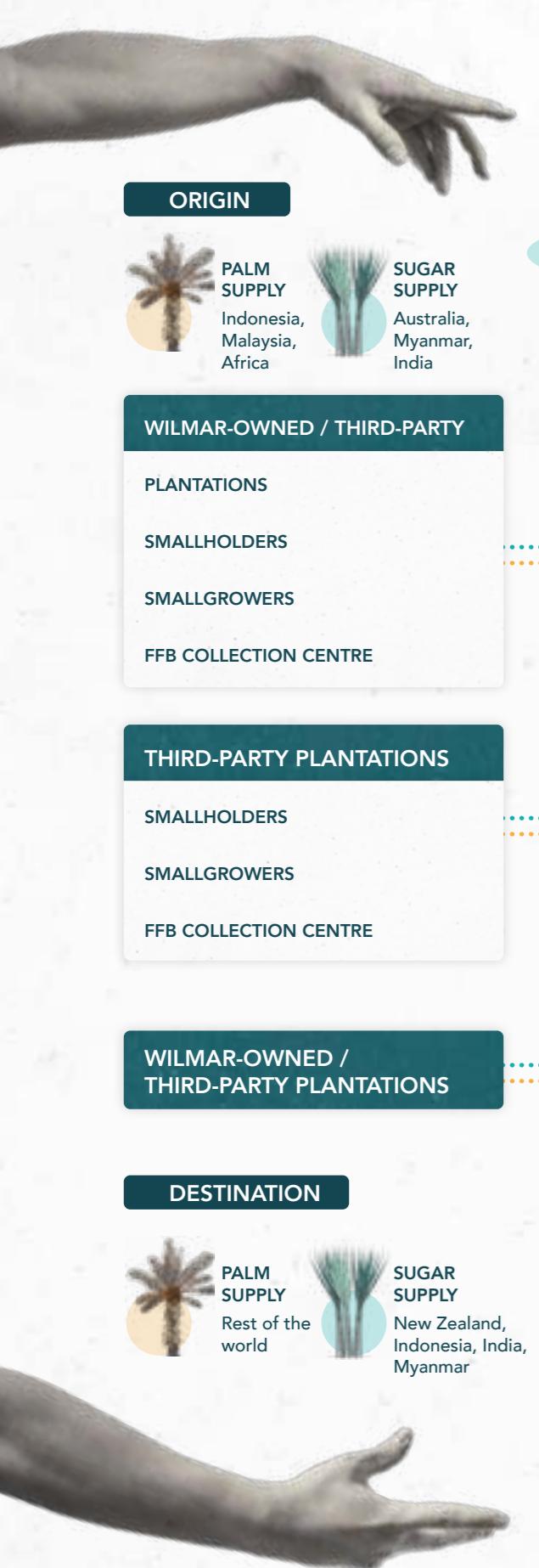
As a company with strong roots in cultivating oil palm and sugarcane, we focus on the responsible sourcing of these two commodities by sharing our

lessons learnt and experiences on the ground. At the Group level, 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 misconducts. In turn, our suppliers are also expected to communicate and implement the principles within our Supplier Guidelines throughout their own supply chains.

We also have an extensive responsible sourcing programme to help suppliers, especially oil palm and sugarcane suppliers, to build their capacity to meet the standards as set out in our Supplier Guidelines.

Responsible sourcing and supply chain transformation have always been a strategic priority for Wilmar.

Overview of our supply chain



PALM OIL SUPPLIERS



A large proportion of our supply of fresh fruit bunches (FFB), crude palm oil (CPO) and palm kernel oil (PKO) come from third-party suppliers worldwide:

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.

Our interactive **supply chain map** shows all our suppliers by country and refinery, providing further details such as name of the facility/company, location, percentage traceability to mill and progress on sustainability.

FFB PROCESSED BY WILMAR PALM OIL MILLS



*Third-party suppliers include: independent smallholders, FFB collection centres and agents.

SOURCE OF CPO AND PKO MANAGED BY WILMAR REFINERIES GLOBALLY



**Third-party suppliers include third-party direct mills, third-party refineries/traders/bulkers.

SUGAR SUPPLIERS



To meet our sugar supply, 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 comes from third-party suppliers worldwide:

97%

of our sugarcane processed in our Australia, Myanmar and India sugar mills comes from third-party farmers and smallholders in their countries.

96%

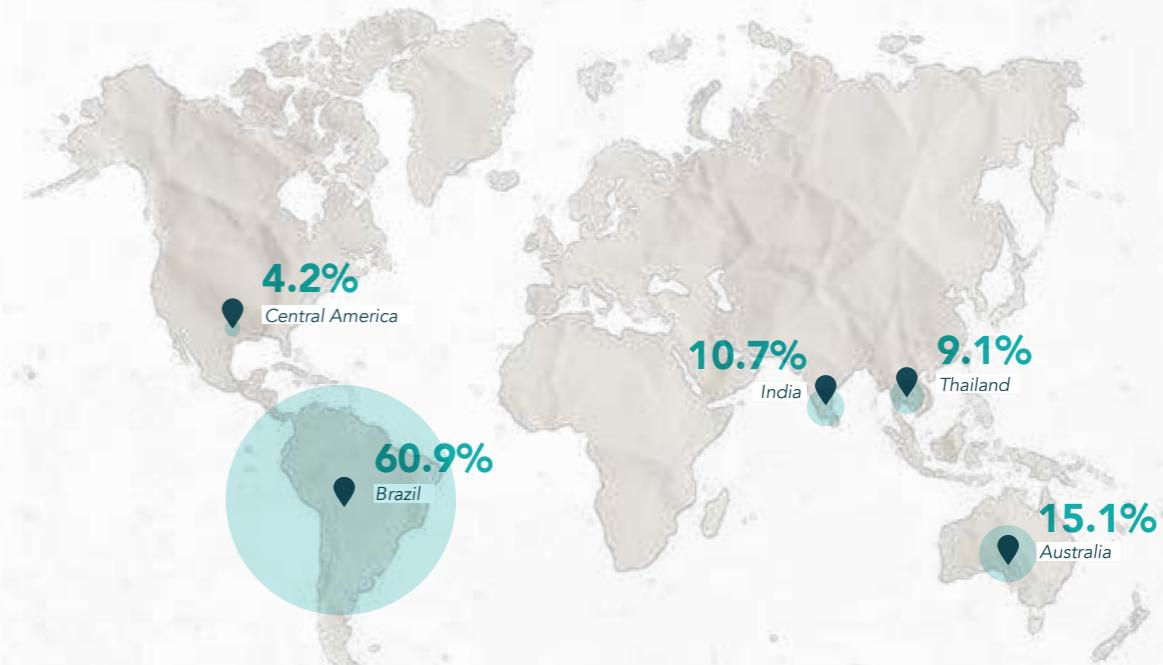
of our third-party raw sugar comes from major traders in Brazil, Thailand and Australia (the remainder are from India, South Africa and Latin American countries).

SUGARCANE PROCESSED BY WILMAR SUGAR MILLS



***Third-party suppliers include third-party direct mills, third-party refineries/traders/bulkers.

RAW SUGAR TRADED OR REFINED IN OUR REFINERIES BY COUNTRY OF SOURCE



ENSURING SUSTAINABLE PRACTICES BY OUR PALM SUPPLIERS

As a leading palm processor and merchandiser, Wilmar recognises that palm oil, as the most efficient oil crop, has the greatest potential to meet the growing demand of vegetable oil when produced sustainably. Wilmar became the first in the industry to commit to a No Deforestation, No Peat and No Exploitation (NDPE) policy on 5 December 2013 that extended to our entire supply chain. In 2019, we updated our NDPE policy to incorporate the commitments, policies and procedures that Wilmar adopted after 2013. The updated policy strengthens many sustainability commitments that were introduced post 2013, notably enforcing our policy with suppliers, supporting smallholders, the deforestation cut-off date, recovery plan requirements, suspend first approach, enhanced health and safety responsibilities, more robust grievance mechanisms and more transparent public reporting.



Further details of the implementation of our NDPE policy can be found in our **Palm NDPE Implementation Annual Report 2021**.



*Wilmar became the first in the industry to commit to a No Deforestation, No Peat and No Exploitation (**NDPE**) policy on 5 December 2013 that extended to our entire supply chain.*



ENSURING SUSTAINABLE PRACTICES BY OUR SUGAR SUPPLIERS: NDPE SUGAR PROGRAMME

As one of the world's largest sugar trader, we also believe it was fitting to extend our approach to sustainability to our sugar supply chain. To reflect this progression of our overall commitment while maintaining relevance to issues most material to the sugar supply chain, Wilmar introduced our 'No Deforestation, No People Exploitation Sugar' (**NDPE Sugar**) policy on 20 September 2021.

The NDPE Sugar policy is aligned with our approach and core beliefs as indicated in the original 'No Deforestation, No Peat, No Exploitation' (**NDPE**) policy. It aims to address similar commitments to protect forests, people and communities, while promoting progress in operational efficiencies and best practice. Peat is excluded from our sugar programme as it is not a material sustainability issue in the sugar industry.

At the heart of our programme is our commitment to create a transparent sourcing network through traceability mapping, in order to understand our supply chains and gain visibility to origin. This is a continuation of our previous work on tracing raw sugar supplies for our own refineries and forms the foundation of the overall programme.

As obtaining relevant certifications in the sugar industry is often costly and can result in the exclusion of smaller players, our NDPE Sugar programme also focuses on engaging and supporting



our suppliers with action plans and timeframes that are specific to them. By using this approach, we aim to enable sustainability transformation across a wider production base while still delivering on the most material sustainability concerns of global customers.

In addition, we recognise the importance of having flexibility in our approach to reflect the realities and tools already available at origin. For example, in Australia, legal frameworks, enforcement and national programmes will be considered when determining compliance with our policy. Wilmar also recognises some third-party verification and certification schemes, like Smartcane BMP, Sedex Member for Ethical Trade Audit (SMETA) and Bonsucro, which all demonstrate alignment to this policy.

As we are currently piloting our NDPE Sugar programme, we have so far rolled it out to selected suppliers in Australia, Thailand and India in 2021. Going forward, we are looking to scale up this programme to all our global suppliers in 2022.

As one of the world's largest sugar trader, we also believe it was fitting to extend our approach to sustainability to our sugar supply chain.

Our approach to sustainability implementation in our sugar supply chain

SUPPLIER ON-BOARDING

Our sugar suppliers are first requested to provide traceability to mill information as an initial step of supplier engagement. This is a crucial step and a prerequisite for using the Supplier Reporting Tool (SRT) later on. This is also a requirement from many downstream companies and key for social environmental risk assessment and human rights due diligence.

As part of the supplier on-boarding process, suppliers are required to make an explicit commitment to our sugar policy. This includes the two mandatory principles on 'Protecting and respecting people and communities', as well as 'Protecting natural ecosystems' and the continuous improvement principle of 'Enhancing operational practices'.

MANDATORY PRINCIPLES

CONTINUOUS IMPROVEMENT PRINCIPLES

DATA COLLECTION THROUGH THE SUPPLIER REPORTING TOOL AND RISK ANALYSIS

Adopted from our palm SRT programme, Wilmar collects and analyses our sugar supplier data via the sugar SRT to determine suppliers' alignment with our principles on an annual basis. In parallel, desktop country/regional risk assessments are conducted by third-party consultants on environmental and social indicators, in order to identify potential hotspots where supplying mills are located. The SRT results and risk assessments are then combined to generate a score while potential areas for improvement are identified. This is similar to the process for our palm oil suppliers, in which our palm oil suppliers conduct their self-reporting through the SRT platform.

PRINCIPLE 1: PROTECTING AND RESPECTING PEOPLE AND COMMUNITIES

- Respect and support internationally recognised human rights
- Respect and recognise the rights of all workers
- Respect and protect the rights of children and their welfare
- Respect land tenure rights
- Respect the rights of indigenous and local communities to give or withhold their Free, Prior and Informed Consent (FPIC) to operations on lands which they hold legal, communal or customary rights
- Identify measures to provide remediation where the Company has caused or contributed to negative human rights impacts

PRINCIPLE 2: PROTECTING NATURAL ECOSYSTEMS

- No conversion of legally protected areas or HCV areas
- GHG emissions are measured, with reduction targets in place

PRINCIPLE 3: ENHANCING OPERATIONAL PRACTICES

- Improving overall efficiency of operations
- Effective management of water
- Progressive implementation of agricultural best practice
- Preserve and enhance relevant biodiversity and ecosystem services

HIGH-PRIORITY AUDITS

Risk-based implementation checks and ground verification will be conducted on high-priority mill suppliers based on the scores derived from our suppliers' risk analysis. These checks work the same way as normal audit/verification visits, which may include site visits, documentation checks and meetings.

SUPPLIER ENGAGEMENT AND SUPPORT PROGRAMMES

Further supplier engagement and support programmes are carried out on a case-by-case basis, according to the SRT data and/or results from site assessments. Activities may include:

- Technical support (for example, policy development guidance)
- Capacity building (for example, training at mill and supply base level)



RESPONSIBLE BUSINESS PRACTISES

Conducting business activities responsibly is the foundation of any successful business. We are committed to maintaining the trust and confidence of our stakeholders by fostering a culture of ethical business conduct and ensuring everyone complies with all relevant laws and internal policies.

TOPICS DISCUSSED IN THIS CHAPTER

- Business ethics and compliance
- Data security and privacy

Business ethics and compliance

102-16, 103-1, 103-2, 103-3

It is important for Wilmar to instil a widespread culture of strong business ethics and compliance.

This guides the right behaviours and decision-making within the Company and ensures we can uphold the highest standards of integrity.

As a Group, we make decisions based on a set of values that define who we are and the way we operate.

 <p>INTEGRITY We value honesty, trustworthiness and high ethical standards.</p>	 <p>INNOVATION We value innovative efforts, ideas and methods to continually improve our business processes.</p>
 <p>EXCELLENCE We strive for excellent performance in everything we do.</p>	 <p>TEAMWORK We work as one team to achieve our corporate goals.</p>
 <p>PASSION We are passionate about growing our business globally.</p>	 <p>SAFETY We pay careful consideration to the health and safety of our employees at the workplace.</p>



Wilmar has in place several compliance-related policies concerning business ethics

Employees at Wilmar's sugar mill in Australia.

Group policies and guidelines on business ethics

207-1

All employees are expected to comply with Wilmar's corporate policies. These policies ensure we maintain an appropriate level of business ethics in all our activities.

Wilmar has in place several compliance-related policies concerning business ethics and these include the Code of Conduct, Code of Ethics, Anti-Bribery and Corruption Policy and Anti-Fraud Policy, which set out the principles and standards of behaviour that are expected of employees of the Group when dealing with customers, suppliers, business associates and colleagues as well as how the Group deals with fraud incidents.

Wilmar's **Code of Conduct** establishes the standards and values which Wilmar upholds while operating all our businesses and applies to all employees of the Group. It addresses concerns on a number of issues, including conflict of interest, bribery and corruption. The Code of Conduct is centred around three key principles:

- Avoid any conduct that may damage or risk Wilmar or its reputation;
- Comply with all prevailing laws and regulations; and
- Place Wilmar's interests ahead of personal or other interests.

Wilmar's **Code of Ethics** prescribes the moral and ethical standard of behaviour that is expected of our employees and leadership. Underlying our Code of Ethics is the principle of integrity, in all of our behaviour and in all our relationships.

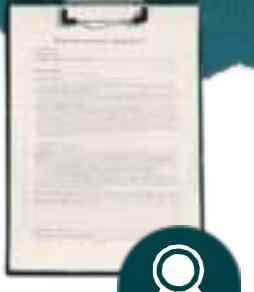
Wilmar's **Anti-Bribery and Corruption Policy** and **Anti-Fraud Policy** set out guidelines and assign responsibility for the development of controls and the conduct of investigations related to allegations of bribery, corruption and fraud.

These corporate policies have been approved by the Board of Directors.

i

CLICK BELOW TO VIEW OUR

- [CODE OF CONDUCT](#)
- [CODE OF ETHICS](#)
- [ANTI-BRIBERY AND CORRUPTION POLICY](#)
- [ANTI-FRAUD POLICY](#)
- [TAX POLICY](#)
- [WHISTLEBLOWING POLICY](#)
- [BOARD DIVERSITY POLICY](#)




Training on Wilmar's corporate policies

205-2

Wilmar's corporate policies have been communicated to all employees of the Group and can be accessed online on the Company's intranet and website. To ensure compliance with these policies, employees also receive training and specific guidance, either as part of their on-boarding or as refresher training.

This year, we also introduced new topics such as data protection to ensure our training is in line with the updated Code of Conduct. Training is conducted via an e-learning application developed by Wilmar's HR and IT Departments, where attendance and results of the training can be monitored.

Wilmar's Tax Policy

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; and
- 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

102-17, 205-3, 206-1, 307-1, 419-1

Wilmar has in place a **Whistleblowing Policy** which provides a framework for employees and external parties who have dealings with Wilmar, to raise concerns about possible corporate improprieties in confidence and without the risk of reprisal or victimisation.

The Whistleblowing Policy ensures that arrangements are in place for independent investigations of alleged improprieties and for appropriate follow-up actions. The Whistleblowing Policy is also available on the Company's intranet and website.

 In 2021, there were no reported incidents of anti-competitive behaviour, monopolistic practice or corruption cases involving Wilmar. There were also no significant incidents of non-compliance with any relevant environmental and socio-economic laws or regulations in our operations.

Wilmar does not make any direct or indirect contributions to political parties, political associations and political candidates.

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 the political process 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 positions on various sustainability policy issues within the European Union. An aggregate amount of US\$59,705 and US\$94,287 was paid to Europtimum in 2020 and 2021 respectively. Such amounts were split equally between WET and Olenex Sàrl (Olenex). Olenex is a joint venture between Wilmar and Archer Daniels Midland Co.

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. For more information on our memberships, please refer to page 23 of this report.

Total monetary contributions* to sustainability-related trade associations and tax-exempt groups:

2018	2019	2020	2021
US\$64,507	US\$59,507	US\$59,507	US\$94,807

* These are based on contributions made by Wilmar's Group Sustainability Department.

Corporate governance

102-18

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 diversity of perspectives who can contribute effectively to the strategy and growth of the Company. Guided by our **Board Diversity Policy**, our Directors are selected from a wide range of backgrounds with diverse skills, age, experience, gender, independence, cultural ethnicity and industry knowledge. More details on our corporate governance framework, practices and Directors' profiles can be found on pages **51 and 64** of our **Annual Report 2021**.

To ensure that our Board is 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 2021, specifically related to sustainability, some Directors, as well as some members of our senior management team, attended training workshops on the Task Force on

Climate-Related Financial Disclosures (TCFD) that were conducted by the SGX-ST. We will continue to upskill our Board and senior management team on sustainability matters. Further training sessions are planned for the coming year.

More information on the training programmes attended by some Directors can be found on page **68** of our **Annual Report 2021**.

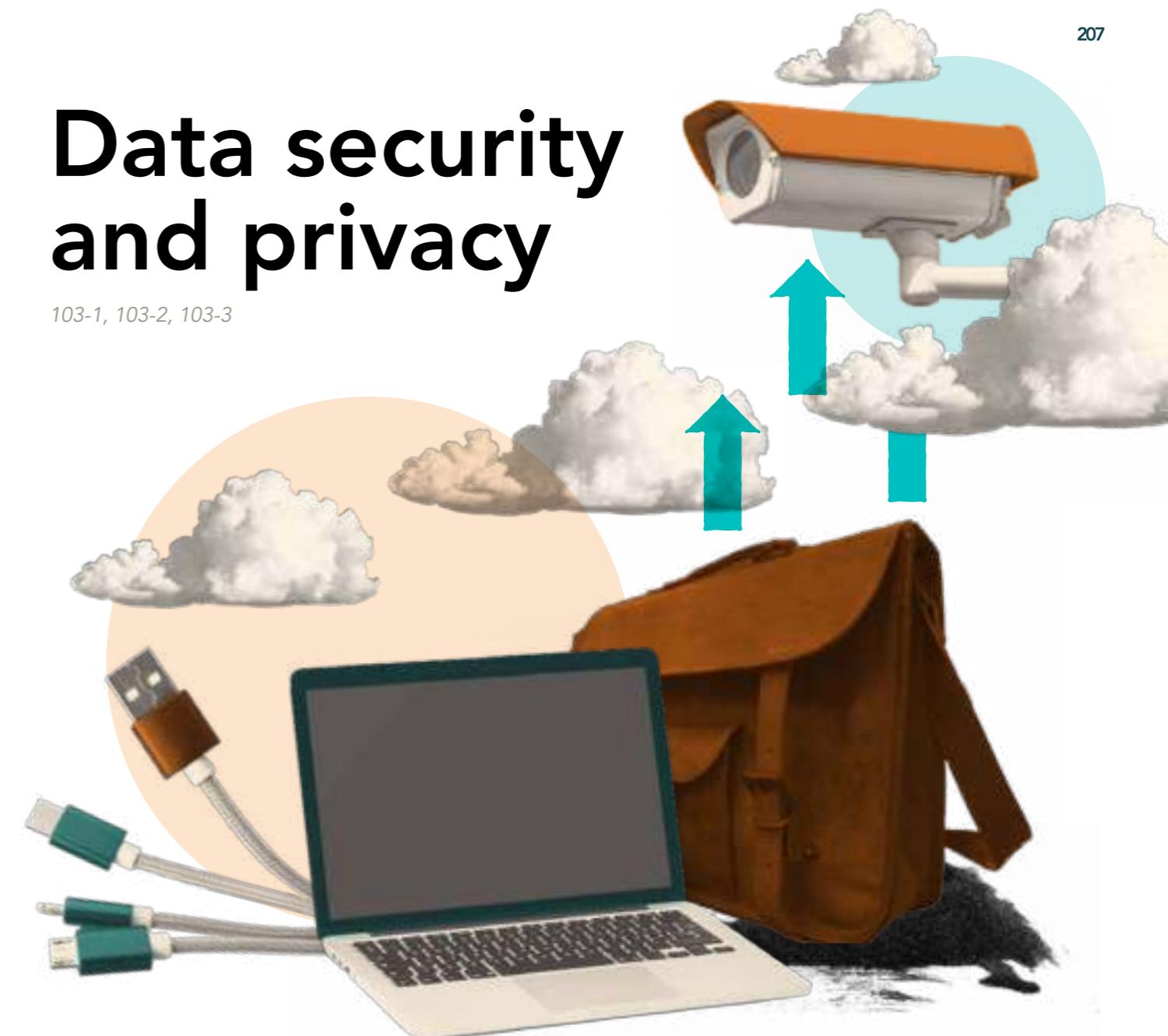
Having regard to the importance of environmental, social and governance ("ESG") issues to Wilmar and the Board's commitment to integrating sustainability within the Wilmar business model, the Wilmar Board approved the establishment of a Board Sustainability Committee ("BSC") in 2021 to provide specific oversight of Wilmar's sustainability strategy.

The BSC's primary responsibilities include the oversight of sustainability/ESG matters to ensure that the Company's position in these areas are current and compliant with regulatory requirements and international standards, providing input to the Board on ESG issues and sustainability performance and governance over implementation and communications of the Company's sustainability activities with its stakeholders. For more information on the BSC, please refer to page **26** of this report.

We recognise the importance of a diverse Board, comprising Directors with the appropriate and right balance of skills, knowledge, experience and diversity of perspectives who can contribute effectively to the strategy and growth of the Company.

Data security and privacy

103-1, 103-2, 103-3



Data security and privacy is 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.

Wilmar's IT security team is continuously working towards strengthening our IT security measures. We constantly review our IT policies to ensure that they stay relevant and are in compliance with prevailing laws and regulations in countries where we operate.

The IT security team reports to our Chief Information Officer (CIO), who

in turn, reports to Wilmar's Chief Operating Officer (COO). Our COO has overall responsibility for ensuring Wilmar's cyber resilience and the overall IT Security and Cyber Security Governance. Key developments, initiatives and emerging issues on IT security are regularly reported by the CIO, after clearing with the COO, to the Board.

Protecting data privacy

418-1

Wilmar aims to ensure that we comply with all relevant data protection regulations in countries where we operate, including the General Data Protection Regulation (GDPR) in Europe, Personal Information Protection Law (PIPL) in China and the Personal Data Protection Act (PDPA) 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. All policies are communicated to all employees.

Implementing cybersecurity measures

We follow industry leading cybersecurity frameworks such as the National Institute of Standards and Technology (NIST) 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 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.

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

TOPICS DISCUSSED IN THIS CHAPTER

- Materiality
- External assurance from Ernst & Young LLP
- External assurance from Control Union Certifications
- Supporting the United Nations Sustainable Development Goals (SDGs)
- Aligning with the recommendations from the Task Force on Climate-related Financial Disclosures (TCFD)
- Glossary of Terms

Materiality

102-47

We carried out a comprehensive materiality assessment in 2020 to cover our key business segments, in line with our increased scope of reporting.

This aimed to identify the Environmental, Social and Governance (ESG) topics that matter most to stakeholders and are most important for the long-term success of Wilmar as a group. We engaged with an independent consultancy specialising in sustainability to conduct our 2020 assessment.

For 2021, we reviewed our material sustainability topics internally with



* 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, civil society organisation (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.



BIODIVERSITY AND CONSERVATION

Conserving, managing and rehabilitating High Carbon Stock (HCS) forests, High Conservation Value (HCV) areas and peatland through no deforestation, no development on peatland and fire prevention.



BUSINESS ETHICS AND COMPLIANCE

Conducting business activities with the highest standards of governance and ethics, and in compliance with all relevant laws and policies.



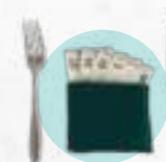
CLIMATE CHANGE

Taking actions to mitigate the impacts of climate change by reducing Greenhouse Gas (GHG) emissions and adapting to regulatory and physical climate risks.



DIVERSITY AND INCLUSION

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.



ECONOMIC AND COMMUNITY CONTRIBUTION

Contributing to the socio-economic development of the communities where we operate.



ENVIRONMENTAL FOOTPRINT OF OPERATIONS

Minimising the environmental footprint of our operations through the efficient consumption and responsible management of energy, water and waste.



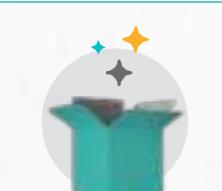
EMPLOYEE HEALTH, SAFETY AND WELL-BEING

Promoting and safeguarding the health, safety and well-being of our workforce.



HUMAN RIGHTS AND LABOUR STANDARDS

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.



PRODUCT QUALITY AND SAFETY

Guaranteeing the highest standards of product quality and safety.



RESPONSIBLE SOURCING AND SUPPLY CHAIN TRANSFORMATION

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.



INNOVATION AND TECHNOLOGY

Investing in research and development (R&D) and adopting new technologies to drive product and process innovation, leading to enhanced product quality and operational efficiencies.



PRODUCT MARKETING AND LABELLING

Marketing and labelling our products accurately and with high standards for product transparency.



SUSTAINABLE PACKAGING

Sourcing and developing packaging solutions that minimise the use of materials and can be reused/recycled by the end-user.



TALENT MANAGEMENT

Attracting skilled individuals, providing development opportunities and maintaining an engaged workforce to build a high-performing company.

Precision application of pesticide in our sugarcane farms in Australia.



Important topics

These are topics of moderate to high importance to either Wilmar or our key stakeholders.



CONSUMER HEALTH AND WELL-BEING

Contributing to the access of affordable, healthy and nutritious food, especially in emerging markets.



DATA SECURITY AND PRIVACY

Protecting personal data from any unauthorised access or malicious attacks, and ensuring the proper handling, processing, storage and usage of personal information.

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 2021

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 as of 24 May 2022 for the year ended 31 December 2021 for the period from 1 January 2021 to 31 December 2021.

Subject Matter Information

Our limited assurance engagement covers the following subject matters for the above-mentioned period:

MATERIAL ESG ISSUE	INDICATORS FOR ASSURANCE	COUNTRIES	SCOPE
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
BIODIVERSITY AND CONSERVATION	Planted areas on peat	Indonesia and Malaysia	Palm plantations
ENVIRONMENTAL FOOTPRINT OF OPERATIONS	Water use intensity (m ³ /MT)	Indonesia, Malaysia, Ghana and Nigeria	Palm mills
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
ECONOMIC AND COMMUNITY CONTRIBUTIONS	Number of independent smallholders involved in Wilmar Programmes	Indonesia, Malaysia, Ghana and Nigeria	Palm plantations
EMPLOYEE HEALTH, SAFETY AND WELL-BEING	Number of reported fatalities for Wilmar's employees and contractors	Global	Plantations, mills and factories
CLIMATE CHANGE	Climate risks assessment for 2021 is conducted and published	Global	Plantations, mills and factories

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.



A HASHTAG SYMBOL (#) IN THE SUSTAINABILITY REPORT DENOTES STATEMENTS AND CLAIMS ON WHICH WE HAVE PERFORMED LIMITED ASSURANCE PROCEDURES.

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 for the year ended 31 December 2021 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 2021 and subsequent to 31 December 2021, 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 Control 1, Quality Control 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,
 - d. Identify data providers with their responsibilities, and
 - e. Recognise the likelihood of possible manipulation of sustainability information and data
2. Virtual interviews with and sought clarifications from employees and Management in Singapore, Indonesia, Malaysia, Ghana and Nigeria (e.g. Sustainability team, Human Resource team, Environmental Health and Safety team, Estate Managers, Mill 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 as of 24 May 2022 for the year ended 31 December 2021 for the period from 1 January 2021 to 31 December 2021, 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.



External assurance from Control Union Certifications

Control Union Certifications was commissioned by Wilmar to conduct an independent assurance of the following disclosures: Traceability to Mill (TtM) data; NDPE Implementation Reporting Framework; Grievance Procedure; Satellite Monitoring, Supplier Engagement and Certifications. The scope of this assurance covers palm oil and lauric.

The information provided for verification in both the Sustainability Report 2021 and the [Palm NDPE Implementation Annual Report 2021](#) 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 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 International 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 suppliers' progress and their implementation of No Deforestation, No Peat and 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 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

TABLE 1: SATELLITE MONITORING

21.69 million hectares of land covered by satellite monitoring in Indonesia, Malaysia and Papua New Guinea

Over **665 supplier groups** and more than **8,300 plantation units** are being monitored

TABLE 2: SUPPLIER ENGAGEMENT

919 suppliers assessed

848 suppliers assessed at low priority mills

71 suppliers assessed as high priority mills

48 high priority mills engaged (e.g. field visit, received Action Plans, etc.)

TABLE 3: CERTIFICATIONS

For operations in Malaysia, Indonesia, Ghana and Nigeria:

- **28 mills** are RSPO-certified
- **245,065.78 ha** of palm oil plantations are RSPO-certified

For operations in Indonesia

- **15 mills** are ISPO certified
- **5 independent palm oil mills** completed ISPO certification audits

For operations in Malaysia

- **9 mills** are MSPO certified

TABLE 4: GRIEVANCE PROCEDURE

As at end December 2021, **82 reported grievances** of which **70 cases** have been closed and **12 cases** are in progress.

TABLE 5: TRACEABILITY

98.2% covering about **23.6 million tonnes** of palm product is traceable to mills

TABLE 6: NDPE IMPLEMENTATION REPORTING FRAMEWORK (NDPE IRF)

NDPE IRF profiles are published for **66 refineries** at origin and destinations

As at end 2021, **88.3%** of palm oil and lauric volumes to Wilmar's origin refineries in Malaysia and Indonesia and **83.5%** 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

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 the report i.e., regarding Traceability to Mill (TtM) data; NDPE Implementation Reporting Framework.
- Grievance Procedure; Satellite Monitoring, Supplier Engagement and Certifications.

Level of Assurance

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.

Conclusion

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.



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.

SDG GOAL	SDG TARGET	WILMAR ACTIVITIES
4 QUALITY EDUCATION		
4 	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	<ul style="list-style-type: none"> Supported 11,036 children of compulsory school-age (91.4% of children at our plantations) in their education Built schools and crèches at 100% of our plantations Supported school redevelopment programmes Provision of scholarships and apprenticeships
	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	
	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	

SDG GOAL	SDG TARGET	WILMAR ACTIVITIES
4 QUALITY EDUCATION (continuation)		
4 	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	
8 DECENT WORK AND ECONOMIC GROWTH		
8 	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	<ul style="list-style-type: none"> Implemented measures to safeguard the well-being of employees and their families during the COVID-19 pandemic, including successfully vaccinating over 63,000 employees and their dependents in Indonesia and Malaysia
	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	<ul style="list-style-type: none"> Launched our Human Rights Defender (HRD) policy, putting the protection of human rights and their defenders 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 Assessed 100% of our employees, contractors and suppliers to determine that they are paid a living wage
	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	<ul style="list-style-type: none"> Established new online learning management system called SAP Litmos to cover a wide range of topics Spent over US\$4 million on employee training and development Provided 13 hours of training on average for our employees 100% of our oil palm plantations in Ghana, Indonesia, Malaysia and Nigeria have in place Women's Working Groups (WoW) or Gender Committees On-going collaboration with Verité on systemic labour and human rights risks Active member of the RSPO Labour Task Force and now the newly established Decent Living Wage Task Force (DLW TF) Carry out direct recruitment in Malaysia, where we employ a large proportion of foreign workers

SDG GOAL	SDG TARGET	WILMAR ACTIVITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION		
	12.2 By 2030, achieve the sustainable management and efficient use of natural resources	<ul style="list-style-type: none"> Over 500 R&D projects across our global operations, including projects to advance agricultural practices and optimise factory processes
Ensure sustainable consumption and production patterns	12.4 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 minimize their adverse impacts on human health and the environment	<ul style="list-style-type: none"> 31% of our packaging are made from renewable materials Conducting Environmental Impact Assessments (EIA) prior to construction of new plants or other significant projects Implemented an Integrated Pest Management (IPM) approach, combining cultural, mechanical, biological and chemical strategies to control pests
	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	
13 CLIMATE ACTION		
	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	<ul style="list-style-type: none"> Pledged to develop a sectoral roadmap for enhanced supply chain action that is consistent with a 1.5 degree Celsius pathway to be published by COP27 57% of our total energy use at Group level are 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 Implementing solar-powered irrigation pumping systems on Shree Renuka Sugars Limited (SRSL) farms 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 Rolling out photovoltaic (PV) power plants across our factories across China Invested in the R&D of palm seedlings that are more resilient to extreme weather patterns
Take urgent action to combat climate change and its impacts		

SDG GOAL	SDG TARGET	WILMAR ACTIVITIES
15 LIFE OF LAND		
	15.1 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	<ul style="list-style-type: none"> Conservation of 32,447 hectares of HCV areas and HCS forests in our oil palm plantations in Indonesia, Malaysia, Ghana and Nigeria (about 10% of our total landbank) Conservation of 834 hectares of additional conservation area at our sugarcane plantations and mills in Australia and India 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 Conducted NDPE workshops to raise awareness and understanding of conservation for suppliers in Indonesia and Malaysia Monitoring conservation areas using Spatial Monitoring and Reporting Tool (SMART) Raising awareness on the importance of biodiversity conservation through our Wildlife Awareness Outreach Programme (WAOP) Monitoring of fires within and surrounding our palm oil operations through the Fire Free Alliance Improving yield and extraction rates in our palm oil operations
	15.2 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	
	15.3 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	
	15.5 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	

SDG GOAL	SDG TARGET	WILMAR ACTIVITIES
17 PARTNERSHIPS FOR THE GOALS		
17 PARTNERSHIPS FOR THE GOALS	17.16 Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries	<ul style="list-style-type: none"> ● Member of the Roundtable on Sustainable Palm Oil (RSPO) since its inception in 2004 and active participant in various RSPO working groups ● Member of the European Palm Oil Alliance (EPOA), Tropical Forest Alliance (TFA), Fire Free Alliance (FFA), Grow Asia, Grow Africa, Bonsucro, and the Round Table on Responsible Soy (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 ● 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

Aligning with the recommendations from the Task Force on Climate-related Financial Disclosures (TCFD)

This table describes how Wilmar manages climate-related risks and opportunities, with reference to the four key pillars recommended by the TCFD. This is a summary of our approaches and initiatives disclosed in the [Climate Change](#) section.

TCFD'S KEY PILLARS	WILMAR'S APPROACH
GOVERNANCE	<ul style="list-style-type: none"> ● Wilmar's Chairman and Chief Executive Officer (CEO) is responsible for the oversight of the company's Integrated Policy which covers climate-related issues. ● Climate related risk management is incorporated into Wilmar's sustainability strategy, overseen by Wilmar's Board Sustainability Committee (BSC), which reviews company's sustainability and ESG matters. ● A sustainability paper, signed off by the General Manager (GM) of Group Sustainability and Chief Sustainability Officer (CSO), which includes updates on the overall approach to the management of climate-related risks as well as progress on implementation against set goals, is presented by the CSO to the BSC on a quarterly basis for review. ● Finalised issues and recommendations from the BSC meetings are discussed with the Board of Directors for their approval. These issues are taken into consideration as the Board reviews and guides the Company's business strategy and financial planning.
STRATEGY	<ul style="list-style-type: none"> ● Wilmar regularly conducts qualitative scenario analysis to identify the possible impacts climate change can have on the company, focusing mainly on upstream operations and our supply chain which are more susceptible to negative impacts if global temperature increase exceeds two degree Celsius. ● 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.

TCFD'S KEY PILLARS	WILMAR'S APPROACH
STRATEGY	<ul style="list-style-type: none"> In 2021, we pledged our commitment to a sectoral roadmap for enhanced supply chain action, which includes developing comprehensive targets consistent with a 1.5 degree Celsius pathway and aligned with the SBTi. With the help of an independent carbon and climate expert, we are in the process of mapping our Group's Scope 3 GHG emissions to form a complete inventory of our total GHG emissions for 2020, the baseline year to develop our climate roadmap consistent with a 1.5 degrees Celsius pathway and aligned with the SBTi. Mapping our Group's total Scope 1, 2 and 3 GHG emissions will enable us to understand our value chain emissions to focus our mitigation efforts on the greatest GHG reduction opportunities. <p>See more in the Climate change mitigation section.</p> <ul style="list-style-type: none"> To manage physical and transition risks, Wilmar takes a long term holistic approach to sustainability that is fully integrated into our business model. We invested heavily in the R&D of palm and sugarcane seedlings that are more resilient to extreme weather patterns to manage these risks in our upstream oil palm and sugar operations. We are also actively investing in R&D of environmentally friendly solutions to address the growing demand for sustainable products. As customers are increasingly favouring and shifting towards responsibly and sustainably produced commodities, our sustainability approaches has allowed us to remain competitive and fulfil market expectations. <p>See examples in the Climate change adaptation section and the Innovation and technology section.</p>
RISK MANAGEMENT	<ul style="list-style-type: none"> Climate-related risks are assessed on a regular basis through Wilmar's company-wide Enterprise Risk Management (ERM) process. 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. To be considered as having substantive financial impact on the business, a risk or opportunity would have to have the potential annual implications (costs/benefits) exceed US\$100,000. <p>See more in the Climate-related risk and opportunities section.</p>

TCFD'S KEY PILLARS	WILMAR'S APPROACH
METRICS AND TARGETS	<ul style="list-style-type: none"> In 2021, our total scope 1 and scope 2 GHG emissions were 12,155,491 tonnes CO₂e (including shipping). Our GHG emissions intensity for 2021 was 123.68 kg CO₂e per MT of products (exclude shipping). We have a target to reduce our GHG emissions intensity by 15% for all our palm oil mills by 2023, against our 2016 baseline of 0.82 MT CO₂e/ MT CPO. We are currently mapping an Energy and Greenhouse Gas Reduction Pathway towards a low emissions future for our sugar operations. YKA is committed to aligning with China's pledge to reach carbon neutrality before 2060. Goodman Fielder is committed to using 100% renewable electricity by 2025 and achieving net-zero GHG emissions by 2040. We are in the process of mapping our Group's Scope 3 GHG emissions to form a complete inventory of our total GHG emissions for 2020, the baseline year to develop our climate targets and roadmap consistent with a 1.5 degrees Celsius pathway and aligned with the SBTi. We aim to establish this in 2022, by COP 27. Our roadmap will be linked to our energy and water efficiency programmes. <p>See more in the Climate change mitigation section</p>



Glossary of terms

3-MCPD	An organic chemical compound 3-monochloropropane-1,2-diol or 3-chloropropane-1,2-diol
ADM	Archer Daniels Midland Co.
AEGIC	Australian Export Grains Innovation Centre
AFD	Agence Française de Développement – French Development Agency
AfDB	African Development Bank
AFGC	Australian Food and Grocery Council
AI	Artificial Intelligence
AIB	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.
ALS	Alternative livelihood scheme
APCO	Australian Packaging Covenant Organisation
AQIS	Australian Quarantine and Inspection Services
ARL	Australasian Recycling Label
BSC	Board Sustainability Committee
Bagasse	A dry, fibrous matter remaining after the extraction of juice from sugarcane.
BHCV Working Group	The Biodiversity and High Conservation Value Working Group of the Roundtable on Sustainable Palm Oil (RSPO)
Biological oxygen demand (BOD):	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.
BMP	Best Management Practice
Bonsucro	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.

BOPP	Benso Oil Palm Plantations
BSR	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.
BPL	Biase Plantation Ltd
BRCA	British Retail Consortium
BU	Business Unit
Carbon dioxide equivalents (CO ₂ E)	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.
Children in Plantation (CIP) directory	The publication designed by Earthworm Foundation (EF), Archer Daniels Midland Co. (ADM), Avon, Nestlé and Wilmar that guides the private sector in improving the health, safety and education of children living on or near plantations for Malaysia.
CDP	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.
CEO	Chief Executive Officer
Certified sustainable palm oil (CSPO)	Palm oil produced by oil palm plantations and mills which have been independently audited and certified against the Roundtable on Sustainable Palm Oil (RSPO) standard.
CH ₄	Methane
Chemical oxygen demand (COD)	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.
CHRB	Corporate Human Rights Benchmark
CIO	Chief Information Officer
CKP	Wilmar Central Kalimantan Project
CLC	Community Learning Centres are schools that have been set up under a formal programme of the Indonesian Consulate for children of Indonesian foreign workers in the Malaysian states of Sabah and Sarawak.

CO ₂	Carbon dioxide
COO	Chief Operations Officer
CORE	Consortium of Resource Experts
COP	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 COP26 in 2021.
CPO	Crude palm oil
CRLP	Wilmar's Conservation Recreational Landscape Project
CSE	Confined space entry
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CSO	Civil Society Organisation
CSO	Chief Sustainability Officer
CTF	The Compensation Taskforce of the Roundtable on Sustainable Palm Oil (RSPO) that is tasked with decisions related to the compensation procedure when HCV areas have been cleared after 2005 without a valid HCV assessment.
CU	Control Union Certifications
Decent living wage (DLW)	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.
Decent Living Wage Task Force (DLW TF)	The Decent Living Wage Task Force was formed to oversee the development of the RSPO DLW benchmarks globally.
DJSI	Dow Jones Sustainability Index
DJSI World	Dow Jones Sustainability World Index
DNA	Deoxyribonucleic acid

EF	Earthworm Foundation. Formerly The Forest Trust (TFT).
Effluent	Treated or untreated wastewater that is discharged
EHS	Environment, Health and Safety
EIA	Environmental Impact Assessment
Empty fruit bunches (EFB)	Fresh Fruit Bunch (FFB) remaining after the fruit has been removed for oil pressing.
EMS	Environmental Management System
EPOA	European Palm Oil Alliance
ERM	Enterprise Risk Management
ESB	Early Shoot Borer
ESG	Environment, Society and Governance
ETP-RO	Effluent treatment plant-reverse osmosis
Extraction rate	The amount of oil extracted in a mill from oil palm fruit. Crude palm oil (CPO) is derived from the flesh; palm kernel oil (PKO) from the nut.
EY	Ernst and Young
FCDO	UK Foreign, Commonwealth and Development Office, formerly the Department for International Development (DFID)
Fire Free Alliance (FFA)	A multi-stakeholder initiative initiated for the management of recurrent haze and fire problems in Indonesia. Under its auspices, the Fire-Free Village Programme (FFVP) is a community-based incentive scheme to help reduce the incidence of fires.
Free, Prior and Informed Consent (FPIC)	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.
Fresh Fruit Bunch (FFB)	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.

FSSC	Food Safety System Certification
FTSE4Good	An index designed by FTSE Group to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices
GCF	Global Child Forum
GDPR	General Data Protection Regulation (in Europe)
GFW	Global Forest Watch
GHG	Greenhouse gas
GHS	Globally Harmonised System of Classification & Labelling of Chemicals
GIS	Geographic Information System
GIJ	Gigajoule
Global Food Safety initiative (GFSI)	A business-driven initiative for the development of food safety management systems to ensure food facilities are processing safe food for consumers.
Global Reporting Initiative (GRI)	The independent, international organisation that helps businesses and other organisations take responsibility for their impacts, by providing them with a global common language to communicate those impacts. GRI provides the world's most widely used standards for sustainability reporting – the GRI Standards.
GMO	Genetically Modified Organism
Good Manufacturing Practice (GMP)	A system that ensures manufacturing products, such as food, cosmetics, and pharmaceutical goods, are consistently produced and controlled according to set quality standards.
GWP	Global warming potential
Hazard Analysis Critical Control Points (HACCP)	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.
HCV Network (HCVN)	Formerly known as the HCV Resource Network, the HCV Network is a member-based organisation that strives to protect HCV 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.

Health Star Rating (HSR)	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 and standard way to compare similar packaged foods.
HFO	Heavy fuel oil
High Carbon Stock (HCS)	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 amounts of carbon and biodiversity.
HCSA	High Carbon Stock Approach
High Conservation Values (HCV)	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.
HDPE	High-density polyethylene
HRD	Human Rights Defender
HRDD	Human Rights Due Diligence
HRWG	Human Rights Working Group
HSE	Health, Safety & Environment
Hukatan-KSBI	Labour union confederation in Indonesia consisting of the union Hukatan and KSBI (Konfederasi Serikat Buruh Sejahtera Indonesia, i.e. Confederation of Labour Unions of Indonesia)
Humanitarian Entrants	The term 'humanitarian entrant' refers to refugees and other person who are resettled in Australia under the Humanitarian Programme, which has a range of visa streams including the 'Refugee' stream, the 'Woman at Risk' stream and the 'Special Humanitarian Programme'.
Independent smallholder	Small growers with less than 50 hectares of land (with the exception of Indonesia, small growers with less than 25 hectares 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.
Indonesian Sustainable Palm Oil (ISPO) standard	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.

Integrated pest management (IPM)	An 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.
International Sustainability and Carbon Certificate (ISCC)	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.
International Union for Conservation of Nature and Natural Resources (IUCN) Red List of Threatened Species	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.
ILO	International Labour Organisation
ILPC	Indigenous Peoples and Local Communities
IoT	Internet of Things
IPCC Fifth Assessment Report (AR5)	The Fifth Assessment Report (AR5) of the United Nations Intergovernmental Panel on Climate Change (IPCC) is the fifth in a series of such reports and was finalised in 2014.
ISAP	Wilmar Independent Sustainability Advisory Panel
IT	Information Technology
JSEA	Wilmar's Job Safety and Environmental Analysis
JV	Joint ventures
KPI	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.
LMS	Learning management system
LPG	Liquefied petroleum gas
LTIR	Lost Time Injury Rate, the number of lost time injuries occurring in a workplace per 200,000 hours.

LWDR	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.
Malaysian Sustainable Palm Oil (MSPO) standard	A national certification requirement applicable to all Malaysia-based palm oil operations.
MCO	Movement control order
Mesocarp	The middle layer of pericarp, the fleshy part of a palm fruit.
mg/L	milligrams per Liter
MT	Metric Tonne
MWh	Megawatt hour, equal to 1,000 kilowatts of electricity used continuously for one hour. It is equivalent to the amount of electricity used by about 330 homes during one hour.
N2O	Nitrous oxide
NCD	Non-communicable diseases
NDPE Implementation Reporting Framework (NDPE IRF)	A reporting tool designed to help companies to systematically understand and track progress in delivering NDPE commitments in their palm oil supply chain.
NGO	Non-governmental organisation
NIST	National Institute of Standards and Technology of Singapore
No Deforestation, No Peat, No Exploitation (NDPE) Policy	A commitment to adopt measures and actions to achieve no deforestation, no peat development and no exploitation within the Company's operations and supply chain.
NUS	National University of Singapore
OCI	Organisational culture inventory
OECD Guidelines	The OECD Guidelines for Multinational Enterprises (OECD Guidelines) are recommendations from governments to multinational enterprises on responsible business conduct.

OPF	Outside Purchased Fruits
P&C	Principles & Criteria. Is often used to reference the RSPO Principles & Criteria for oil palm production.
Palm oil mill effluent (POME)	The by-product of processed FFB.
Palm oil refinery effluent (PORE):	Wasterwater produced by processing crude palm oil in a palm oil refinery.
PD & PD Rate	Permanent Disability & Permanent Disability Rate
PDPA	Personal Data Protection Act (in Singapore)
Peatland:	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.
PET Plastic	Plastics made of polyethylene terephthalate
PFAD	Palm Fatty Acid Distillate
PIC	Person in charge
PIMS	Wilmar Process Information Management System
PIPL	Personal Information Protection Law (in China)
POGG	Palm Oil Collaboration Group
PPBOP	PPB Oil Palms Berhad
PP	Polypropylene
PPE	Personal protective equipment
PROFOREST	A global non-profit organisation that supports sustainable agricultural commodity production and sourcing.

PTW	Permit To Work
PWD	Persons with disabilities
Press mud	Sugarcane press mud is the residue of sugarcane juice filtration.
PV	Photovoltaic
QAQC	Quality Assurance & Quality Control
R&D	Research & Development
RADD	Radar Alerts for Detecting Deforestation
Roundtable on Sustainable Palm Oil (RSPO)	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 nongovernmental organisations (NGOs), to develop and implement global standards for sustainable palm oil consisting of environmental and social criteria.
RTE	Rare, Threatened and Endangered species
RTRS	Roundtable on Responsible Soy
Scheme smallholders (or plasma schemes)	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).
SFD	Sabah Forest Department
SGCP	Wilmar Supplier Group Compliance Programme
SGX-ST	Singapore Exchange Securities Trading Limited
SHG	Self Help Groups
SICA	Wilmar's Sekar Imej Conservation Area
SIWG	Social Issues Working Group
SLL	Sustainability-Linked Loans

Smartcane BMP	A Queensland-focused voluntary accreditation system providing best practice guidance for cultivating sugarcane.
SMETA	Sedex Member for Ethical Trade Audit
SMT	Wilmar Sustainable Management Team
SNP	Single Nucleotide Polymorphism
SNRC	Sugar Nutrition Resource Centre
SOP	Standard Operation Procedures
Spatial Monitoring and Reporting Tool (SMART)	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.
SPOTT	Sustainability Policy Transparency Toolkit – an initiative developed by the Zoological Society of London – is a free, online platform supporting sustainable commodity production and trade.
Spent wash	Distillery spent wash is the unwanted residual liquid waste generated during production. It is a dark brown, highly organic effluent.
SPC	Soy Protein Concentrate
SQF	Safe Quality Food
SRA	Sugar Research Australia
SRSL	Shree Renuka Sugars Limited
SRT	Wilmar's Supplier Reporting Tool
Sustainability Accounting Standards Board (SASB)	An independent non-profit organization that sets standards to guide the disclosure of financially material sustainability information by companies to their investors.
Sustainable Development Goals (SDGS)	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.

SWD	Sabah Wildlife Department
Task Force on Climate-related Financial Disclosures (TCFD)	A voluntary disclosure platform, set up by the Financial Stability Board (FSB), designed to provide a framework for companies and other organisations to develop more effective climate-related financial disclosures through their existing reporting processes.
TLL	Temasek Life Science Laboratory
Tropical Forest Alliance (TFA)	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.
TSS	Total suspended solids - solids in the water that can be trapped by a filter.
TVP	Textured Vegetable Proteins
UNDrip	United Nations Declaration on the Rights of Indigenous People
UNGPs	UN Guiding Principles on Business and Human Rights
UNGx	United National Global Compact
VOC	Volatile organic compounds - compounds that have a high vapour pressure and low water solubility.
VR	Virtual reality
VSD	Variable Speed Drives
WAO	Women's Aid Organisation
WAOP	Wilmar's Wildlife Awareness Outreach Programme
WCSG	Wilmar's 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 and Wilmar and is hosted at the Yong Loo Lin School of Medicine, NUS.
WILSO	Wilmar Safety Observation
WIMS	Wilmar's Integrated Management System
WTP-RO	Water treatment plant-reverse osmosis
WoW	Wilmar's Women's Working Groups
WWF	World Wildlife Fund for Nature
YKA	Yihai Kerry Arawana
ZSL	Zoological Society of London, a charity founded in 1826 that is devoted to the conservation of animals and their habitats around the world.



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