

Sustainability Data & Disclosures

Annual Report 2025



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Introduction & General Disclosures

About this Document

This document has been prepared to provide supplementary sustainability information and should be read in conjunction with the 2025 Olam Agri Annual Report. The disclosures are with reference to the Global Reporting Initiative (GRI) standards.

 **Read more on our Annual Report 2025 and view our GRI Content Index at olamagri.com/annual-report**

We strive to report across the governance, environmental, social and economic dimensions of our business activities in a transparent and balanced manner. Within this report, we respond directly to GRI disclosure topics and relevant indicators, and have supplemented our GRI reporting with additional disclosures, as appropriate, from the Sustainability Accounting Standards Board (SASB) standards. This approach is helpful when engaging with stakeholders seeking similar assessments, and establishes a robust set of disclosures covering several sustainability topics and standards.

About Olam Agri

We're a market leading and differentiated agri-business, focused on high-growth markets with a global origination footprint, processing capabilities and deep understanding of market needs built over 35 years.

We're dedicated to cultivating a sustainable future where food and agriculture positively contributes to conserving our environment, strengthening communities, and increasing global food security.

Our headquarters are in Singapore at 7 Straits View, #20-01 Marina One East Tower, Singapore 018936.

Guided by our Purpose, we transform food, feed, and fibre for a more sustainable and food secure future. It's not just what we do, it's who we are.

We work together with producers, customers and stakeholders to build enduring partnerships, and conduct our business sustainably to make a positive impact on climate, nature and biodiversity, and enable farming communities to prosper sustainably.

Together, we are building a brighter future for people, communities and our planet.

 **Read more on our three Purpose outcomes and the work we are doing on page 29 of our Annual Report 2025**

Our business could be affected by a wide range of social and environmental risks and opportunities, either directly or indirectly through our supply chains. As a result, we have to manage an ever-changing set of circumstances and issues. In tandem with this, we also recognise that we have a role to play in positively impacting both the environment and the communities in which we operate across our entire value chain.

The scale and nature of our operations vary from country to country, and we prioritise sustainability reporting based on the challenges in each country.

 **Read more about our operations at olamagri.com/about-us**

Membership Associations

We rely on a variety of partners to help us to scale positive impact. Our teams represent our business in a number of associations to share our insights and to stay informed.

 **Read more on our key memberships and partnerships on page 28 of our Annual Report 2025**

About the Company's Sustainability Reporting

From 1 January to 31 December 2025.

The reporting periods for both sustainability reporting and financial reporting are aligned.

This document, along with our Annual Report 2025, was published on 30 June 2026.

The entities covered by this report are the same entities included within the Olam Agri consolidated financial statements and represent the full Olam Agri Group of companies.


We actively encourage feedback and questions on our sustainability reporting. These can be directed to:

Steven Fairbairn,
Head of Communications,
steven.fairbairn@olamagri.com

Determining Materiality

Our annual reporting covers both our direct operations, including farming, estates, processing and distribution, and our indirect third-party supply chain, consisting of farmers from whom we buy crops.

Our sustainability reporting is structured around the three core pillars. The core pillars have been further divided into 11 focus areas that have been deemed the most material to the Group and our stakeholders. This follows input sought and received from various sources such as customer audits, enquiries from NGOs and banks, shareholder expectations, international standards, civil society scorecards, and industry platforms. These focus areas have been mapped against our operations and supply chains to identify the most significant risks and the opportunities to Olam Agri. We have also identified the positive impacts we are striving to have as an organisation on the environment and wider society, while acknowledging and accepting our role in negative impacts that require remediation.

 **Read more on our 11 focus areas, how we are managing these, and the impacts we are striving for on pages 50 to 53 of our Annual Report 2025**

Policy Commitments

Olam Agri's policy commitments for responsible business conduct are publicly available across two sections of our website:

Sustainability Policies & Positions:

- Living Landscapes Policy
- Plantations, Concessions & Farms Code
- Responsible Palm Oil Policy
- Responsible Natural Rubber Policy
- Animal Welfare Policy
- Declaration on Peatland Preservation

 **Read more on Sustainability Policies & Positions at olamagri.com/sustainability-policies**

Ethics & Compliance:

- Code of Conduct
- Anti-Bribery & Corruption Policy
- Position on Human Rights & Labour
- Fair Employment Policy
- Supplier Code
- Responsible Marketing Policy
- Whistleblowing Policy

 **Read more on Ethics & Compliance at olamagri.com/policies**

Additional policies & Codes of Practice are internally available, including the WASH Standard, Stakeholder Engagement Policy, and suite of Quality, Environment, Health and Safety (QEHS) guidance. These serve as technical implementation guidance for our business.



Olam Agri applies the Principles of the 2018 Code of Corporate Governance (the Code) and purposefully applies the provisions of the Code in our governance framework.

Read more on how Olam Agri conducts its governance-related practices and processes, including in compliance with the Code, in the Governance section of our Annual Report 2025

The responsibility for implementing Olam Agri's policy commitments – including on human rights, environmental stewardship, and business ethics, is allocated across numerous levels within the organisation. Please refer to the Governance section of the Climate-Related Disclosures report for more information.

Ethics & Compliance

Upholding high standards of behaviour is fundamental to the values and culture of our business and is central to earning and maintaining the trust of our investors, customers, suppliers, employees, communities and other stakeholders.

To strengthen our ethical and compliance standards, we have established our Ethical Business Programme (EBP), which sets out the standards and behaviours we firmly expect. These are detailed in the Olam Agri Code of Conduct as well as our specific policies.

Read more on our Policy Commitments on page 2 of this report

Where applicable for specific topics, further information is disclosed in the other sections of this document.

Compliance with Laws & Regulations

In 2025, there was one pending administrative and one judicial case in Brazil related to Olam Agri Brasil Ltda's (together with other trading companies) adherence to the Soy Moratorium. The Soy Moratorium aims to prevent the exploitation of the Amazon region by an agreement among its members to refrain from purchasing Soy from certain deforested land. However, opponents to the Moratorium argue that such Soy farming under the Brazilian Forest Code is permitted, and accordingly, these cases allege that the Soy Moratorium violates competition rules by establishing

supralegal parameters beyond Brazilian environmental legislation. Both the administrative and judicial cases are currently suspended pending further guidance from the Brazilian Supreme Court.

Significant instances of non-compliance with laws and/or regulations are those determined to have a material impact on Olam Agri's financial statements or that could result in significant reputational risk.

Anti-Corruption

Operations assessed for risks related to corruption

The Integrated Risk Assurance Framework (IRAF), which is under Internal Audit ownership, covers Olam Agri's global businesses and includes bribery and corruption risk among other identified risks.

The IRAF is presented by Internal Audit to the Board's Audit and Risk Committee on a quarterly basis. As part of its responsibilities, Internal Audit conducts annual reviews and validates the controls associated with the identified risks. Additionally, Internal Audit carries out audits and reviews across the business, which cover core areas associated with anti-bribery and corruption risk, to assess how the risk is being monitored, managed and mitigated. Internal Audit follows a risk-based approach in determining which are assessed annually, while aiming for all Group entities to be covered over a three-year period.

Significant risks related to corruption, identified through the risk assessment

Olam Agri faces significant risks related to bribery and corruption, particularly in areas such as vendor selection, gifts and entertainment, and political donations. These risks are comprehensively addressed through our Compliance Programme.

This programme encompasses robust policies, training, and systems and controls designed to effectively mitigate and manage these risks on a global scale.

 **Read more on the principal risks and uncertainties linked to bribery and corruption risk on page 52 of our [Annual Report 2025](#)**

Communication and training on anti-corruption policies and procedures

We maintain a comprehensive global compliance programme that encompasses all our operations and activities. Our Anti-Bribery and Corruption (ABC) Policy and our Code of Conduct make it mandatory that employees and associated persons must not engage in bribery or corrupt practices. We also require our suppliers to follow the same standards through adherence to our Supplier Code. Any allegations or reports received through the whistleblowing channel are thoroughly investigated, and appropriate actions, including legal measures, are taken as necessary. The Codes outline the behaviour and policies which all employees and suppliers are expected to comply with.

All members of the Board and Executive Committee have been provided with a copy of our ABC Policy and Code of Conduct. Our Board of Directors is responsible for reviewing and approving all compliance policies, including those related to anti-bribery and corruption.

Responsibility for communicating the ABC Policy to all employees (businesses and functions) who deal directly with third-parties lies with the Olam Agri compliance teams. The Policy and the Code of Conduct are available to all employees on our internal employee platforms and website. Regular reminders relating to ABC procedures are shared with employees in workplaces, through emails and on our intranet: The Loop.

Our Code of Conduct outlines the actions employees must take in accordance with the Code and our policies, explicitly prohibiting the giving or receiving of bribes, including facilitation payments. Strict thresholds have been established for gifts, entertainment and political donations to ensure compliance with the ABC Policy. The Policy also mandates that any employee who believes they have a conflict of interest must declare it. Additionally, our whistleblowing programme enables employees and third-parties to raise any potential areas of concern.

In 2025, ABC training and Code of Conduct attestation were provided to all Olam Agri office staff. The completion rate of these training programmes stands at 84% and is continuously tracked and monitored by the Ethics and Compliance team. Upon joining, all new employees receive a copy of the Code of Conduct from HR, which they are required to acknowledge and sign. Additionally, the Olam Agri compliance function engages with senior leaders in the Company on a periodic basis to discuss the current status of ABC Policy training and awareness.

Periodic reminders and updates on the Ethical Business Programme (EBP) are communicated to all staff as part of the Company's efforts to embed strong ethical values across the business. The EBP is an initiative that reflects our commitment to foster an environment where integrity, transparency and ethical behaviours are embedded in our business practices. The programme emphasises the importance of upholding the highest standards of ethical conduct, compliance with laws and regulations, preventing bribery and corruption, and ensuring fair competition. Through the EBP, all employees are encouraged and guided to act responsibly, treat everyone with respect, uphold business integrity and make a positive impact on society. All employees are also required to complete a training programme that supports our culture of doing business the right way.

Our ABC Policy and Code of Conduct requirements are set out in our Supplier Code which is shared with both our agricultural and non-agricultural suppliers, including pictorial versions for suppliers sourcing from farmers with limited literacy in developing countries.

 **Read more on how we address anti-bribery and corruption in the policy commitments section on [page 2](#) of this report**

Confirmed incidents of corruption and actions taken

In 2025, there were zero confirmed incidents of corruption.

Supplier Social & Environmental Assessments

Olam Agri's direct¹ and indirect² supply base includes many suppliers across multiple geographies covering millions of hectares. The scale and complexity of these supply chains lead to suppliers facing various social and environmental risks.

Responsible sourcing is managed through our Living Landscapes Policy, which provides a framework for assessing and monitoring environmental and social practices in agricultural supply chains, especially for higher risk commodities like rubber, soy and palm.

 **Read more on our Living Landscapes Policy in the policy commitments section on page 2 of this report and on pages 32 to 33 of our Annual Report 2025**

The Olam Agri Supplier Code

Our goal is to purchase raw materials and products produced in a socially responsible, economically profitable and environmentally sustainable manner. Our Supplier Code sets out the expectations in support of this goal. The review process involved seeking input from various stakeholders and benchmarking against industry standards and commitments. We have published pictorial versions of the Supplier Code for each business unit which reflects the different products to make them more accessible to suppliers where low literacy rates are a challenge.

Building enduring partnerships with our suppliers is central to developing more sustainable and responsible agricultural supply chains that conserve nature and enable farming communities to prosper. The Supplier Code sets out the standards and principles Olam Agri expects suppliers to uphold and outlines the relevant Policies and applicable laws. This applies to suppliers of agricultural products including individual farmers and farmer groups, farming and processing enterprises, buying or collecting agents, and trading companies – that supply products directly or through intermediaries. Direct suppliers are also expected to ensure their own suppliers are aware of, and comply with, the principles set out in the Code.

 **Read more on our Supplier Code in the policy commitments section on page 2 of this report**

New suppliers that were screened using social and environmental criteria

With a large supplier base primarily comprised of smallholders in rural emerging markets subject to changes each season, data specifically on new suppliers is often impractical to collect and maintain. We perform screening activities across several of our direct supply chains, such as deforestation assessments and related KYC checks for natural rubber suppliers. The total volume procured across our products that was covered by our Supplier Code (or equivalent commitment) was approximately 22%.

Actions taken to mitigate negative social and environmental impacts in our supply chain

Olam Agri has identified deforestation and conversion of natural habitats, with associated biodiversity loss, as the most significant potential negative environmental impacts in its supply chain. These risks are most pronounced in soy (Brazil), palm oil (Indonesia), rubber (Côte d'Ivoire) and cotton (Chad). Soil degradation and declining soil productivity are additional risks in cotton supply chains in Chad, Togo and Côte d'Ivoire.

To address identified impacts, we have implemented responsible sourcing policies, supplier engagement and mitigation measures tailored to commodity- and geography-specific risks. The Company maintains formal grievance mechanisms to enable affected stakeholders to raise concerns. All grievances, whether submitted directly or via third-party platforms, are investigated and appropriate corrective actions are taken.

 **Read more on our responsible sourcing measures on page 36 of our Annual Report 2025**

 **Read more on our actions to mitigate negative social and environmental impacts in the sustainability section of our Annual Report 2025**

Supply chain traceability

Over 95% of our GHG emissions stem from purchased agricultural commodities, primarily driven by land-use change, land management practice and agricultural inputs.

Olam Agri has farm-level traceability for approximately 1.5 million Metric Tonnes of procured volumes (e.g. cotton in Chad, Togo and Côte d'Ivoire; sesame in Nigeria; superfoods in Peru; rice in Vietnam, Thailand, India and Nigeria; rubber in Côte d'Ivoire and Indonesia). Within the palm trading business, 100% of volumes are traceable to mill and approximately 90% to plantation level. Over 600,000 Metric Tonnes of directly procured Brazil soy volumes are traceable to municipality, and an additional 750,000+ Metric Tonnes were non-Amazon certified soy in 2025.

These volumes are a subset of our responsibly sourced volumes, which include all volumes covered by our Supplier Code or equivalent directly sourced volumes from farmers under sustainability programmes. The total responsibly sourced volume was approximately 9.9 million Metric Tonnes in 2025, representing approximately 22% of our purchased agricultural commodities.

 **Read more on our Supplier Code in the policy commitments section on page 2 of this report**

 **Read more on our traceability efforts in the Sustainability section of our Annual Report 2025**

Improvement projects to get suppliers certified to internationally recognised standards

We apply a risk-based responsible sourcing approach, prioritising mitigation measures – including certification, traceability, supplier engagement and capacity-building – where they are most relevant and effective. Certification is one of several tools used to address sustainability risks across commodities and geographies, rather than a universal requirement for all sourced volumes.

1 Direct supply chains are defined as a supply chain from where volumes are procured directly from farmers, farming co-operatives, farmer groups, or local buying agents, or aggregators restricted to a specific group of farmers.

2 Indirect supply chains are defined as volumes not procured directly from farmers, farming cooperatives, farmer groups, or local buying agents or aggregators restricted to a specific group of farmers. This may include sourcing from exchange traded volumes, government entities, large national aggregators, or primary processing partners.

Across our supply chains, specific improvement projects include:

Natural Rubber (Indonesia,

Côte d'Ivoire): Through a long-standing partnership with German development agency Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (MoU signed January 2025), Olam Agri supports smallholder rubber farmers via Good Agriculture Practices (GAP) training, GPS polygon mapping for traceability and deforestation-free verification (over 45,000 farms mapped in Côte d'Ivoire and 22,000 in). Projects also strengthen cooperative capacity to meet EUDR requirements, align with Global Platform for Sustainable Natural Rubber (GPSNR) standards, and include women's entrepreneurship training and youth skills development.

Soy (Brazil): 100% of directly procured soy volumes (approximately 10% of total traded volumes) are screened through the Agrottools platform¹ for deforestation risk. While indirect volumes are currently traceable to port level only, Olam Agri is advancing farm-level traceability through the Agribusiness 1.5°C Taskforce Soy Roadmap and sourcing from traders with comparable commitments. Vendors listed by IBAMA² or under the Soy Moratorium³ are blocked.

Palm Oil (Indonesia, Malaysia): Olam Agri sources RSPO-certified palm oil and works with suppliers to strengthen traceability and compliance with international sustainability standards. Within the palm trading business, 100% of volumes are traceable to mill and approximately 90% to plantation level, supported by satellite monitoring through Palmoil.io to identify and manage deforestation and land-use risks.

Cotton (Côte d'Ivoire, Chad, Togo):

Olam Agri supports Cotton made in Africa (CMiA) and Better Cotton Initiative (BCI) certification through farmer training and good agricultural practices (GAP) programmes. Its subsidiary Société d'exploitation cotonnière Olam Agri (SECO) has generated 1.18 million regenagri insetting credit units, supporting market demand and liquidity for sustainably certified cotton.

Rice (Southeast Asia): As a co-founder of the Sustainable Rice Platform (SRP), Olam Agri promotes SRP-aligned practices through smallholder engagement. Inclusive Sustainable Rice Landscape (ISRL) projects in Thailand support sustainable production with full supply chain traceability. Compliance with SRP and SAI Platform Farm Sustainability Assessment (FSA) standards is verified through annual independent third-party audits.


Wood (Republic of Congo): Olam Agri's wood business subsidiary Congolaise Industrielle des Bois (CIB) has maintained its FSC® certification⁴ across all its natural forest concessions (in Pokola, Loundoungou, Mimbéli-Ibenga, Kabo and Pikounda Nord) in line with its commitment to responsible and sustainable forestry.

 **Read more on commodity-specific certifications in our Responses to the TNFD**

Animal Health & Welfare

Olam Agri's Animal Welfare Policy is aligned with the Five Freedoms of Animal Welfare and the standards of the World Organisation for Animal Health (WOAH). The Policy applies to Olam Agri's operations involving direct management of live animals.

At the Nigeria hatchery operation, animal health management focuses on preventive care through structured vaccination programmes, daily flock health monitoring under veterinary supervision, and robust biosecurity measures. Animal health and welfare are monitored through daily inspections and post-mortem assessments. Each grading assesses health and weight for a minimum of 5% of the flock, ensuring early detection of health-related issues and continuous oversight of welfare standards.

 **Read more on our Animal Welfare Policy in the policy commitments section on page 2 of this report**

Tax Governance

Olam Agri operates across numerous tax jurisdictions and maintains the respective tax-related approaches, governance frameworks, internal controls, risk management and a suite of related policies, to ensure full compliance with relevant jurisdictional requirements.

We are committed to maintaining a constructive and professional working relationship with country tax authorities, with the aim of bringing about agreement of our tax affairs in a timely and pragmatic manner. Key elements of our approach include:

- **Transparency:** we are committed to providing transparency in our tax reporting and disclosures. This includes sharing relevant information and documentation with tax authorities to support our tax positions upon request.
- **Compliance:** we ensure that our tax practices align with the prevailing tax laws and regulations, and we promptly address any issues or concerns raised by tax authorities.

Olam Agri participates in tax panel discussions, upon request, as part of our ongoing commitment to engage with the broader tax community. This allows us to share our insights and expertise, contribute to tax discussions, and stay informed about the latest developments in tax legislation.

We continuously review and update our tax practices based on stakeholder feedback and emerging best practices. This ensures that our tax strategy remains aligned with stakeholder expectations and supports our long-term sustainability objectives.

¹ Read more information via <https://agrottools.com.br/en/>.

² Brazilian Institute of Environment and Renewable Natural Resources – farms/entities that have undertaken unauthorised land clearing are named on the list.

³ Farms/entities that have cleared land in the Amazon biome after 2008.

⁴ Certified licence numbers are: FSC-C014998 / FSC-C128941 / FSC-C104637 / FSC-C156094 / FSC-C005457.

Advancing Climate Solutions



Climate Action

According to the IPCC's (The Intergovernmental Panel on Climate Change) Sixth Assessment Report (2023), approximately 22% of all greenhouse gas (GHG) emissions originate from agriculture, forestry and the land-use sector. As a leading agribusiness, Olam Agri recognises both the potential risks posed by climate change to its business, and its responsibility to protect the environment not just by cutting our own GHG emissions, but also by promoting best practices across our industry, partners and supply chains.

Our target is to reduce Scope 1, 2 and 3 GHG energy and industry emissions by 42% of 2022 baseline emissions by 2030. We also have a target to reduce Scope 1 and 3 Forest, Land and Agriculture (FLAG) emissions by 30.3% of 2022 baseline emissions.

We have followed the recommendations of Task Force on Climate-related Financial Disclosures (TCFD) since 2019, and continue to advance our alignment with the more recent International Sustainability Standards Board (ISSB) Standards. We are committed to ensuring transparency and action around climate-related risks and opportunities. The identification, assessment and management of climate-related risks and opportunities are periodically reviewed and improved upon. In 2025, we strengthened our approach and expanded the scope of

assessment to identify climate-related risks and opportunities across a wider range of business operations and supply chains.

As part of institutionalising climate risk management, climate risks are also assimilated into our Integrated Risk and Assurance Framework (IRAF) process. Findings from the IRAF undergo quarterly reviews by the Board Sustainability Committee and the Board Audit and Risk Committee.

 **Read more in our Climate-Related Disclosures**

In addition to our own targets and climate risk assessment processes, we continue to participate in global partnerships to accelerate action. This includes the Agriculture Sector Roadmap to 1.5°C, launched at COP26. At COP27, Olam Agri and the 12 other signatories – global agricultural trading and processing organisations – published a shared roadmap for enhanced supply chain action to halt commodity-linked deforestation consistent with a 1.5°C pathway. We continue to actively participate in the taskforces for palm and soy.

At COP28, Olam Agri joined two additional sustainable agriculture initiatives: the COP28 Action Agenda on Regenerative Landscapes, and the First Movers Coalition for Food. The COP28 Action Agenda on

Regenerative Landscapes is an initiative led by the COP28 Presidency, the World Business Council for Sustainable Development (WBCSD) and the Boston Consulting Group (BCG), and supported by the UN Climate Change High-Level Champions. The aim is to accelerate the transition to regenerative agriculture practices and positively impact the sustainability and resilience of food and agricultural systems.

The World Economic Forum's pioneering First Movers Coalition for Food, brings together about fifty partners including input providers, midstream buyers such as Olam Agri, downstream buyers, value chain support organisations, and the support of the Government of the United Arab Emirates.

 **Read more on our partnerships on pages 28 of our Annual Report 2025**

Olam Agri continues to make progress with existing industry initiatives to which it is already a signatory, such as The Sustainable Market Initiative's Agribusiness Task Force and the Agriculture Sector Roadmap to 1.5°C, which has delivered a soy sector roadmap to halt deforestation in high-priority biomes.

 **Read more on this initiative in our publication 'Supporting the 1.5°C Agri Sector Roadmap'**

Advancing Climate Solutions continued

Energy Consumption within Olam Agri

Olam Agri's processing facilities are reliant upon various fuels for their daily operations. The table below shows fuel and energy consumption from Tier 1 and Tier 2¹ facilities.

We have worked on improving our data quality through implementing and conducting multiple layers of verification over our 2025 data, including independent verification by central Manufacturing and Technical Services (MATS) teams, GHG accounting teams, and our internal audit teams. This has enabled us to enhance our data collection and verification processes to capture information from both Tier 1 and Tier 2 facilities.

Scope 1: Fuel consumption (GJ)

	2024	2025	Fuel types used
Non-renewable sources	3,515,695	3,467,356	Diesel, petrol, natural gas, LPG, fuel oil, kerosene
Renewable sources	4,576,904	4,140,012	Biomass (bagasse, wood, palm kernel and cashew nut shells, rice husk)
Total	8,092,599	7,607,367	

Scope 2: Purchased electricity, heating, cooling, and steam consumption (GJ)

	2024	2025	Energy types consumed
Grid electricity	634,995	768,557	Mixed grid
Heating	0	0	
Cooling	0	0	
Steam	0	0	
Renewable energy	3,019	9,448	Solar
Total	638,014	778,006	

Total energy consumption (GJ)

	2024	2025
Non-renewable sources	4,150,691	4,235,913
Renewable sources	4,579,923	4,149,460
Total	8,730,614	8,385,373

For 2025, renewable energy (including biomass) comprised 49% of Olam Agri's total energy consumption in Tier 1 and Tier 2 facilities.

¹ Tier 1 facilities are large manufacturing plants and Tier 2 facilities are primary processing plants.

Energy Intensity

The energy intensity ratio of Gigajoules (GJ) per Metric Tonne (MT) of product processed in our operations has been determined to be the appropriate metric to measure energy intensity for our operations. The unit of measurement across our businesses that underpins and drives our variable energy cost and consumption requirements. The scope of energy types included in the intensity calculation reflects all energy types used in our Tier 1 and Tier 2 processing facilities. The calculation only considers energy consumption directly measurable within the processing facilities of our organisation and does not include energy consumption from outside of the organisation, i.e., across our supply chain. Olam Agri's 2025 energy intensity ratio was 1.82 GJ/MT, improving 11% from the 2024 intensity of 2.04 GJ/MT of product processed in operations across our Tier 1 and Tier 2 production facilities.

Reduction of Energy Consumption

Olam Agri has implemented a portfolio of energy reduction initiatives across its processing operations to address Scope 1 and 2 emissions. These include using biomass energy in our Nigeria grains business, India sugar operations, Republic of Congo Wood operations and Vietnam rice and integrated feed

& protein (IFP) operations, reducing reliance on fossil fuels. We have also installed solar panels for renewable energy generation across the grains, IFP, and rice operations in Nigeria, leading to over 470,000 GJ of energy savings, and 15,000 tCO₂e emissions avoided.

GHG Emissions

As Olam Agri continues to scale the business, we are committed to ensuring the avoidance and reduction of emissions progress in tandem with our growth. We align our carbon accounting with the Greenhouse Gas (GHG) Protocol, quantifying direct emissions from owned or controlled sources (Scope 1), indirect emissions from purchased energy (Scope 2), and indirect emissions across our value chain (Scope 3). Robust measurement and transparent carbon accounting are essential to tracking progress on our decarbonisation journey.

Our emissions inventory is further disaggregated into Forest, Land and Agriculture (FLAG) and non-FLAG emissions to reflect the nature of our activities. For Scope 1 and 2, FLAG emissions were 0.06 million tCO₂e while non-FLAG emissions were 1.61 million tCO₂e. For Scope 3, FLAG emissions were 53.46 million tCO₂e while non-FLAG emissions were 7.74 million tCO₂e. Our Scope 3 (value chain) emissions (61.19 million tCO₂e) account for over 95% of total GHG emissions. The majority of

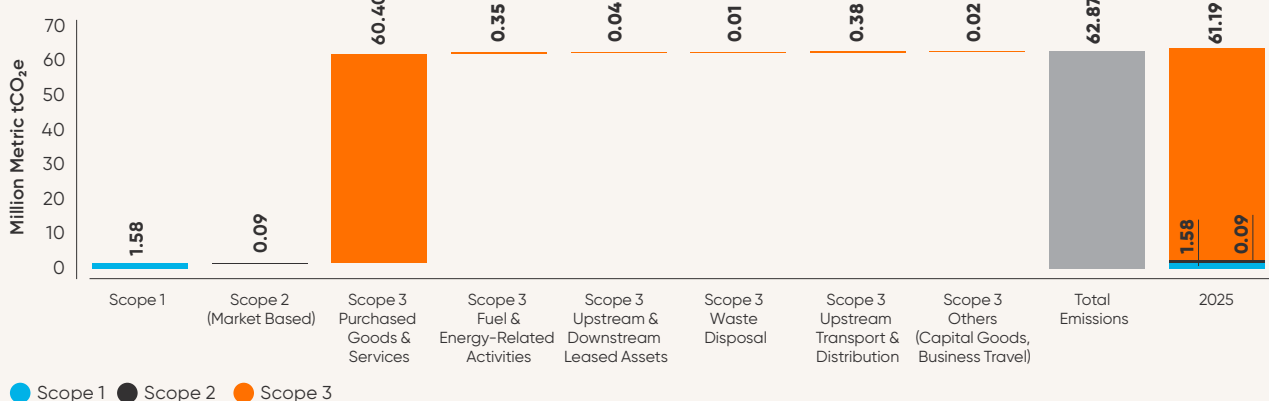
Scope 3 emissions are from our sourced agricultural commodities, with 87% of Scope 3 from FLAG related emissions.

GHG Methodology

In general, the GHG Protocol Suite of Standards is used to calculate our corporate GHG emissions, covering the accounting and reporting of seven greenhouse gases covered by the Kyoto Protocol. The main standards relevant to our GHG accounting are the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard for Scope 1 and 2 emissions, the Corporate Value Chain (Scope 3) Accounting and Reporting Standard and associated Technical Guidance for Calculating Scope 3 Emissions (version 1.0), and the GHG Protocol Agricultural Guidance.

The consolidation approach selected by Olam Agri for GHG inventory accounting is the operational control approach. The basis for this decision is that it most appropriately reflects the degree of influence and control we can have on our direct emission sources. Scope 2 emissions have been calculated and reported using a market-based approach. The GHG footprint is reported based on metric tonnes of CO₂-equivalent, which includes CO₂, CH₄, N₂O as our key emitted greenhouse gases¹. More details on specific methodologies applied for each type of business or emission activity can be found in the following section.

Olam Agri's Total Emissions in 2025
(million metric tCO₂e)



- We have applied the latest version of emission factors from Ecoinvent (version 3.12), DEFRA 2025, IEA 2025, agri-footprint (version 6.3) in line with industry best practice to utilise latest up-to-date emission factors.
- Biogenic carbon: 1.43 million tCO₂e arising from carbon dioxide emissions from biogenic sources have been categorised under 'biogenic carbon' which is outside Scopes 1, 2 and 3, in line with the Greenhouse Gas Protocol Agricultural Guidance. With the release of the 'Land Sector and Removals Standard' by GHG Protocol (effective 1 January 2027), we plan to review and prepare our greenhouse gas inventory for alignment with the updated accounting requirements for biogenic emissions.
- Scope 2 location-based emissions: 94,825 tCO₂e.

¹ All GHGs have been included, however HFCs are less material and PFCs, SF6 and NF3 are not applicable to Olam's emissions footprint.

Advancing Climate Solutions continued

For owned Plantations, Concessions and Farms (PCFs):

- Primary data on inputs and volumes of crop harvested are collected from the origin operations team.
- Agriculture-specific GHG computation tools such as AtSource Digital Footprint Calculator (DFC) and Cool Farm Tool are used to compute agricultural Scope 1, 2 and 3 emissions based on the farm activity data inputs.
- GHG intensity values are derived from AtSource, which uses crop-specific models and Ecoinvent data on emission factors. For crops not represented on AtSource, Cool Farm Tool is used.
- Absolute value of GHG emissions = GHG Intensity X Produced Volume.

For processing facilities:

- Primary input data on energy, waste and processing volume is collected by the MATS teams from global processing facilities.
- GHG emissions are calculated using 'best fit' emission factors with guidance from the GHG Protocol Standard. The primary sources of emission factors incorporated into the calculation are from DEFRA 2025 and IEA 2025.
- Scope 1 and 2 emissions are categorised as per the GHG Protocol: A Corporate Accounting and Reporting Standard.

For both owned PCFs and processing facilities:

- Biogenic emissions have been calculated and incorporated in the GHG inventory since 2022 reporting period as an outside-scope emissions category, based on the GHG Protocol Agricultural Guidance. With the release of the 'Land Sector and Removals Standard' by GHG Protocol (effective 1 January 2027), we plan to review and prepare our GHG inventory for alignment with the updated accounting requirements for biogenic emissions.

For the freight business:

- Primary input data on voyages and vessel fuel consumption is collected by the freight business teams.
- GHG emissions are calculated using 'best fit' emission factors with guidance from the GHG Protocol Standard. The emission factors incorporated into the calculation are sourced from the International Maritime Organization (IMO)'s 2020 Fourth GHG Study, with Global Warming Potentials from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6) applied.

For the supply chain:

- Most of our Scope 3 emissions stem from sourced agricultural commodities, which fall under the 'Purchased Goods and Services' Scope 3 category, as per the GHG Protocol Corporate Value Chain (Scope 3) Standard.
- Purchased commodity volumes are validated and supplied by the respective finance teams. Emission factor databases used include: Ecoinvent version 3.12 (2025), Agrifootprint version 6.3 (2023), AdAstra Sustainability's Orbae Land Use Change dataset (version 2.0.0) for relevant country-commodity activity data. The application of 'best fit' emission factors follows the general approach: activity description and boundaries, geographical location, recency of the emission factor database, and consistency of emission factor database used. Supplier-specific data, where available, have been used to compute Olam Agri's GHG emissions, such as with respect to cotton certified under regenagri®, and rubber sourced from Côte d'Ivoire and Indonesia, where farm-level traceability is available.

Improvements in GHG accounting

In 2025, Olam Agri advanced efforts to strengthen activity-level data quality, building on an external GHG assurance completed in 2023. In 2025, we further enhanced our GHG accounting processes by automating data capture from our Enterprise Resource Planning system (SAP) for over 80% of all third-party procured commodities. This automation process significantly reduces the risk of human errors for an emissions category that accounts for over 96% of our total value chain emissions. We also conducted a comprehensive review of operational control across all legal entities to ensure full and accurate representation within our GHG inventory. Robust and precise reporting of purchased commodities remains fundamental to tracking our decarbonisation performance and progressing towards our emissions-reduction targets.

Olam Agri estimated GHG emissions for Brazilian-purchased soy using municipality and state-level emission factors (for origination volumes) and weighted average region-level emission factors (for traded volumes) instead of the Brazilian average (country-level) emission factors. The approach of using sourcing region-level traceability to inform emission factors is documented in the Accountability Framework initiative (AFi) guidance.

For over 95% of palm products that were traceable to mill, mill-level direct land-use change assessment has been conducted. Working with AdAstra, we have updated our secondary emission factors previously based on statistical land use change methodology (country-level) to direct land use change emission factors (jurisdiction level based on mill locations), leading to enhanced accuracy of our land use change emissions.

GHG Emissions Intensity

Scope 1 and 2 GHG emissions intensity is reported for both production volumes and revenue. The basis and rationale for the determination of the appropriate denominator for our GHG emissions intensity is consistent with that of energy intensity disclosed in the previous section. For Scope 1 and 2 in relation to our own processing operations, we have maintained our year-on-year emissions intensity at approximately 0.07 tCO₂e/MT across 2024 to 2025. For Scope 1 and 2 in relation to our revenue, Olam Agri has reduced its emission intensity by 7% from 341.78 tCO₂e/million SGD in 2024 to 316.55 tCO₂e/million SGD in 2025.

Olam Agri's Scope 1 and 2 emissions intensity trend

	Unit	2024	2025
Emissions intensity by production*	tCO ₂ e/MT product	0.069	0.068
Emissions intensity by revenue**	tCO ₂ e/million SGD	341.78	316.55

* This accounts for Scope 1 and 2 (market-based) emissions in Tier 1 and Tier 2 processing facilities only.

** The numerator accounts for full Scope 1 and 2 (market-based) emissions across Olam Agri, comprising processing facilities, concessions, farms, and freight. The denominator used is calculated from the sum of revenue from "Food & Feed – Processing & Value-added" and relevant businesses of "Fibre, Agri-Industrials & Ag Services".

Reduction of GHG Emissions

In 2025, Olam Agri advanced operational decarbonisation in Scope 1 and 2 by improving energy efficiency and expanding renewable energy use across its assets through biomass and solar power purchase agreements. With freight emissions accounting for over 80% of our Scope 1 emissions, our marine freight business has collaborated with True North Marine to optimise shipping routes to reduce fuel consumption.

We are working on mitigating our Scope 3 value chain emissions through nature-based solutions and traceability initiatives with farmers and partners. Across cotton, rice, sugar and quinoa supply chains, Olam Agri scaled climate-smart agricultural practices that reduce methane and nitrous oxide emissions and enhance soil carbon, including biochar and compost application, zero tillage, green manure, Integrated Pest Management (IPM), and Alternate Wetting and Drying (AWD) in rice, which achieved 75% adoption in Nigeria. As members of the agricultural sector roadmap to 1.5°C for both palm and soy, we continued working in partnership to improve supply chain traceability and engage suppliers to achieve our commitments.

 **Read more on our decarbonisation efforts on pages 30 to 31 of our Annual Report 2025**

Healthy Ecosystems

Olam Agri operates in landscapes with rich biodiversity, carbon sinks and ecosystems, many of which are exposed to multiple pressures including expanding agriculture and human activities that lead to forest loss and degradation.


We recognise we have a major role to play in terms of land and biodiversity stewardship, and safeguarding the rights

of communities. By fulfilling this role though, we can also help protect our own operations from soil degradation, loss of pollinators and rising global temperatures caused by the loss of carbon sequestration by forests. We can also have a positive impact on other significant issues such as livelihoods, water and climate change.

In 2023, Olam Agri committed to be an early adopter of the Taskforce on Nature-related Financial Disclosures (TNFD) framework, which aims to identify sources of nature-related impacts and dependencies to help prevent nature and biodiversity loss across our operations and value chain. Our investment process requires comprehensive legal, environmental and social scoping and assessment to ensure compliance with Olam Agri's policies and objectives, relevant national and international laws and charters, and the Company's public commitments to good practice. The Living Landscapes Policy details our approach to land development:

- **Prosperous farmers and food systems:** Economically viable production that sustains a decent livelihood for farmers and agricultural workers, including safe and decent employment opportunities, access to training and finance, and fair pricing.
- **Thriving Communities:** Revitalising rural communities to live well, enjoying access to essential services such as health, education and sanitation, and securing nutritious food for all.
- **Regenerating the Living World:** Maintaining or restoring healthy ecosystems that support viable populations of animals and plants (biodiversity), enhancing local ecosystem services (e.g. water

regulation, soil fertility and erosion control), and regulating the global climate (carbon storage and greenhouse gas emissions).

 **Read more on our Living Landscapes Policy in the policy commitments section on page 2 of this report**

The following land-use practices must be respected in our operations and third-party supply chains:

- No illegal activities;
- Full compliance with applicable national and international laws, including human and labour rights;
- Respect Legally Protected Areas or Internationally Recognised Areas;
- No conversion or degradation of critical habitats such as High Conservation Value (HCV) areas and other nationally recognised conservation priorities;
- No conversion or degradation of peatlands of any depth;
- No conversion or degradation of other natural habitats with high levels of organic carbon such as High Carbon Stock (HCS) forests;
- No use of fire in land preparation including and replanting; and
- No development without the Free, Prior, and Informed Consent (FPIC) of indigenous peoples and/or local communities (IPLC), recognising traditional and customary rights.

 **Read more on how we are addressing deforestation risk and biodiversity on page 51 of our Annual Report 2025**

Advancing Climate Solutions continued

Operational sites owned, leased, managed in or adjacent to protected areas, & areas of high biodiversity value outside protected areas

Congolaise Industrielle des Bois (CIB) – natural forest concessions in Republic of Congo

Our wood business subsidiary, CIB, has led the way in responsible forest management in the Congo Basin. Headquartered in the northern region of the country, in Pokola, our concessions cover 2.1 million hectares (ha). Information and updates on our FSC® certification¹, licence codes and concession maps are available on our website.

Other farm operations with biodiversity focus

In Nigeria, we own a large rice farm comprised of over 7,200 hectares under management and an integrated mill. Although there is no High Conservation Value (HCV) land in the area, we have made considerable efforts to ensure the surrounding landscape is not impacted by our activities.

Significant impacts of activities, products, & services on biodiversity in protected areas & areas of high biodiversity value outside protected areas

We are focused on generating positive impacts in the diverse and wildlife-rich habitats in which we operate.

Olam Agri conducted comprehensive biodiversity risk assessments across our Tier 1 and Tier 2 facilities and upstream assets, leveraging the Integrated Biodiversity Assessment Tool (IBAT) for multi-site reporting. The analysis for the total number of International Union for Conservation of Nature (IUCN) Red List species and national conservation list species with habitats in areas affected by our operational areas (including facilities, farms, and concessions) was conducted using the IBAT multi-site assessment methodology, which overlays IUCN Red List data with the geographic coordinates of our facilities and upstream assets within a 50 km radius.

Key findings reveal that 45% of assessed sites are situated within 10 km of nationally or internationally designated

Protected Areas, while 20% lie within 10 km of Key Biodiversity Areas (KBAs). Additionally, within a 50 km radius, 28% of Olam Agri's facilities overlap with regions hosting more than 100 threatened species, and 8% intersect areas with over 200 threatened species. Through systematic monitoring and proactive collaboration with local regulatory frameworks, Olam Agri ensures minimal to no adverse impact on biodiversity.

 **Read more on our efforts to protect ecosystems on page 33 of our Annual Report 2025**

 **Read more on dependencies, impacts, risks and opportunities assessed in line with the TNFD in our Responses to the TNFD**

Habitats Protected or Restored

For both our own operations and third-party supply chains, halting deforestation has become imperative.

Wood

The Deforestation-Free (DF) and Deforestation-Conversion-Free (DCF) status of our concessions are verified on a first- second- and third-party basis, as per policies required by national laws, our main export markets (e.g. EUDR), and our commitment to 100% FSC® certification¹ for our concessions. 100% of our natural forest concessions spanning 2.1 million hectares in the Republic of Congo are managed to the highest standards in line with the FSC® certification¹, where we have complete traceability, with chain of custody from forest to the final product. The EU is a significant customer location for our wood business, with all wood sold to the EU subjected to the EU Deforestation Regulation (EUDR).

Through the use of GIS mapping of concessions, inventories and geolocation tagging of trees into a GIS database, assignment of unique identification numbers to each felled tree, and maintained platforms to record and track the wood product from harvest to final product, our traceability and monitoring mechanisms are able to support internal verification and third-party FSC® certification¹ processes in demonstrating that our harvested and processed wood volumes are deforestation-free.

Third-Party Partnerships to Restore Habitats

Olam Agri's overall concession in the Republic of Congo are located in Mimbéli-Ibenga, Pokola, Loundoungou-Toukoulaka, Kobo, and Pikounda Nord totalling 2.1 million hectares. The North Pikounda IFM-REDD+ Project, developed by Congolaise Industrielle des Bois (CIB), a subsidiary of Olam Agri, protects 92,530 hectares of tropical forest in the Sangha Department, Republic of Congo. The project has been conserved without harvesting since 2012 and is registered under the Verified Carbon Standard (VCS, Project ID 1052). Its effectiveness is validated through multiple independent third-party verifications, including a transition from methodology VM0010 to VM0011, reflecting best practice for 'logged-to-protected' REDD+ projects.

CIB is also a partner in the Ecosystem Management Project for the Periphery of the Nouabalé-Ndoki National Park (PROGEPP), a tripartite initiative involving the Ministry of Forest Economy (MEF), CIB, and the Wildlife Conservation Society (WCS). The project focuses on wildlife protection and ecosystem management in the buffer zone surrounding the national park, particularly within the Kobo, Pokola and Loundoungou-Toukoulaka Forest Management Units, which has been allocated to the CIB.

Palm

As set out in our Sustainable Palm Oil Policy, we are committed to no deforestation, no peat, no fire and no exploitation (NDPE). To achieve this, we have implemented rigorous sourcing requirements for our third-party suppliers. Significant progress has been made with regards to our commitment towards traceable and sustainable supply chains of our third-party suppliers, with 100% traceability to mill for all direct suppliers and 90% traceability to plantation.

¹ Certified license numbers are: FSC-C014998 / FSC-C128941 / FSC-C104637 / FSC-C156094 / FSC-C005457 / FSC-P001887.

Olam Agri uses Palmoil.io a risk assessment platform to assess, monitor and trace our supply chain deforestation-related risks. Palmoil.io is a comprehensive risk assessment platform which provides mill-level and concession-level risk assessment. For mill-level risk assessment, we decide on the radius (25 km and 50 km), the platform will assess the recent deforestation in palm concessions or adjacent within the radius. Where we have the concession traceability, we can directly select the concessions and check for deforestation. Using this platform, we can monitor the concessions and adjacent areas for deforestation alerts. Palmoil.io uses RADD/GLAD¹ alerts for monitoring.

Soy

As a signatory to the Agriculture Sector Roadmap to 1.5°C for soy and palm, Olam Agri is committed to halting deforestation linked to soy areas in Chaco, Cerrado and Amazon biomes by 2025, and the conversion of non-forest primary native vegetation no later than 2030. 100% of directly procured soy volumes (approximately 10% of total traded soy volumes) are screened through the Agrotools platform² for deforestation risk.

Furthermore, we have a monitoring system in place in which we block any potential vendor that is on the following:

- IBAMA list (which shows farms/entities that have carried out unauthorised land clearing), or the;
- Inspecao do Trabalho list (which shows entities with labour rights violations), or the;
- Soy Moratorium list (which shows farms/entities that have cleared land in the Amazon biome after 2008.)

100% traceability is achieved for origination volumes. For the Indirect volumes we continually strive to improve traceability through our processes and digital platforms. Traceability requires a joint engagement across supply chains, and this is why we are working collaboratively with our suppliers and other major soy purchasers through the Soy Moratorium, the Agriculture Sector Roadmap to 1.5C and the RTRS to improve transparency and traceability across the soy sector and our own supply chain.

Rubber

Olam Agri is committed to responsible production, sourcing and processing of natural rubber and we embrace sustainability principles and the policy framework of the Global Platform for Sustainable Natural Rubber (GPSNR).

Smallholder rubber plantations boundaries are precisely mapped using Olam Agri Farmer Information System (OFIS) to ensure 100% traceability for each plantation. For monitoring, the farm boundaries were uploaded into the global Forest Watch Pro platform which provides historical annual tree cover loss and near-real-time forest disturbance alerts which can be used as indicators of deforestation or forest disturbance. 100% of our rubber products from directly sourced volumes are determined to be deforestation- or conversion-free. We continuously invest in advanced digital systems such as mobile applications and traceability programmes which can be used to map Rubber plantations boundaries precisely to ensure traceability.

Third-Party Partnerships to Restore Habitats

In Lampung Province, Indonesia, Olam Agri partners with GIZ under the Sustainable Agriculture for Forest Ecosystems (SAFE) project. This initiative supports deforestation-free natural rubber production, including mapping of High Conservation Value (HCV) and High Carbon Stock (HCS) areas and the development of programmes to protect high-biodiversity-risk landscapes. With technical support from Preferred by Nature, HCV/HCS maps have been developed for the Tengah and Pesawaran districts in Lampung Province.

 **Read more on how the rubber business is well-placed to meet the upcoming EUDR obligations on page 36 of our Annual Report 2025**

Food Loss, Waste & Packaging

Post-harvest loss

 **Read more on disclosures on food loss within our operations on page 32 of our Annual Report 2025**

Waste Generated, Diverted, & Directed to Disposal

We aim to achieve operational excellence by minimising waste generation while increasing reuse, recycling and overall resource efficiency across our operations. Our waste management approach prioritises waste reduction at source and the diversion of recoverable materials from disposal streams.

To reduce waste and enhance resource efficiency and energy resilience, biomass residues generated from our operations are reused as fuel at processing facilities across our wood, rice, animal feed and protein, and edible oils businesses. This practice supports circular resource use and contributes to operational energy requirements (refer to the Energy Consumption section for further details).

We have expanded waste data tracking to include both Tier 1 and 2 processing operations, improving data completeness. In 2025, total waste volumes have increased by 26% with enhanced data coverage and an 8% increase in production volumes within Tier 1 and 2 facilities, leading to a corresponding 17% increase in waste intensity. We strive to continue identifying further opportunities for waste diversion from landfill.

1 RADD (Radar for Detecting Deforestation) and GLAD (Global Land Analysis and Discovery) refer to satellite-based forest loss monitoring alert systems.

2 Read more information via <https://agrotools.com.br/en/>.

Advancing Climate Solutions continued

Waste Generation from Tier 1 and Tier 2 Processing Facilities

Indicators	Unit of measure	2024	2025
Non-hazardous waste	MT	64,628	81,821
Hazardous waste	MT	109	69
Total waste	MT	64,736	81,890
Intensity	MT waste /MT production	0.015	0.018
Waste sent for recycling*	MT	48,798	64,167
Waste directed to disposal	MT	15,938	17,723

* Does not include diverted biomass burnt for energy. Please refer to the Energy Consumption section of this document for information on biomass burnt for energy which has been reported in GJ.

Healthy Soils

Healthy soils are essential for the climate-friendly production of crops. Conventional agriculture practices including monoculture cropping and overuse of fertilisers and pesticides contribute to unhealthy and degraded soil. Not only does this impact the environment but also farmers' livelihoods. By committing to the protection and restoration of degraded soils through the use, and promotion, of regenerative agriculture practices, Olam Agri can help restore soils in areas where it or its supply chain has a presence and, in turn, improve farmer resilience and food security. Nature-based and regenerative agriculture solutions that improve water management or support the sequestration of carbon also play a role in mitigating both physical and transitional climate risks.

Working with and supporting farmers so that they can effect positive change and improve soil health continues to be a key focus area. This is centred around ensuring farmers get the training and resources they need to adopt regenerative and climate-smart farming practices leading to better soil health and water management, while at the same time increase yields, making livelihoods more resilient and reducing emissions.

 **Read more on healthy soils and our regenerative agriculture practices on page 32 of our Annual Report 2025**

Integrated Pest Management

We are committed to responsible agrochemical use across our supply chains, ensuring environmental sustainability, worker safety and regulatory compliance. Our policies¹ cover pesticide use and handling, both on our own farms and in our supply chain.

We work with smallholder farmers, encouraging the use of local pest repellents, natural pesticides and safe spraying techniques. We conduct training on pesticide handling, safety equipment and disposal methods.

Water

Water Withdrawal

Water availability is a critical input to agricultural production and a material dependency for the agri-commodity value chain. According to the United Nations' Blueprint for Acceleration: Sustainable Development Goal 6 Synthesis Report², agriculture is the largest user of water globally, consuming an estimated 72% of accessible freshwater, compared to around 15% for industry. Continued population growth, declining aquifer levels and the abstraction of non-renewable groundwater are increasing competition for finite water resources.

Olam Agri monitors water withdrawals across our operations to support informed decision making, operational efficiency and long term resilience, particularly in water dependent sourcing and processing environments.

1 This includes prohibiting the use of WHO Class 1a and 1b pesticides, as well as chemicals banned by the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade, and the Stockholm Convention on Persistent Organic Pollutants.

2 United Nations' Blueprint for Acceleration: Sustainable Development Goal 6 Synthesis Report on Water and Sanitation 2023.

Please refer to the tables below for the water withdrawal figures for our plantations and Tier 1 and 2 processing facilities.

Water withdrawn in farm and processing stages (m³)

Stage	2024	2025
Processing	2,329,815	2,517,797
Farm	52,605,157	54,968,178
Total	54,934,972	57,485,975

Water withdrawn from Tier 1 and 2 processing facilities

Water Source	Unit of measure	2024	2025
Surface water (m ³)	m ³	688,717	841,047
Groundwater (m ³)	m ³	1,490,331	1,497,111
Seawater (m ³)	m ³	-	-
Produced water (m ³)	m ³	-	-
Third-party water (m ³)	m ³	150,767	179,639
Total	m³	2,329,815	2,517,797
Water intensity	m³/MT	0.54	0.55

Water Stress

Climate change is intensifying global water stress, with direct implications for agricultural productivity, supply chain resilience and food security. Drought frequency, hydrological variability and competition for freshwater are projected to rise particularly in regions with existing baseline water stress exacerbating physical risks to water-dependent sectors such as agriculture.

In alignment with ISSB and TNFD guidance on location-specific risk identification, Olam Agri is disclosing water stress exposure for the first time, strengthening transparency around where our operations and sourcing areas intersect with water-stressed basins.

Water withdrawn from areas with water stress¹ in Tier 1 and 2 processing facilities

Water Source	Unit of measure	2025
Surface water	m ³	261,535
Groundwater	m ³	350,050
Seawater	m ³	-
Produced water	m ³	-
Third-party water	m ³	63,011
Total	m³	674,596

Overall, lower than one third of water withdrawn in our Tier 1 and Tier 2 sites was from areas with high or extremely high baseline water stress.

¹ We have included all facilities with "high" or "extremely high" baseline water stress as defined by World Resources Institute (WRI) Aqueduct. WRI Aqueduct defines high water stress as areas where 40-80% of available surface and groundwater is withdrawn annually for human use (domestic, industrial, and agricultural), while "extremely high" stress exceeds 80%.

Water Discharge

Surface runoff can wash away valuable topsoil, nutrients, fertilisers and insecticides, impacting the quality of nearby watercourses. To prevent this from happening at our farms, all activities that can affect wastewater quality are incorporated into our Integrated Water Resource Management plans and our Soil Management plans. At our farms, we use remote sensing, sophisticated modelling and ground surveys to map streams, rivers and seasonal wetlands, which we protect with a system of interconnected buffer zones.

Waste water quality standards are applicable for all water discharged in our Tier 1 and 2 processing facilities, which comply with applicable regulatory requirements and within conditions of their legal licence to operate. Poorly managed or inadequately treated discharges can contribute to pollution, habitat degradation and cumulative impacts at the catchment scale, as well as increased regulatory, reputational and operational risks for the business. Effective discharge management is therefore a key control within our broader approach to environmental risk management and responsible water stewardship.

Water Bodies Affected by Water Discharges &/or Runoff

The overuse of synthetic fertilisers, particularly those containing nitrogen and phosphorus (N&P), or their being applied in the wrong way and/or at the wrong time, can result in environmental pollution, groundwater contamination, eutrophication of freshwater ecosystems, and the release of nitrogen oxides and ammonia gas. If managed poorly, N&P can contribute to GHG emissions and water contamination. Ensuring best practices are in place when using N&P will therefore help Olam Agri achieve our GHG targets as well as those for freshwater.

In line with the Living Landscapes Policy and the Plantations, Concessions and Farms Code, Olam Agri has developed management plans to protect water bodies and water courses from fertiliser and pesticide run-off. We are improving our data collection processes relating to water discharge and therefore net water consumption.

For more details on Olam Agri's water management, please refer to page 32 of the Olam Agri Annual Report. For more information on the Living Landscapes Policy and Plantations, Concessions and Farms Code, refer to the policy commitments section of this report.



Read more on water management on page 32 of our [Annual Report 2025](#)



Read more on the [Living Landscapes Policy and Plantations, Concessions and Farms code on page 2 of this report](#)

Supporting & Improving Livelihoods



Economic Opportunity

Living Income

Olam Agri depends on millions of smallholder farmers as well as wider agricultural communities. Our business relies on the secure supply of key inputs and produce. Climate change, rising production costs, and a lack of diverse economic opportunities are making it increasingly difficult for farmers to afford a decent standard of living.

We measure the net household incomes of farmers in our direct supply chains through Living Income studies, which compare farmer net incomes to a benchmark representing a decent standard of living. From 2020 to 2025, 12 Living Income studies have been conducted for cotton (Chad, Côte d'Ivoire, Togo), rubber (Côte d'Ivoire), rice (Thailand, Nigeria), sesame (Nigeria), wheat (Nigeria), and superfood (Peru), with over 10,000 households sampled.

These studies allow disaggregation by gender and geographic location, enabling targeted interventions where they are most needed.

 **Read more on the work we are doing to drive economic opportunities for our farmers and their local communities on pages 34 to 35 of our [Annual Report 2025](#)**

Positive Economic Impacts

Olam Agri's infrastructure investments and services comprise a mix of commercial and non-commercial (in-kind) engagements, depending on context. Commercial investments primarily relate to infrastructure developed for our own operations (such as processing facilities and utilities), which also generate indirect economic benefits for local economies. In-kind, non-commercial investments are undertaken in selected operating and sourcing regions to support community wellbeing and environmental management.

For example, in our wood business in the Republic of Congo, infrastructure and services are delivered under an Environmental and Social Management Plan (ESMP) and include support for wildlife management, water and sanitation facilities, and the operation of a hospital and healthcare services for employees and surrounding communities. In addition, we have constructed or rehabilitated community water and sanitation infrastructure – including water points and toilets – in Nigeria, Côte d'Ivoire, the Republic of Congo, Chad, and Cameroon, and built or refurbished schools and an infirmary in selected locations, including Côte d'Ivoire (SECO). These investments are generally provided as in-kind support as part of our approach to responsible operations and community engagement.

 **Read more on our economic opportunity initiatives on pages 34 to 35 of our [Annual Report 2025](#)**

Supporting & Improving Livelihoods continued

Safe & Decent Work

Child Labour

We condemn illegal and unacceptable practices including forced labour¹, child labour, gender-based violence, and human trafficking throughout our operations and supply chains. While children may participate in age appropriate tasks on family farms, there is a risk that work may exceed ILO thresholds (e.g. hazardous tasks, excessive hours).

In our own operations, the risk is assessed as low due to formal employment controls, including age verification, work permit requirements and HR oversight.

We assess child labour risk across our supply chains through a partnership with Wageningen University & Research, using sub national risk indicators. Higher risk direct supply chains (risk score 4–5) include cotton (Côte d'Ivoire, Chad, Togo), rubber (Côte d'Ivoire), sesame (Nigeria) and rice (Nigeria).

To prevent and address child labour, all farmers and farmer groups are required to comply with our Supplier Code. In 2025, we continued outreach using a comic based version of the Code to strengthen understanding among farmers.

We seek to provide remedial action for any case of child labour identified in our supply chain, and engage with governments, suppliers, customers, civil society and communities to identify, eliminate and prevent abuses across our value chains and in the markets where we operate. We integrate human and labour rights due diligence processes and procedures throughout our operations and supply chains, underpinned by global policies and codes including the Living Landscapes Policy, the Fair Employment Policy, and the Code of Conduct.

 **Read more on our operations with significant risk of child labour and the measures taken to prevent and remediate them on page 35 of our Annual Report 2025**

 **Read more on our Living Landscapes Policy, Fair Employment Policy, Supplier Code and Code of Conduct in the policy commitments section on page 2 of this report**

Forced or Compulsory Labour

Our codes and policies on forced or compulsory labour are informed by the Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the Women's Empowerment Principles.

Across our business and our supply chains, we are committed to providing a workplace where all employees are treated with dignity and fairness, and to respecting the rights of people and communities. We have zero tolerance for illegal and unacceptable labour practices such as forced labour or human trafficking. None of our operations and suppliers have so far been identified as high-risk for incidents of forced or compulsory labour.

Olam Agri (under Olam Group) has been a signatory to the UN Global Compact since 2016, noting Principle 4 'Businesses should uphold the elimination of all forms of forced and compulsory labour'. We implement the following measures to eliminate of all forms of forced or compulsory labour:

- **Supplier Code of Conduct:** This explicitly prohibits all forms of forced labour and modern slavery, including recruitment fees, debt bondage, retention of identity documents, and any form of coercion.
- **Training & Awareness:** Regular training and awareness raising sessions are conducted for field teams and suppliers to strengthen understanding of forced labour risks. To improve accessibility for smallholder farmers, illustrated comic book versions of the Supplier Code are distributed across African sourcing regions.
- **Grievance & Reporting Mechanisms:** In line with Olam Agri's Grievance Policy, community level grievance mechanisms in high risk supply chains (e.g. in Chad, Togo and Côte d'Ivoire) enable workers and community members to safely report potential forced labour concerns.

Labour Contractor Oversight:

Labour service contractors engaged at production facilities are subject to contractual requirements that protect workers' rights. Contractor performance, including compliance with labour standards, is reviewed annually.

 **Read more on our Supplier Code in the policy commitments section on page 2 of this report**

 **Read more on our grievance mechanisms on pages 36 to 37 of our Annual Report 2025**

Commitments to Respect Land & Natural Resource Rights

Olam Agri commits to respecting land and natural resource rights, including customary, collective, and informal tenure rights, as outlined in the Living Landscapes Policy, the Supplier Code, and the Plantations, Concessions and Farms Code. These commitments require respect for the customary and legal land tenure and access rights of IPLC, the application of FPIC before any new land development and zero-tolerance towards forced evictions.

 **Read more on our Living Landscapes Policy, Supplier Code and, Plantations, Concessions and Farms Code in the policy commitments section on page 2 of this report**

Rights of Indigenous Peoples

Olam Agri is committed to upholding the rights of indigenous and local people who live in the vicinity of our operations. This is particularly important given the extent of our footprints in emerging markets. Our commitment has been laid out since 2014, as has our Supplier Code, where we seek to achieve a positive benefit for farmers, communities and the planet. An extract from our Free, Prior and Informed Consent (FPIC) Policy has been included below:

'We respect the customary and legal tenure and access rights of Indigenous Peoples or other Local Communities affected by our operations, and will work with such local communities to achieve a positive impact on their livelihoods and wellbeing:

- We will obtain the Free, Prior and Informed Consent (FPIC) from IPLC that may be affected by our plantations and farms, before developing any land that may be encumbered by such rights;

¹ Child labour is considered unacceptable and illegal when it deprives children of their childhood, their potential and their dignity, and that is harmful to physical and mental development (work that interferes with schooling or is hazardous).

- We will follow evolving guidance on best practice in FPIC procedures and on Participatory Mapping, including planning for the future land and livelihood needs of communities;
- Our FPIC process is the first step in an ongoing relationship based on Informed Consultation and Participation (ICP) with IPLC. We view these local people as co-owners and partners of our Living Landscape conservation efforts;
- We will share and provide insights into the practical application of FPIC in our operations with our partners and parties dedicated to the continuous improvement of the FPIC process; and
- We will offer and develop with IPLC appropriate opportunities to work with us or supply us where appropriate with goods and services, and contribute to community development, consistent with building social and human capital.'

FPIC Process in Republic of Congo

We apply the FPIC process across our timber concessions in the Republic of Congo, engaging the Baka and Mbendjele Indigenous Peoples prior to the commencement of logging operations and maintaining this engagement throughout the operational lifecycle. The process is participatory and inclusive, involving customary authorities, men, women and youth. A dedicated team, permanently based in the concession area, supports ongoing engagement. Potentially affected communities retain the right to withdraw consent at any time. An Environmental and Social Management Plan is actively implemented, covering wildlife management, pollution prevention, waste management, and community infrastructure. All consultation outcomes are documented, validated locally, and integrated into operational planning to ensure the ongoing protection of customary rights, key resources, and culturally sensitive sites.

For instance, a two-year FPIC process for the Djéké Triangle covering approximately 95 km² was conducted in collaboration with the Wildlife Conservation Society. This led to

the formal incorporation of the area into the Nouabalé-Ndoki National Park in February 2023. In 2025, no incidents of violations involving the rights of Indigenous Peoples were identified during the reporting period. Monitoring of potential incidents are supported by community grievance mechanisms and operational oversight.

 [Read more on the Grievance log for CIB at olamagri.com/products-services/wood-products](https://olamagri.com/products-services/wood-products)

Local Communities

Operations with implemented local community engagement, impact assessments, and/or development programmes

Olam Agri's principal interaction with local communities is through its farmer-focused programmes (see Living Income section). Farmers are typically an important, if not the dominant, demographic in these communities.

Engagement with farmer groups is focused on both individual farmers and the communities in which they belong. We help organise farmers into groups and cooperatives, support communities in areas such as education, health, sanitation and nutrition (see also Nutrition and Health section). Our overriding aim is to generate positive impacts both in terms of labour and improving agricultural production and food security in the region.

Farmer programmes in 2025 reached approximately 306,500 farmers across 15 supply chains, alongside community infrastructure investments including 106 water points and 134 toilets across five countries since 2022. Locally accessible grievance procedures are being established in sourcing communities, complemented by whistleblowing channels with a non-retaliation principle.

Depending on the local context, we conduct social and environmental impact assessments – including Living Income studies, food security and dietary diversity baselines, child labour risk assessments (through the WUR PPP), and full ESAs (Republic of Congo) –

and monitors forest cover, soil health, and deforestation risk using GIS and other tools. At processing facilities, environmental monitoring is conducted in line with local regulatory requirements and internal EHS policies, and EHS efforts address impacts on both workers and neighbouring communities.

To feed growing populations, the development of land is necessary. For our own farming developments, we are committed to selecting and managing land responsibly. Expansion, however, can have a negative impact on local communities and the environment. Essential precautions therefore need to be taken, and we follow the Free, Prior and Informed Consent process (FPIC) for all new developments, to maintain dialogue with the local communities.

Operations with significant actual and potential negative impacts on local communities

Olam Agri is committed to mitigating any potential negative impacts on the livelihoods, health and environment of local communities. We actively monitor and engage with local stakeholders to manage concerns that may pose risks to community wellbeing such as:

- Cotton ginning operations in West and Central Africa, leading to seasonal cotton dust emissions;
- Timber activities in Republic of Congo, which may give rise to land-use disputes; and
- Rice farming in Nasarawa, Nigeria, which could affect traditional livelihoods, particularly fishing.

Preventive and remediation actions are put in place, such as upgrading dust chambers in cotton gins, conducting community consultations to clarify land ownership and use, and providing compensation to affected communities for disruptions to fishing activities.

In 2025, Olam Agri had no identified operations with significant actual and potential negative impacts on local communities.

Nutrition & Health

Food & Nutrition Security

We believe that a healthy workforce drives productivity and so we focus on the physical health and wellbeing of our people and the communities from which we procure. Across our operations and geographies, regional and country teams continue to identify and roll out initiatives to address the needs of local employees and suppliers.

 **Read more on nutrition and health on page 34 of our [Annual Report 2025](#)**

Customer Safety & Health

Our quality and compliance programmes are centred around ensuring our ingredients and products are delivered to customers without contamination or adulteration.

Most farmers we procure from are smallholders, who are not covered by recognised Global Food Safety Initiative (GFSI) certification. Product safety, however, can be improved by providing training in good agricultural practices.

Through the highly integrated supply chains we operate, we work with large-scale growers and smallholders to reduce food safety risks. This is achieved by providing training, quality seeds and other inputs, and by deploying the highest standards of quality and microbiological control at our processing plants in origin and in destination markets.

We work in a fast-moving market and regulatory environment, and we strive to stay in line with the standards and requirements of governments and various legislative bodies. We continue to invest in the large processing and manufacturing facilities we manage across the world, so that we deliver high-quality products reliably to our customers in a manner that is safe, healthy and sustainable. We continue to upgrade equipment and technology such as laboratory testing equipment, metal detectors, screens, X-rays and colour sorting.

We work closely with customers to ensure we are meeting or exceeding expectations. We review and measure our performance monthly across businesses through shared performance indicators.

Percentage of significant product and service categories for which safety and health impacts are assessed for improvement

We do not disclose the percentage for commercial reasons, but a substantial part of our business is continuously assessed for health impacts, particularly across our Tier 1 and 2 facilities. These include grains, rice, sesame and edible oils.



Information on Employees & Other Workers

As a Company, we employ 21,554 people. Typical of agriculture processing companies, half of the people we employ are secondary workforce, engaged in contract, seasonal and temporary roles as well as casual day workers, the numbers of whom fluctuate throughout the year in line with the cyclical nature of crop harvesting, and varying crop sizes and volumes per season. The figures for secondary workforce provided reflect the numbers during peak periods of the year for Olam Agri's businesses.

Workforce by Gender

	Female	Male	Total
Primary workforce	1,401 (13%)	9,455 (87%)	10,856 (100%)
Secondary workforce	1,691 (16%)	9,007 (84%)	10,698 (100%)
Total workforce	3,092	18,462	21,554

Workforce by Region

	Africa	Asia, Middle East & Australia (AMEA)	Americas	Europe	Total
Primary workforce	8,876 (82%)	1,261 (11%)	407 (4%)	312 (3%)	10,856 (100%)
Secondary workforce	10,234 (95.7%)	450 (4.2%)	14 (0.1%)		10,698 (100%)
Total workforce	19,110	1,711	421	312	21,554

The figures in the above tables represent actual headcount and have been determined as at the end of the reporting period.

In 2025, the percentage of primary workforce covered by collective bargaining agreements in Olam Agri is 84%.

Employment

At Olam Agri, we depend on the engagement, motivation and safety of our workforce to generate sustainable growth, while in our supply chains, we work with suppliers to ensure that human rights are respected. Our commitment to human rights is guided by the United Nations Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work and related international covenants. Our Global Fair Employment Policy details our full management approach.

Notes on Remuneration

Across all regions in which we operate, our primary workforce benefits from life insurance, health care, disability and invalidity coverage, and parental leave.

➤ [Read more on our Fair Employment Policy in the policy commitments section on page 2 of this report](#)

New Employee Hires & Employee Turnover

Resignations and new hires often occur more frequently in the estates/concessions and farming businesses where workers are seasonal, and many have other responsibilities such as their own smallholdings. The tables below reflect figures for our primary workforce.

By age category	Unit	Under 30 years old	30-50 years old	Over 50 years old	Total
New hires	Number (rate)	442 (32%)	864 (63%)	70 (5%)	1,376
Resignations	Number (rate)	219 (31%)	417 (59%)	75 (10%)	711

By gender	Unit	Male	Female	Total
New hires	Number (rate)	1,070 (78%)	306 (22%)	1,376
Resignations	Number (rate)	576 (81%)	135 (19%)	711

By region	Unit	Africa	Asia, Middle East & Australia (AMEA)	Americas	Europe	Total
New hires	Number (rate)	1055 (77%)	172 (13%)	100 (7%)	49 (4%)	1,376
Resignations	Number (rate)	421 (59%)	133 (19%)	118 (17%)	39 (5%)	711

Minimum Notice Periods Regarding Operational Changes

As with any business, the implementation of significant operational changes is sometimes necessary. Whenever this occurs, we seek to ensure that employees and their representatives are given a minimum of two weeks' notice.

Parental Leave

	2025
Number of male employees entitled to parental leave (primary workforce)*	3,894
Number of male employees who took parental leave (primary workforce)	164
Number of male employees who returned to work following parental leave	164
Return to work rate for male employees	100%

	2025
Number of female employees entitled to parental leave (primary workforce)*	1,226
Number of female employees who took parental leave (primary workforce)	65
Number of female employees who returned to work following parental leave	53
Return to work rate for female employees	82%

* Employees entitled to parental leave means those employees that are covered by organisational policies, agreements or contracts that contain parental leave entitlements.

Diversity & Inclusion

Diversity & Equal Opportunity

As an equal opportunities employer, Olam Agri aims to promote diversity and inclusion at all levels across the organisation.

 **Read more on our Fair Employment Policy in the policy commitments section on page 2 of this report**

Definitions

Diversity is acceptance of a range of human differences, including but not limited to race, ethnicity, country of origin, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies.

Inclusion is about focusing on the needs of every individual and ensuring the right conditions are in place for each person to achieve his or her full potential.

Standard Requirements

All Olam Agri workplaces shall be equal opportunity employers, and all employee life-cycle related processes/decisions should ensure there is no discrimination based on race, ethnicity, country of origin, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies.

Olam Agri workplaces shall make reasonable allowances in providing opportunities for work arrangements that accommodate the diverse needs of individuals at different career and life stages.

We shall undertake training of managers, supervisors and team leaders on concept, benefits and practice of behaviours and processes that promote diversity and inclusiveness. Within our third-party supply chains, we also advocate for diversity and inclusion, particularly for women in smallholder communities, although this must be addressed with cultural sensitivities.

 **Read more on our Fair Employment Policy in the policy commitments section on page 2 of this report**

Diversity of Governance Bodies & Employees

 **Read more on governance bodies in the Governance section of our Annual Report 2025**

Living Wage

 **Read more on how we support farmers on pages 34 to 35 of our Annual Report 2025**

Learning & Development

We foster a culture of learning across all levels of the business, integrating new colleagues, educating and training our employees and further embedding our culture and values within the organisation. Integral to our objective is ensuring equal opportunities for all.

Average Hours of Training per Year per Employee

In 2025, the average number of hours of training provided to our employees is estimated to be 11.89 per person. These figures do not consider informal training opportunities delivered via our learning and development team through our digital platforms, or in-person informal sessions.

Safety & Health

Olam Agri is committed to providing a healthy and safe workplace for our employees, contractors, and visitors.

To help mitigate hazardous work situations, occupational health and safety management systems have been implemented across the business, with potential hazards identified through tailored risk assessment processes. None of the hazards identified by these risk assessments have caused or contributed to cases of ill-health in 2025.

We strive to mitigate potential risks to employee health and safety. We adhere to the various legal requirements within the jurisdictions where we operate, and have adopted a standardised, internal approach to performing our risk assessments. Improvements are made to address the identified hazards where appropriate, with common actions including enhanced personal protective equipment (PPE) or regular maintenance or improvements to operational facilities. Each facility is required to create an annual safety action plan.

Work-related hazards are reported by employees as identified. The number of such hazards reported is tracked for completion of corrective actions, with workplace inspections carried out as a routine, mandatory processes. Digital tools are made available to employees to make the hazard identification and reporting process easier, and trainings and refresher courses are provided to employees on risk identification and remedial actions.

Every location adopts an effective disciplinary process to handle situations where an employee or contractor creates a situation that could cause an injury or illness to other employees or contractors.

 **Read more on the Safety and Health systems implemented across Olam Agri companies on page 27 of our Annual Report 2025**

People & Culture continued

Work-related Injuries

Metric	Number/rate	
	2024	2025
Total number of fatalities	7	6
The rate of fatalities as a result of work-related injury	0.028	0.022
The number of high-consequence work-related injuries (excluding fatalities)	3	7
The rate of high-consequence work-related injuries (excluding fatalities)	0.12	0.03
The number of recordable work-related injuries	83	145
The rate of recordable work-related injuries (TRIFR)	0.30	0.54
Lost time injury frequency rate (LTIFR)	0.11	0.14

The rates above have been calculated based on 200,000 hours worked.

In 2025, the hazards which contributed the most to Olam Agri's high-consequence injuries were working at height. To mitigate these risks, we have implemented fall protection systems in truck loading bays and enhanced education, training and supervision for employees who typically perform these duties. We have also implemented a 'permit to work' to help mitigate vehicle-related injuries, highlighting the importance of safe driving behaviour and delivering defensive driving programmes.

Learn More

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