



Olam Group Limited

From Vision to Value

Investor Presentation, August 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.

Potential risks and uncertainties includes such factors as general economic conditions, foreign exchange fluctuations, interest rate changes, commodity price fluctuations and regulatory developments. Such factors that may affect Olam Group’s future financial results are detailed in our circulars, information memorandums, information contained in this presentation, or discussed in today’s news release. 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.

Shareholders are advised to exercise caution in trading their Shares as the plans described in this presentation (including the timing of such plans) may change depending on market conditions and opportunities and are subject to the receipt of regulatory and shareholder approvals (if required). Shareholders are advised to read this presentation and any further announcements by the Company carefully. Shareholders should consult their stockbrokers, solicitors or other professional advisors if they have any doubts about the action they should take.

All statements other than statements of historical facts included in this presentation are or may be forward-looking statements. Forward-looking statements include but are not limited to those using words such as "seek", "expect", "anticipate", "estimate", "believe", "intend", "project", "plan", "strategy", "forecast" and similar expressions or future or conditional verbs such as "will", "would", "should", "could", "may" and "might". These statements reflect the Company's current expectations, beliefs, hopes, intentions or strategies regarding the future and assumptions in light of currently available information. Such forward-looking statements are not guarantees of future performance or events and involve known and unknown risks and uncertainties. Accordingly, actual results may differ materially from those described in such forward-looking statements. Shareholders and investors of the Company should not place undue reliance on such forward-looking statements, and the Company does not undertake any obligation to update publicly or revise any forward-looking statements.

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- 04** Governance



01 |

Group overview



Group overview



We are a leading food and agri-business supplying high-quality food and beverage ingredients and solutions, as well as agri-food and industrial products to 11,000+ customers worldwide.



We are farmers

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

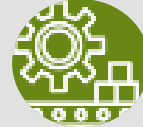
Our scale gives us global market insights, shared learnings and efficiencies.



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 food ingredients and value-added products across our 60+ Tier 1 facilities.

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



We are innovators

Offering value-added solutions through our customers and innovation centres and supply chains.

Experts in ingredients, product innovation, customisation, co-manufacturing and co-creation.

Over 36 years of growth



Year: 1989

Year: 2025

Our
products

1

50+

Our
countries

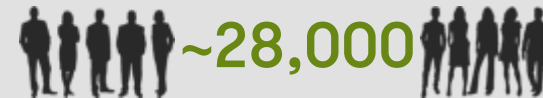


Our
revenue

\$2 million

\$30 billion

Our
employees

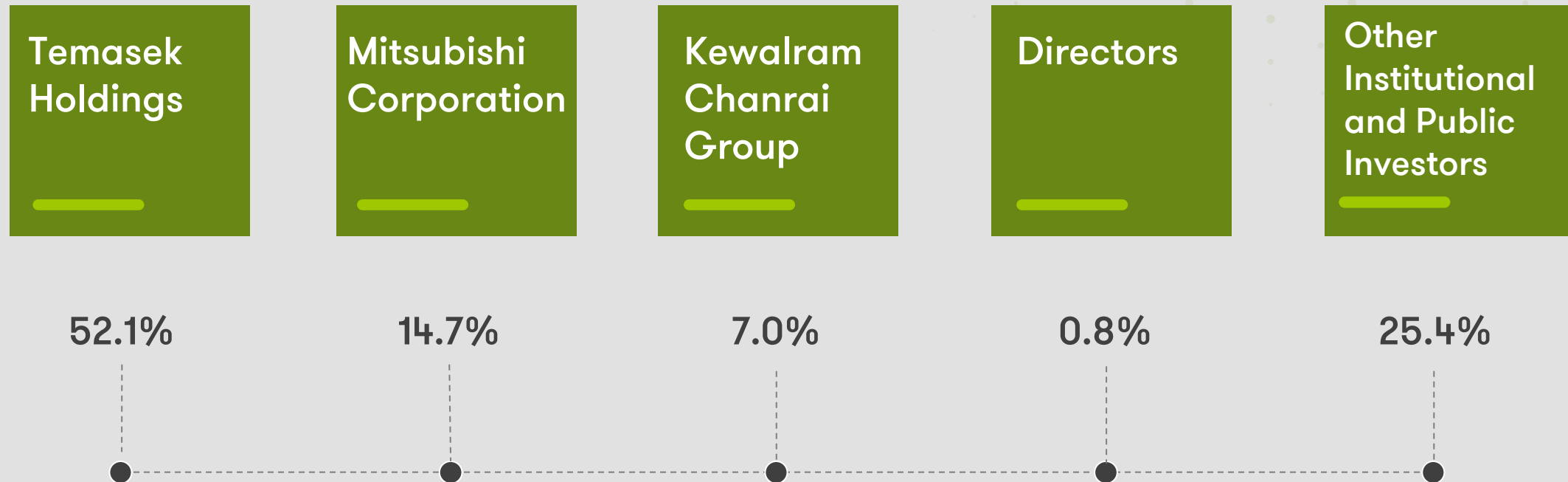


Note: Number of employees refers to number of employees in the primary workforce

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.



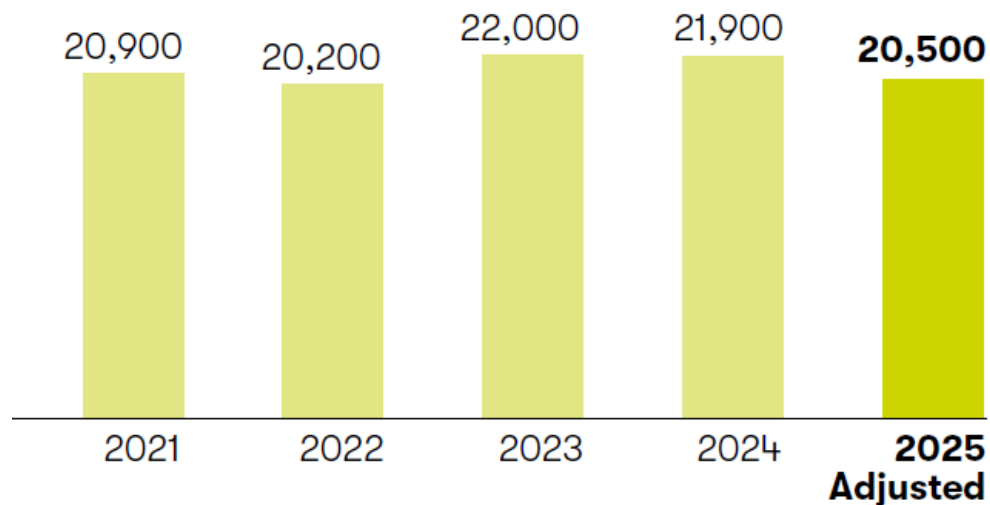
Note: Shareholdings are based on 3,771,149,185 (excluding treasury shares of 71,476,000) as of June 30, 2026.

Our customers

Diversified base with long-term relationships



Number of customers



Strong and reputable customer base



11,200+ customers worldwide, including several leading global brands

Note: 2025 Adjusted customers includes those of Olam Agri (Discontinued Operations). Excluding Olam Agri (Discontinued Operations), total number of customers is 11,200.

02 | Unlocking value



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 (previously known as Remaining Olam Group).
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 via private and public capital raising options and through concurrent demerger of these businesses as independent standalone companies.
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 and progressively return the proceeds to shareholders via special dividends.

Unlocking value for future growth



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

Less complex, more focused:

- 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

Financially strong:

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

03 |

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%



EBIT¹

S\$455.0 M

-34.2%



Free Cash Flow to Equity

+S\$1.7 B

+S\$2.6 B



Operational PATMI¹

S\$64.4 M

-61.5%



Gearing

From 2.09x to

0.93x



Note:

1. Excludes exceptional items.

Consolidated H1 2026 Results | Profit & Loss



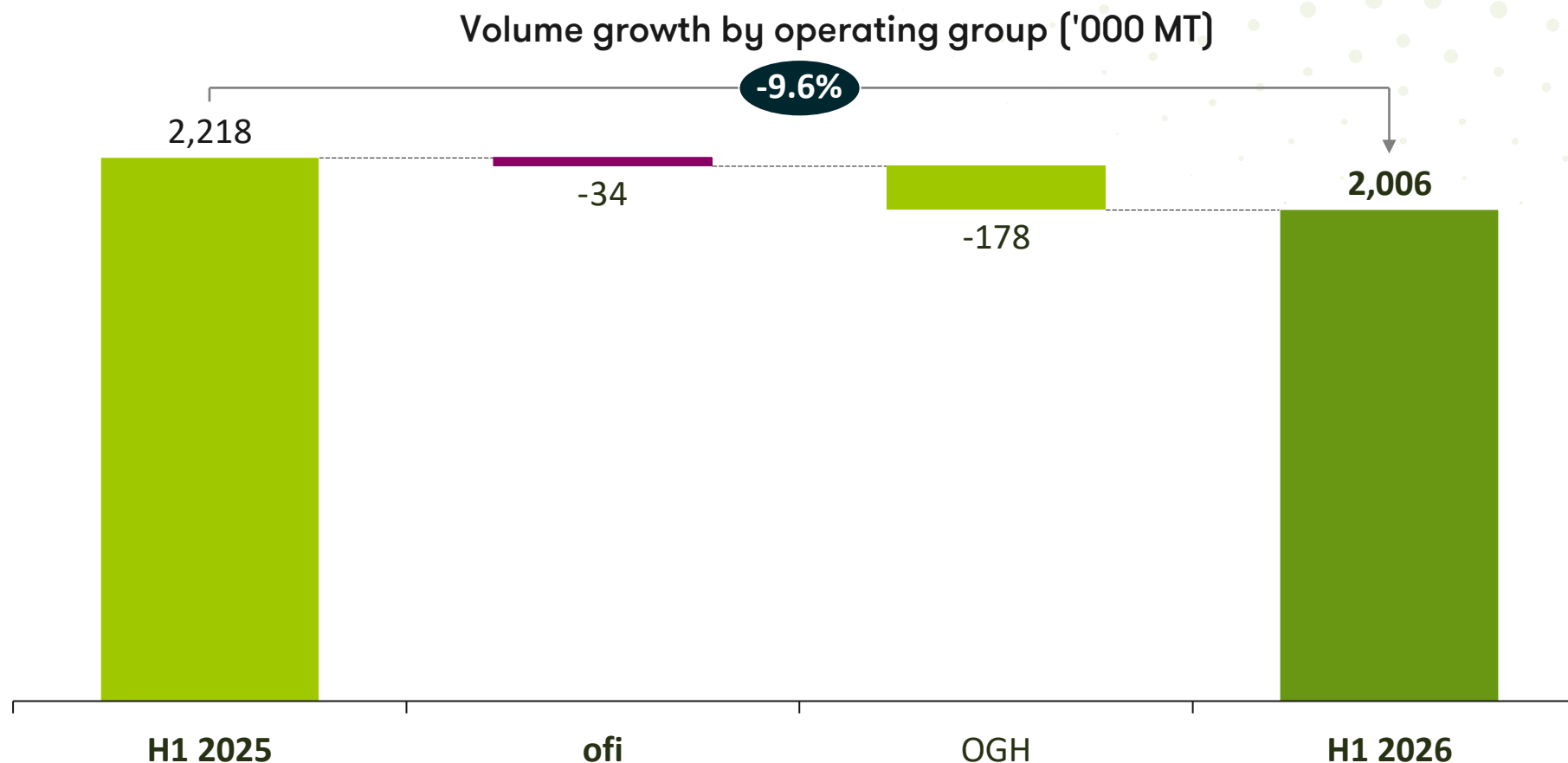
S\$ million	H1 2026	H1 2025 Re-presented	Change (%)
Volume ('000 MT)	2,006.2	2,218.4	(9.6)
Revenue	12,466.1	15,253.4	(18.3)
EBITDA^	742.2	965.0	(23.1)
EBIT^	455.0	692.0	(34.2)
PATMI	1,906.3	323.8	488.7
<i>Continuing Operations</i>	<i>55.6</i>	<i>163.8</i>	<i>(66.1)</i>
<i>Discontinued Operations</i>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

^ Excluding exceptional items

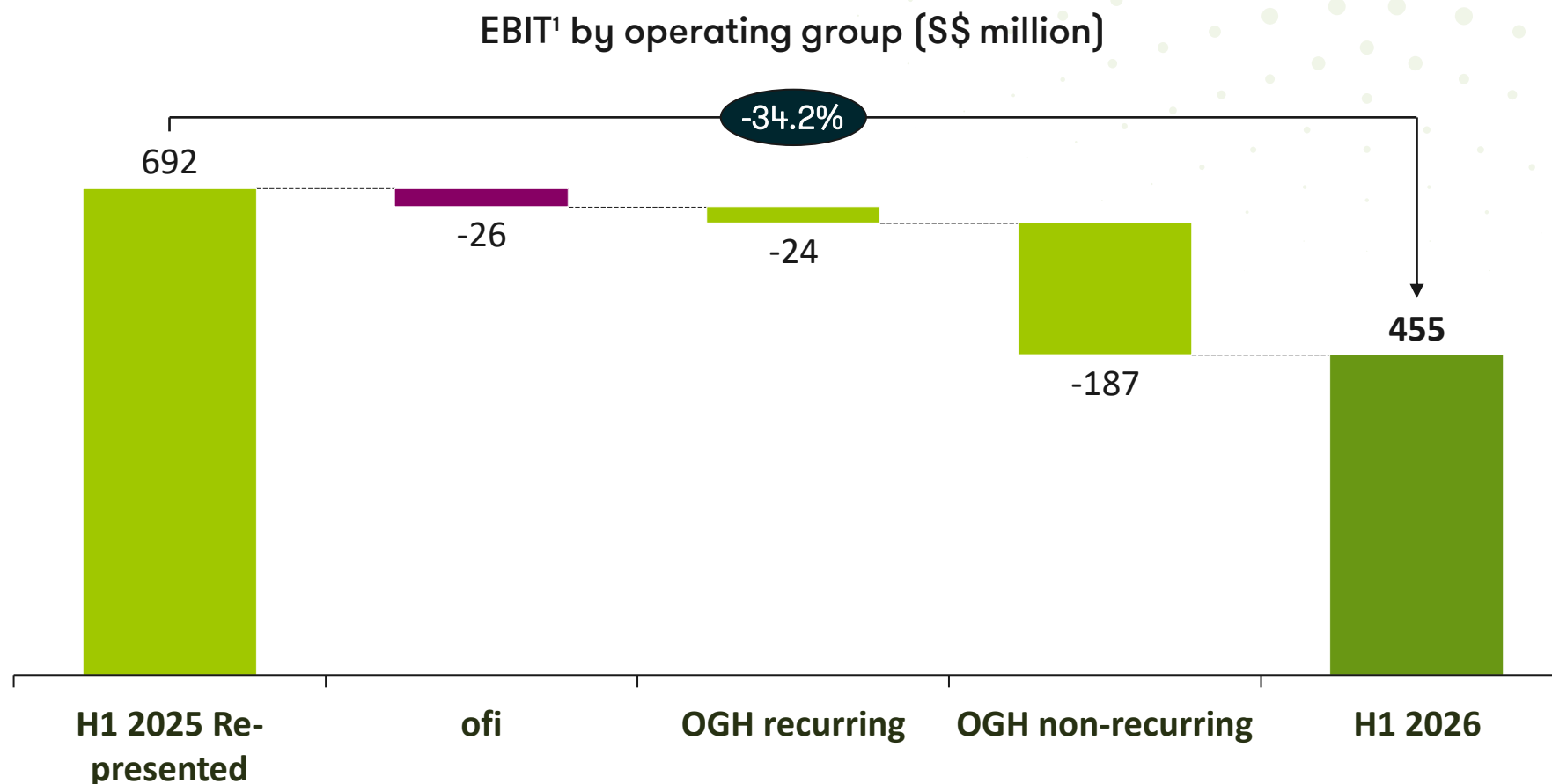
Highlights

- 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



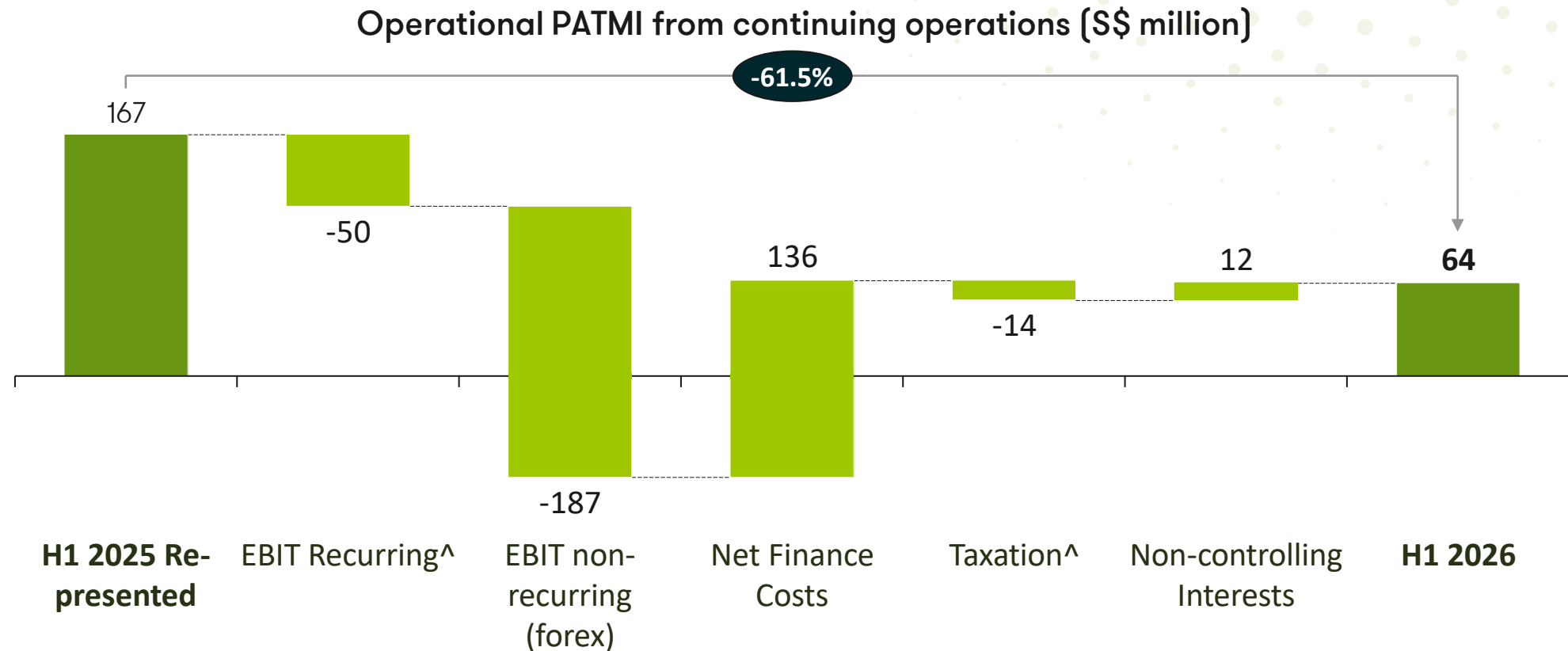
Continuing operations H1 2026 results | Core operating profit declined 10% after adjusting for one-off forex gain in H1 2025



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.

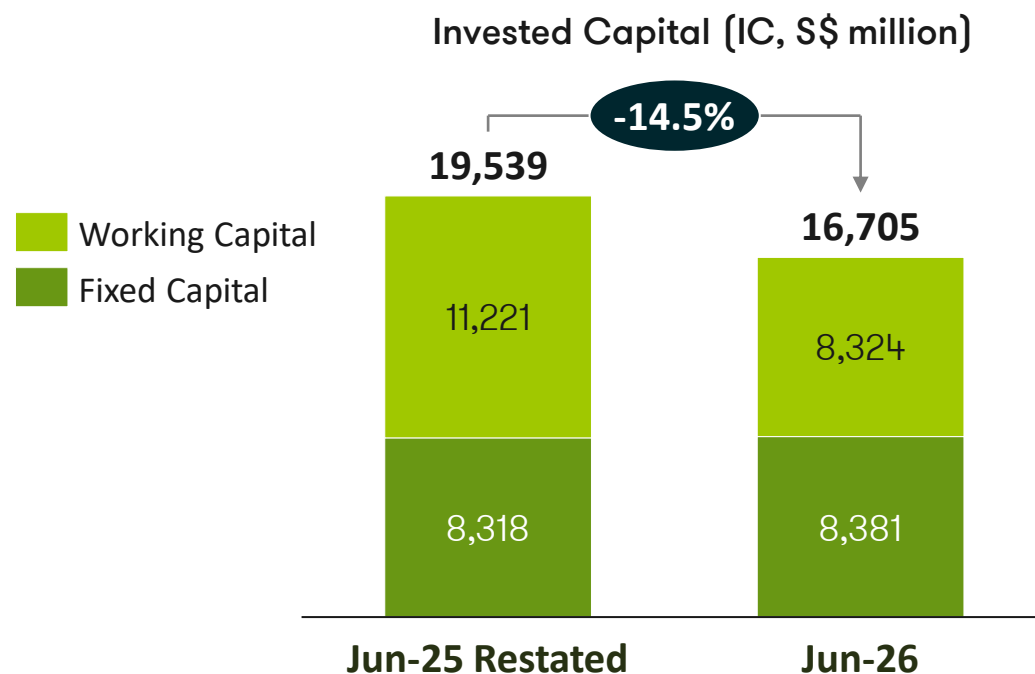
Continuing operations H1 2026 results | Operational PATMI at S\$64.4 million, an increase of S\$84.7 million over H1 2025 after adjusting for one-off forex gain



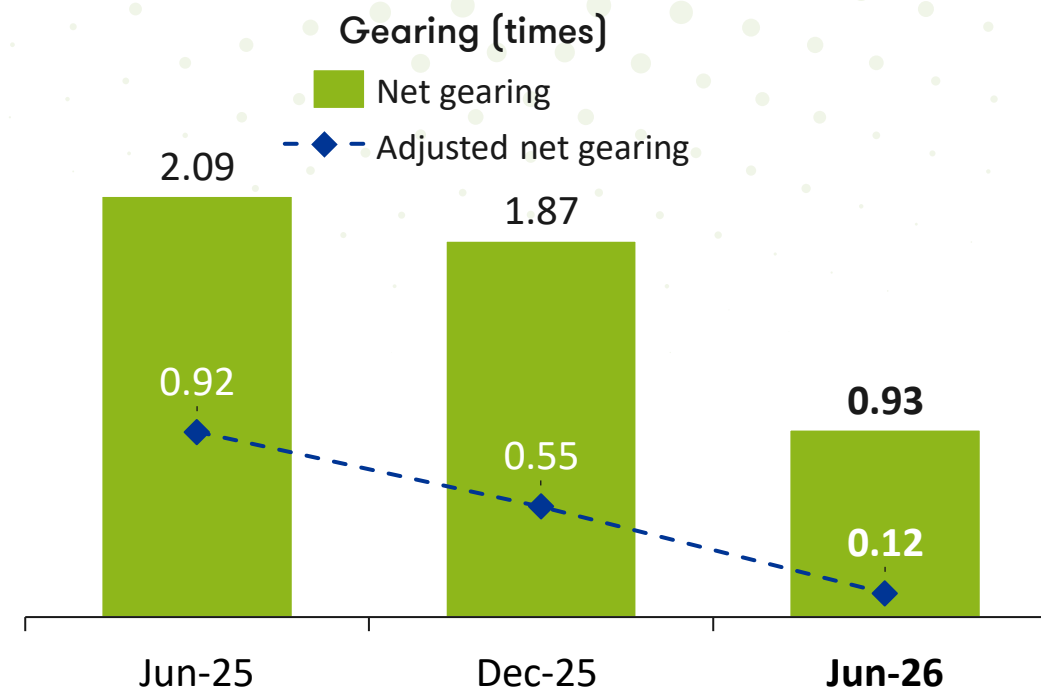
PATMI from continuing operations at S\$55.6 million, up by S\$79.2 million after adjusting for non-cash foreign exchange gains recorded in H1 2025

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.



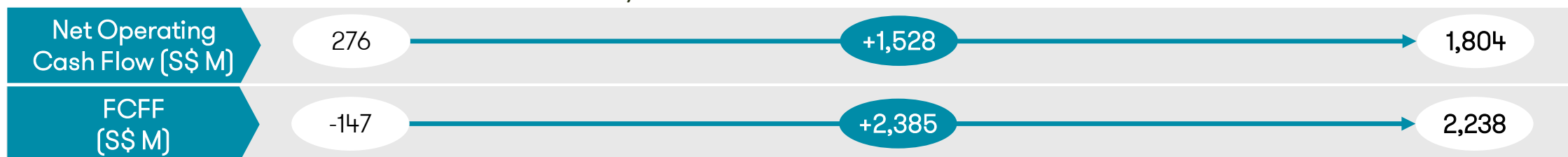
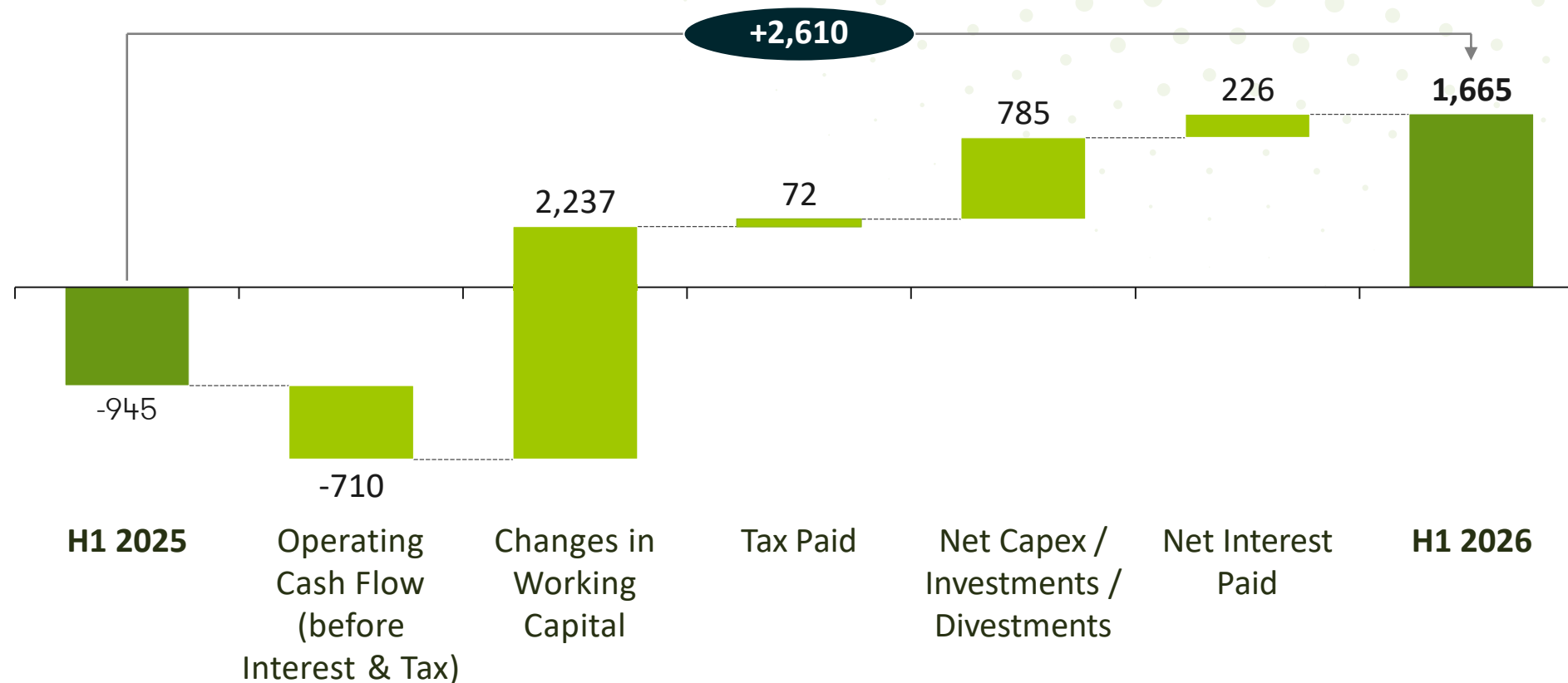
- Net gearing decreased sharply to 0.93 times as of end-Jun 2026 on de-leveraging in OGH with divestment proceeds and significant reduction in working capital related debt in **ofi**.
- Adjusting for RMI and secured receivables, net gearing stood at 0.12 times.

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

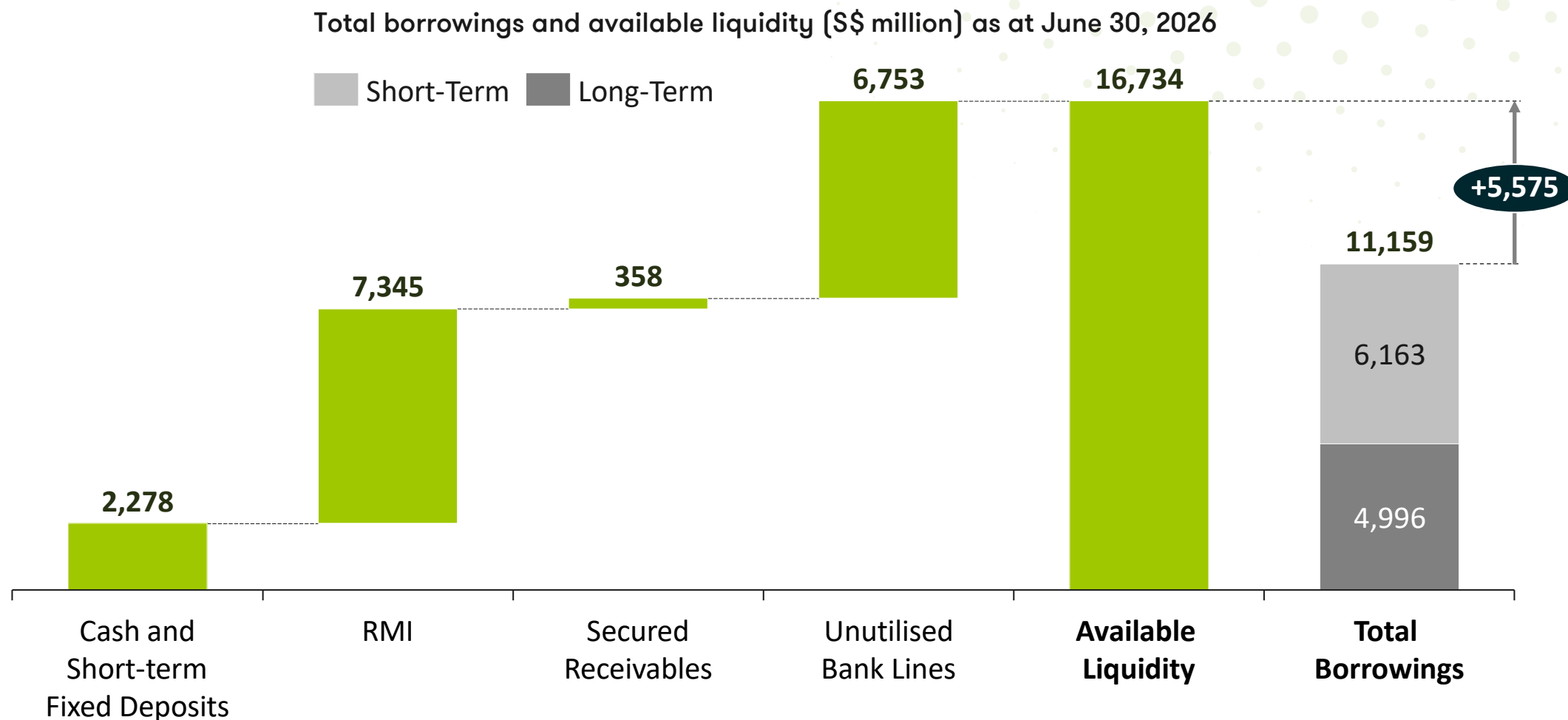
Free Cash Flow to Equity (FCFE) (S\$ million)



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

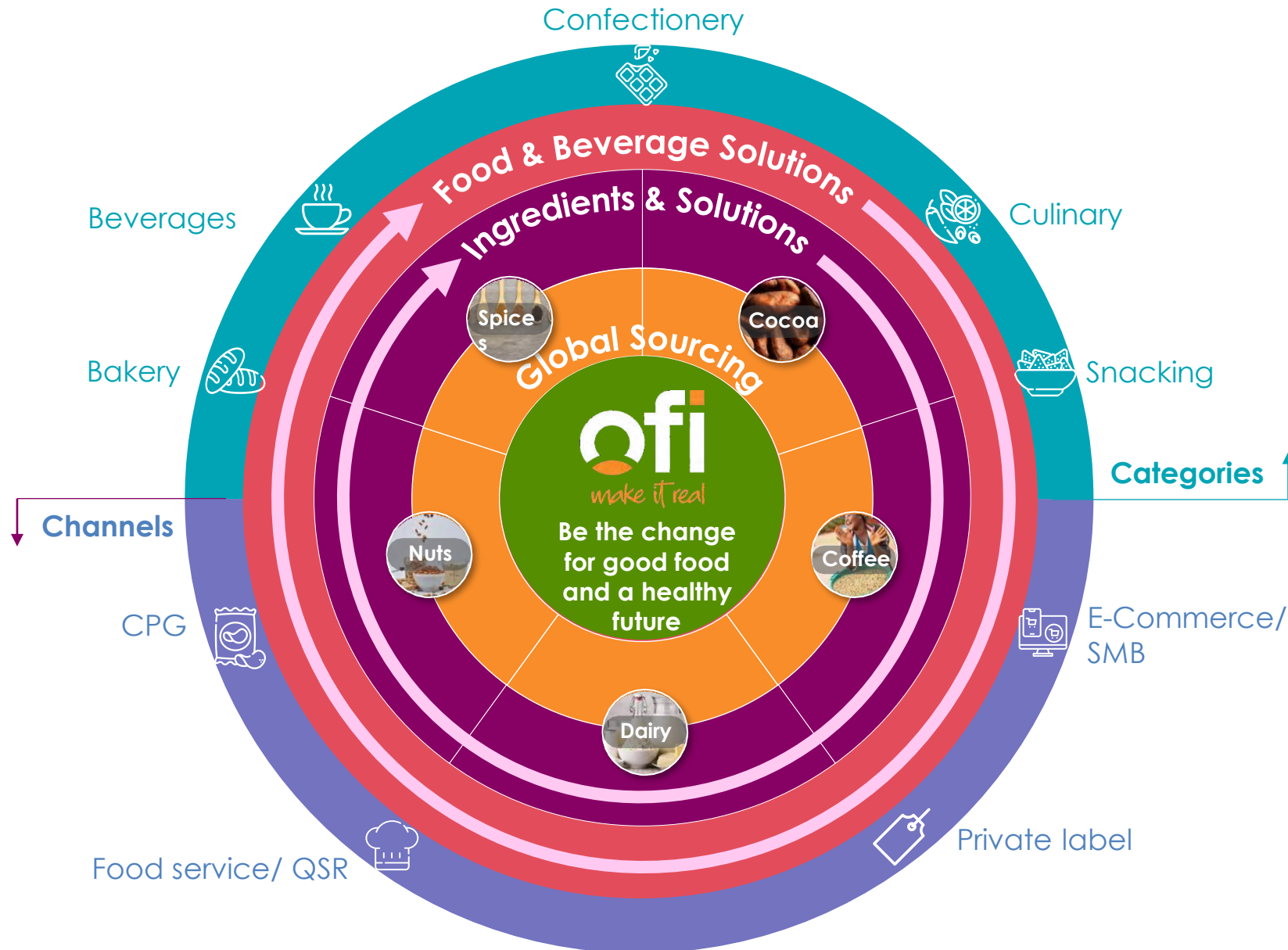




About ofi



Recap: What brings ofi together



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

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

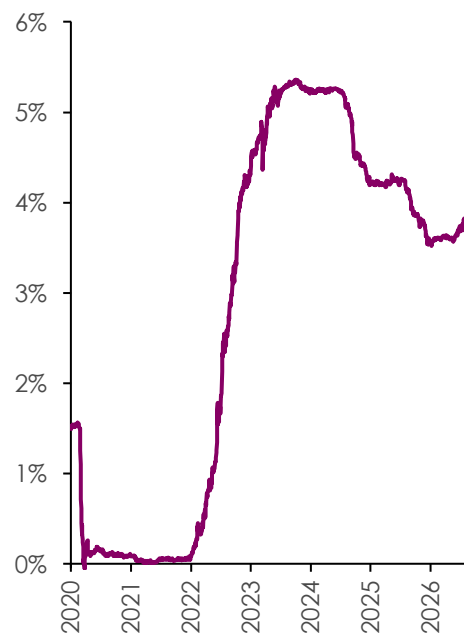
Geopolitics & trade barriers have reshaped global supply & demand dynamics.

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

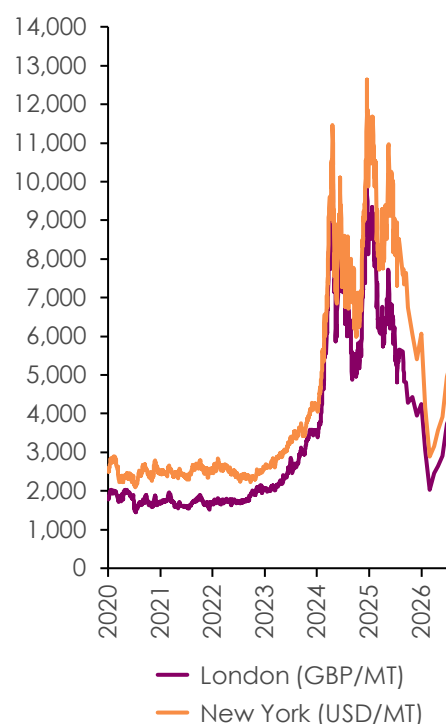
Climate volatility and regulatory changes required stronger sourcing and traceability capabilities.

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

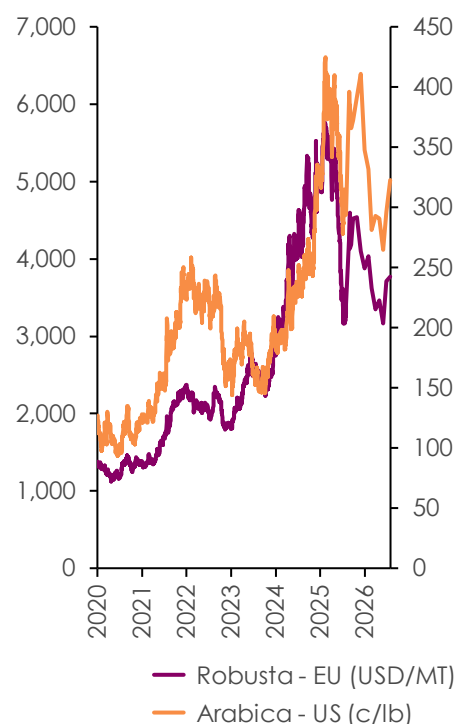
Interest Rates



Cocoa Prices



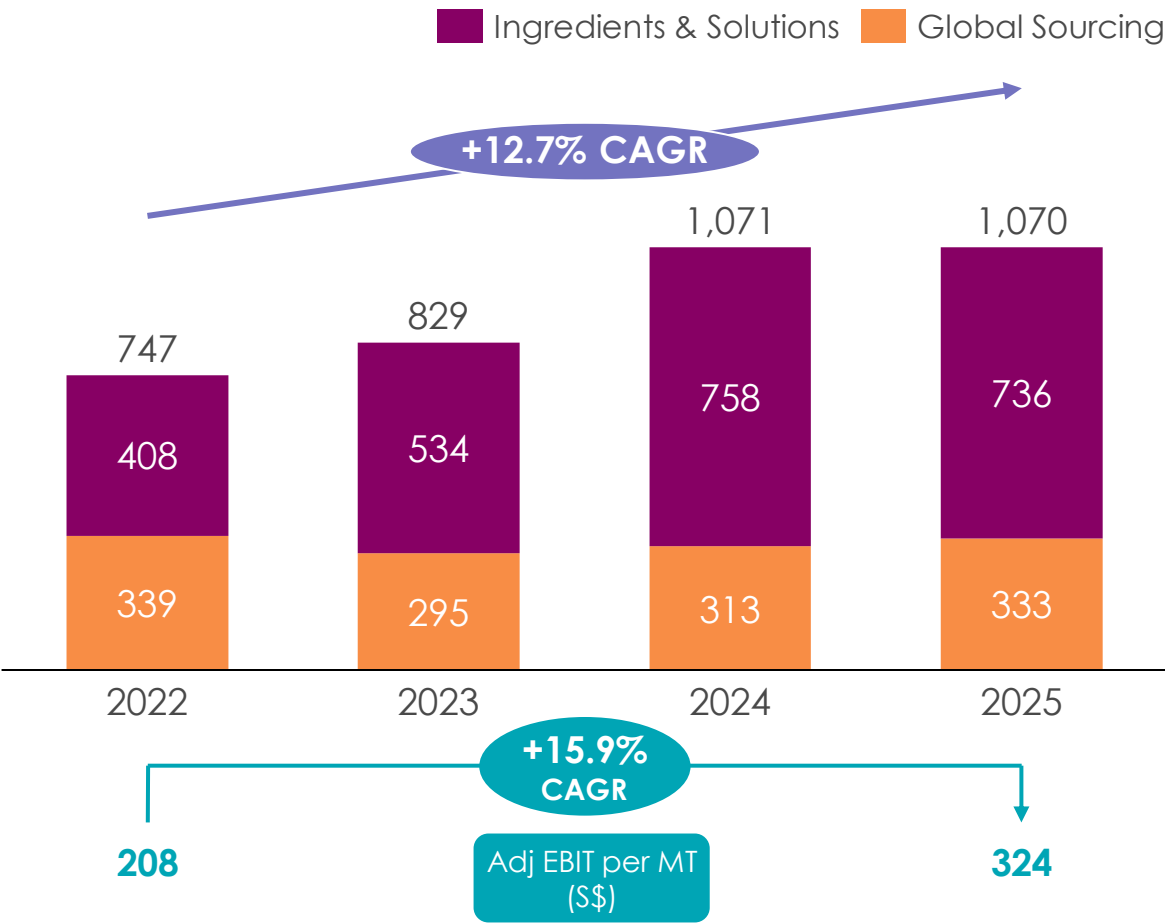
Coffee Prices



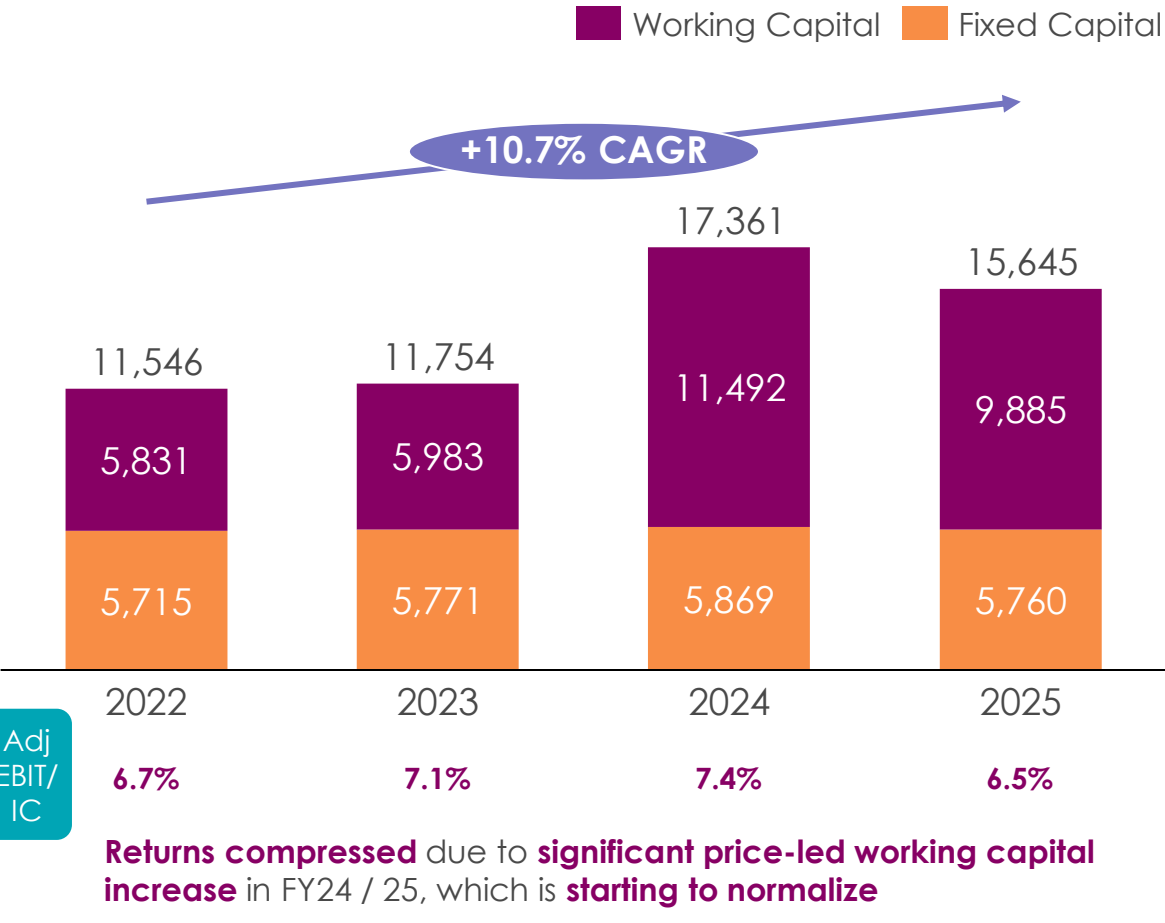
2022 - 2025: ofi performance

Adj EBIT S\$ Million

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



Invested Capital S\$ Million



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**.....



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

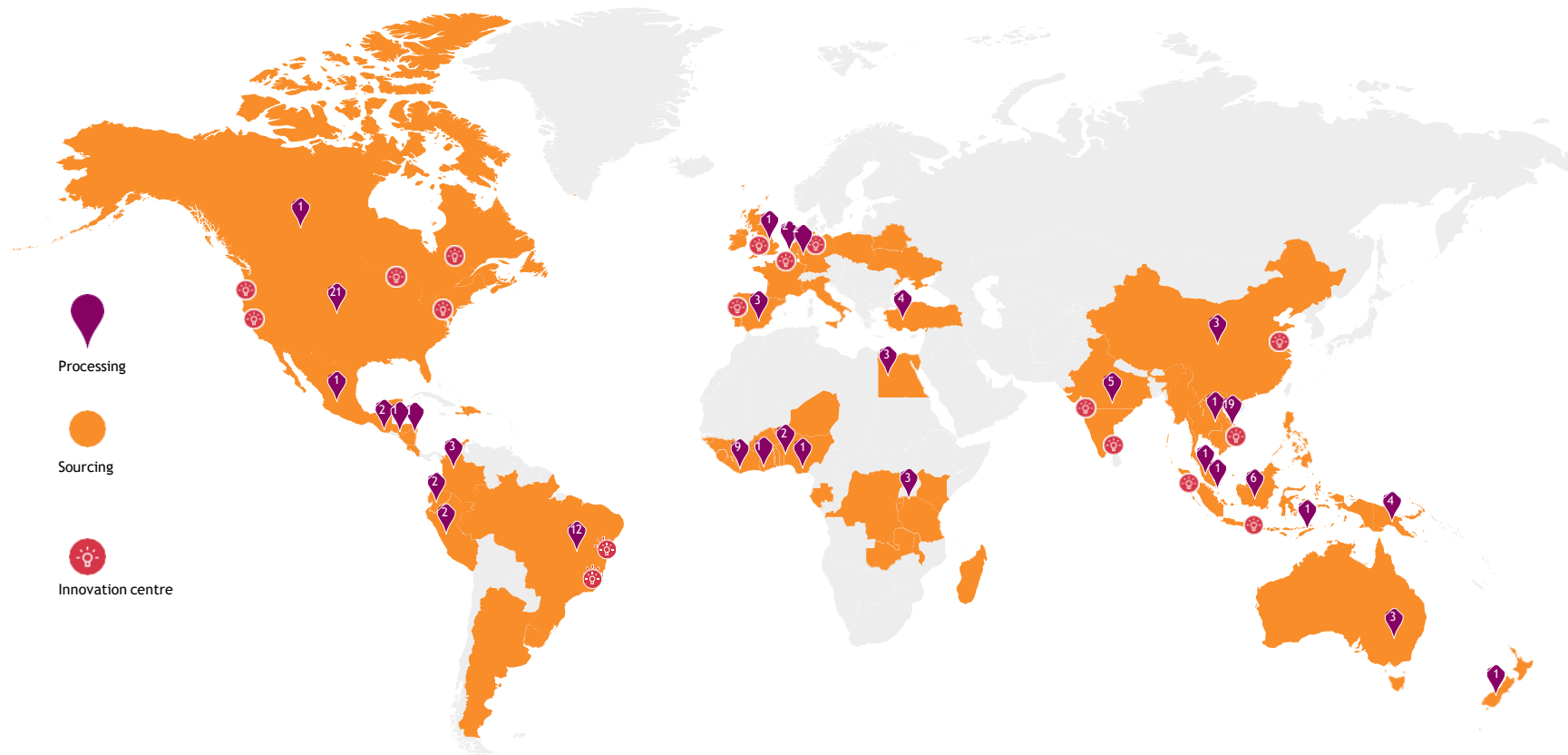


E-commerce /
small & medium
businesses



Where we do it

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
~2.75m
farmers

More than
110
manufacturing
facilities

Over
~18,000
employees

Operating in
~50
countries
worldwide

With
19
innovation centers

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

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



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



H1 2026 results

ofi



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



**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

Restrictive stance

Cocoa & Coffee

Off 2024/25 peaks

Energy

Volatile in H1

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

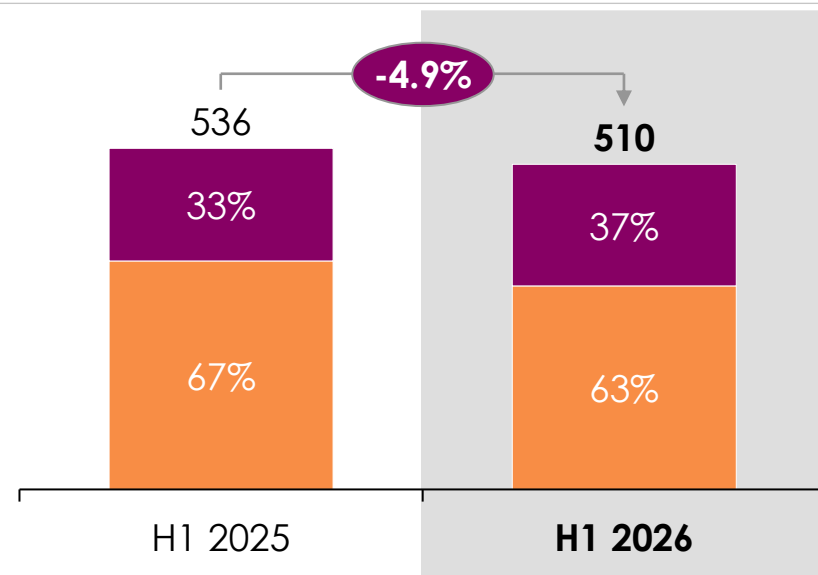
Key Focus: resilient EBIT delivery, materially lower capital intensity, disciplined investment behind chosen strategy and continued customer-led mix improvement.

ofi H1 2026 results

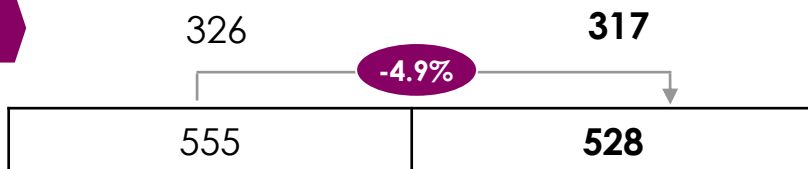


S\$ Million

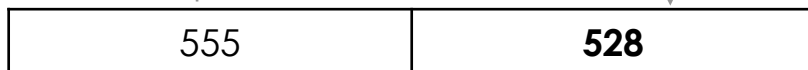
EBIT



EBIT/MT (S\$)



Adjusted EBIT (S\$)

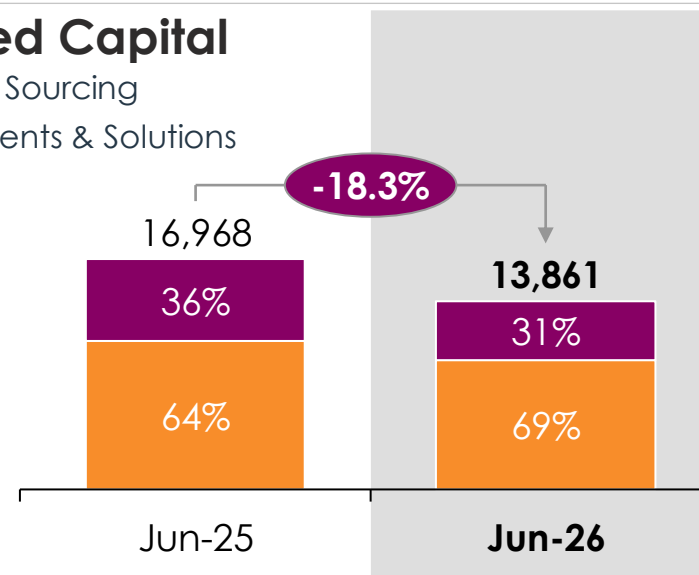


- ofi delivered a resilient H1 2026 performance characterised by stable EBIT & EBIT/MT, despite substantially lower input prices and capital deployment.
- The EBIT reduction in ofi's functional currency (US\$), was lower at 1.9%.
- Global Sourcing saw a growth in EBIT reflecting improved margin capture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

S\$ Million

Invested Capital

■ Global Sourcing
■ Ingredients & Solutions

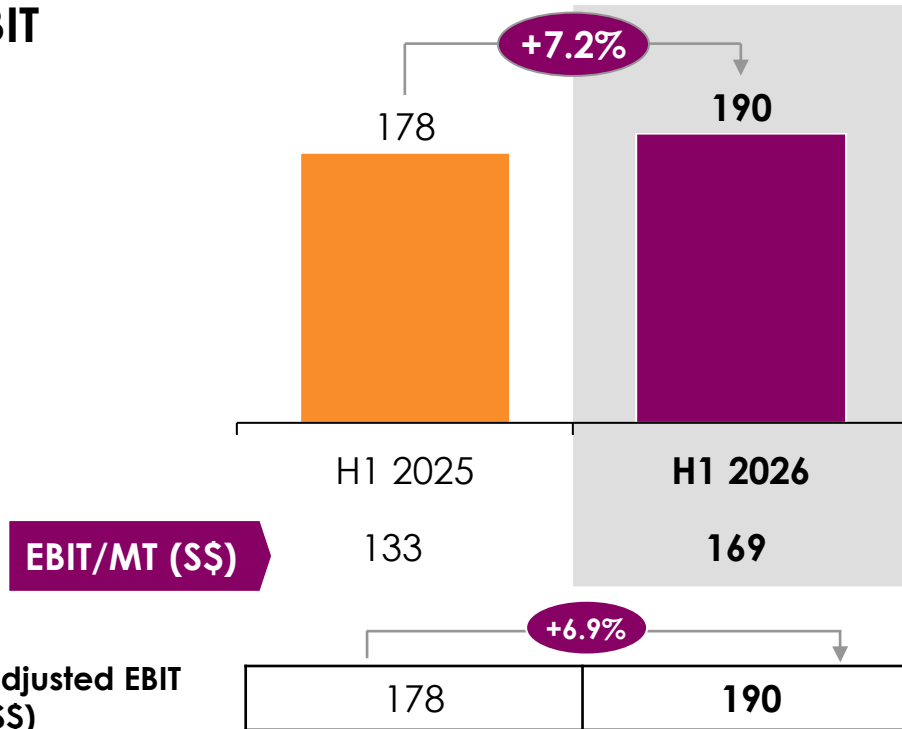


- Invested capital reduced by 18.3% year-on-year to S\$13.9 billion, principally driven by a S\$3.2 billion reduction in working capital (to S\$7.9 billion) as input prices declined and working capital discipline remained strong.
- The combination of resilient EBIT and a materially lower capital deployed,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

ofi: Global Sourcing



S\$ Million EBIT

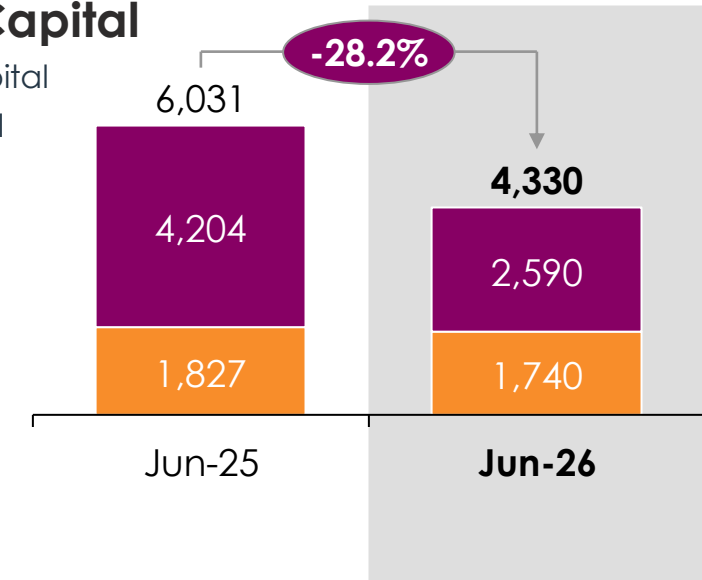


- Global Sourcing segment prioritized risk-adjusted returns and capital efficiency over volume growth.
- Coffee was key driver of earnings growth, driven by effective risk management and improved contribution per tonne. Cocoa EBIT was relatively resilient despite lower volumes & prices, while other sourcing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

S\$ Million

Invested Capital

- Working Capital
- Fixed Capital



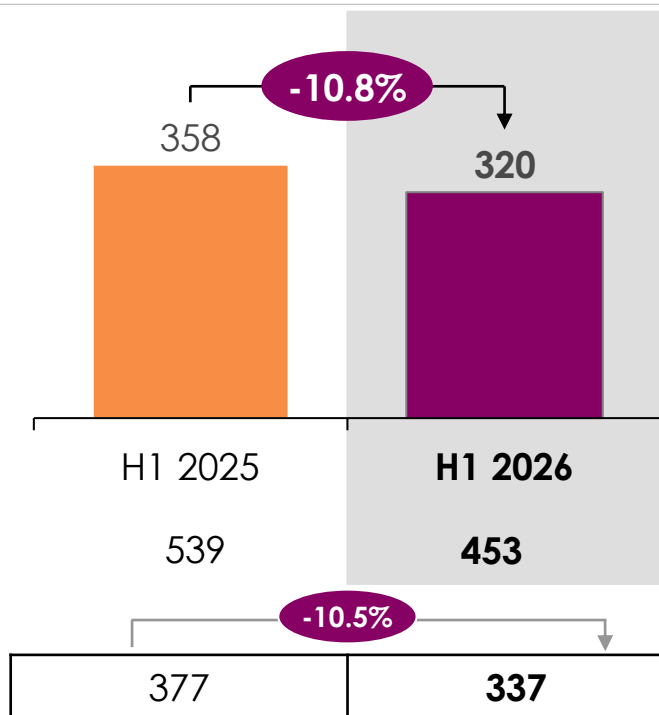
- Invested capital reduced substantially – especially on working capital, reflecting lower price-led inventory and receivables, and disciplined allocation of capital towards higher margin opportunities.
- Overall, the segment delivered stronger earnings and improved returns from a smaller asset base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

ofi: Ingredients & Solutions

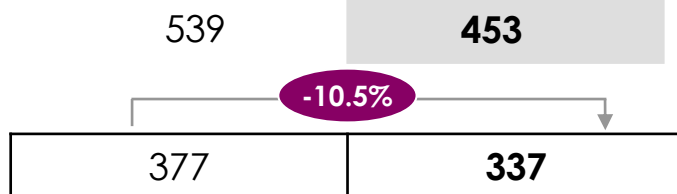


S\$ Million

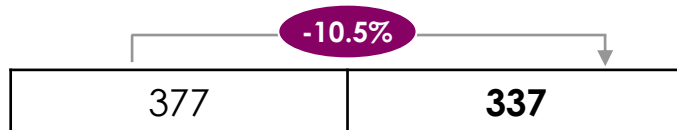
EBIT



EBIT/MT (S\$)



Adjusted EBIT (S\$)

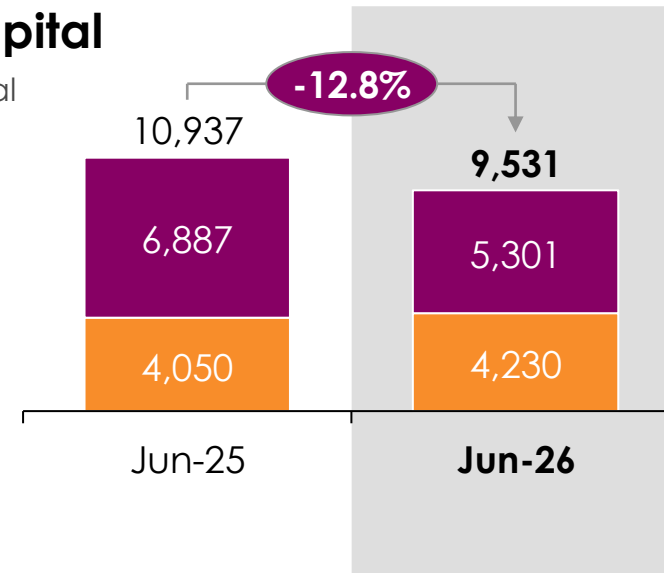


- EBIT declined 10.8% against a strong H1 2025 comparative but the segment continued to show healthy product momentum and mix improvement.
- Cocoa remained a strong contributor but with more normalised margins; Dairy EBIT also reduced due to costs incurred towards additional capacity expansion, with 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.

S\$ Million

Invested Capital

■ Working Capital
■ Fixed Capital



- IC decreased 12.8%, supported by a \$S1.6 billion reduction in working capital, particularly in Cocoa.
- Fixed capital increased 4.5% to \$S4.2 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**



OGH overview

H1 2026 Results



OGH overview

Key assets

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

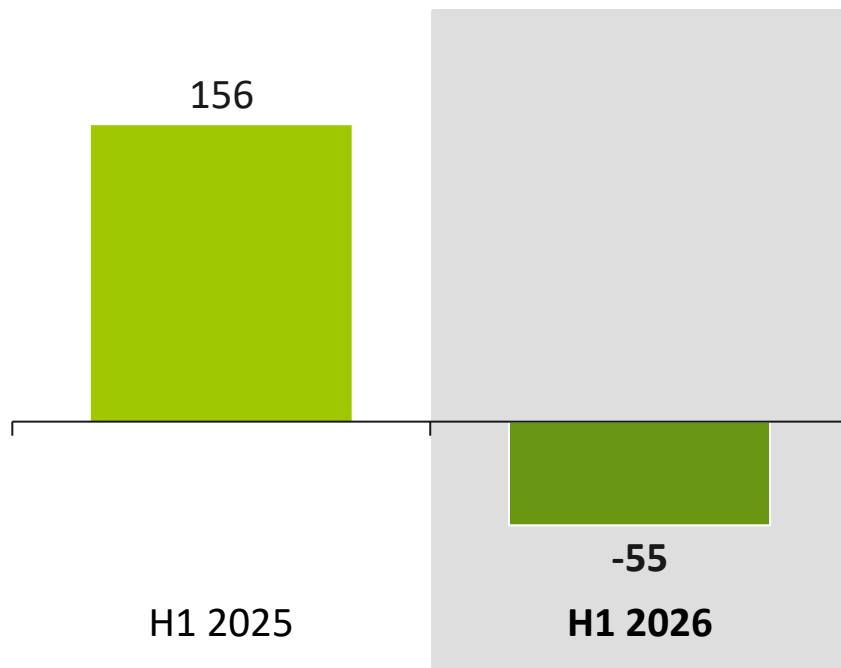
Mindsprint	100%	Enterprise technology and digital business services arm. Completed sale to Wipro in May 2026.
Jiva	100%	Digital farmer services platform. Operations shut down in Q3 2025.
Terrascope	100%	Digital decarbonisation consultancy and platform. Completed divestment in March 2026.

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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OGH H1 2026 results

S\$ Million
EBIT

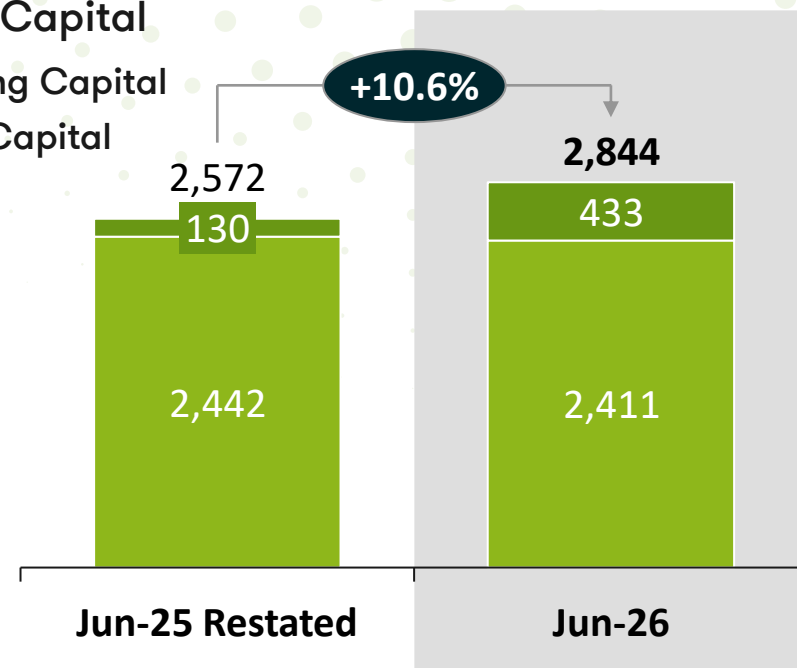


- Adjusting for the H1 2025 foreign exchange gain, OGH's EBIT was lower by S\$23.5 million compared to H1 2025. The lower EBIT was primarily attributable to lower contribution from OPG, ORG and Rusmolco.
- OPG experienced a slowdown in export sales; ORG was impacted by mark-to-mark losses on their hedged 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

Working Capital
Fixed Capital

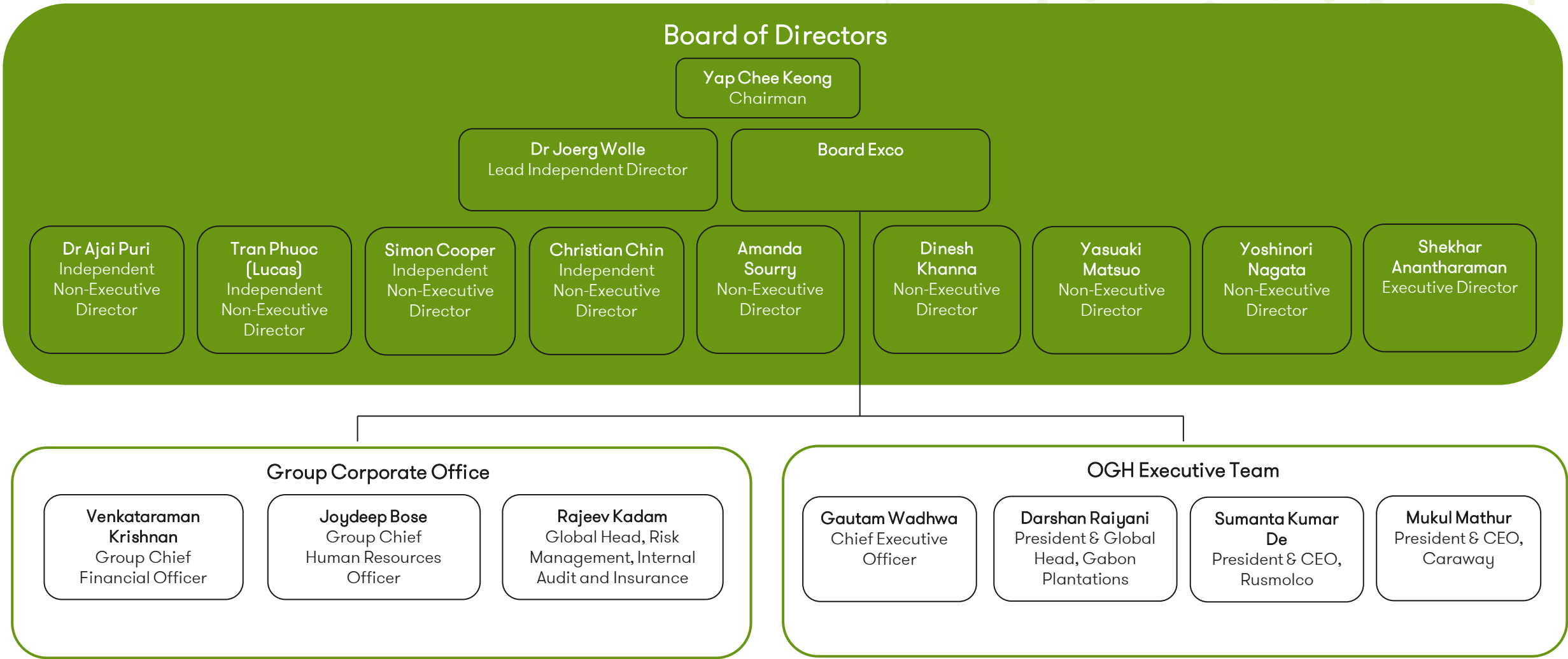


- IC was up 10.6% or S\$272.6 million year-on-year to S\$2.8 billion as at June 30, 2026, mainly on account of the increase in working capital from the fair valuation of the put and call option for the remaining 18.19% stake in Olam Agri.
- Excluding the fair valuation of these derivative assets, operational 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



Board and management structure



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

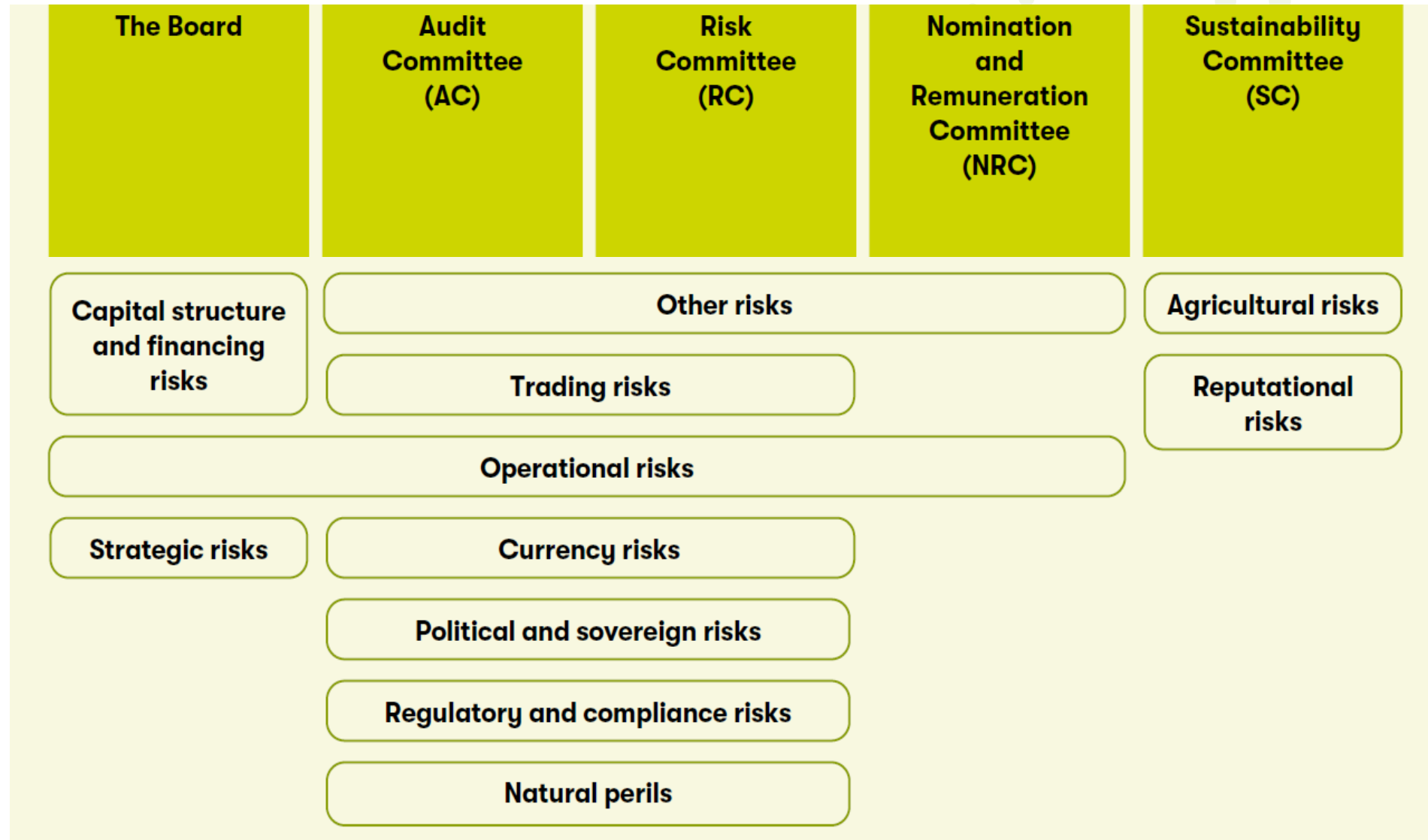


A. Shekhar

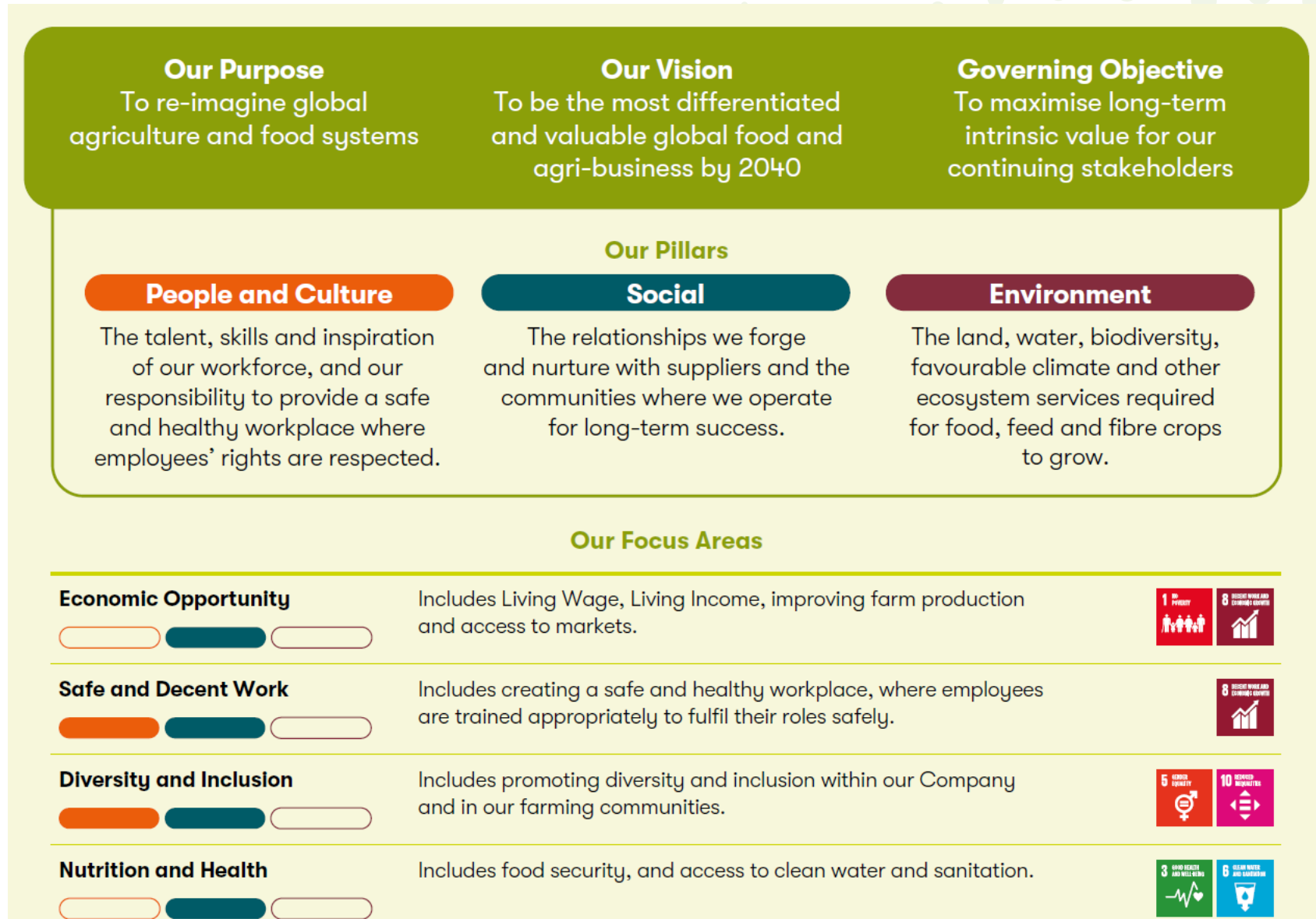
Executive Director

Governance

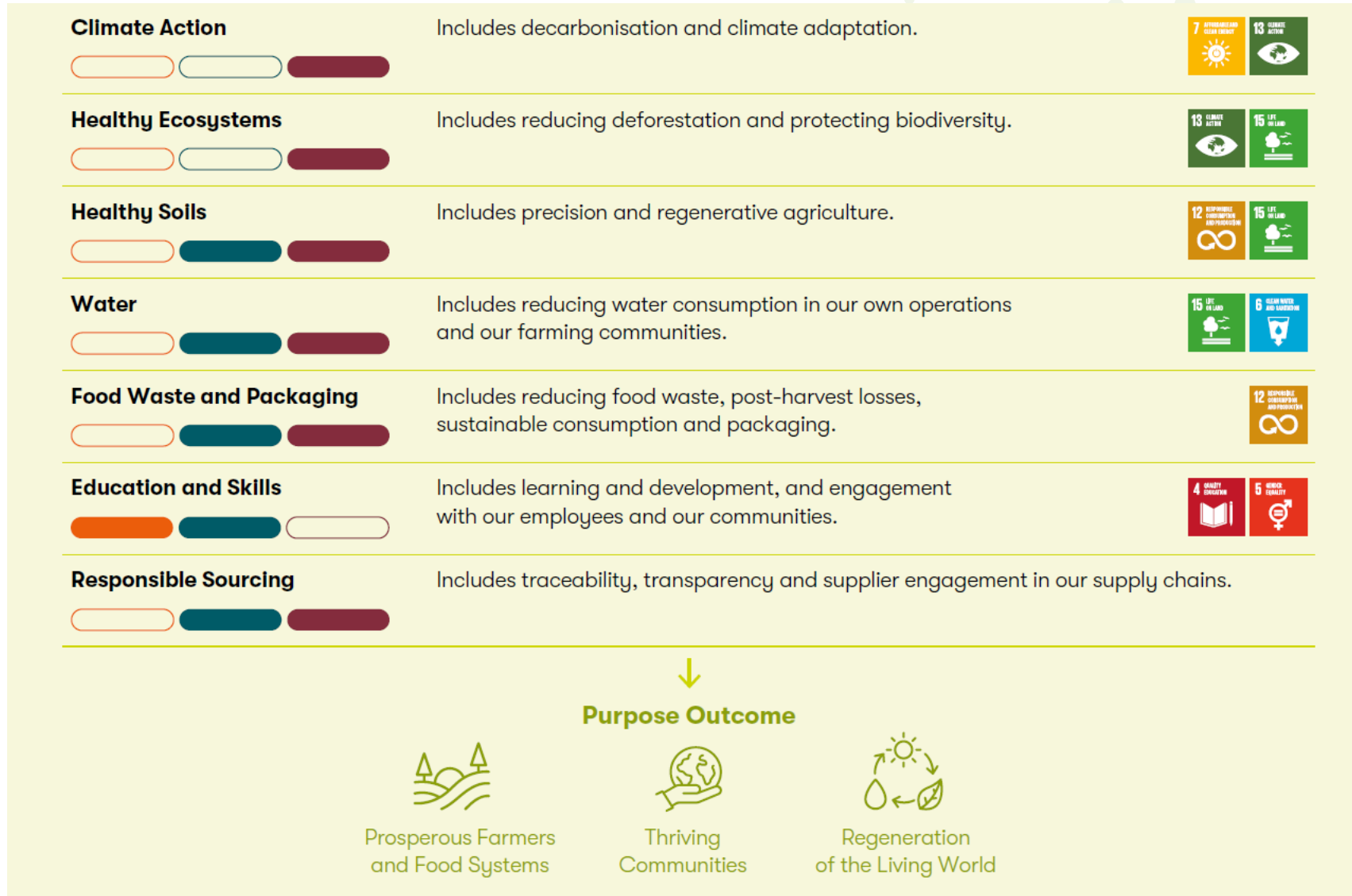
Board and four Board Committees oversee risk management



Governance: Sustainability framework (1/2)



Governance: Sustainability framework (2/2)





olam