

# VALUE CREATION MODEL

## CAPITAL INPUTS

- HUMAN**
- Strong leadership and governance
  - ~28,000 talented and diverse people
  - Succession and business continuity planning
  - Training and upskilling opportunities to develop employees

- NATURAL**
- 94 estates
  - 205,702 hectares of landbank
  - Seeds, plants and healthy soil to cultivate oil palm trees and other crops

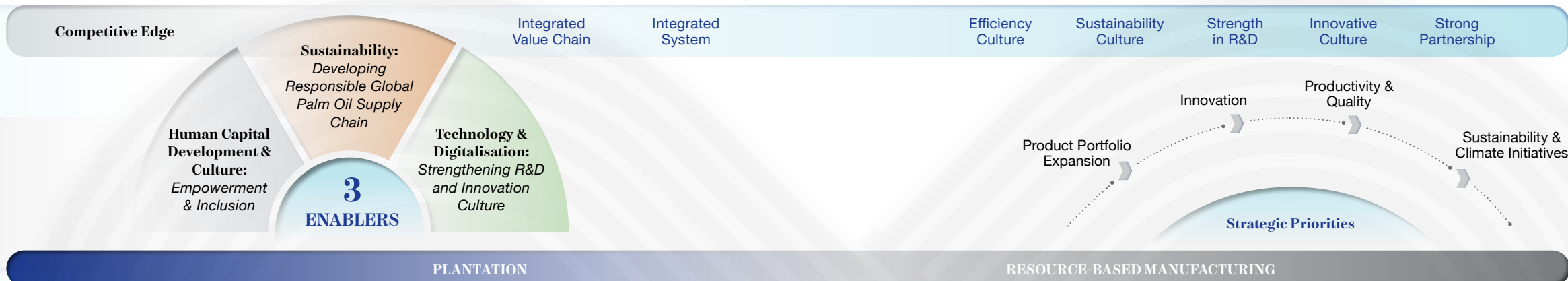
- FINANCIAL**
- Access to capital for investments in future success
  - RM18.1 billion of total assets
  - RM12.3 billion of shareholders' equity

- MANUFACTURED**
- 15 mills
  - 2 refineries
  - 4 oleochemical plants/complexes
  - 1 palm wood factory
  - 1 biotech centre
  - 4 research and development ("R&D") centres

- SOCIAL & RELATIONSHIP**
- Strong long-term relationships with shareholders, customers, suppliers, financial institutions, non-governmental organisations ("NGOs"), regulators and communities to create shared values

- INTELLECTUAL**
- R&D capabilities and intellectual property
  - Brand values and good reputation
  - Best agronomy practices and estate management practices

## OUR INTEGRATED VALUE CHAIN



## VALUE DELIVERY & IMPACT

- HUMAN**
- Good employee career development and progression
  - Healthy workforce
  - Safe and conducive workplace

- NATURAL**
- Sustainable palm oil practices support climate action and maintain ecosystem health
  - Implement and introduce organic palm oil
  - 15 mills: 14 RSPO-certified in Malaysian and Indonesian operations
  - No deforestation and protection of High Carbon Stock Forests and High Conservation Value Areas
  - Towards Group-wide net zero by 2040

Note: RSPO - Roundtable on Sustainable Palm Oil

- FINANCIAL**
- Sustainable and profitable growth
  - Good dividend payout
  - Green and responsible investment
  - Better economies of scale
  - Resilient earnings from fully integrated business model

- MANUFACTURED**
- State-of-the-art, certified and accredited manufacturing facilities
  - Significant operational efficiencies and synergies
  - First-of-its-kind palm wood factory

- SOCIAL & RELATIONSHIP**
- Quality and customised products at competitive cost for customers to support quality of life and improve nutrition
  - Improve livelihoods and uphold land rights of local communities

- INTELLECTUAL**
- High-yielding germplasm
  - Ganoderma tolerant seed
  - Launched two new personal care products
  - OnCore® engineered wood panels

In alignment with our three pillars of sustainability (People, Planet, Prosperity) + Partnership,

together with the six adopted relevant United Nations Sustainable Development Goals ("UN SDGs").