



Olam Group Limited

Transforming to serve a changing world

Investor Presentation, August 2022



Cautionary note

on forward-looking statements

This presentation 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.

Potential risks and uncertainties includes such factors as general economic conditions, foreign exchange fluctuations, interest rate changes, commodity price fluctuations and regulatory developments. The reader and/or listener is cautioned to not unduly rely on these forward-looking statements. We do not undertake any duty to publish any update or revision of any forward-looking statements.

Group overview



We are a leading food and agri-business supplying food, ingredients, feed and fibre to over 20,900 customers worldwide.



We are farmers

Field and farming experts growing crops, such as almonds in Australia and USA, and coffee plantations in Laos and Zambia.

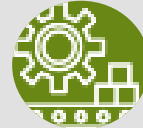
Our scale gives us global market insights, shared learnings and efficiencies.



We are suppliers

Connecting customers to their source of supply via our direct and indirect global network of farmers.

On the ground presence all year round executing procurement, traceability, warehousing, logistics and paperless trading.



We are processors

Transforming raw materials into bespoke ingredients across our 75+ Tier 1 facilities.

Focused on safety, fairness, quality, efficiency and the environment.



We are innovators

Offering added value solutions through our innovation centres and supply chain.

Experts in product innovation, customisation, digital apps and co-manufacturing.

Over 30 years of growth



* Employees refer to full-time employees. Including seasonal and temporary workers, employees at 82,300 in 2021.

Our aspiration



Our Purpose

To re-imagine global agriculture and food systems.



Our vision

To be the most differentiated and valuable global food and agri-business by 2040.



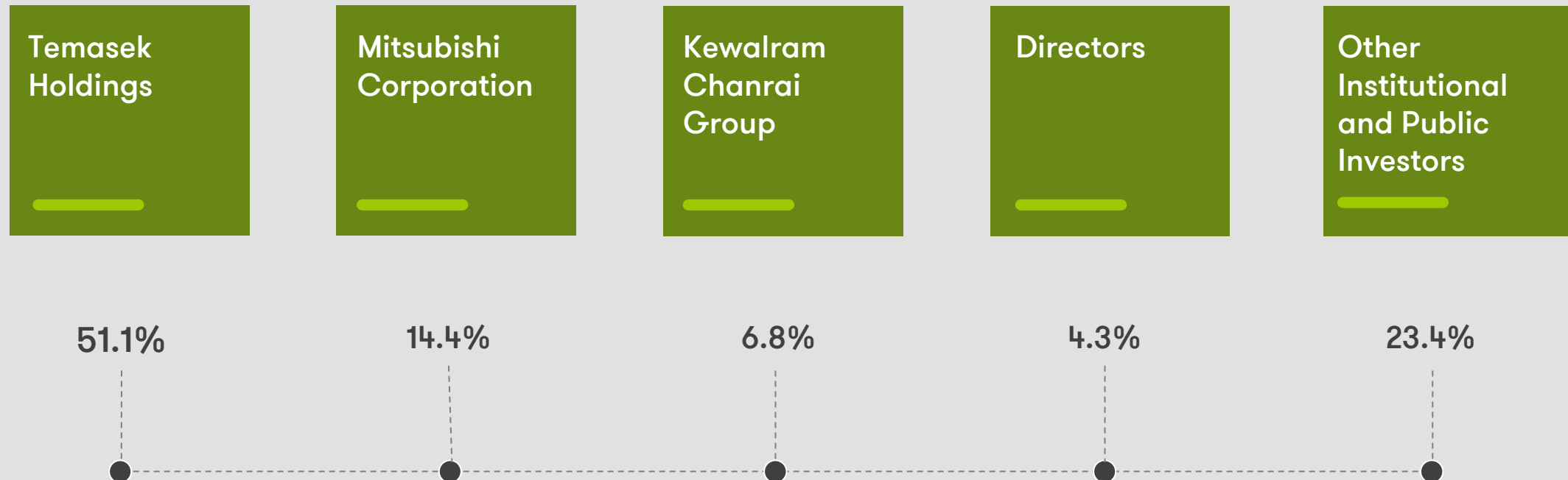
Our governing objective

To maximise long-term intrinsic value for our continuing shareholders.

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.



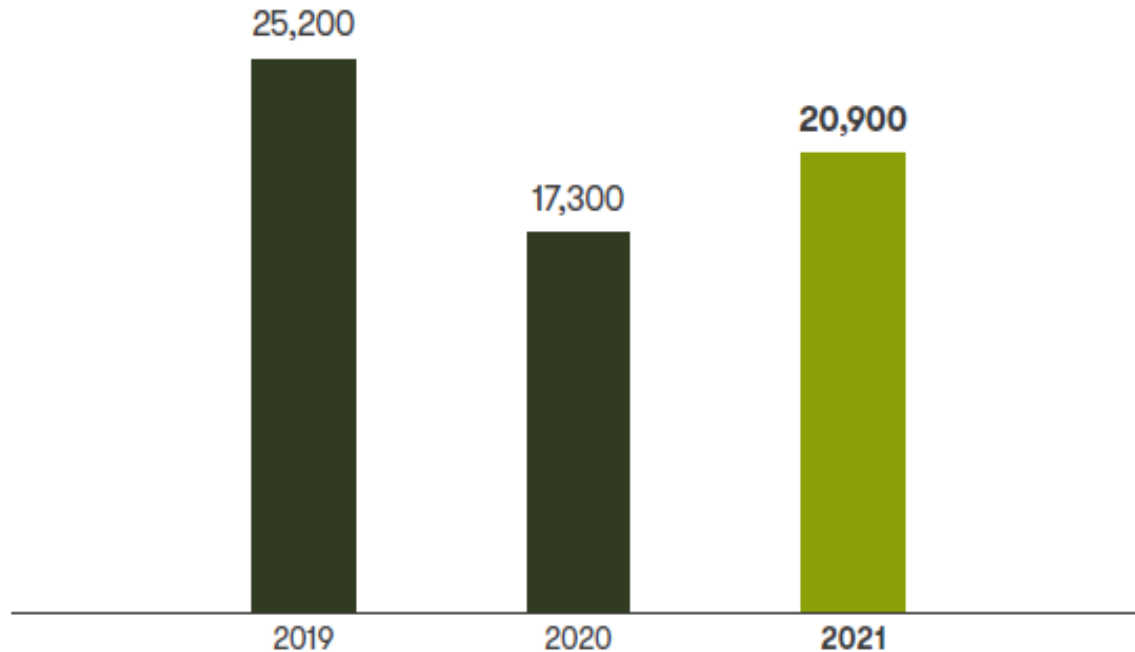
Note: Shareholdings are based on 3,842,625,185 issued shares as of June 30, 2022.

Our customers

Diversified base with long-term relationships



Number of customers



Strong and reputable customer base



More than 20,900 customers worldwide, including several leading global brands

Re-organisation of Olam



In January 2020, Olam announced a transformational Re-organisation Plan to re-organise its diverse business portfolio into three distinct operating groups that are Purpose-led and future-ready in order to maximise Olam's long-term value on a sustained basis.

Objective

To explore strategic options that would illuminate the current value in the business and develop new pathways to create further long-term value on a sustained basis

Plan

Simplify and focus our current diverse portfolio of businesses into three coherent operating groups that are more similar in nature, linked by an underlying logic and aligned to key consumer food and agri business trends respectively. Each entity has developed a compelling vision, a distinct equity story and reliable game plan for profitable growth and value creation on a sustained basis



Re-organisation of Olam

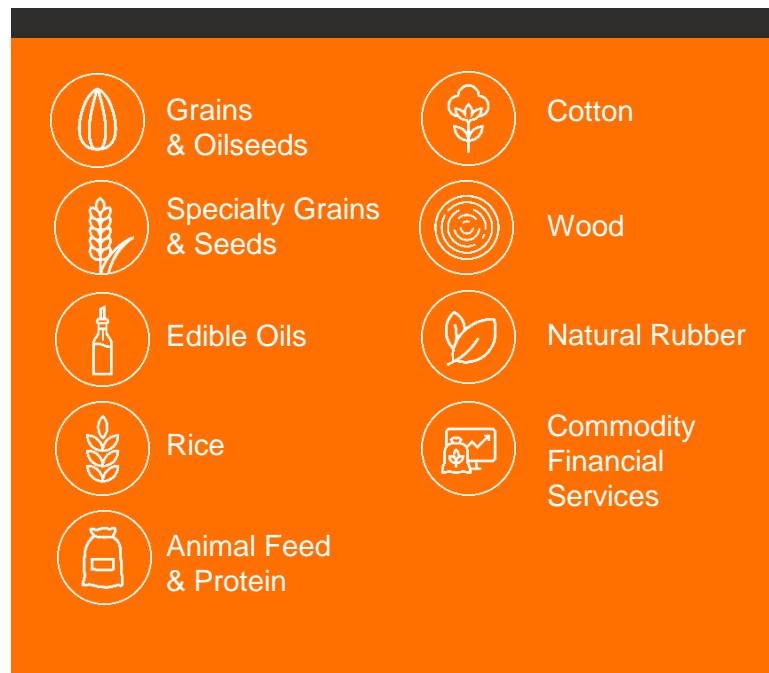
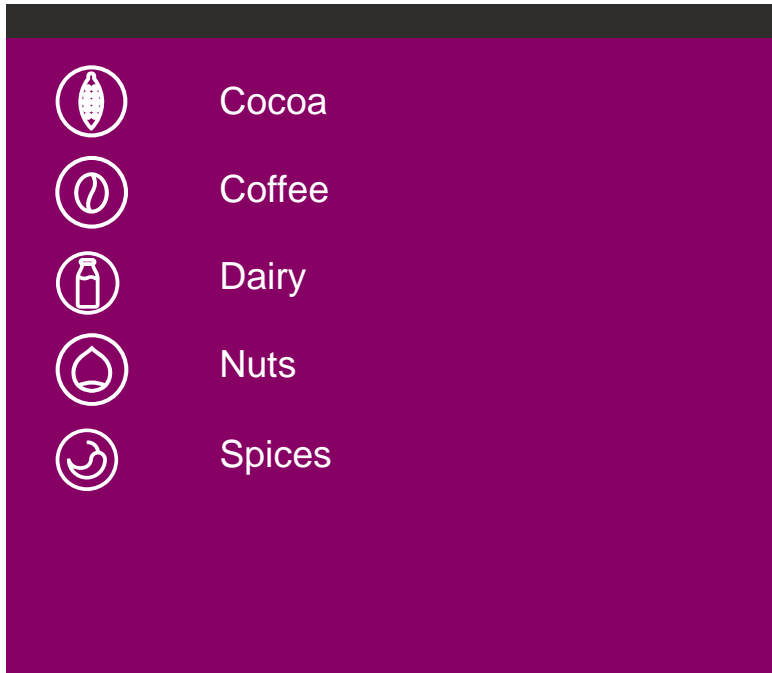
Creation of three distinct operating groups



ofi is a global leader in ingredients at the forefront of food and beverage consumer trends offering sustainable, natural and plant-based ingredients and solutions and serving large, attractive and high growth end-use categories.

Olam Agri is a market leading and differentiated food, feed, and fibre global agri-business focused on high-growth emerging end-consumption markets to meet the rising demand for food staples, agri-industrials raw materials and the shift to protein-based diets in these countries.

Remaining Olam Group is responsible for the divestment of non-core assets, nurturing and partially or fully monetising 3 gestating businesses (Olam Palm Gabon, Packaged Foods, ARISE Ports & Logistics) and developing Russian dairy farming as a continuing business. It is also responsible for incubating new sustainability and digital platforms for growth and providing IT, digital and shared services to the operating groups as well as to third parties.



Olam Ventures – an independent incubator for digital & sustainability start-up growth businesses in the Food & Ag sector

Olam Technology and Business Services (OTBS) – delivering IT, digital and shared services for the new operating groups as well as to third-parties

Olam Global Holdco (OGH) – nurturing our gestating assets, developing continuing business & responsibly divesting our de-prioritised businesses & related assets

ofi in numbers



Cocoa



Coffee



Nuts



Spices



Dairy

14.2 
Billion revenue (\$\$)

1,145 
Million EBITDA (\$\$)

821 
Million EBIT (\$\$)

110+ 
Manufacturing facilities

49 
Countries

22,000+
employees 

11,000+
customers 

Note: Data restated to reflect transfer of **ofi**'s Russian operations (primarily comprising the Rusmolco dairy farming operations, a part of Global Sourcing) from **ofi** to OGH. In addition, the Coffee plantation business was transferred from OGH to **ofi** (as part of Global Sourcing). All numbers are for full year 2021.

ofi: Growth framework



Organic Growth – Growing & extending the core

Extract **full value** from current investments

Increase **share of value** with **targeted strategic customers**

Focus on **cost competitiveness**

Expand **innovation & sustainability** solutions

Accelerated M&A opportunities in higher value **products, categories,** and **channels...**

- **Channel expansion:** private label, foodservice, e-commerce
- **Product extensions:** Eg: nut ingredients, spice blends, etc
- **Category solutions:** beverages, bakery & confectionery, snacks, culinary

Inorganic Growth – Disciplined Buying



Contribution to medium-term
Volume growth:
Low to Mid-single digit



Contribution to medium-term
EBIT growth:
High-single digit

Recent acquisitions of Club Coffee and Marsch in line with growth strategy

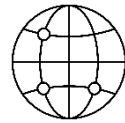
¹: adjusted for one-off non-recurring items

Olam Agri in numbers

3 Segments

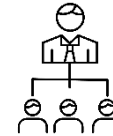
1

Food & Feed -
Origination &
Merchandising



30

countries



9,100+

employees



S\$31.3b

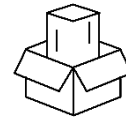
revenue

2

Food & Feed -
Processing &
Value-added



41m



tonnes in volume
handled

50+



Manufacturing &
processing facilities

15.9%

EBIT/IC



3

Fibre, Agri-
Industrials &
Ag Services



S\$930m

EBITDA 2018-2021 CAGR: 42.5%

S\$753m

EBIT 2018-2021 CAGR: 46.7%

Note: All Numbers are for full year 2021.

Olam Agri key highlights



Strategically positioned as a **food security play in the growing and attractive food & agri sector** supported by strong secular fundamentals, with a **clear focus on high-growth emerging consumption markets**



Participation in key parts of the global agri market and targeted sub-markets as a relatively **asset-light, independent trader** with a **differentiated model including selective integration across the value chain** with strong operating capabilities



Clear pathways to **significantly grow earnings on a sustainable basis over the medium/long-term** by increasing share of value-added products and expanding geographic footprint



Helmed by a **highly experienced, capable and engaged management team**



Market leading sustainability track record aligned to its key sustainability objectives of being **climate positive, nature positive and livelihood positive** across its businesses

Olam Agri's differentiated asset-light model and focus on high-growth emerging markets has led to industry leading growth and return profile.

Olam Agri: Positioning for future growth

The Saudi Agricultural and Livestock Investment Company (“SALIC”), a wholly owned subsidiary of Public Investment Fund (PIF) of the Kingdom of Saudi Arabia (KSA), **to invest US\$1.24 billion for an estimated 35.4% stake in Olam Agri**

- 1. Illuminates and unlocks value for our shareholders**, thereby completing one of the key milestones of the Re-organisation Plan
- 2. Crystallises a benchmark valuation for Olam Agri and creates a strong shareholder base** for a potential future listing and demerger of Olam Agri – Investment implies **100% equity valuation of US\$3.5 billion for Olam Agri** subject to closing balance sheet adjustments.
- 3. Raises significant net cash proceeds to repay debt at the Olam Group level and right-sizes the capital structure of Olam Group**, thereby strengthening its balance sheet, improving credit profile and enhancing financial flexibility to capture future growth
- 4. Generates synergies and catalyses access for Olam Agri to new markets through a long-term Strategic Supply and Cooperation Agreement (SSCA) with SALIC**

Remaining Olam Group



Remaining Olam Group

Olam Global Holdco (OGH)

holds 5 de-prioritised assets earmarked for exit, 3 gestating businesses and 1 continuing business, and will responsibly divest non-core assets, nurture and monetise gestating assets

- In H1 2022, we divested our entire stakes in ARISE IIP and ARISE IS and investment in Ingredion SRSS (PureCircle)
- To divest remaining 5 assets by end-2024
- To explore strategic options to partially or fully monetise OPG, Packaged Foods and ARISE Ports & Logistics
- Consistent with one of the key objectives of our Purpose to strive for food security for all, combined with our duty of care to our employees, herd population, customers and farmers, OGH will continue to operate Russian dairy farming operations (Rusmolco)

Olam Ventures

acts as a foundry to build new sustainability and digital platforms for growth (Engine 2 initiatives); strategic partnership being explored to take it to full potential

Olam Technology and Business Services (OTBS)

- Provides IT, digital and shared services to the operating groups, including ofi and Olam Agri through long-term service agreements
- Develop IT and digital services for third-parties
- Will explore strategic partnerships to take this business to full potential



1

Disruptive idea

2 & 3

Built on the twin engines of **Digitalisation and Sustainability**

Leveraging Olam's core strengths & unique assets

4

Strategic & Financial value to Olam

5

Material & Scalable opportunity – large enough opportunities that can become new engines of growth for Olam in 6 years (two 3-year planning cycles)

6

Smart investing (digital & sustainability) rather than asset-heavy capital led models

Criteria for selecting Engine 2 ventures

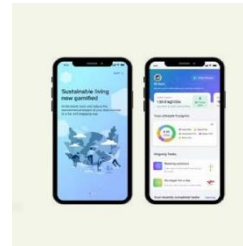
Currently six Engine 2 initiatives being developed



Farmer Services Platform: Jiva



Sustainability Lifestyles (Adva (B2C)), Smart carbon management Terrascope (B2B, formerly "GreenPass") platforms



Carbon Trading & Sustainable Landscapes Investment Platform



Purpose Brands Re- (B2C)



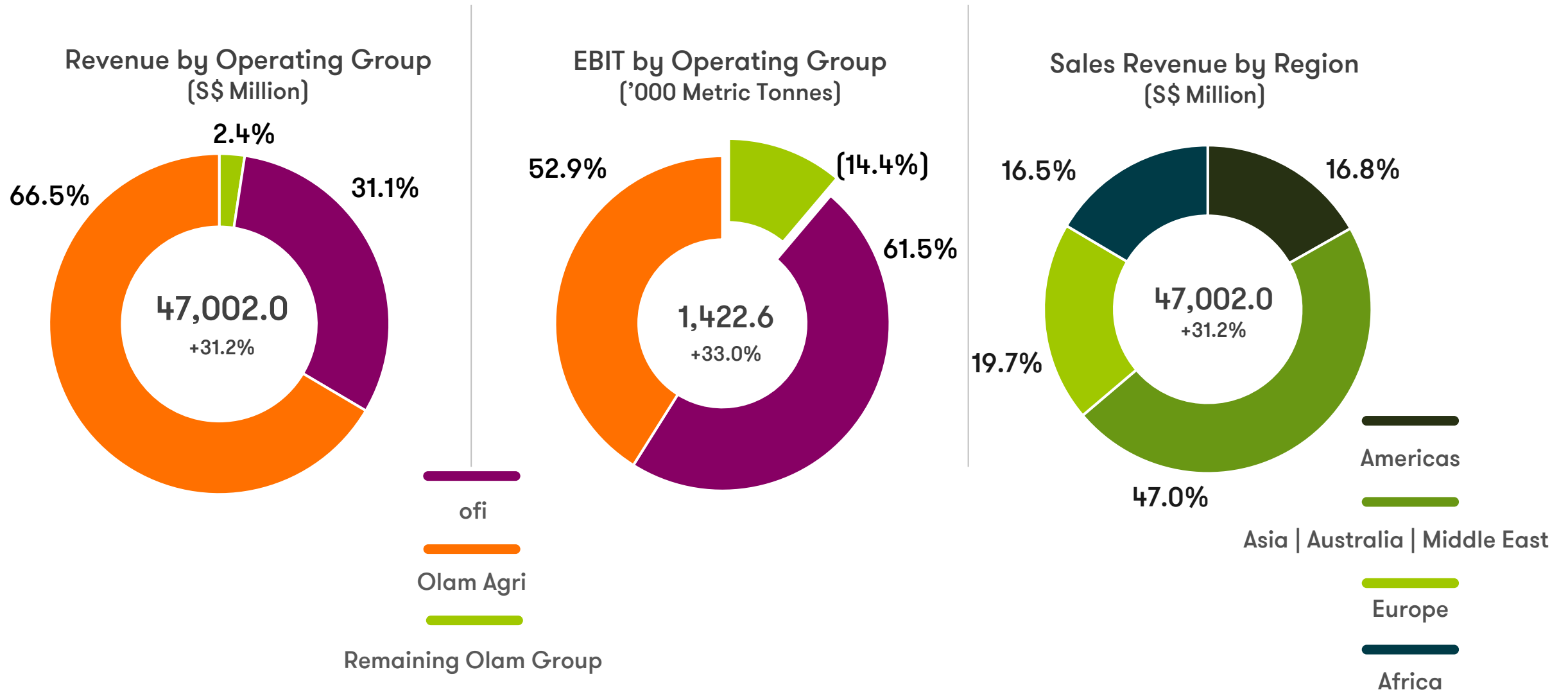
Food & Agri Sector Digital Sustainability platform

Reporting segments and key performance metrics

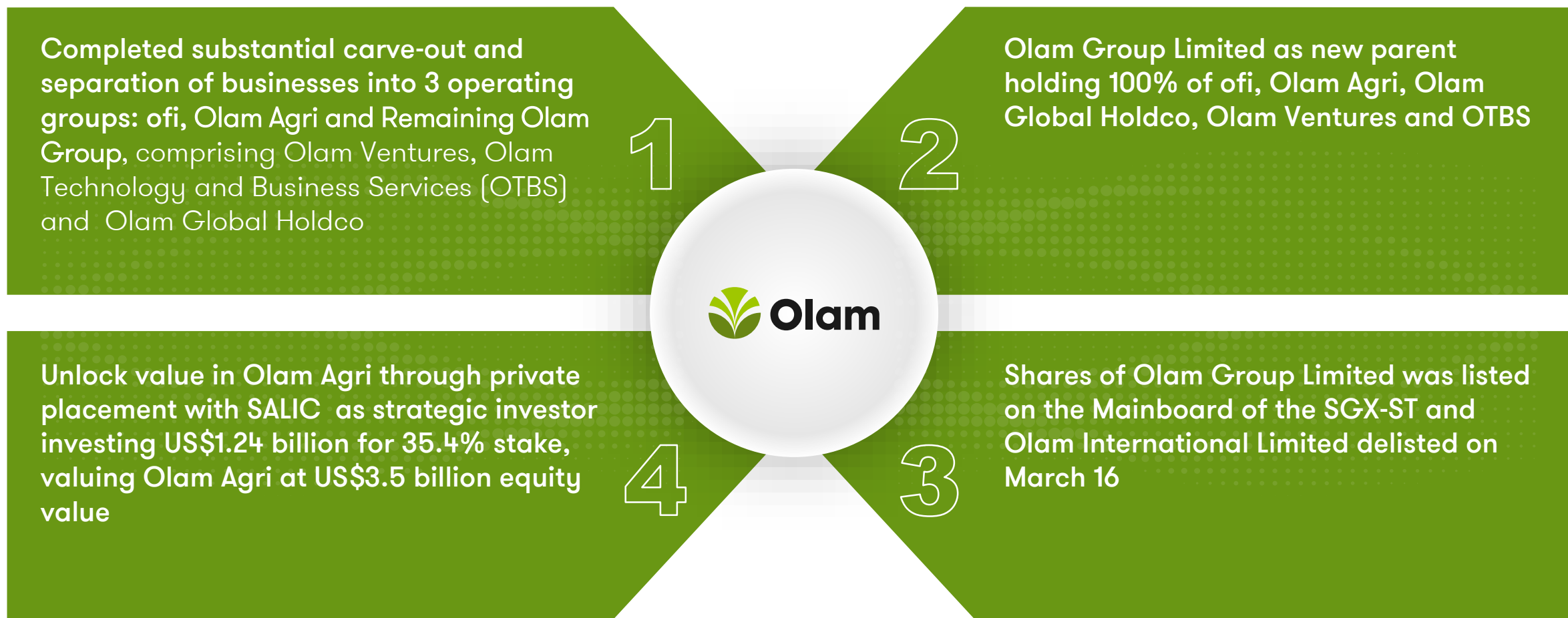


Operating group	Businesses	Reporting segments	Key performance metrics
ofi	Cocoa, Coffee, Dairy, Nuts, Spices	1) Global Sourcing 2) Ingredients & Solutions	Segment-level Volume, Revenue, EBIT, EBIT Margin, Invested Capital (IC), EBIT/IC
Olam Agri	Grains & Oilseeds, Integrated Feed & Proteins, Edible Oils, Rice, Specialty Grains & Seeds, Cotton, Wood Products, Rubber, Commodity Financial Services	1) Food & Feed - Origination & Merchandising 2) Food & Feed - Processing & Value-added 3) Fibre, Agri-industrials & Ag Services	Segment-level Volume, EBIT, EBIT per MT, Invested Capital (IC), EBIT/IC
Remaining Olam Group	Olam Ventures, OTBS and OGH	1) De-prioritised/Exiting Assets 2) Continuing/Gestating Businesses 3) Incubating Businesses	Segment-level Revenue, EBIT, Invested Capital (IC), EBIT/IC
Consolidated Olam Group			Volume, Revenue, EBITDA, EBIT, Invested Capital (IC), EBIT/IC, ROIC, ROE, FCF from Operations

Group 2021 financials

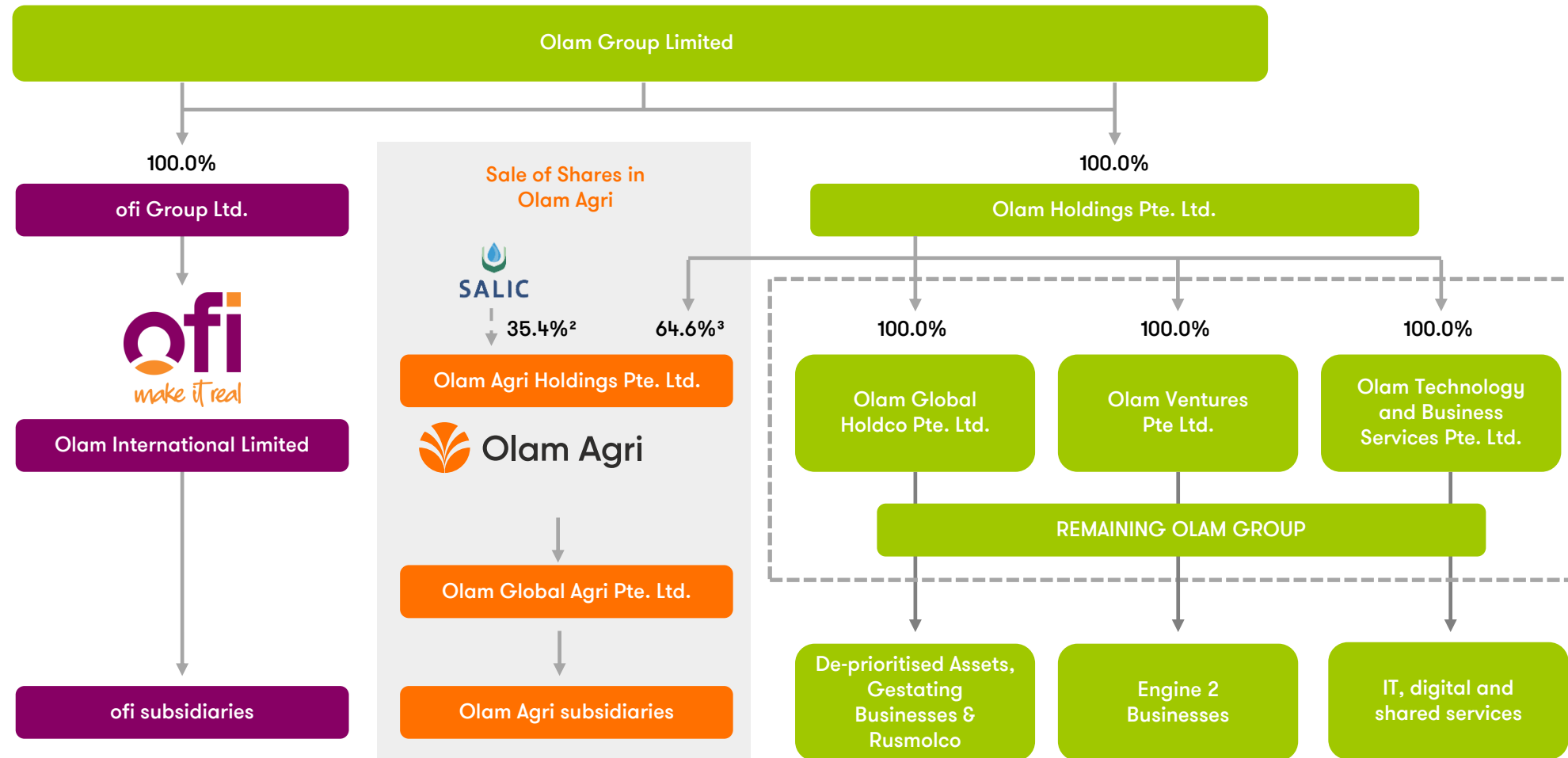


Re-organisation: Progress update



Re-organisation: Progress update

New structure for Olam Group¹



¹Assuming completion of substantial minority stake sale of 35.4% in Olam Agri to SALIC

²Subject to closing account conditions

³Subject to closing account conditions & including OHPL subsidiaries

Re-organisation: Progress update

Next steps



Remain committed and fully prepared to pursue an IPO and demerger pending favourable market conditions, with a primary listing on the premium segment of LSE and a concurrent listing in Singapore¹



Complete the transaction with SALIC by end-2022, obtaining all regulatory approvals and securing financial closure

Explore sale of additional 10% stake to potential investors and/or prepare Olam Agri for an IPO and demerger based on market conditions



Continue to responsibly divest de-prioritised assets marked for exit and partially/fully monetise gestating assets to reduce leverage

Evaluate various strategic options for Olam Ventures and Olam Technology and Business Services

¹Subject to final decision by Olam Group board and regulatory approvals, among others. Shareholders should note that there is no certainty or assurance that the listing and demerger of ofi will take place.

Group H1 2022 results

At a glance



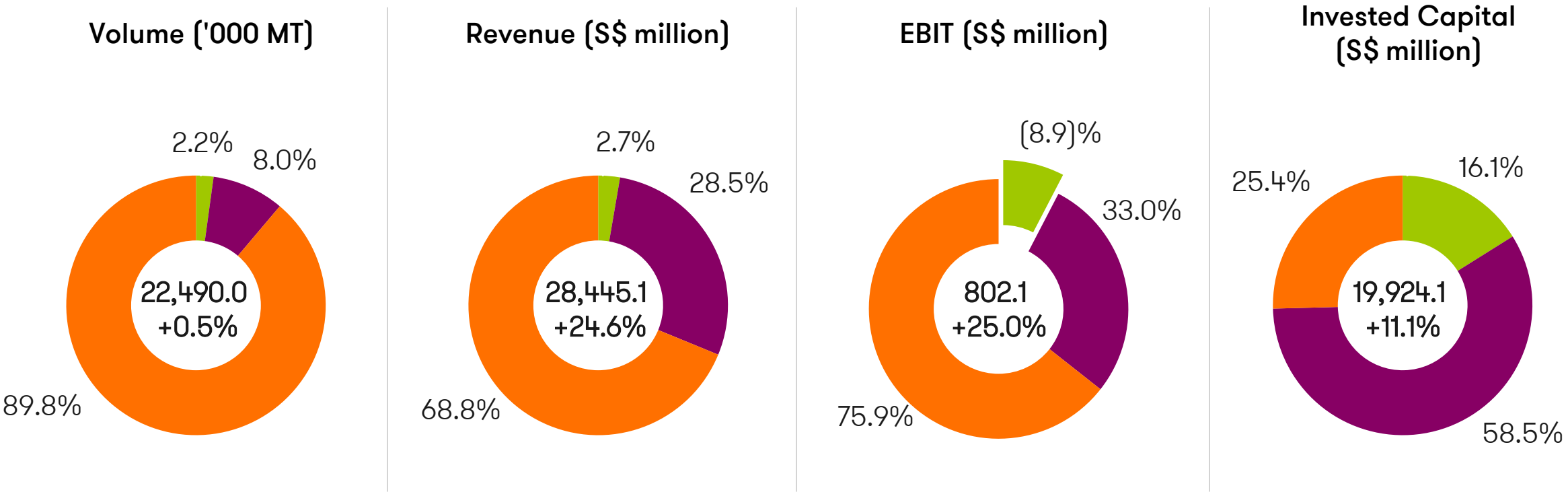
Volume & Revenue	22.5 M MT +0.5%	S\$28.4 B +24.6%	Operational PATMI	S\$472.5 M +8.2%
EBIT	S\$802.1 M +25.0%		Free Cash Flow	+S\$864.0 M S\$466M
PATMI	S\$429.1 M +1.8%		Gearing	From 1.60x to 1.73x

Group H1 2022 results

Consolidated results by operating group



■ ofi
 ■ Olam Agri
 ■ Remaining Olam Group



Note: Post H1 2021, certain businesses were transferred between operating groups. The Coffee plantation business was transferred from Olam Global Holdco ("OGH") of Remaining Olam Group to **ofi** (as part of Global Sourcing) and **ofi**'s Russian operations (primarily comprising the Rusalco dairy farming operations, also a part of Global Sourcing) were transferred from **ofi** to OGH. The results for **ofi** and Remaining Olam Group for H1 2022 and H1 2021 are presented after incorporating these changes

Group H1 2022 financial highlights



Strong EBIT growth and improved Operational PATMI

- EBIT grew 25.0% with very strong contribution by Olam Agri which grew its EBIT by 49.4%
- **ofi** delivered EBIT of S\$265.0 million despite surging inflationary costs and higher depreciation and amortisation from recent acquisitions
- Operational PATMI up 8.2% to S\$472.5 million despite higher interest costs and tax provisions



Disciplined capital management

- Strong cash generation with FCFF and FCFE of S\$719.7 million and S\$465.7 million respectively
- Robust cash position of S\$6.4 billion, ample liquidity of S\$24.3 billion and diversified pools of capital
- Working capital cycle time maintained despite impact from higher commodity prices and working capital needs
- Stable gearing at 1.73x (Dec-21: 1.72x) ; adjusted gearing net of RMI and secured receivables at 0.66x



Interim dividend

- Board of Directors declares interim dividend of 4.0 cents per share (H1 2021: 4.0 cents per share)

Group H1 2022 results: P&L

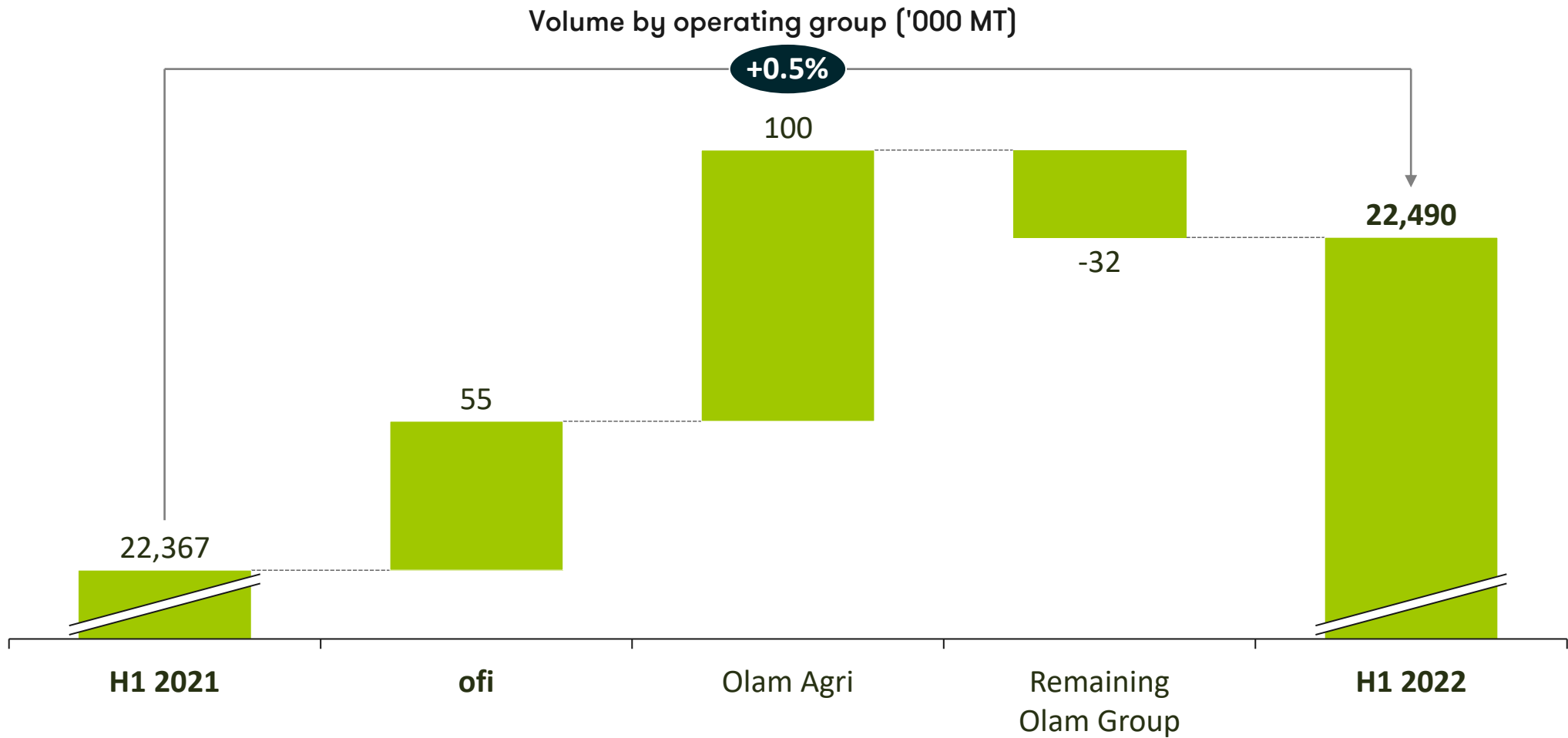


S\$ million	H1 2022	H1 2021	% Change
Volume ('000 MT)	22,490.0	22,367.4	0.5
Revenue^	28,445.1	22,833.4	24.6
EBITDA^	1,148.0	935.5	22.7
EBIT^	802.1	641.6	25.0
PAT	394.4	382.7	3.1
PATMI	429.1	421.5	1.8
Operational PATMI^	472.5	436.6	8.2

^ Excluding exceptional items

Group H1 2022 results: Sales volume up 0.5%

Positive contribution by ofi, Olam Agri

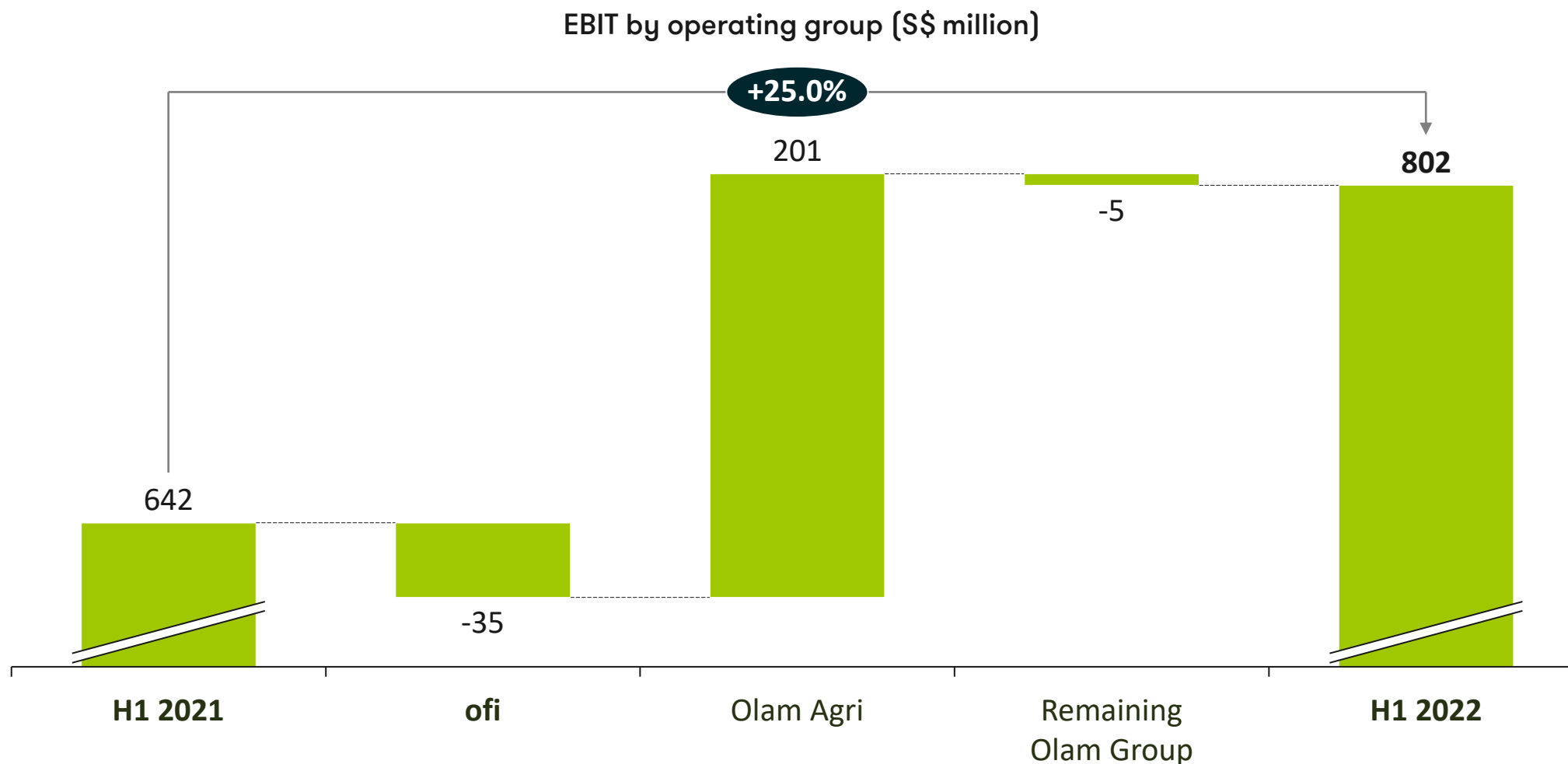


Note: Post H1 2021, certain businesses were transferred between operating groups. The Coffee plantation business was transferred from OGH of Remaining Olam Group to **ofi** (as part of Global Sourcing) and **ofi**'s Russian operations (primarily comprising the Rusmolco dairy farming operations, also a part of Global Sourcing) were transferred from **ofi** to OGH. The results for **ofi** and Remaining Olam Group for H1 2022 and H1 2021 are presented after incorporating these changes.

Group H1 2022 results: EBIT increased by 25.0% to S\$802 million



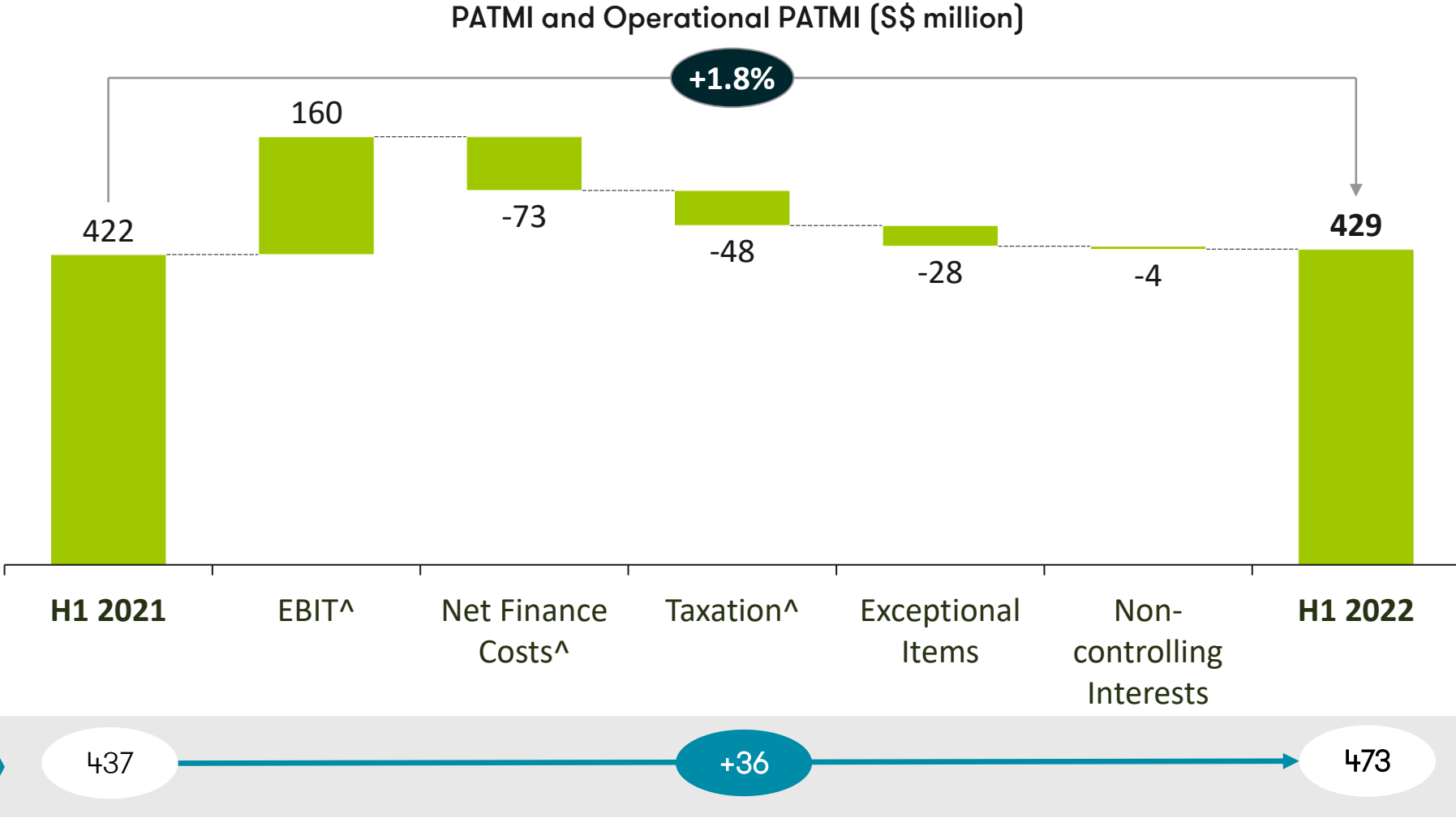
Strong EBIT contribution by Olam Agri



Note: Post H1 2021, certain businesses were transferred between operating groups. The Coffee plantation business was transferred from OGH of Remaining Olam Group to **ofi** (as part of Global Sourcing) and **ofi**'s Russian operations (primarily comprising the Rusmolco dairy farming operations, also a part of Global Sourcing) were transferred from **ofi** to OGH. The results for **ofi** and Remaining Olam Group for H1 2022 and H1 2021 are presented after incorporating these changes.

Operational PATMI up 8.2% to S\$473 million

Reported PATMI up 1.8% to S\$429 million



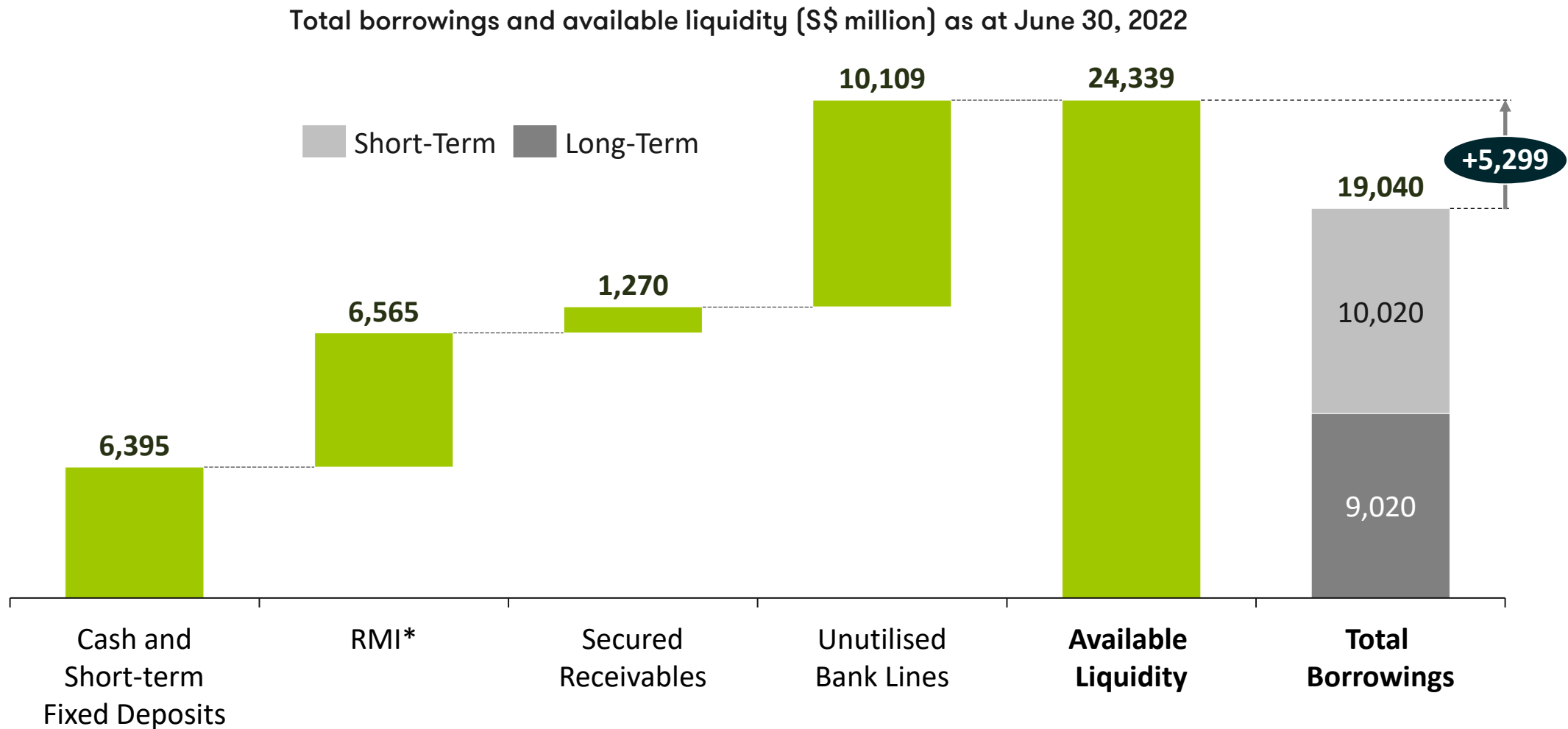
^ Excludes exceptional items

Group H1 2022 results: Balance sheet



Uses of Capital	S\$ million	Jun-2022	Jun-2021	Change
	Fixed Capital	9,689.3	9,724.1	(34.8)
	Right-of-use assets	882.5	746.7	135.8
	Working Capital	7,791.8	7,319.9	471.9
	Cash	6,395.3	3,542.3	2,853.0
	Others	1,525.9	502.0	1,023.9
	Total	26,284.8	21,835.0	4,449.8
Sources of Capital	Equity & Reserves	7,296.2	7,193.8	102.4
	Non-controlling interests	(3.4)	42.0	(45.4)
	Short-term debt	9,844.4	6,623.5	3,220.9
	Long-term debt	8,134.9	7,485.1	649.8
	Short-term lease liabilities	175.6	121.2	54.4
	Long-term lease liabilities	885.5	819.6	65.9
	Fair value reserve	(48.4)	(450.2)	401.8
	Total	26,284.8	21,835.0	4,449.8

Group H1 2022 results: Strong liquidity position

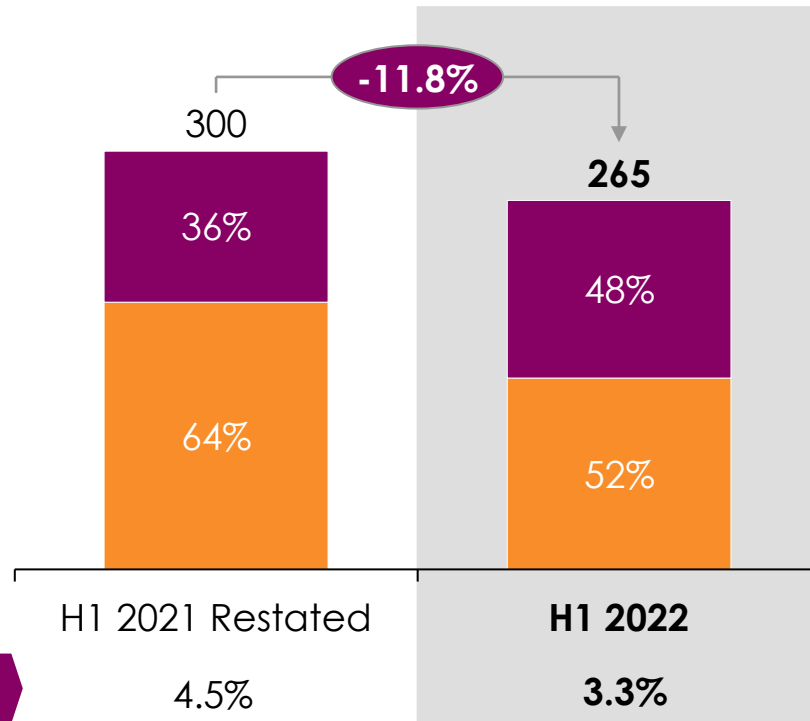


* RMI: Readily marketable inventories that are liquid, hedged and/or sold forward

ofi H1 2022 results

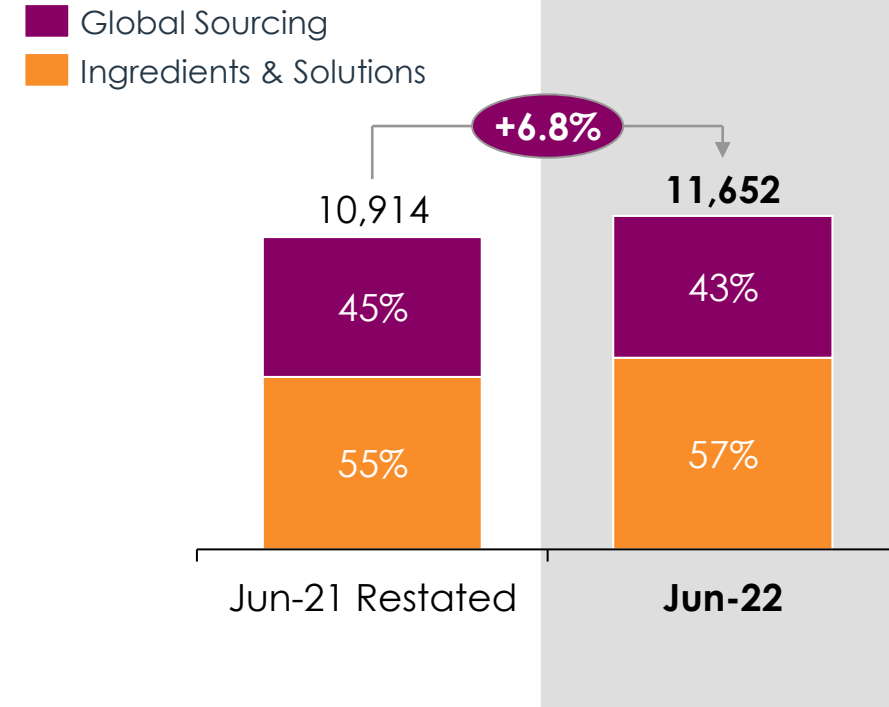


S\$ Million EBIT



- **ofi's** EBIT decline of 11.8% is set against a very strong prior period.
- It reflects the rapid and unexpected surge in input costs in the current year, as well as increased depreciation and amortisation from recent acquisitions.
- Pricing changes incorporating revised costs, already underway, flowing through with some lag

S\$ Million Invested Capital

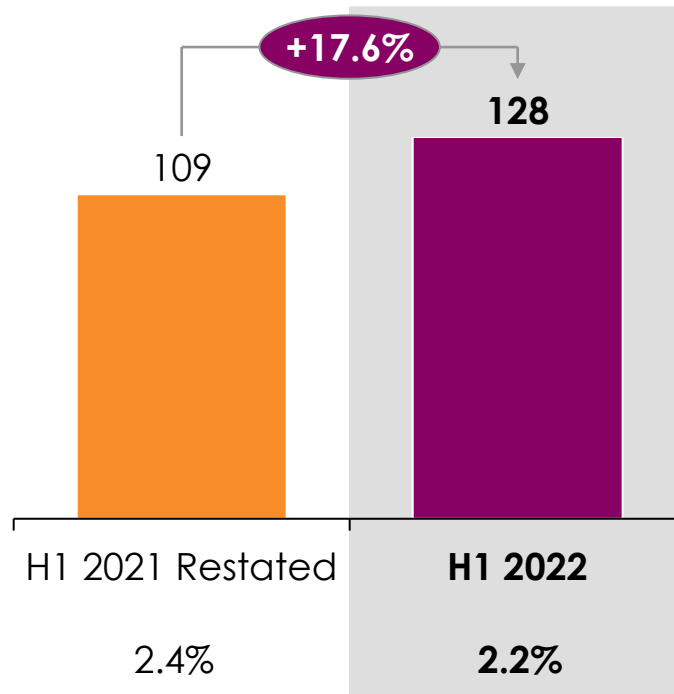


- IC increased 6.8%, reflecting ongoing investments into new capabilities and greenfield ingredient manufacturing facilities.
- Working capital also reflects higher input prices.

ofi H1 2022 results: Global Sourcing



S\$ Million EBIT

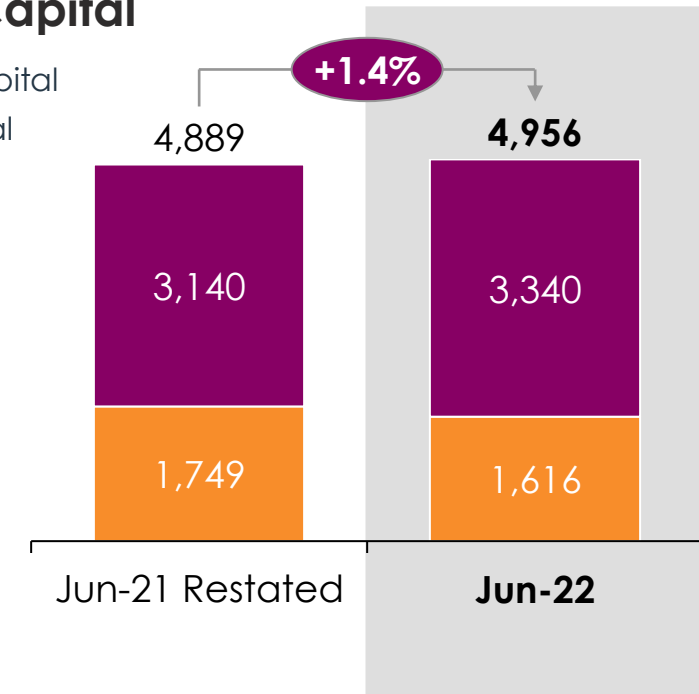


EBIT margin

- Strong EBIT growth of 17.6% was driven by performances from Dairy and Coffee.
- All the businesses successfully navigated the significant volatility in input raw material pricing and other costs.

S\$ Million Invested Capital

Working Capital
Fixed Capital



- IC remained broadly flat with strong operational and working capital focus despite higher raw material prices.

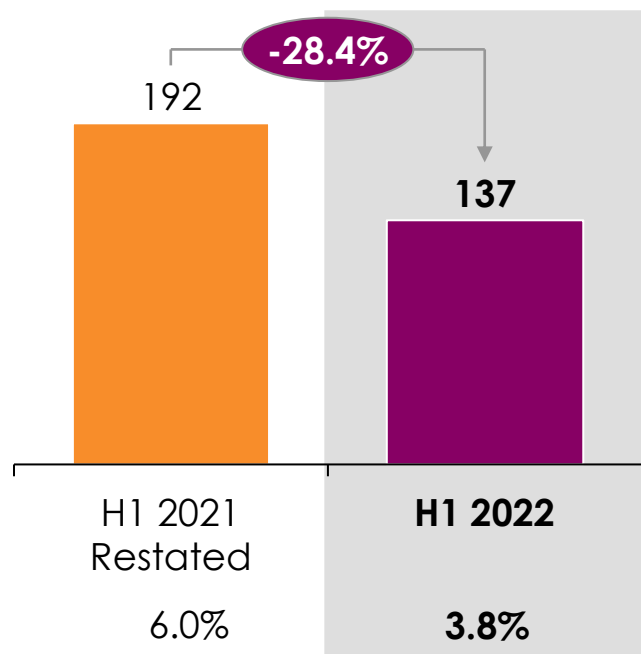
Note: The Coffee plantation business was transferred from OGH to **ofi** (as part of Global Sourcing) and **ofi**'s Russian operations (primarily comprising the Rusmolco dairy farming operations, also a part of Global Sourcing) were transferred from **ofi** to OGH. The **ofi** results for H1 2022 and H1 2021 are presented after incorporating these changes.

ofi H1 2022 results: Ingredients & Solutions



\$S Million

EBIT

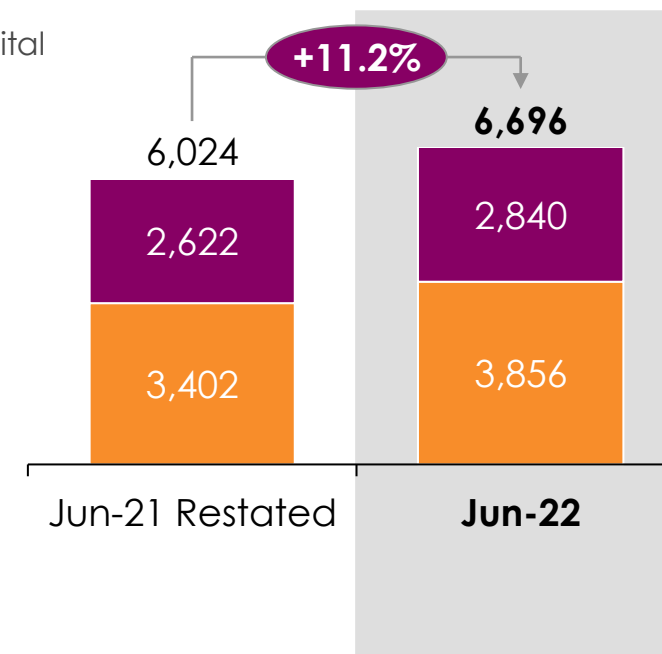


EBIT margin

- EBIT decreased 28.4% driven by the adverse impact of input costs, particularly the sharp and unexpected rise in energy costs in this period; Pricing changes already underway, which are flowing through with some lag.
- The EBIT drop in H1 2022, also reflects the increased and full depreciation & amortisation costs on account of recent acquisitions which were not in the comparative period.
- Well positioned for 2022 and beyond as the revised pricing and margin recovery gathers pace in H2 2022.

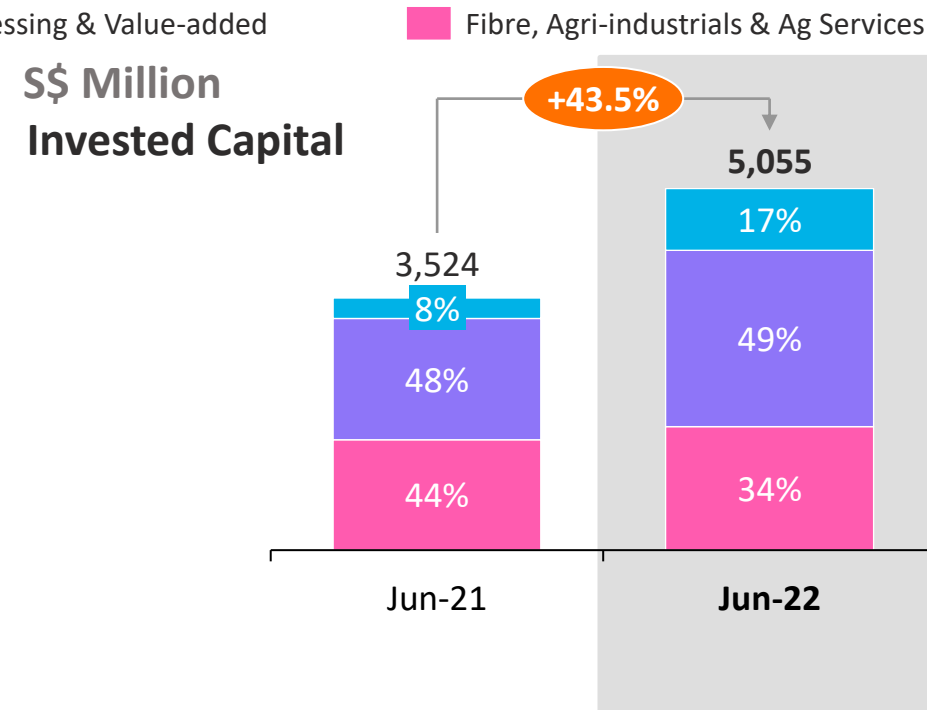
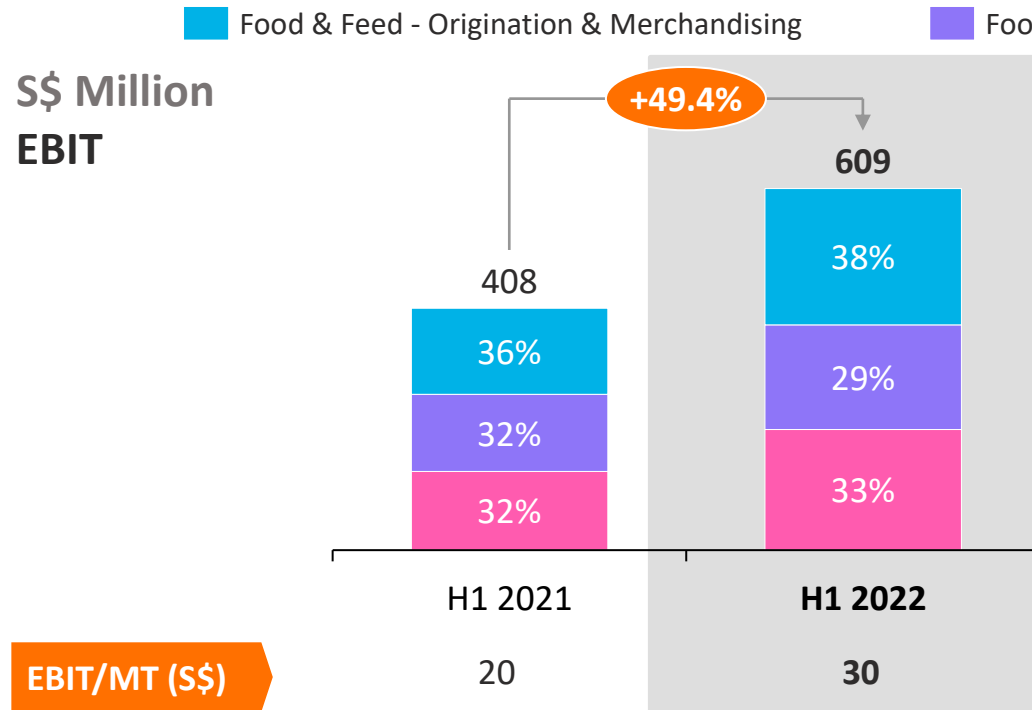
Invested Capital

Working Capital
Fixed Capital



- IC increased 11.2%, driven by higher fixed capital in ongoing greenfield investments as well as from recent acquisitions.
- Increased raw material input prices also led to an increased in the carrying value of inventory within working capital.

Olam Agri H1 2022 results

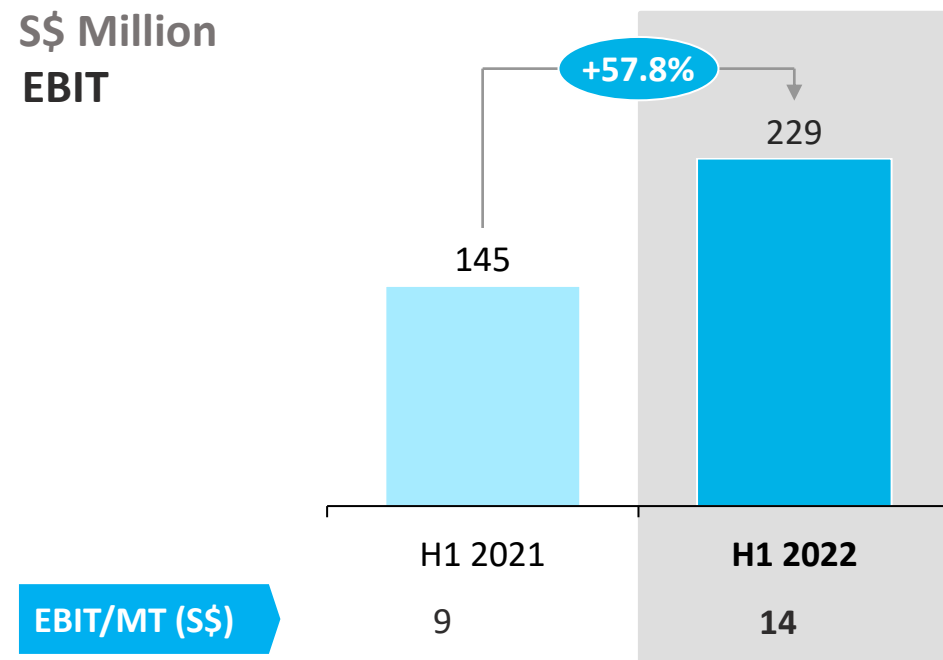


- Strong EBIT contribution by all three segments with strong margin growth from S\$20 to S\$30 in EBIT per tonne
- Grains & Oilseeds, Integrated Feed & Proteins business grew substantially on higher contribution from the freight business, wheat and pasta, Edible Oils and Rice which benefited from the burgeoning export trade out of India into Middle East, Africa.
- Cotton had an exceptional strong H1 2022 despite cotton price volatility and supply chain disruptions; Wood Products saw strong demand from Europe; Rubber had a steady performance.

- IC increased 43.5% as working capital needs grew on account of higher prices in cotton, grains and oilseeds.

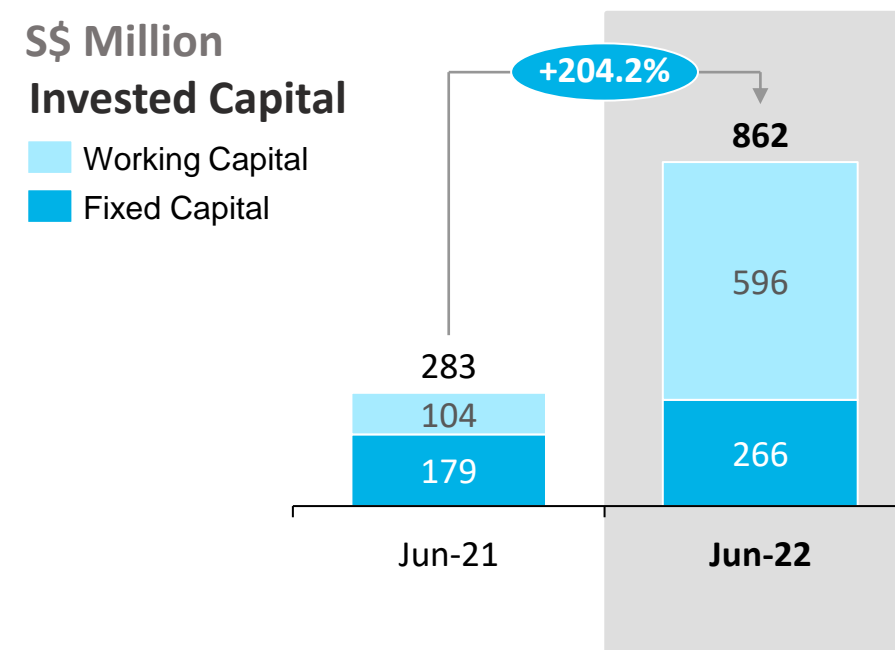
Olam Agri: Food & Feed - Origination & Merchandising

S\$ Million
EBIT



- Grains exports out of Russia and Ukraine were significantly lower during this period due to Russia-Ukraine war, but were compensated by higher sales volumes out of other origins within our global origination network to meet the surge in demand.
- Our ability to manage supply chain disruptions and increased market and operational risks, strong customer relationships and good freight management capabilities on an expanded fleet size helped lift EBIT by 57.8%.
- Rice was well-positioned for the record volumes in exports from India, and demand from new markets in Middle East, Africa continued to rise; Edible Oils demand and sales remained buoyant despite elevated prices.

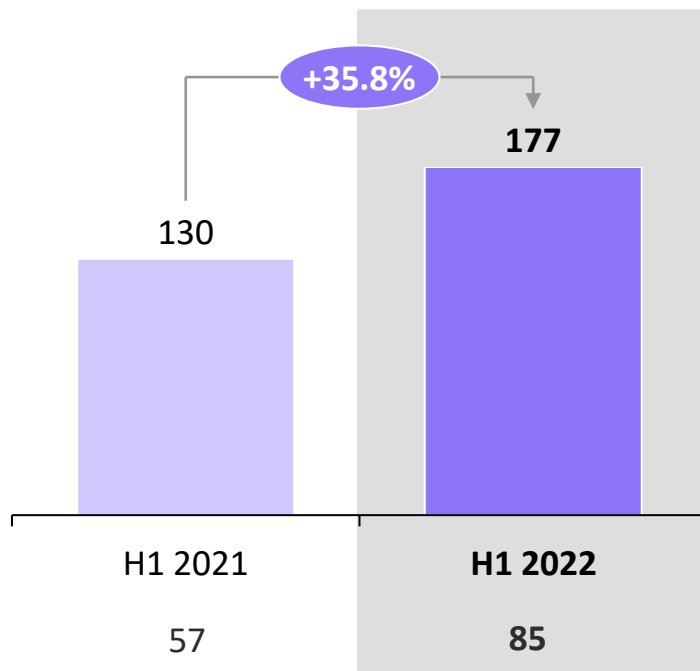
S\$ Million
Invested Capital



- Fixed capital increased due to the recognition of right-of-use assets on freight vessels.
- Significant increase in working capital on the steep rise in grains and oilseeds prices, which hit all-time due to a supply crunch arising from the Russia-Ukraine war and continuing supply chain disruptions

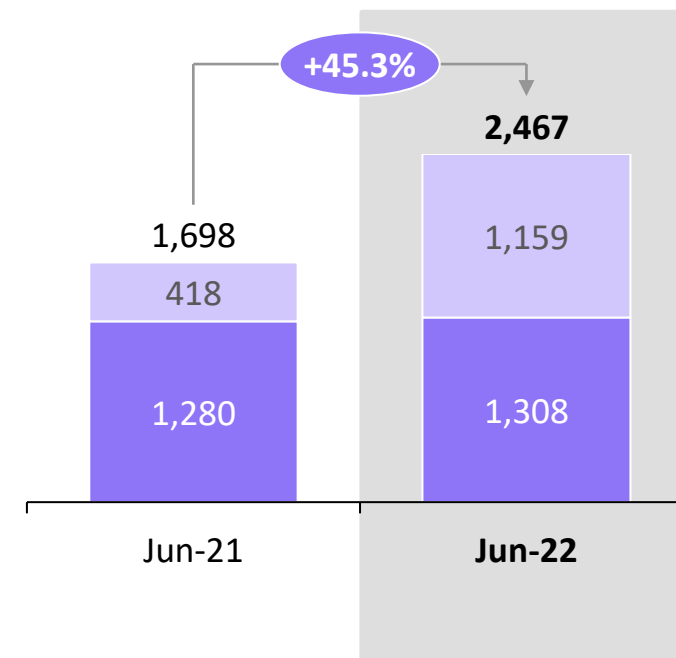
Olam Agri: Food & Feed - Processing & Value-added

S\$ Million
EBIT



S\$ Million
Invested Capital

Working Capital
Fixed Capital



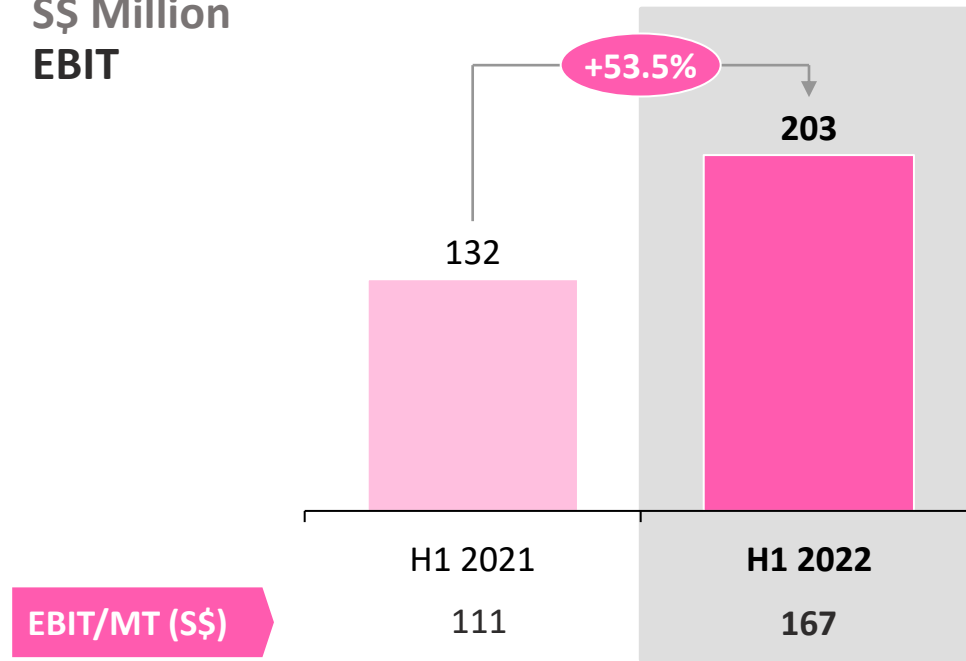
- Strong EBIT growth of 35.8% despite escalating grains prices as Olam Agri was able to control its feedstock and processing costs through effective market risk management and local procurement of raw materials; Wheat and pasta continued to optimise capacity utilisation and improve revenues mix by selling more B2C products.
- Integrated Feed & Proteins was resilient despite adverse impact of the avian influenza as it was compensated by healthy growth in fish feed.
- Rice contribution was lower against a strong H1 2021 due to the impact of severe cedi depreciation on demand and margins in Ghana.

- IC was up 45.3% as working capital increased due to higher commodity prices.

Olam Agri: Fibre, Agri-industrials & Ag Services

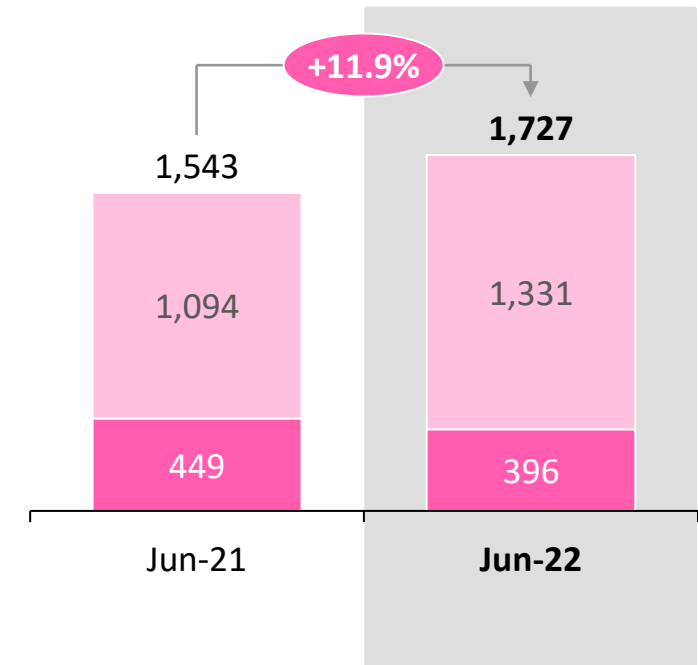


S\$ Million
EBIT



S\$ Million
Invested Capital

Working Capital
Fixed Capital



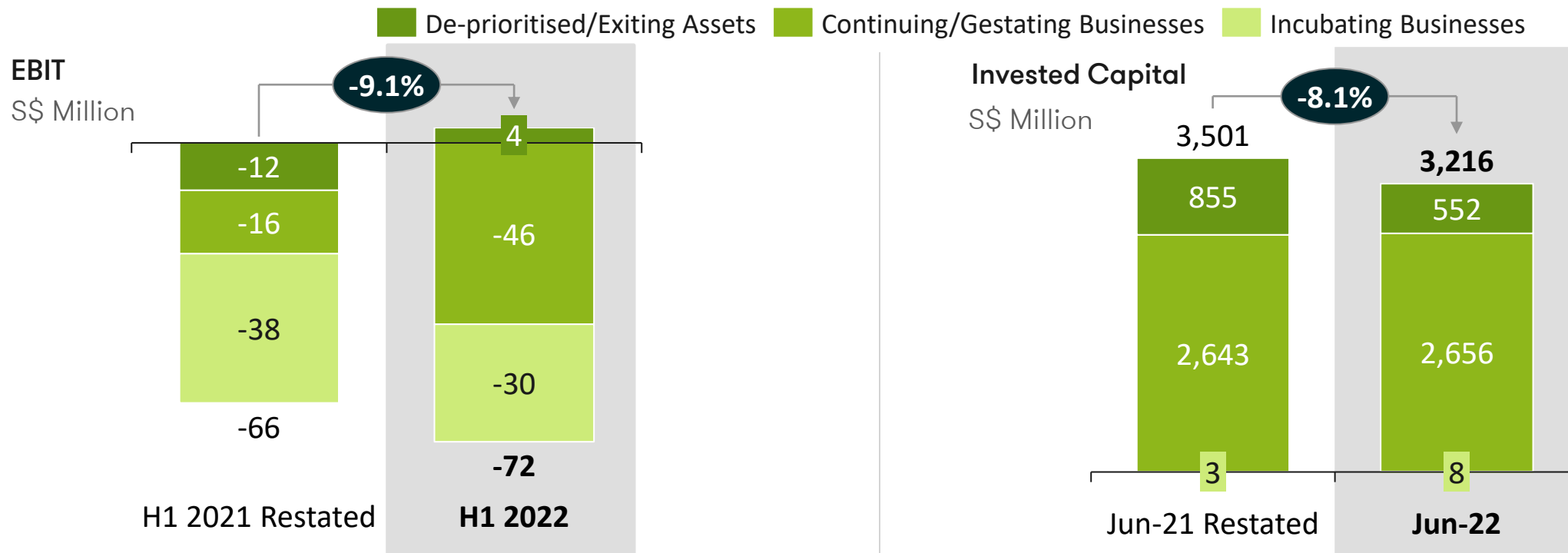
● Solid EBIT performance: Cotton led the pack with strong report card on its diversified model as US domestic operation, mills (ex-China) demand grew, higher income from ginning in Australia, integrated ginning in West Africa, and improved cotton yields in Australia, Brazil.

● Forestry and saw milling in Congo achieved better results riding on the housing and construction boom in Europe; Rubber processing in Cote d'Ivoire continued to do well on broad-based growth in demand across Asia, Europe and Americas.

● Commodity Financial Services reported strong growth in the quantitative fund management business

● IC was higher by 11.9% mainly due to the rise in working capital on increased cotton prices and inventory levels.

Remaining Olam Group H1 2022 results



- EBIT losses increased to S\$71.8 million in H1 2022 due to higher losses from Continuing/Gestating Businesses with Rusmolco being adversely impacted by the higher fair value losses on biological assets as a consequence of the appreciation of the Russian ruble.
- OPG benefited from higher sales, increased palm oil prices and improved production yields.

- IC decreased by 8.1% primarily on divestments, closures and the related restructuring in the Continuing/Gestating Businesses.

Note: ofi's Russian operations (primarily comprising the Rusmolco dairy farming operations, also a part of Global Sourcing) were transferred from ofi to OGH (to be part of Continuing/Gestating Businesses). Results of the Remaining Olam Group for H1 2022 and H1 2021 are presented after incorporating these changes. Results of Continuing/Gestating Businesses also include those of shared services provided by OTBS.

Business outlook and prospects



1

The significant demand growth rate and pick-up seen in H2 2021 has slowed down in H1 2022 after the geopolitical crisis, accompanied by the hard pandemic lockdowns in China.

2

ofi anticipates improved margins and EBIT in H2 2022 as revised pass-through pricing arrangements gain pace, especially in Ingredients & Solutions.

Olam Agri expects to deliver better year on-year performance for 2022, riding on its strong growth and outperformance in H1 2022 while navigating the heightened geopolitical and macroeconomic risks.

3

In light of the current high commodity price and rising interest rate environment, the Group will continue to focus on managing its working capital in a disciplined manner.

4

The Group expects to incur additional one-off and non-recurring expenses associated with the Re-organisation Plan in H2 2022 although these expenses for full year are expected to be lower than the total recorded for 2021.

5

Overall, given the H1 2022 results and barring any unforeseen circumstances or unfavourable geopolitical, macroeconomic and pandemic developments, the Group is cautiously optimistic about its prospects for the rest of 2022, even as the industry continues to see strong underlying demand amid tight supplies.

Governance

Board of directors



Lim Ah Doo

Chairman and Non-Executive
and Independent Director



Sunny Verghese

Executive Director, Co-Founder
and Group CEO



Sanjiv Misra

Independent Non-Executive
Director



**Nihal Vijaya Devadas
Kaviratne, CBE**

Independent Non-Executive
Director



Yap Chee Keong

Independent Non-Executive
Director



Marie Elaine Teo

Independent Non-Executive
Director



Kazuo Ito

Non-Executive Director



Dr Joerg Wolle

Independent Non-Executive
Director



Dr Ajai Puri

Independent Non-Executive
Director



Nagi Hamiyeh

Non-Executive Director



Hideyuki Hori

Non-Executive Director

Five Board Committees oversee risk management



Governance: Living our Purpose

Sustainability framework



Recognitions



- Featured in 2022's and 2021's Fortune Global 500
- IR Magazine Southeast Asia Awards 2020 and 2019: Best Annual Report (Mid-cap)
- The Asset Triple A Country Awards 2020: Best Issuer for Sustainable Finance and Best Sustainability-linked Loan
- Singapore Corporate Awards 2019, Best Annual Report (Silver)
- Top 30 ASEAN public listed companies in corporate governance practices 2019
- ASEAN Business Advisory Council (ASEAN-BAC) AGROW Awards 2018: Champion Inclusive Agribusiness
- Africa CEO Forum Awards 2018: International Company of the Year
- Singapore Sustainability Reporting Awards (SSRA) 2018 by Singapore Institute of Directors, SGX and Global Compact: Best Sustainability Report for Established Reporters
- Winner of Sustainability Award, Runner-up of 'Most Transparent Company' Award, Commerce, SIAS 19th Investors' Choice Awards 2018
- Sustainable Business Award, Large Organisation category, Singapore Apex Corporate Sustainability Awards, 2017



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