Olam Group Limited

From Vision to Value

Investor Presentation, September 2026

Cautionary note on forward-looking statements

This presentation entitled “Olam Group Limited: From Vision to Value” may contain statements regarding the business of Olam Group Limited and its subsidiaries (“the Group”) that are of a forward-looking nature and are therefore based on management’s assumptions about future developments.

Such forward looking statements are intended to be identified by words such as ‘believe’, ‘estimate’, ‘intend’, ‘may’, ‘will’, ‘expect’, and ‘project’, and similar expressions as they relate to the Group. Forward-looking statements involve certain risks and uncertainties because they relate to future events. Actual results may vary materially from those targeted, expected or projected due to several factors.

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Unlocking value

Re-organisation of Olam

We created 3 distinct operating groups

ofi

make it real

Value-added ingredients & solutions serving high growth food & beverage categories

- Cocoa
- Coffee
- Dairy
- Nuts
- Spices
- Food & Beverage solutions

Olam Agri

Differentiated global food, feed, and fibre agribusiness, focused on high growth end consumption markets

Divested majority ownership to SALIC; retains 18.19% to be sold to SALIC within 3 years from April 2026

- Grains & Oilseeds
- Rice, Specialty Grains & Seeds
- Edible Oils
- Sugar & Bioenergy
- Integrated Feed & Protein
- Cotton
- Wood
- Natural Rubber
- Risk Management Solutions
- Freight & Logistics

OGH (Olam Global Holdco)

Responsibly divest and monetise OGH's businesses and assets over time.

Key Assets:

- Integrated palm and rubber businesses (OPG & ORG)
- Consumer Packaged Foods (Caraway)
- Dairy & grains farming (Rusmolco)
- ARISE P&L
- Mindsprint (divested)
- Nupo Ventures (ceased post divestment and closure)

We are today a leading food and agri-business operating across the value chain in more than 50 countries, supplying high-quality food and beverage ingredients and solutions (ofi), as well as agri-food and industrial products (OGH) to 11,000+ customers worldwide.

Re-organisation Plan
Core building blocks

1. Create sharper focus by simplifying the portfolio: Separation of Olam Group into three distinct operating entities – **ofi** (Olam Food Ingredients), Olam Agri and OGH.
2. Attract the right, natural, long-term owners for each operating entity, who are fully aligned with the long-term strategy of these businesses.
3. Illuminate standalone intrinsic value of **ofi** and Olam Agri.
4. Improve research coverage and increase the liquidity of shares to facilitate better price discovery.
5. Remove conglomerate and holdco discount with steps 1, 2, 3 and 4.
6. Enable OGH to be debt-free and self-sustaining. Responsibly divest and monetise the value of assets and businesses of OGH.

With the sale of a majority stake in Olam Agri completed in April 2026 and planned divestments of the businesses and assets in OGH, we are now focused on building a sharper Group with our core business in food and beverage ingredients and solutions.

Unlocking value for future growth

Olam

ofi to drive value by integration at-scale

Focus on simplifying the portfolio, strengthening core businesses and driving greater integration across platforms.

Drive **cost leadership, disciplined capital allocation** and leverage digital and AI capabilities to enhance returns.

Target low-mid single digit volume growth, with high single-digit adjusted EBIT for the medium term

Successful divestment of Olam Agri and Mindsprint

Continued **focus on executing 2025 Re-organisation Plan**

The Board remains committed to responsibly divest all its remaining businesses and assets of OGH over time and progressively distribute the net proceeds of such divestments via special dividends to shareholders after taking into account prevailing operational and financing needs of the Group.

A less complex, more focused and financially stronger Olam Group

<u>Less complex, more focused:</u>

- Olam Group now focuses primarily on growing **ofi** to capture **long term value**

- A **de-leveraged, self-sustaining OGH** now better positioned to **deliver value** through **divestments** of its businesses

<u>Financially strong:</u>

A significantly de-leveraged Group with net gearing at all-time low of 0.93 times (adjusted net gearing of 0.12 times) in H1 2026

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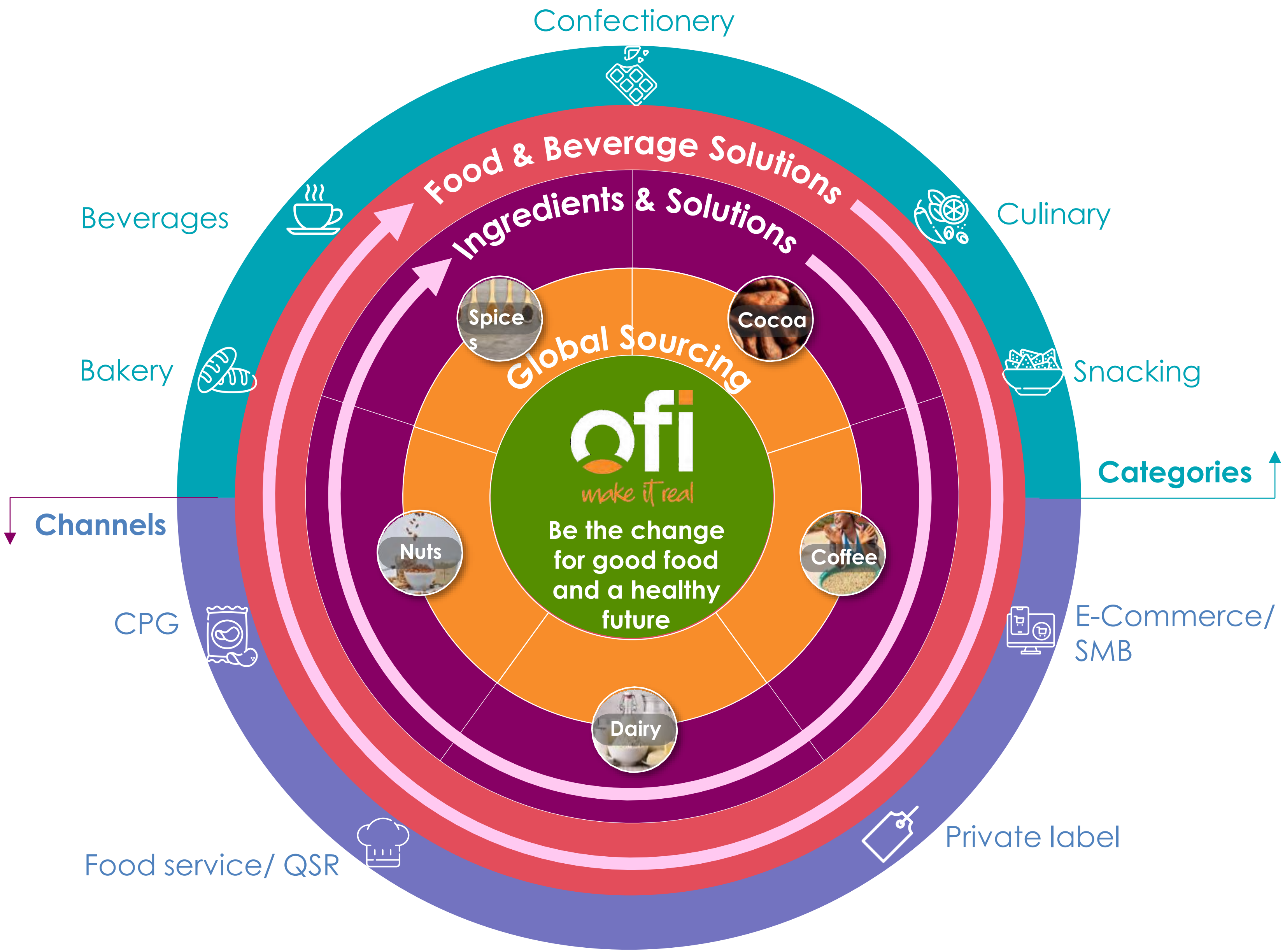
Overview of operating groups

About **ofi**

What brings ofi together



ofi
make it real

Integrated platforms combining a strong **Global Sourcing** network and delivering value-added **Ingredients & Solutions** to customers

Sharing common **Customers, Categories, Channels** & **Capabilities**

Joined by a common **Purpose** with **Sustainability** at the core of our business

What we do

We **source, process and deliver food ingredients & solutions to our customers globally…..**
that are **good for consumers, farmers** and the **world around us…..**

Source

Trace*

AtSource

Process

Innovate

Deliver

Integration at Scale

Global Sourcing

On the ground buying footprint across key crop locations

Ingredients

120+ manufacturing facilities

Solutions

End-to-end category & channel solutions

Who we serve

We serve **large, attractive and growing** end-use **categories**...

Bakery

Beverages

Chocolate & Confectionery

Dairy & Desserts

Savory & Culinary

Snacking

..across a **deep** and **diversified customer base.**

Consumer packaged goods

Food service / quick service restaurants

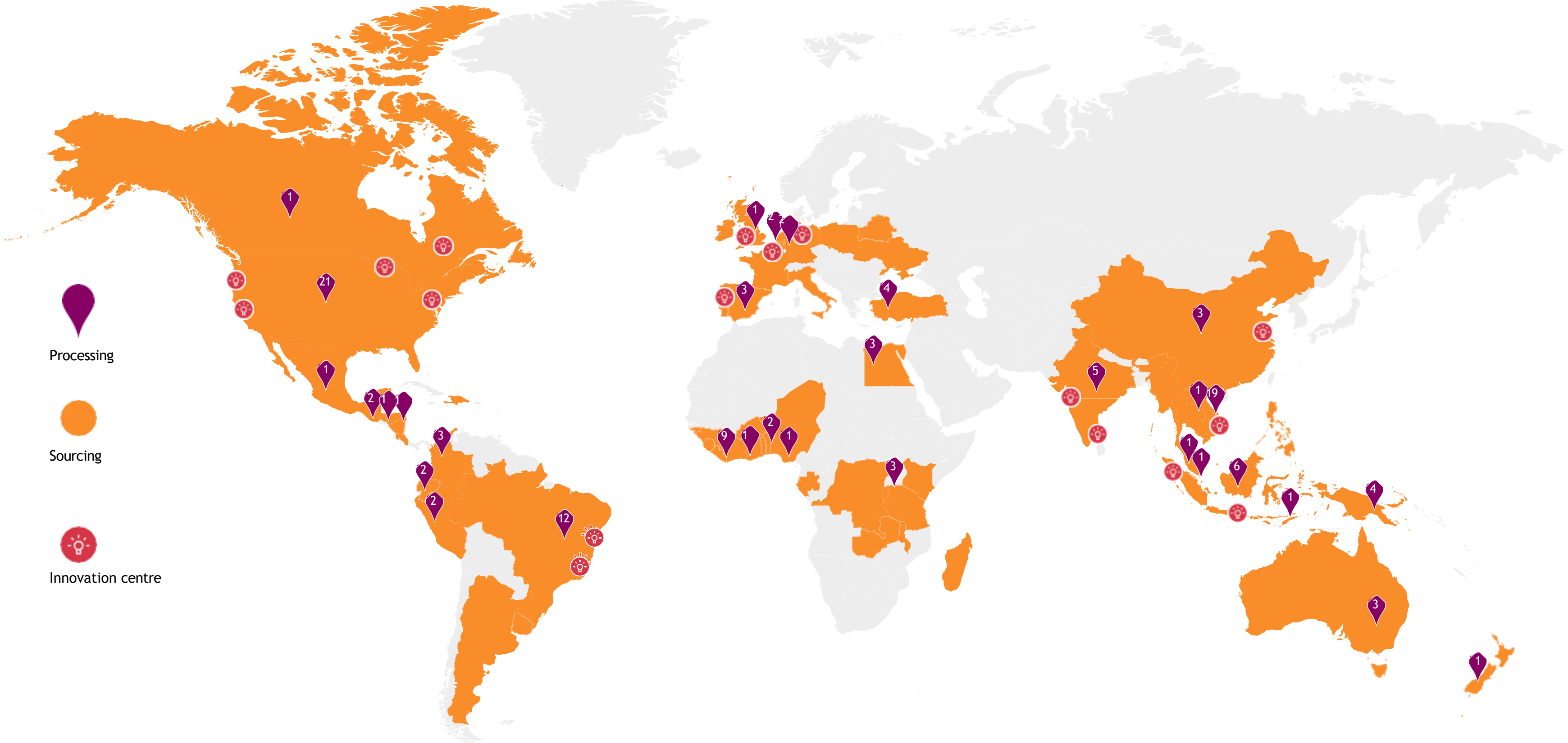
Private label

E-commerce / small & medium businesses

Where we do it

ofi
make it real

We are present **around the world** .....and **around the corner......**



We're renowned for leveraging our **global network** and **local knowledge** – in both **producing countries & destination markets,** to offer a **secure supply** of **traceable** and **sustainable** ingredients.

Sourcing from	More than	Over	Operating in	With
~2.75m	**110**	**~18,000**	**~50**	**19**
farmers	manufacturing facilities	employees	countries worldwide	innovation centers

Olam

OGH overview

OGH overview

Key assets

	Asset	Description
1	Olam Palm Gabon (OPG: 60%)	Largest fully RSPO certified palm plantation in Africa, with 63,000 Ha planted area, three mills and a refinery.
2	Olam Rubber Gabon (ORG: 60%)	Largest rubber plantation in Gabon, with 11,000 Ha planted area.
3	Rusmolco (100%)	One of the top milk producers in Russia, with c.20,000 milking cows and 80,000 Ha cultivated land for crops.
4	Caraway (75%)	Branded CPG player in West Africa, leader in tomato mixes and biscuits, significant share in beverages.

Assets and Businesses already exited

Mindsprint	100%	Enterprise technology and digital business services arm. Completed sale to Wipro in May 2026.
Jiva	100%	Digital farmer services platform. Operations shut down in Q3 2025.
Terrascope	100%	Digital decarbonisation consultancy and platform. Completed divestment in March 2026.

Assets and Businesses in exit process

ARISE P&L	32.4%	Port and logistics operator in Gabon and Cote d'Ivoire. Proposed sale of OGH's stake in progress.

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Group H1 2026 highlights

Key highlights

S$1.75 B
Total gains from two major milestones of the 2025 Re-organisation Plan

S$1.9 B PATMI
Improved operating performance and stronger balance sheet

7 cents
Total dividend per share

Olam Agri
Tranche 1 of the sale completed, with a gain of S$1.34 billion

Mindsprint
Divestment completed, with a gain of S$409.8 million

Continuing businesses (ofi and OGH)
S$84.7 million growth in Operational PATMI, after adjusting for S$1.75 B gain and forex gain recorded in H1 2025

0.93x net gearing, a significant reduction from 2.09 times a year ago

1 cent interim ordinary dividend

6 cents special dividends

Re-organisation update | changes to the presentation of financial highlights

Olam Agri: Following completion of the sale of a 44.58% stake to SALIC on April 27, 2026, Olam Agri ceased to be a subsidiary and is now held as an 18.19%[1] interest classified as held for sale. The transaction generated a one-off gain on disposal of S$1.34 billion. Olam Agri's results are consolidated only up to the date control ceased.

Mindsprint: The Group completed the sale of its 100% interest to Wipro on 15 May 2026 for US$386 million (S$492 million). Mindsprint is presented as a discontinued operation in the current and prior half years, with results in H1 2026 consolidated only up to completion.

Terrascope: The Group completed the sale of its 100% interest in March 2026 for US$1.0 million and no longer consolidates its results from that date.

Jiva: Operations shut down in Q3 2025.

Comparability: PATMI/Operational PATMI for H1 2026 reflects only the pre-disposal contribution from Olam Agri and Mindsprint (for approximately four months), whereas H1 2025 included a full six months of contribution from these businesses.

Note:
1. On June 30, 2026, Olam Agri acquired Continental Farmers Group, an indirect wholly-owned subsidiary of SALIC. As consideration was satisfied through the issuance of new Olam Agri shares, SALIC's ownership increased from 80.01% to 81.81% and OGL's interest was diluted to 18.19%.

Continuing operations at a glance | H1 2026 vs H1 2025 Re-presented

Volume & Revenue

2.0 M MT	S$12.5 B
-9.6%	**-18.3%**

PATMI

S$55.6 M

-66.1%

EBIT[1]

S$455.0 M

-34.2%

Free Cash Flow to Equity

+S$1.7 B

+S$2.6 B

Operational PATMI[1]

S$64.4 M

-61.5%

Gearing

From 2.09x to

0.93x

Note:
1. Excludes exceptional items.

Consolidated H1 2026 Results | Profit & Loss

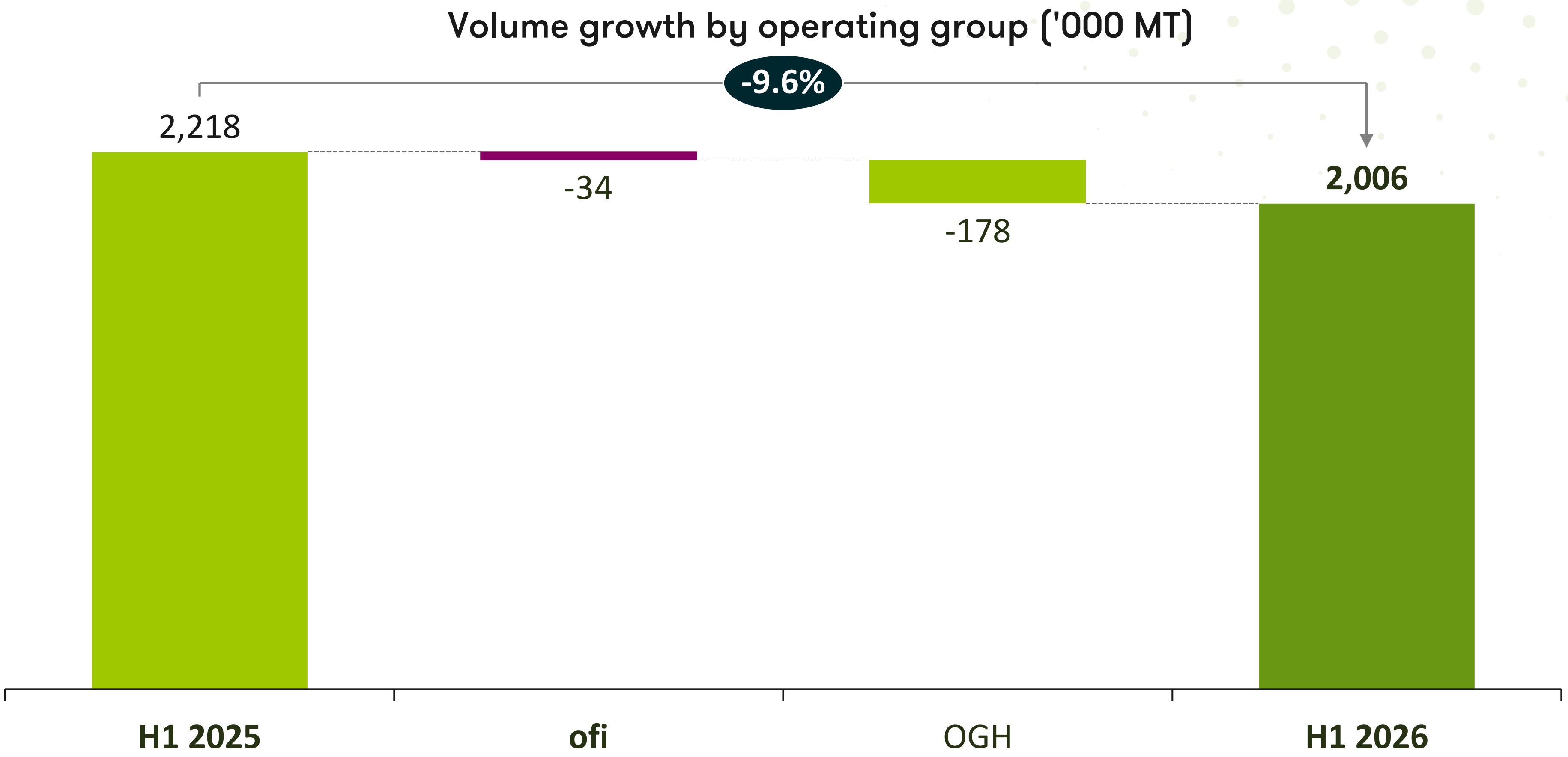
S$ million	H1 2026	H1 2025 Re-presented	Change (%)
Volume ('000 MT)	**2,006.2**	**2,218.4**	**(9.6)**
Revenue	12,466.1	15,253.4	(18.3)
EBITDA^	742.2	965.0	(23.1)
EBIT^	**455.0**	**692.0**	**(34.2)**
PATMI	**1,906.3**	**323.8**	**488.7**
Continuing Operations	*55.6*	*163.8*	*(66.1)*
Discontinued Operations	*1,850.7*	*160.0*	*n.m.*
Operational PATMI^	**163.7**	**327.1**	**(50.0)**
Continuing Operations	***64.4***	***167.1***	***(61.5)***
Discontinued Operations	*1,850.7*	*160.0*	*n.m.*
- Less one-off gains from Olam Agri and Mindsprint	*(1,751.4)*	-	*n.m.*

^ Excluding exceptional items

Highlights

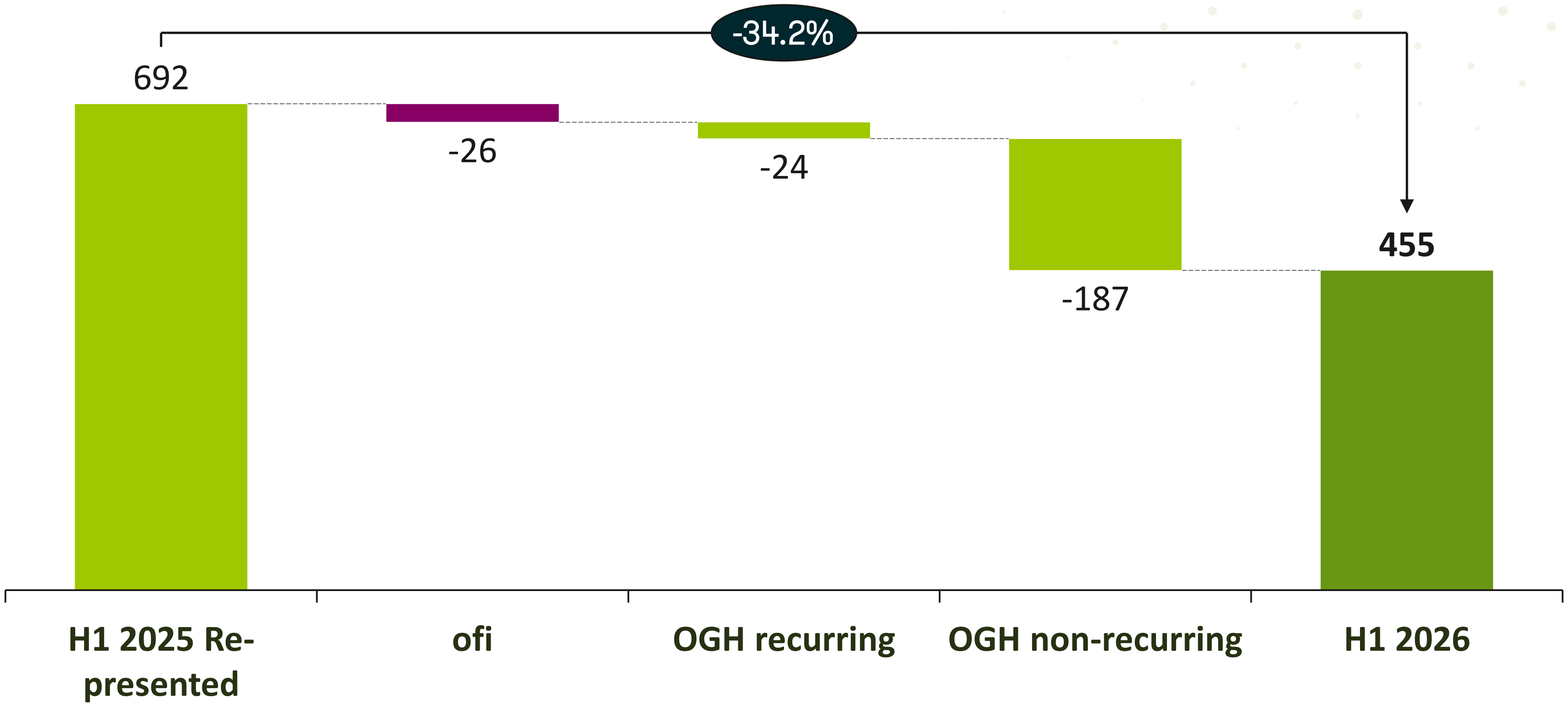
- Significant increase in PATMI due to total one-off gain of S$1.75 billion comprising gains from the disposal of 44.58% stake in Olam Agri ("Tranche 1") and 100.0% interest in Mindsprint and fair value gain on the valuation of the put and call option on the remaining stake in Olam Agri.
- Group EBIT declined 34.2% before adjusting for significant non-cash foreign exchange revaluation gains of US$142 million (S$187.4 million) recorded in H1 2025.
- **ofi** recorded marginal reduction in EBIT despite significant fall in input prices and capital deployed, and impact of weakening USD vs SGD.
- Adjusted for foreign exchange gains in H1 2025, Operational PATMI grew 17.2% from S$139.7 million to S$163.7 million.

Continuing operations H1 2026 results | Sales volume down 9.6% mainly on Jiva closure



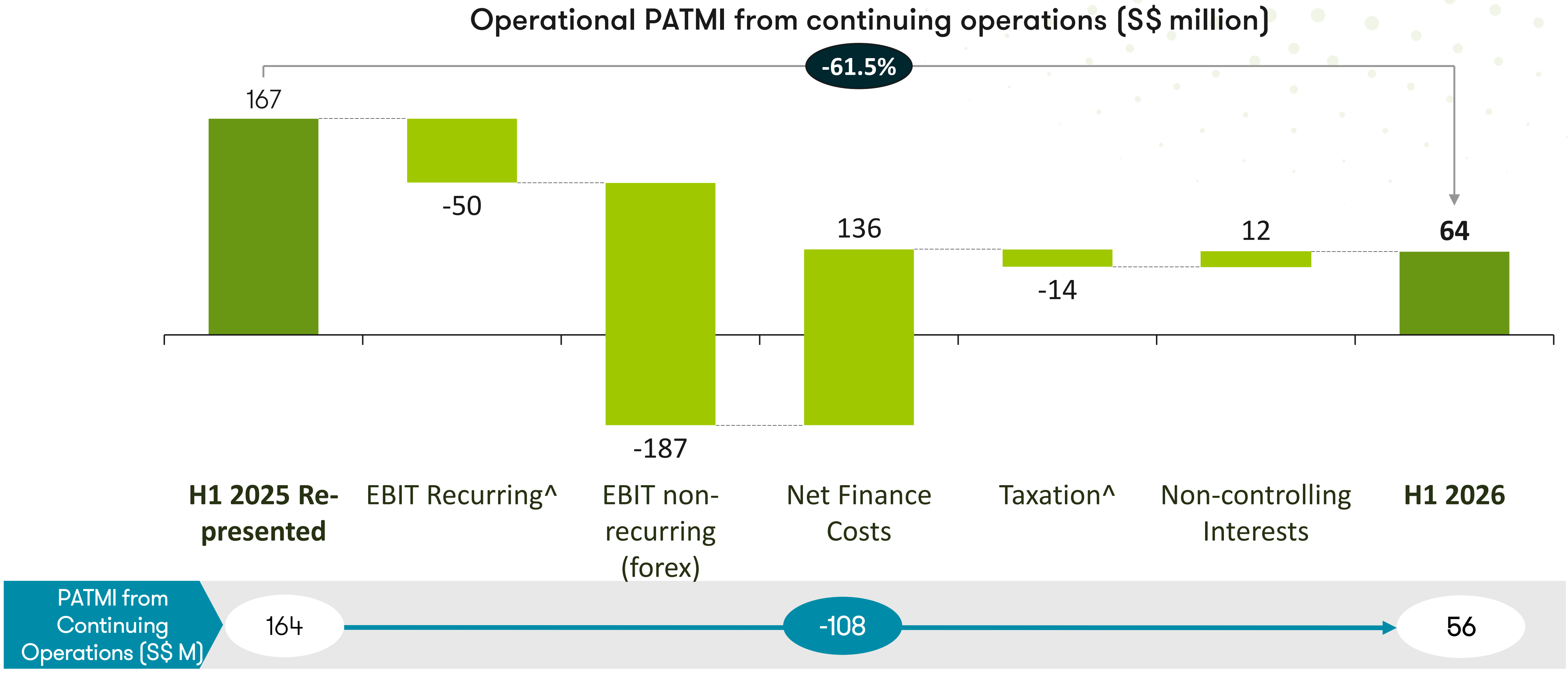
Continuing operations H1 2026 results | Core operating profit declined 10% after adjusting for one-off forex gain in H1 2025

EBIT[1] by operating group (S$ million)



Note.
1. EBIT excludes exceptional items. OGH EBIT non-recurring refers to the one-off non-cash gain on foreign exchange revaluation of Euro denominated parent loans recorded in H1 2025.

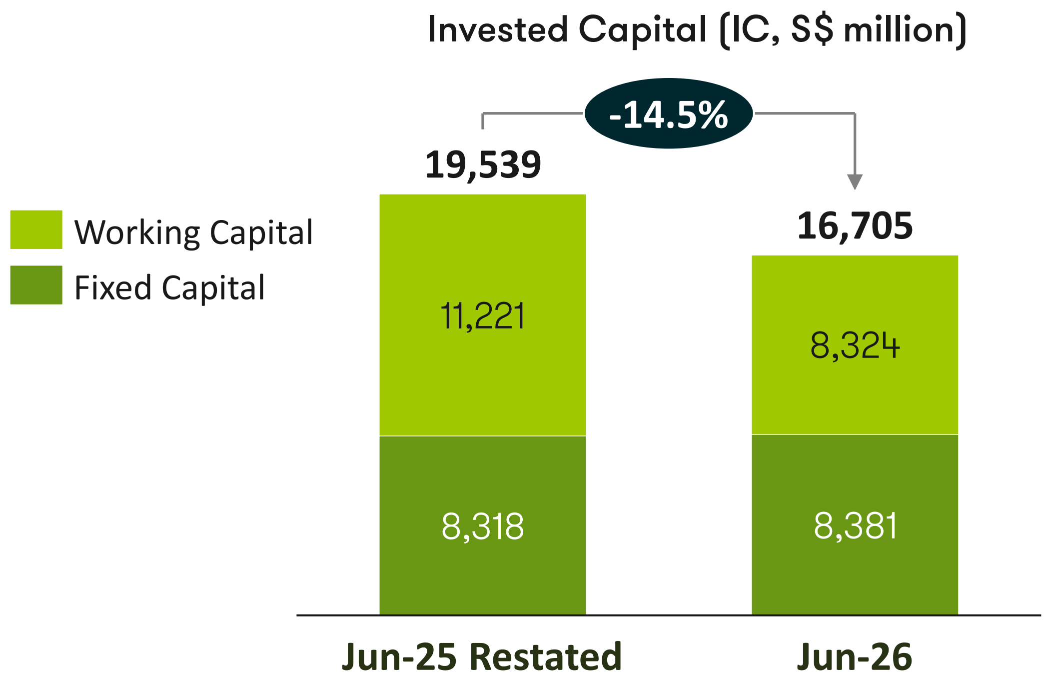
Continuing operations H1 2026 results | Operational PATMI at S$64.4 million, an increase of S$84.7 million over H1 2025 after adjusting for one-off forex gain



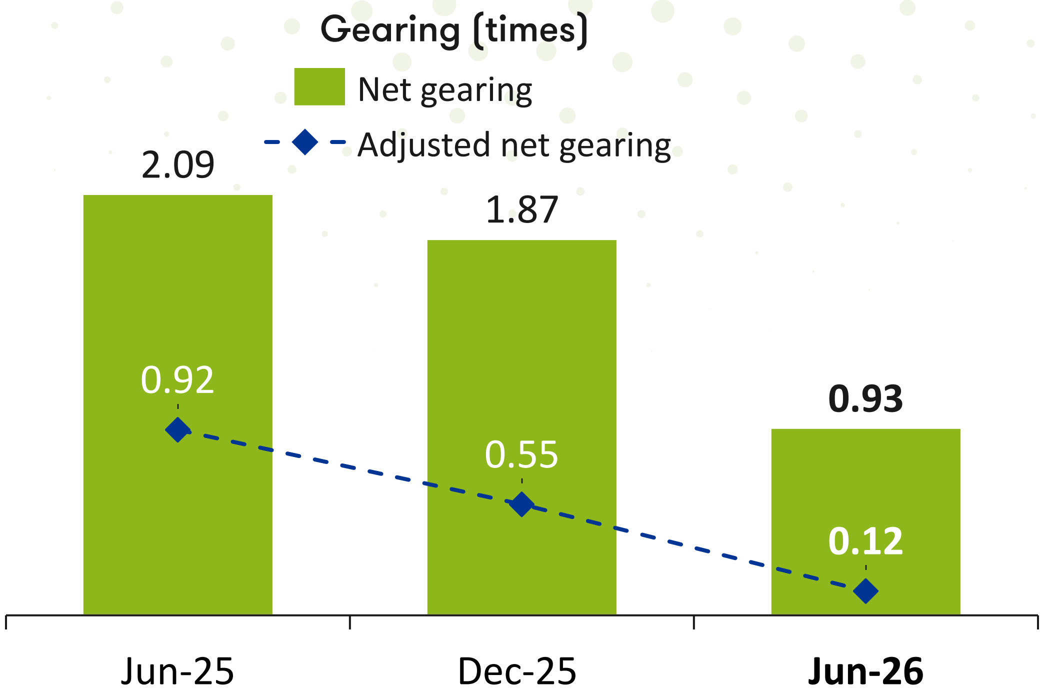
PATMI from continuing operations at S$55.6 million, up by S$79.2 million after adjusting for non-cash foreign exchange gains recorded in H1 2025

Consolidated H1 2026 results | Net gearing at 0.93x

Invested capital decreased 14.5% or S$2.8 billion



- IC decreased S$2.8 billion on sale of Olam Agri (Tranche 1) and reduction in working capital in **ofi** from its elevated levels a year ago.



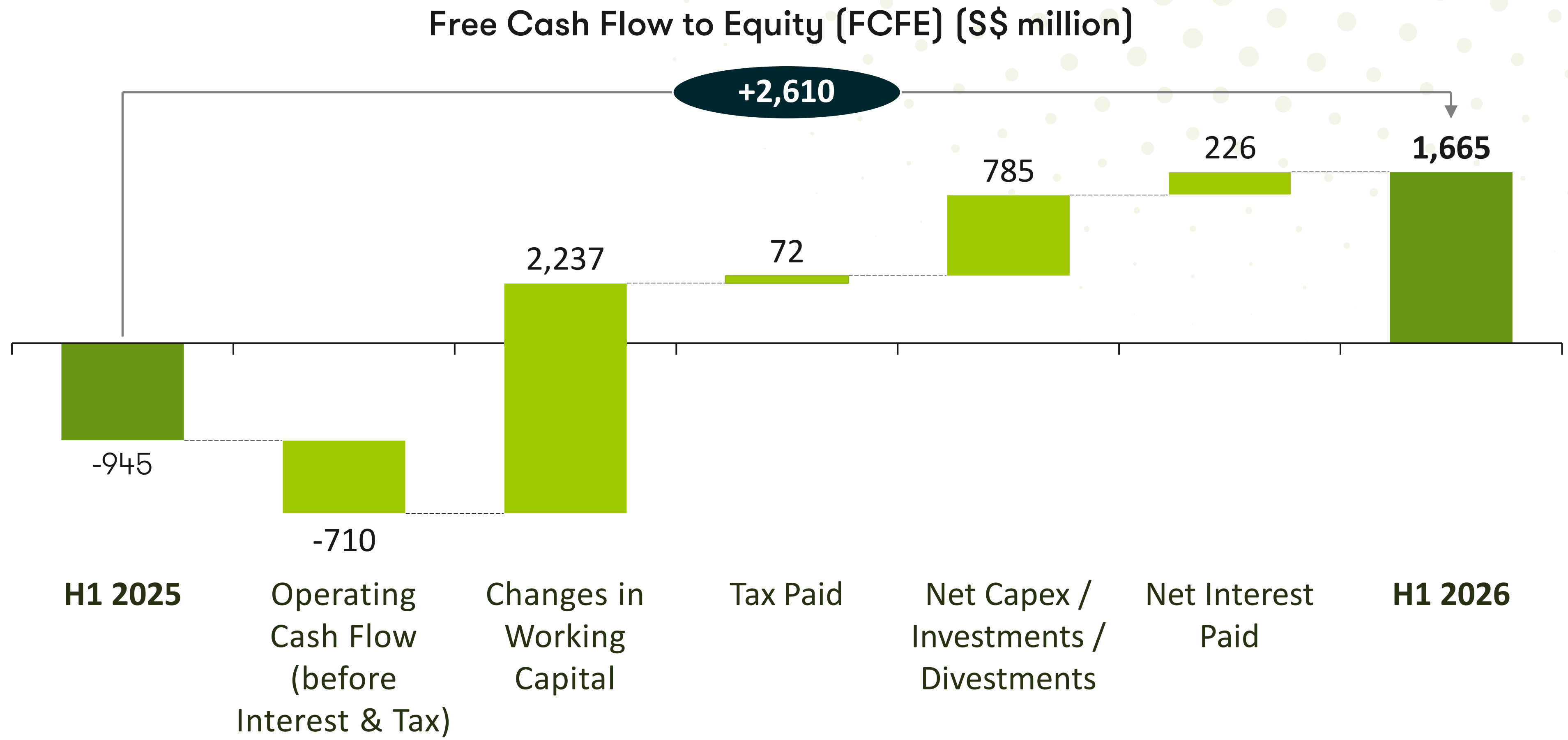
- Net gearing decreased sharply to 0.93 times as of end-Jun 2026 on de-leveraging in OGH with divestment proceeds and significant reduction in working capital related debt in **ofi**.
- Adjusting for RMI and secured receivables, net gearing stood at 0.12 times.

Balance sheet

	S$ million	Jun-2026	Jun-2025	Change
Uses of Capital	Fixed Capital	7,614.5	7,600.6	13.9
	Right-of-use assets	766.9	717.5	49.4
	Working Capital	8,381.1	11,567.9	(3,186.8)
	Cash	2,277.9	1,566.9	711.0
	Others	(62.6)	(121.8)	59.2
	Net Assets Held for Sale	1,115.8	1,993.4	(877.6)
	Total	**20,093.6**	**23,324.5**	**(3,230.9)**
Sources of Capital	Equity & Reserves	9,598.5	7,013.4	2,585.1
	Non-controlling interests	(574.5)	202.0	(776.5)
	Short-term debt	6,066.0	7,075.1	(1,009.1)
	Long-term debt	4,085.9	8,188.0	(4,102.1)
	Short-term lease liabilities	96.5	96.0	0.5
	Long-term lease liabilities	910.1	835.1	75.0
	Fair value reserve	(88.9)	(85.1)	(3.8)
	Total	**20,093.6**	**23,324.5**	**(3,230.9)**

Free cash flow | Strong, positive FCFE at S$1.7 billion

Olam



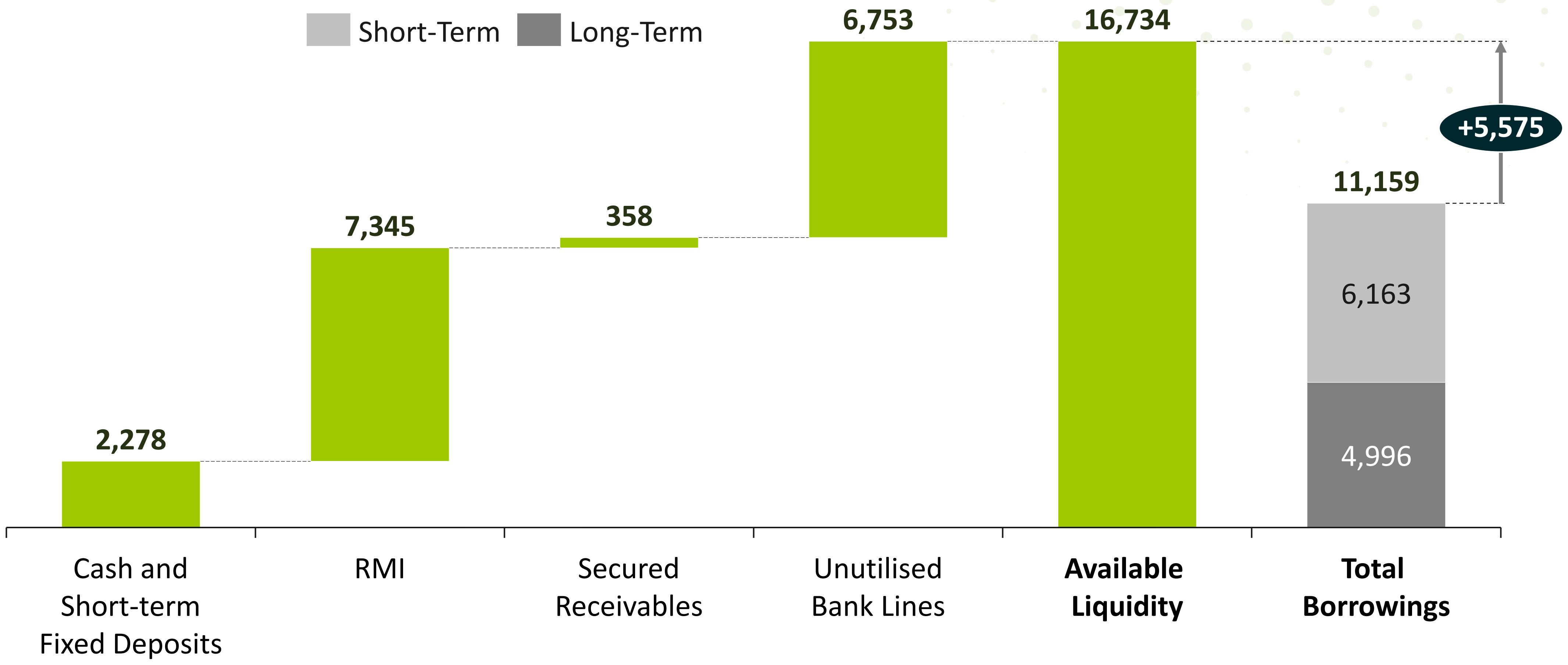
	H1 2025	Change	H1 2026
Net Operating Cash Flow (S$ M)	276	+1,528	1,804
FCFF (S$ M)	-147	+2,385	2,238

Cash flow statement

S$ million	H1 2026	H1 2025	Change
Operating Cash flow (before Interest & Tax)	883.6	1,593.1	(709.5)
Changes in Working Capital	920.0	(1,317.1)	2,237.1
Net Operating Cash Flow	**1,803.6**	**276.0**	**1,527.6**
Net interest paid	(572.4)	(797.9)	225.5
Tax paid	(71.7)	(144.0)	72.3
Cash from divestments	783.7	29.4	754.3
Free cash flow before Capex/investments	**1,943.2**	**(636.5)**	**2,579.7**
Capex/ Investments	(278.1)	(308.8)	30.7
Free cash flow to equity (FCFE)	**1,665.1**	**(945.3)**	**2,610.4**

Sufficient liquidity with diversified pools of capital

Total borrowings and available liquidity (S$ million) as at June 30, 2026



ofi
make it real

H1 2026 results
ofi

A look-back at the last 5 years…

Unprecedented, compounding events that fundamentally reshaped the sector…

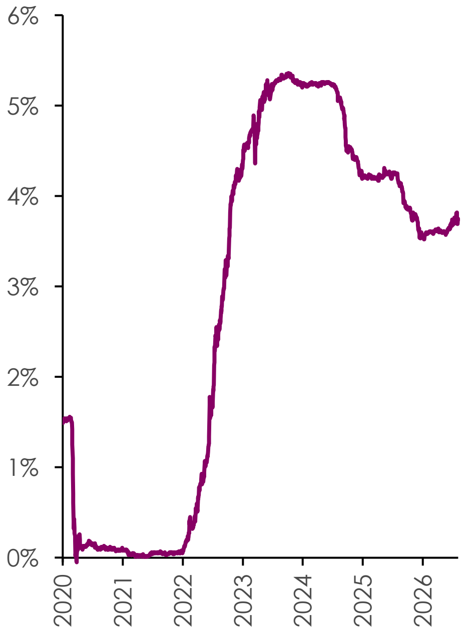
Covid-19 & Recovery
2020/2021

Russia/Ukraine War & Energy Price Hike
2022

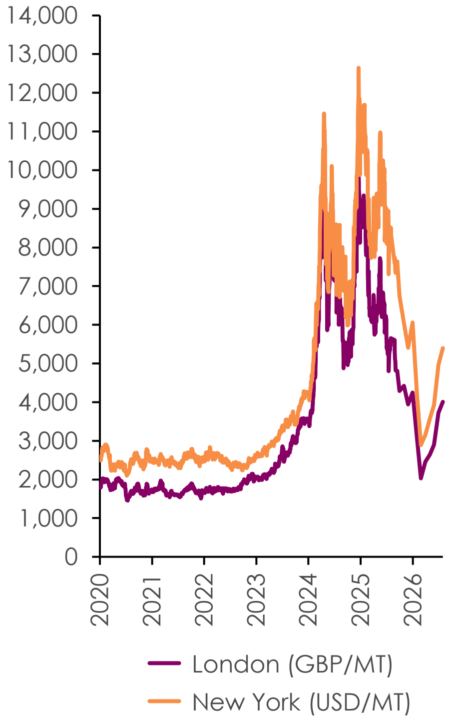
Rapid Inflation & Interest Rate Hikes
2022/2023

Volatile commodity Markets
2024/2025

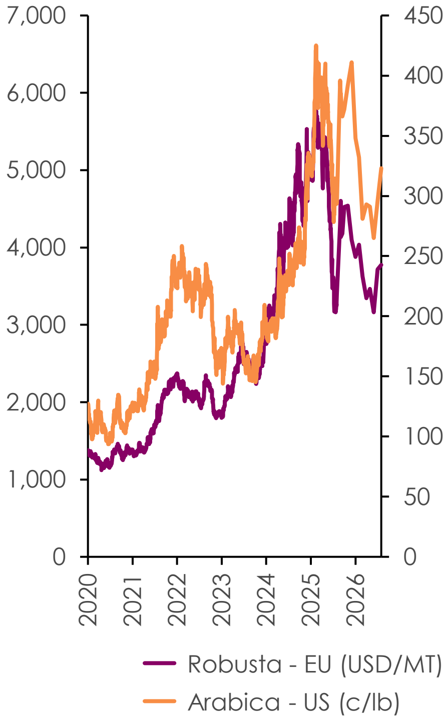
Interest Rates



Cocoa Prices



Coffee Prices



Geopolitics & trade barriers have reshaped global supply & demand dynamics.

More **extreme and 'synchronized' volatility** across multiple markets – commodity, energy, interest rates, FX, overheads etc.

Climate volatility and regulatory changes required stronger sourcing and traceability capabilities.

Rapidly shifting consumer preferences with increased demand for natural, functional and clean-label products as well as lower-cost alternatives

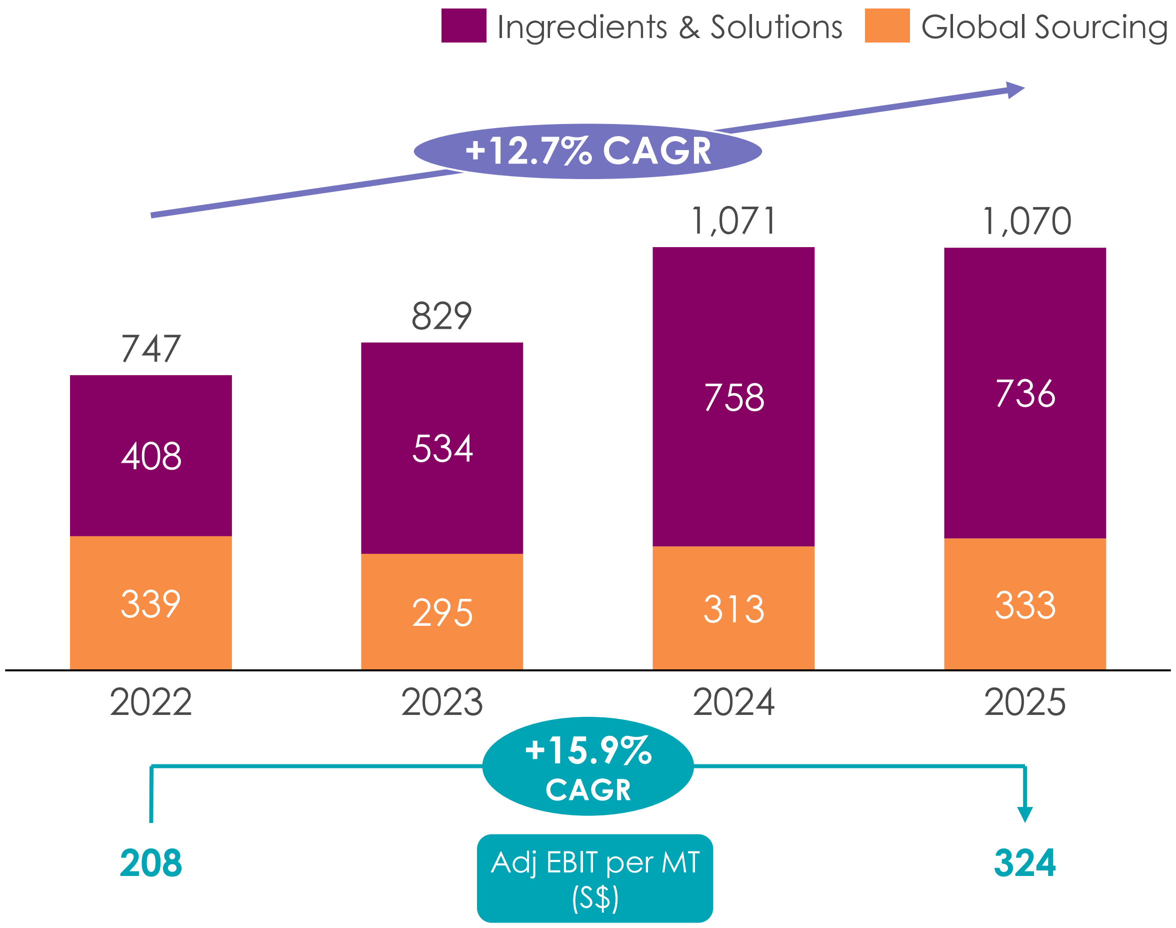
Notes: 1. US 3-month treasury yield.

2022 - 2025: ofi **performance**

Adj EBIT

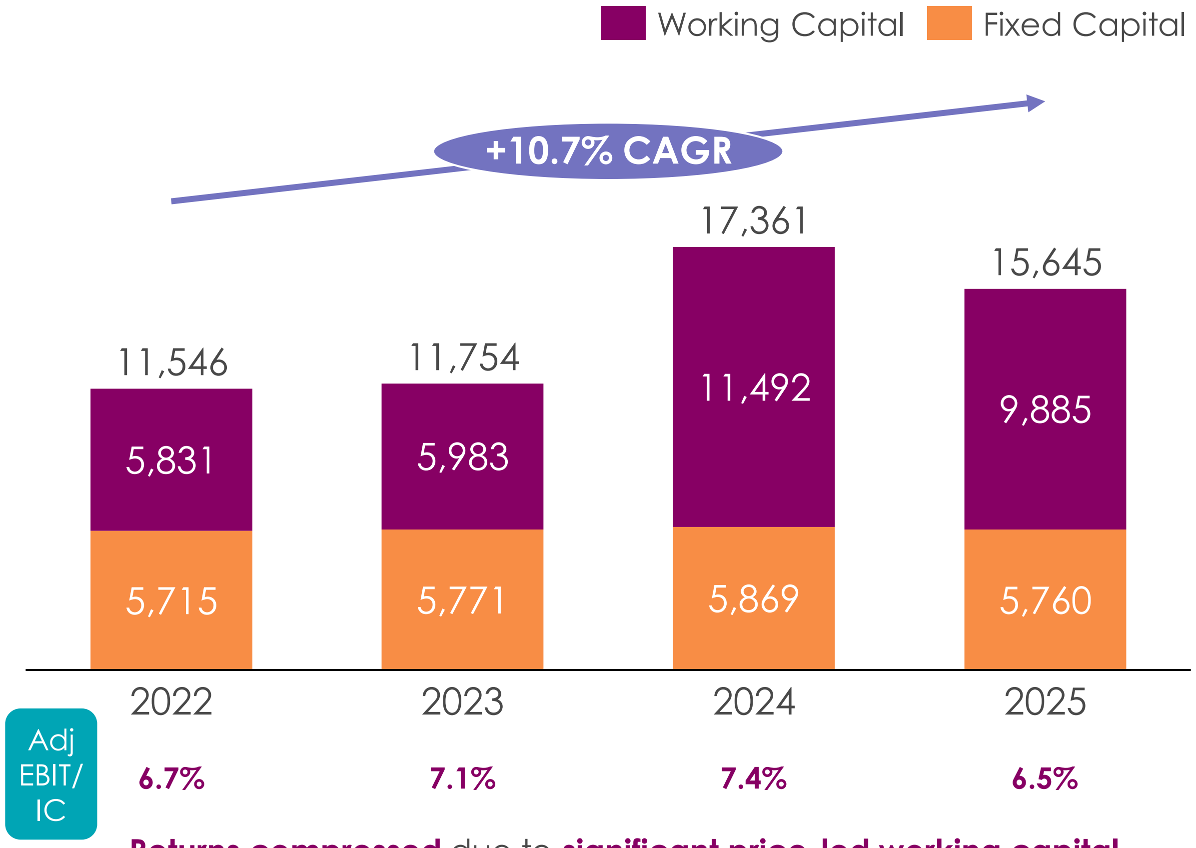
S$ Million

(Earnings Before Interest and Tax, adjusted for one-off costs)



Invested Capital

S$ Million



Returns compressed due to **significant price-led working capital increase** in FY24 / 25, which is **starting to normalize**

H1 2026 context

Volatility remained elevated across commodity price, rates, energy and geopolitics;
ofi remained focused on capital efficiency, disciplined growth and supply chain resilience

ofi make it real

Middle East shock & freight uncertainty → **Rates remain higher-for-longer** → **Energy & inflation second-round risks** → **Cocoa, Coffee markets rebalance, but still volatile** → **EUDR / traceability readiness intensifies**

External market developments

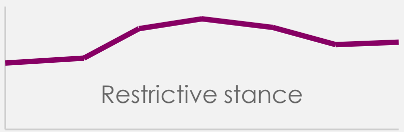
Rates & inflation
Policy rates stayed restrictive as energy-linked inflation risks re-emerged, reinforcing the need for cost pass-through and capital efficiency.

Energy & logistics
Oil prices eased from the early shock as flows recovered, but route, product-market and freight volatility remained relevant for cost management.

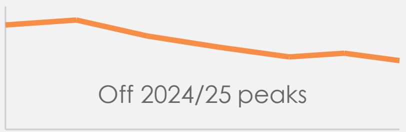
Cocoa & coffee
Improved supply prospects drove markets lower from prior peaks; volatility and weather risk remained a key operating consideration.

Customers & regulation
Customers remained focused on resilience, affordability and traceability while sustainability data and reporting requirements increased.

Policy rates



Cocoa & Coffee



Energy

Implications for ofi

Working capital release
Lower cocoa and coffee prices reduced price-led inventory and receivables intensity, supporting cash generation.

Value-added growth
Ingredients & Solutions delivered volume growth and customer momentum across Cocoa, Coffee, Spices and Dairy ingredients

Supply-chain resilience
Leveraged ofi's global scale to provide supply assurance to customers

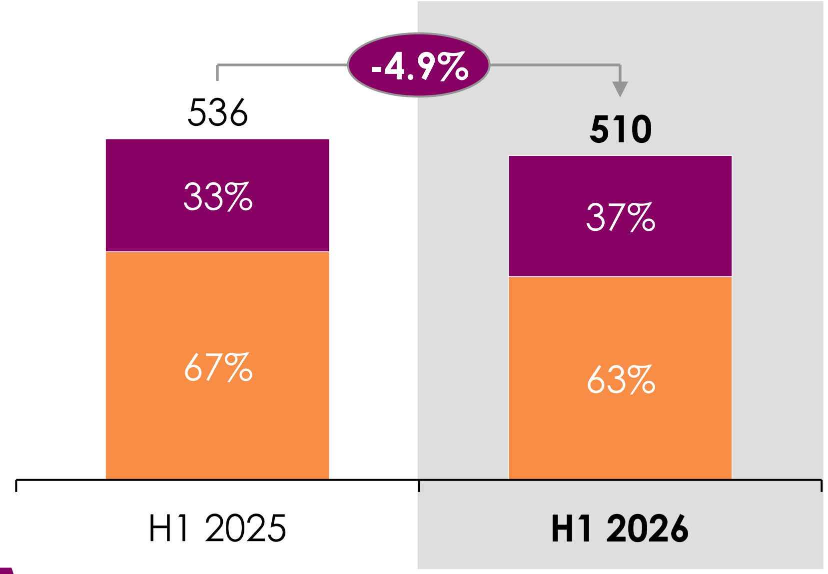
Cash and risk discipline
Strong focus on balance sheet and capital management

Key Focus: resilient EBIT delivery, materially lower capital intensity, disciplined investment behind chosen strategy and continued customer-led mix improvement.

ofi H1 2026 results

S$ Million

EBIT

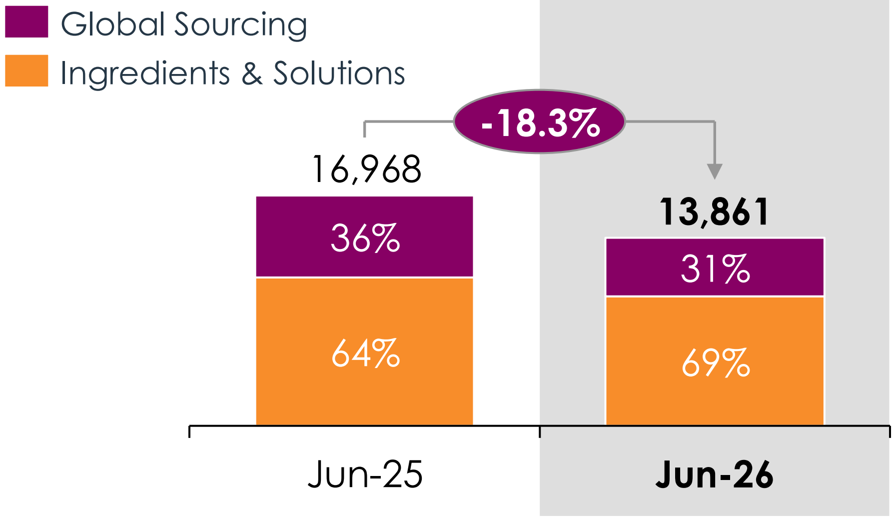


	H1 2025	H1 2026
EBIT/MT (S$)	326	317 (-4.9%)
Adjusted EBIT (S$)	555	528 (-4.9%)

- **ofi** delivered a resilient H1 2026 performance characterised by stable EBIT & EBIT/MT, despite substantially lower input prices and capital deployment.
- The EBIT reduction in **ofi**'s functional currency (US$), was lower at 1.9%.
- Global Sourcing saw a growth in EBIT reflecting improved margin capture and effective risk management, partly offset by a lower contribution from Ingredients & Solutions against a strong prior-year comparative.

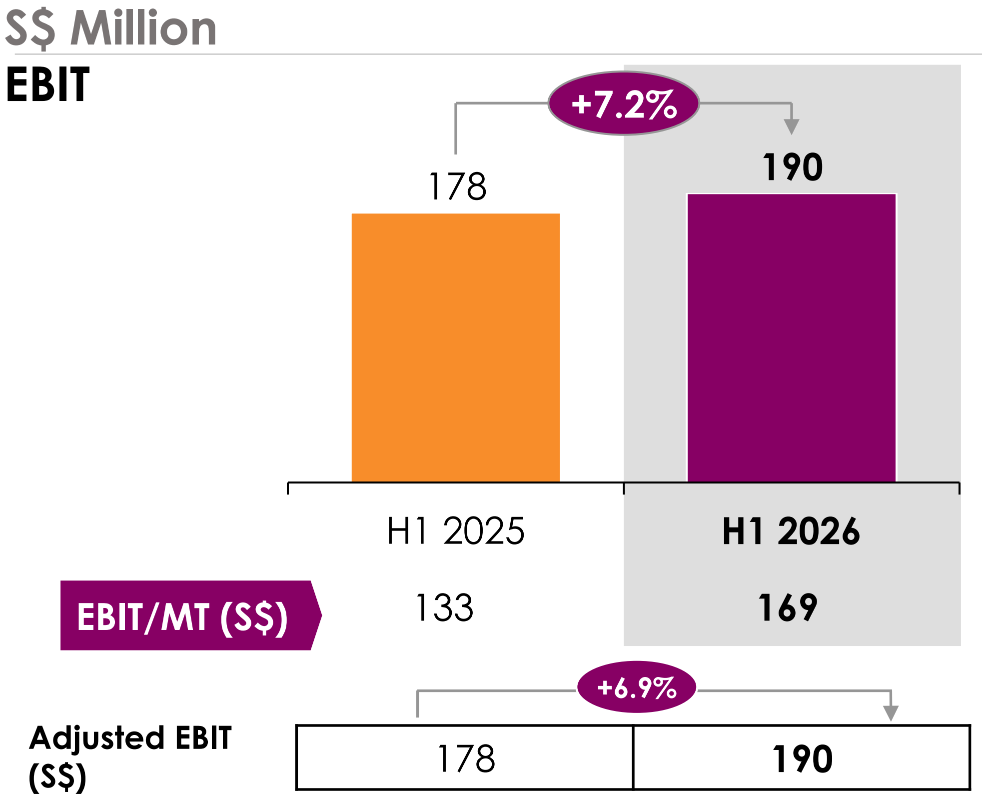
S$ Million

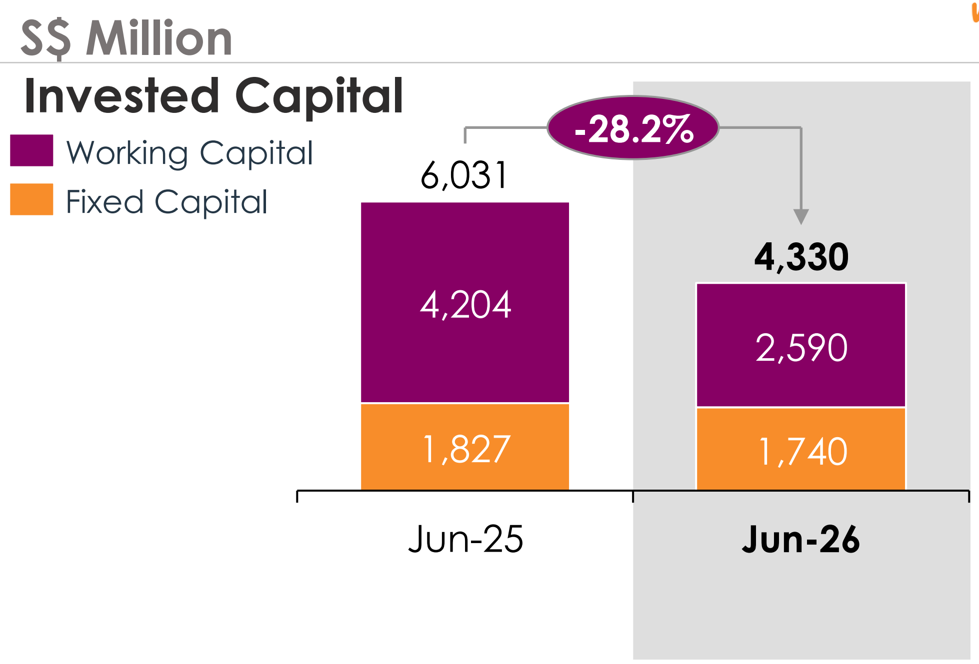
Invested Capital



- Invested capital reduced by 18.3% year-on-year to S$13.9 billion, principally driven by a S$3.2 billion reduction in working capital (to S$7.9 billion) as input prices declined and working capital discipline remained strong.
- The combination of resilient EBIT and a materially lower capital deployed, drove improved cash generation, lower interest costs and increased capital productivity & returns.

ofi: Global Sourcing





- Global Sourcing segment prioritized risk-adjusted returns and capital efficiency over volume growth.
- Coffee was key driver of earnings growth, driven by effective risk management and improved contribution per tonne. Cocoa EBIT was relatively resilient despite lower volumes & prices, while other sourcing businesses were broadly flat to slightly lower on EBIT, on reduced volumes.

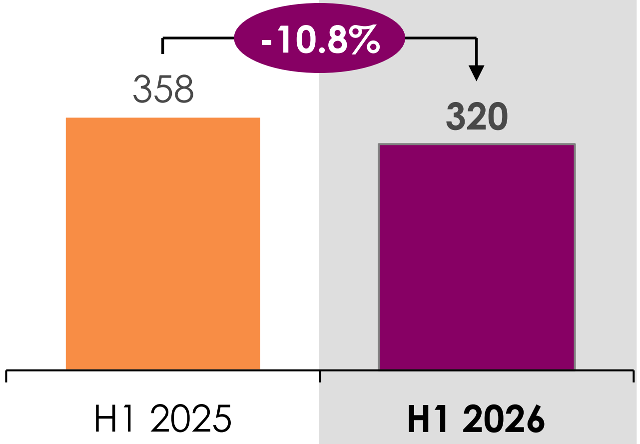
- Invested capital reduced substantially – especially on working capital, reflecting lower price-led inventory and receivables, and disciplined allocation of capital towards higher margin opportunities.
- Overall, the segment delivered stronger earnings and improved returns from a smaller asset base on the back of margin discipline, strong risk management and selective deployment of working capital.

ofi: Ingredients & Solutions

make it real

S$ Million

EBIT



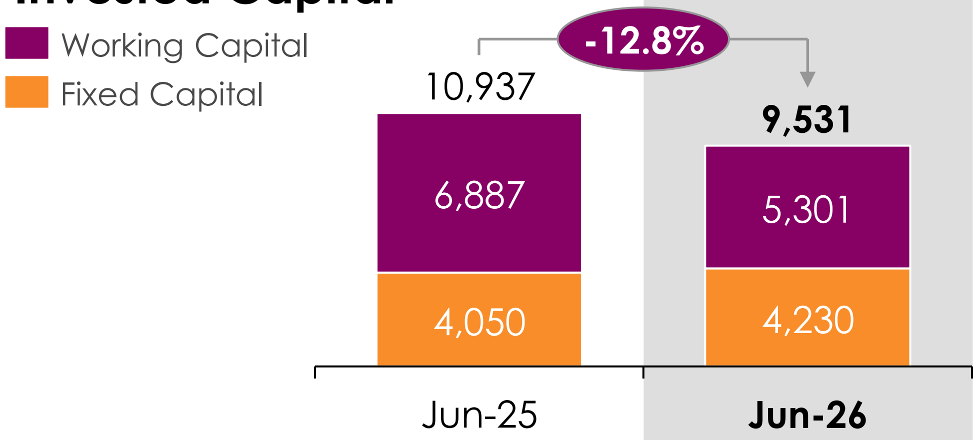
EBIT/MT (S$)	H1 2025	H1 2026
EBIT/MT (S$)	539	**453**

-10.5%

Adjusted EBIT (S$)	377	**337**

S$ Million

Invested Capital



- EBIT declined 10.8% against a strong H1 2025 comparative but the segment continued to show healthy product momentum and mix improvement.
- Cocoa remained a strong contributor but with more normalised margins; Dairy EBIT also reduced due to costs incurred towards additional capacity expansion, with full commercial scale benefits yet to come.
- Coffee delivered higher volumes and EBIT, supported by stronger customer demand and stabilisation of margins; Nuts delivered broadly stable volumes and earnings, while Spices grew volumes and EBIT as the business continued to cross-sell more value-added solutions to customers.

- IC decreased 12.8%, supported by a S$1.6 billion reduction in working capital, particularly in Cocoa.
- Fixed capital increased 4.5% to S$4.2 billion, consistent with continued investments in the value-added ingredients platform to support future growth.
- The segment remains focused on enhancing product mix, capacity utilisation and margin quality across the portfolio.

Key takeaways

Growing earnings & returns while navigating near term volatility

01 A **resilient** H1 2026 **performance**: stable EBIT and EBIT margins, despite substantially lower input prices and capital deployment

02 Improved **capital efficiency**, **strong cash generation** and **higher net earnings**

03 Expect uncertainty & volatility to continue, but **remain committed to disciplined capital allocation** and **active portfolio management**

04 **Evaluating** the strategic role of **certain upstream agricultural assets**, particularly its **almond orchards**, to drive capital efficiency, improve returns and strengthen earnings resilience over time

05 Notwithstanding the above, **ofi** continues to target **low- to mid-single digit volume growth** and **high single-digit adjusted EBIT growth** over the **medium term**

Looking ahead: Resilience, focus and agility matter more than ever

Macro, consumer and technology trends are reshaping supply chains and customer needs

ofi make it real

Volatility & geopolitics

Commodity price volatility, trade barriers and geopolitical uncertainty have become the "new normal".

Consumer change

Health, wellness, value channels, private label and convenience are reshaping demand & consumption.

Climate & sustainability

Climate volatility and regulatory changes will continue to impact supply and increase cost of compliance.

Technology & AI

Demand, speed-to-market and ways of working impacted by GLP-1s, automation and AI.

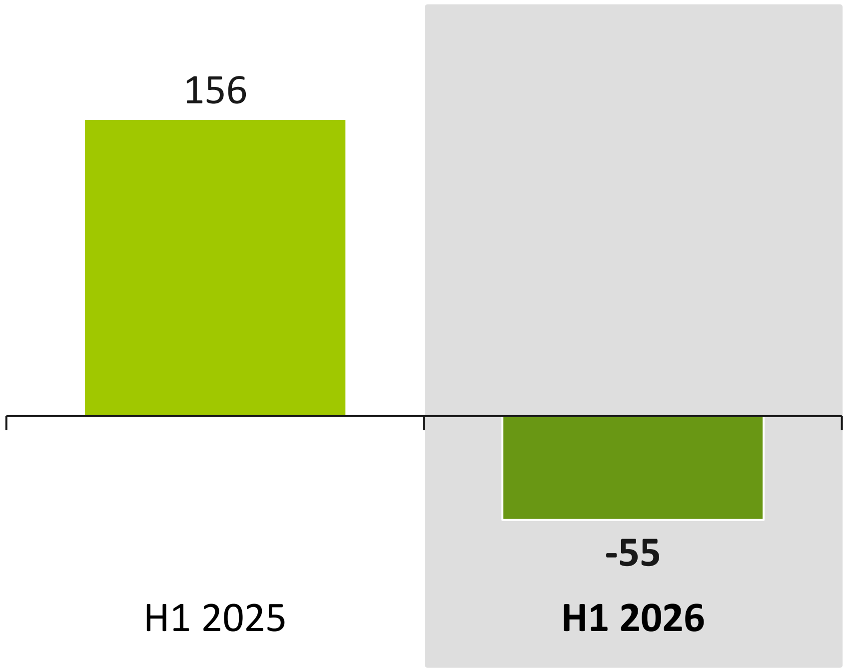
ofi's approach

- ✓ Simplify and focus the portfolio with more integration across existing business platforms
- ✓ Strengthen and build on proven value-accretive businesses while addressing pockets of underperformance
- ✓ Ensure cost leadership and capital discipline while maintaining flexibility to respond to market conditions
- ✓ Continue to focus on people & process while extracting synergies via targeted use of digital and AI

OGH H1 2026 results

S$ Million

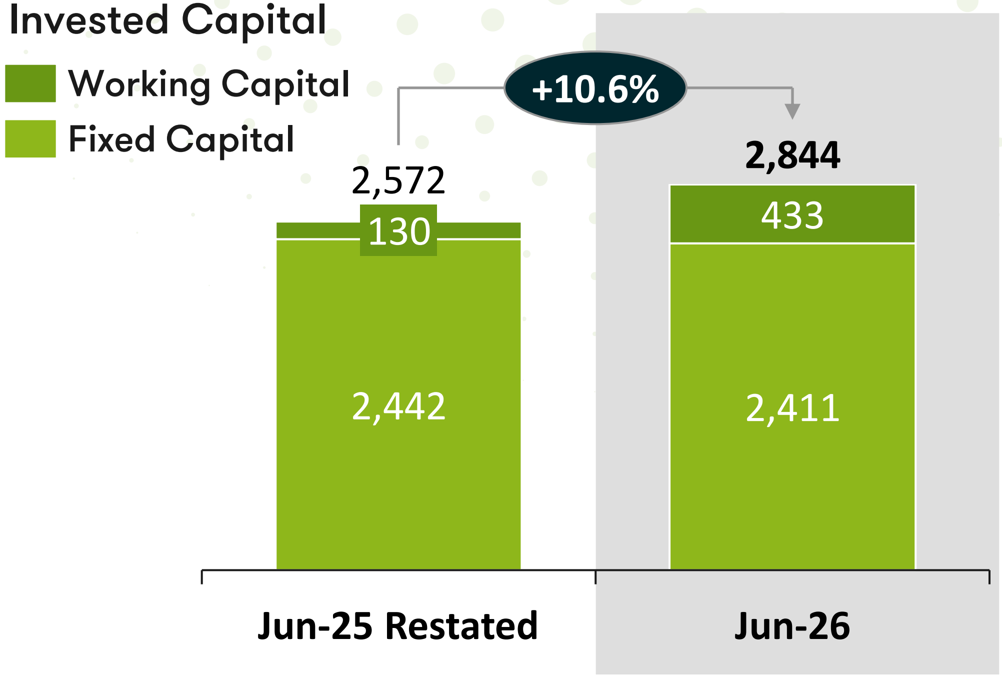
EBIT



- Adjusting for the H1 2025 foreign exchange gain, OGH's EBIT was lower by S$23.5 million compared to H1 2025. The lower EBIT was primarily attributable to lower contribution from OPG, ORG and Rusmolco.
- OPG experienced a slowdown in export sales; ORG was impacted by mark-to-mark losses on their hedged positions, which are expected to be reversed in subsequent quarters when physical sale transactions are settled.
- Despite improved sales volumes, Rusmolco reported lower EBIT for the period due to falling raw milk prices, which contrasted with the strong upward trajectory seen through 2025.

S$ Million

Invested Capital



- IC was up 10.6% or S$272.6 million year-on-year to S$2.8 billion as at June 30, 2026, mainly on account of the increase in working capital from the fair valuation of the put and call option for the remaining 18.19% stake in Olam Agri.
- Excluding the fair valuation of these derivative assets, operational IC would have been S$2,607 million, a marginal increase of S$35 million. This increase was due to the reversal of negative working capital in Mindsprint post its divestment and increase in inventory in OPG.

04

Governance

Our shareholders

First listed on the Singapore Exchange in 2005, we are now listed as Olam Group Limited since March 16, 2022, supported by a diversified shareholder group with long-term investment horizon.

Shareholder	Shareholding
Temasek Holdings	52.1%
Mitsubishi Corporation	14.7%
Kewalram Chanrai Group	7.0%
Directors	0.8%
Other Institutional and Public Investors	25.4%

Note: Shareholdings are based on 3,771,149,185 (excluding treasury shares of 71,476,000) as of June 30, 2026.

Governance
Board of directors

Yap Chee Keong
Chairman, Non-Independent and Non-Executive Director

Dr Joerg Wolle
Lead Independent and Non-Executive Director

Dr Ajai Puri
Independent Non-Executive Director

Tran Phuoc (Lucas)
Independent Non-Executive Director

Simon Cooper
Independent Non-Executive Director

Christian Chin
Independent Non-Executive Director

Judith Amanda Sourry Knox
Independent Non-Executive Director

Dinesh Khanna
Non-Executive Director

Yasuaki Matsuo
Non-Executive Director

Yoshinori Nagata
Non-Executive Director

A. Shekhar
Executive Director

Governance
Board and management structure

Board of Directors

Yap Chee Keong
Chairman

Dr Joerg Wolle
Lead Independent Director

Board Exco

- **Dr Ajai Puri** – Independent Non-Executive Director
- **Tran Phuoc (Lucas)** – Independent Non-Executive Director
- **Simon Cooper** – Independent Non-Executive Director
- **Christian Chin** – Independent Non-Executive Director
- **Amanda Sourry** – Non-Executive Director
- **Dinesh Khanna** – Non-Executive Director
- **Yasuaki Matsuo** – Non-Executive Director
- **Yoshinori Nagata** – Non-Executive Director
- **Shekhar Anantharaman** – Executive Director

Group Corporate Office

- **Venkataraman Krishnan** – Group Chief Financial Officer
- **Joydeep Bose** – Group Chief Human Resources Officer
- **Rajeev Kadam** – Global Head, Risk Management, Internal Audit and Insurance

ofi Executive Team

- **Shekhar Anantharaman** – Chief Executive Officer

OGH Executive Team

- **Gautam Wadhwa** – Chief Executive Officer
- **Darshan Raiyani** – President & Global Head, Gabon Plantations
- **Sumanta Kumar De** – President & CEO, Rusmolco
- **Mukul Mathur** – President & CEO, Caraway

Governance

Board and four Board Committees oversee risk management

The Board	Audit Committee (AC)	Risk Committee (RC)	Nomination and Remuneration Committee (NRC)	Sustainability Committee (SC)
Capital structure and financing risks	Other risks	Other risks	Other risks	Agricultural risks
	Trading risks	Trading risks		Reputational risks
Operational risks	Operational risks	Operational risks	Operational risks	
Strategic risks	Currency risks	Currency risks		
	Political and sovereign risks	Political and sovereign risks		
	Regulatory and compliance risks	Regulatory and compliance risks		
	Natural perils	Natural perils		

Governance: Sustainability framework (1/2)

Olam

Our Purpose	Our Vision	Governing Objective
To re-imagine global agriculture and food systems	To be the most differentiated and valuable global food and agri-business by 2040	To maximise long-term intrinsic value for our continuing stakeholders

Our Pillars

People and Culture	Social	Environment
The talent, skills and inspiration of our workforce, and our responsibility to provide a safe and healthy workplace where employees' rights are respected.	The relationships we forge and nurture with suppliers and the communities where we operate for long-term success.	The land, water, biodiversity, favourable climate and other ecosystem services required for food, feed and fibre crops to grow.

Our Focus Areas

Economic Opportunity	Includes Living Wage, Living Income, improving farm production and access to markets.
Safe and Decent Work	Includes creating a safe and healthy workplace, where employees are trained appropriately to fulfil their roles safely.
Diversity and Inclusion	Includes promoting diversity and inclusion within our Company and in our farming communities.
Nutrition and Health	Includes food security, and access to clean water and sanitation.

Governance: Sustainability framework (2/2)

Olam

Climate Action	Includes decarbonisation and climate adaptation.
Healthy Ecosystems	Includes reducing deforestation and protecting biodiversity.
Healthy Soils	Includes precision and regenerative agriculture.
Water	Includes reducing water consumption in our own operations and our farming communities.
Food Waste and Packaging	Includes reducing food waste, post-harvest losses, sustainable consumption and packaging.
Education and Skills	Includes learning and development, and engagement with our employees and our communities.
Responsible Sourcing	Includes traceability, transparency and supplier engagement in our supply chains.

↓

Purpose Outcome

- Prosperous Farmers and Food Systems
- Thriving Communities
- Regeneration of the Living World

Olam Group Limited Investor Presentation | September 2026
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