Financial report

Directors' statement

The directors are pleased to present their statement to the members together with the audited consolidated financial statements of Olam Group Limited (the 'Company') and its subsidiary companies (the 'Group') and the balance sheet and statement of changes in equity of the Company for the financial year ended 31 December 2024.

1. Opinion of the directors

In the opinion of the directors,

i. the financial statements set out on pages 215 to 286 are drawn up so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024, changes in equity of the Group and of the Company, the financial performance and the cash flows of the Group for the financial year ended on that date; and

ii. at the date of this statement there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

2. Directors

The directors of the Company in office at the date of this statement are:-

Lim Ah Doo
Sunny George Verghese
Yap Chee Keong
Tran Phuoc (Lucas) (Appointed on 16 September 2024)
Marie Elaine Teo
Joerg Wolfgang Wolle (Dr.)
Ajai Puri (Dr.)
Nagi Adel Hamiyeh
Shuji Kobayashi
Yuji Tsushima (Appointed on 4 March 2024)

3. Arrangements to enable directors to acquire shares and debentures

Except as disclosed in this report, neither at the end of nor at any time during the financial year ended 31 December 2024 was the Company a party to any arrangement whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares or debentures of the Company or any other body corporate.

4. Directors' interests in shares and debentures

According to the register of the directors' shareholdings, none of the directors holding office at the end of the financial year had any interest in the shares or debentures of the Company or its related corporations, except as follows:

	Held in the name of the director or nominee			Deemed interest		
Name of directors	As at 1.1. 2024 or date of appointment, if later	**As at 31.12.2024**	**As at 21.1.2025**	As at 1.1.2024 or date of appointment, if later	**As at 31.12.2024**	**As at 21.1.2025**
The Company						
Olam Group Limited						
(a) Ordinary shares						
Lim Ah Doo [1]	520,400	**710,900**	**710,900**	–	**–**	**–**
Sunny George Verghese [1]	167,131,277	**168,145,095**	**168,145,095**	–	**–**	**–**
Yap Chee Keong [1]	198,371	**268,271**	**268,271**	–	**–**	**–**
Marie Elaine Teo	173,900	**241,000**	**241,000**	–	**–**	**–**
Joerg Wolle (Dr.) [1]	63,298	**104,798**	**104,798**	–	**–**	**–**
Ajai Puri (Dr.) [1]	83,194	**141,794**	**141,794**	–	**–**	**–**

1. Held in trust by a trustee or nominee on behalf of the director.

4. Directors' interests in shares and debentures continued

Name of directors	Held in the name of the director or nominee: As at 1.1. 2024 or date of appointment, if later	As at 31.12.2024	As at 21.1.2025	Deemed interest: As at 1.1.2024 or date of appointment, if later	As at 31.12.2024	As at 21.1.2025
Subsidiaries of the Company's ultimate holding company						
Temasek Group of companies						
(a) Mapletree Logistics Trust Management Ltd (Units in Mapletree Logistics Trust)						
Lim Ah Doo [1]	215,200	**215,200**	**217,826**	–	**–**	**–**
(b) Singapore Technologies Engineering Ltd (Ordinary Shares)						
Lim Ah Doo [1]	126,200	**126,200**	**138,500**	–	**–**	**–**
(c) Mapletree Industrial Trust Management Ltd. (Units in Mapletree Industrial Trust)						
Marie Elaine Teo	11,800	**11,800**	**11,800**	–	**–**	**–**
(d) Astrea VI Pte Ltd (3.00 % bonds due 2031)						
Yap Chee Keong	$30,000	**$30,000**	**$30,000**	–	**–**	**–**
(e) Ascott Residence Trust (3.88% fixed rate perpetual securities)						
Yap Chee Keong	$250,000	**–**	**–**	–	**–**	**–**
(f) Musel Private Trust (Unit holdings)						
Marie Elaine Teo	800	**800**	**800**	–	**–**	**–**
(g) Mapletree Real Estate Advisors Pte. Ltd. (Unit holdings in Mapletree Europe Income Trust (held through ADDX))						
Marie Elaine Teo [1]	1,655	**1,655**	**1,655**	–	**–**	**–**
(h) Mapletree US Logistics Private Trust (MUSLOG)						
Marie Elaine Teo	300	**300**	**300**	–	**–**	**–**
(i) Mapletree China Logistics Investment Private Fund (MCLIP)						
Marie Elaine Teo	200	**200**	**200**	–	**–**	**–**

1. Held in trust by a trustee or nominee on behalf of the director.

5. Share option scheme and share grant plan

These share plans are administered by the Nomination & Remuneration Committee ("NRC"), which comprises the following directors and co-opted member:-

Lim Ah Doo
Yap Chee Keong
Joerg Wolfgang Wolle (Dr.)
Shuji Kobayashi
Chan Wai Ching (Co-opted)

Olam Group Share Grant Plan ("OG SGP")

The Company had adopted the Olam Group Share Grant Plan (the "OG SGP") at the Extraordinary Annual General Meeting on 18 February 2022 as part of Scheme of Arrangement exercise that was completed subsequently on 15 March 2022 with Olam Group Limited taking over the listing entity status on SGX-ST from Olam International Limited as part of the Re-organisation.

There was no issuance of share grants under the OG SGP in the financial year ended 31 December 2024. The OG SGP had expired on 30 October 2024.

Jiva Employee Option Plan ("JEOP")

Jiva AG Pte. Ltd. ("Jiva"), an indirect subsidiary of the Company, has implemented the Jiva Employee Option Plan (the "JEOP") which was approved and adopted by the shareholders of Jiva on 19 April 2021.

JEOP was set up to provide its employees with an opportunity to share in the growth in the value of Jiva and to encourage them to improve the performance of Jiva and its subsidiaries (the "Jiva Group") and Jiva's return to shareholders; and enable Jiva to attract and retain skilled and experienced employees and motivate them to contribute to the success of the Jiva Group. Participation in the JEOP is restricted to directors and employees of the Jiva Group selected by the Jiva Board of Directors administering the JEOP ("Eligible Person"). Controlling shareholders of Jiva and their associates are not eligible to participate in the JEOP.

The total number of shares in the capital of Jiva which may be issued or delivered pursuant to the options granted under the JEOP on any date shall not exceed 15% of the total number of Jiva Shares (excluding any treasury shares and subsidiary holdings) on the day preceding that date. Until options vest and are exercised, participants will have no interest in the underlying Jiva shares, and options will not carry any shareholder rights (such as voting or dividend rights).

Jiva had granted an aggregate of 5,917,000 options under the JEOP to 185 Eligible Persons since the adoption of the plan. At the end of the current financial year, 4,174,718 (2023: 4,335,718) options remain outstanding for 132 (2023: 159) Eligible Persons. During the current financial year, the aggregate number of new shares issued pursuant to the JEOP did not exceed 15% of the issued share capital of Jiva.

Terrascope Employee Option Plan ("TEOP")

Terrascope Pte. Ltd. ("Terrascope"), an indirect subsidiary of the Company, has implemented the Terrascope Employee Option Plan (the "TEOP") which was approved and adopted by the shareholders of Terrascope on 22 August 2022.

TEOP was set up to provide its employees with an opportunity to share in the growth in the value of Terrascope and to encourage them to improve the performance of Terrascope and its subsidiaries (the "Terrascope Group") and Terrascope's return to shareholders; and enable Terrascope to attract and retain skilled and experienced employees and motivate them to contribute to the success of the Terrascope Group. Participation in the TEOP is restricted to directors and employees of the Terrascope Group selected by the Terrascope Board of Directors administering the TEOP ("Eligible Person"). Controlling shareholders of Terrascope and their associates are not eligible to participate in the TEOP.

The total number of shares in the capital of Terrascope which may be issued or delivered pursuant to the options granted under the TEOP on any date shall not exceed 15% of the total number of Terrascope Shares (excluding any treasury shares and subsidiary holdings) on the day preceding that date. Until options vest and are exercised, participants will have no interest in the underlying Terrascope shares, and options will not carry any shareholder rights (such as voting or dividend rights).

Terrascope had granted an aggregate of 3,390,000 options under the TEOP to 32 Eligible Persons since the adoption of the plan. At the end of the current financial year, 1,340,000 (2023: 2,380,000) options remain outstanding for 21 (2023: 21) Eligible Persons. During the current financial year, the aggregate number of new shares issued pursuant to the TEOP did not exceed 15% of the issued share capital of Terrascope.

5. Share option scheme and share grant plan continued

Mindsprint Employee Option Plan ("MEOP")

Mindsprint Pte. Ltd. ("Mindsprint"), an indirect subsidiary of the Company, has implemented the Mindsprint Employee Option Plan (the "MEOP") which was approved and adopted by the shareholders of Mindsprint on 20 December 2023.

MEOP was set up to provide its employees with an opportunity to share in the growth in the value of Mindsprint and to encourage them to improve the performance of Mindsprint and its subsidiaries (the "Mindsprint Group") and Mindsprint's return to shareholders; and enable Mindsprint to attract and retain skilled and experienced employees and motivate them to contribute to the success of the Mindsprint Group. Participation in the MEOP is restricted to employees of the Mindsprint Group selected by the Mindsprint Board of Directors administering the MEOP ("Eligible Person"). Controlling shareholders of Mindsprint and their associates are not eligible to participate in the MEOP.

The total number of shares in the capital of Mindsprint which may be issued or delivered pursuant to the options granted under the MEOP on any date shall not exceed 15% of the total number of Mindsprint Shares (excluding any treasury shares and subsidiary holdings) on the day preceding that date. Until options vest and are exercised, participants will have no interest in the underlying Mindsprint shares, and options will not carry any shareholder rights (such as voting or dividend rights).

Mindsprint had granted an aggregate of 15,400,000 options under the MEOP to 27 Eligible Persons since the adoption of the plan. At the end of the current financial year, 13,000,000 options remain outstanding for 23 Eligible Persons. During the current financial year, the aggregate number of new shares issued pursuant to the MEOP did not exceed 15% of the issued share capital of Mindsprint.

Restricted share awards granted under Olam International Limited Share Grant Plan

Olam International Limited ("OIL") had awarded Restricted Share Awards ("RSA") to eligible employees pursuant to the terms of the Olam Share Grant Plan adopted on 30 October 2014 and amended on 20 May 2020 and prior to its cancellation when the Scheme became effective on 15 March 2022 ("Scheme Effective Date"). For the RSA granted in FY2018, FY2019, FY2020 and FY2021 which would normally vest on 1 April 2022, the Olam International Nomination and Remuneration Committee ("Olam NRC") has approved their vesting by early March 2022. For the balance RSA, the Olam NRC has determined that a trust be set up by Olam Holdings to be used to satisfy the RSA and that unvested Shares ("OG Shares") under the RSA shall be issued and/or transferred by OIL to the trustee prior to the Scheme Effective Date to hold under the trust. The trustee will hold such OG Shares on trust so as to satisfy the outstanding RSA. The said OG Shares will be released by the trustee to the respective RSA holders in accordance with the original vesting schedule of the RSA, and subject to the same conditions for vesting as provided in the RSA and under the Olam SGP, save for limited exceptions in which the continued employment requirement may not apply.

52,887,753 OG Shares were issued and/or transferred by OIL to the trust when the Scheme became effective. As at the current financial year end, 17,601,888 (2023: 34,434,687) OG Shares remained unvested.

6. Audit and Risk Committee

This section is to be read in conjunction with the additional disclosures on the ARC provided in the Corporate Governance section of the Company's Annual Report to shareholders.

The Company had announced on 28 December 2023 that as of 1 January 2024, the Audit Committee (the "AC" or the Committee") was combined with the Board Risk Committee to form the Audit and Risk Committee (the "ARC" or "Committee"). The ARC comprises five Non-Executive Directors of which the majority are independent. The members of the ARC are Mr. Yap Chee Keong (Chairman), Mr. Tran Phuoc (Lucas), Ms. Marie Elaine Teo, Mr. Shuji Kobayashi and Dr. Ajai Puri.

The ARC performed its functions in accordance with the Companies Act 1967, the Listing Manual of the SGX-ST and the Code of Corporate Governance 2018, which include, amongst others, the following:

- Review of the Group's half-yearly and annual financial statements and quarterly business performance for recommendation to the Board;
- Review of the salient accounting matters and legal and regulatory matters that may have a material impact on the financial statements and related compliance policies and programmes;
- Review, with the external auditors, their scope of work, audit plans, the results of their examinations and evaluation of the Group's internal accounting control systems, the adequacy of the Company's system of accounting controls, the cooperation given by the Management of the Company to the external auditors;
- Review the adequacy of the Group's material internal controls, including financial, operational, compliance and information technology controls and risk management systems through the integrated risk assurance framework;
- Review the assurance given by the Group CEO and GCFO in relation to the adequacy and effectiveness of the Group's risk management and internal control systems;
- Review, with the internal auditors, their scope of work and organisation, their audit plans, quarterly report of the results of their audits of the business, operations and functions and whistle-blowers' reports;
- Review the adequacy, independence and effectiveness of the internal auditors;
- Review the adequacy, independence and objectivity of the external auditors; and
- Review the interested person transactions (as defined in Chapter 9 of the Listing Manual of the SGX-ST).

During the year under review, the ARC:

- held meetings with the external auditors and internal auditors in separate executive sessions to discuss any matters that these groups believed should be discussed privately with the ARC;
- made recommendations to the Board of Directors in relation to the external auditor's reappointment; and
- reported key issues discussed and actions taken from the ARC meetings to the Board of Directors with such recommendations as the ARC considered appropriate.

The ARC has reviewed and considered the audit and non-audit arrangements and services provided by Ernst & Young LLP and considered the nature and extent of such arrangements and services performed by the external auditors. The Committee has opined that these arrangements and services would not affect the independence of Ernst & Young LLP.

The ARC has recommended to the Board the re-appointment of Ernst & Young LLP as independent external auditor of the Company at the forthcoming Annual General Meeting of the Company on 25 April 2025.

7. Auditor

Ernst & Young LLP have expressed their willingness to accept re-appointment as independent external auditor.

On behalf of the Board of Directors,

Lim Ah Doo
Director

Sunny George Verghese
Director
24 March 2025

Independent Auditor's report

For the financial year ended 31 December 2024
To the Members of Olam Group Limited

Report on the financial statements

We have audited the accompanying financial statements of Olam Group Limited (the 'Company') and its subsidiaries (collectively, the 'Group') set out on pages 215 to 286 which comprise the balance sheets of the Group and the Company as at 31 December 2024, the statements of changes in equity of the Group and the Company and the consolidated profit and loss account, consolidated statement of comprehensive income and consolidated cash flow statement of the Group for the financial year then ended, and a material accounting policy information and other explanatory information.

In our opinion, the accompanying consolidated financial statements of the Group, the balance sheet and the statement of changes in equity of the Company are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act") and Singapore Financial Reporting Standards (International) in Singapore (the "SFRS(I)s") so as to give a true and fair view of the consolidated financial position of the Group and the financial position of the Company as at 31 December 2024 and of the consolidated financial performance, consolidated changes in equity and consolidated cash flows of the Group and changes in equity of the Company for the year ended on that date.

Basis for opinion

We conducted our audit in accordance with Singapore Standards on Auditing (SSAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Group in accordance with the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (the "ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled our responsibilities described in the Auditor's responsibilities for the audit of the financial statements section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial statements.

1. **Impairment assessment of property, plant and equipment, goodwill and indefinite/finite life intangible assets**

   The Group has significant property, plant and equipment, goodwill and indefinite/finite life intangible assets as disclosed in Notes 11 and 12 to the financial statements. Management performs periodic and annual impairment reviews of goodwill, intangible assets with indefinite/finite life and impairment assessments for identified property, plant and equipment where there are indications of impairment. Recoverable values of the property, plant and equipment, goodwill and indefinite/finite life intangible assets are determined based on fair value less costs to sell or value in use assessment where relevant and are performed by management with the help of independent professional valuers where applicable. These assessments involve judgement exercised in fair value less costs to sell and in value in use assessments, future revenues (yield), operating costs, growth rates and discount rates. The estimates and assumptions used in the cashflow projections which form the basis of recoverable amounts require significant judgement due to the inherent estimation uncertainty. As such, we have considered this to be a key audit matter.

   For fair value less costs to sell calculation where an independent professional valuer is involved, we have reviewed, with the assistance of our internal valuation specialist, the competence, capabilities and objectivity of the independent professional valuer, evaluated the appropriateness of methodology used in the fair valuation report, tested the information and key assumptions used in the fair valuation report by comparing prices used to the internal and external sources of data and the available market prices at year end and checked the computational accuracy of the valuations and evaluated the reasonableness of the outcomes by considering reasonably plausible changes to the key assumptions.

Key audit matters continued

For the value in use assessment, we have obtained the business units' cash flow forecasts assessment prepared by management and evaluated the reasonableness of management's key assumptions including forecast cash flows focusing on revenues and earnings before interest, tax, depreciation and amortisation ('EBITDA'). We also assessed the appropriateness of discount rates with the assistance of our internal valuation specialist where required and growth rates to historical and market trends to assess the reliability of management's forecast.

We also reviewed the adequacy of the Group's disclosures in relation to property, plant and equipment, goodwill and indefinite/finite life intangible assets as disclosed in Notes 11 and 12 to the financial statements.

2. Valuation of biological assets

The Group operates various farms and plantations for which the dairy cows, poultry, agricultural produce ('fruits on trees') and annual crops are accounted for at fair value. These significant biological assets are fair valued by management and/or independent professional valuers engaged by the Group using industry/market accepted valuation methodology and approaches. As the measurement of fair value involves judgement on the assumptions and estimates used considering that climate risks factors could have an impact on the key assumptions, we have considered this to be a key audit matter.

We obtained the valuations of biological assets prepared by management and/or independent professional valuers engaged by the Group. We reviewed the fair value reports, together with our internal valuation specialists where required, for appropriateness of the fair value methodology used and reasonableness of the key assumptions used, including forecast cash flows, discount rates, yield rates for the plantations and market prices of the fruits or nuts/crop and livestock. To the extent that independent professional valuers are involved, we reviewed the competence, capabilities and objectivity and evaluated the appropriateness of the valuation models used by independent professional valuers.

We also reviewed the adequacy of the Group's disclosures in relation to biological assets as disclosed in Note 13 to the financial statements.

3. Valuation of financial instruments

The Group entered into various financial instruments which are required to be carried at fair value as disclosed in Notes 34 and 35 to the financial statements. These include fair value of financial assets and financial liabilities relating to Level 3 financial instruments. Estimation uncertainty is high for these financial instruments where significant valuation inputs are unobservable and judgement is involved on the assumptions and estimates used and therefore, this is considered a key audit matter.

We have reviewed and assessed the controls over identification, measurement and management of valuation risk, and evaluated the methodologies, inputs and assumptions used by the Group in determining fair values as at year end. We have evaluated the assumptions and models used or performed an independent valuation to assess the reasonableness of the computed fair value with the help of our internal valuation specialist where required. The review also included testing of the evidence supporting significant unobservable inputs utilised in Level 3 measurements in the fair value hierarchy as outlined in Notes 34 and 35 to the financial statements, which included assessing management's valuation assumptions against independent proxy price quotes, recent transactions and other verifiable supporting documentation.

We have also reviewed the adequacy of disclosures of fair value risks and sensitivities in Notes 34 and 35 to the financial statement to reflect the Group's exposure to valuation risk.

Information other than the Financial Statements and Auditor's Report Thereon

Management is responsible for the other information. The other information in the Annual Report 2024 comprises the information included in (i) Strategic Report, (ii) Governance Report and (iii) Directors' Statement (within the Financial Report) sections, but does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. We have nothing to report in this regard.

Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and SFRS(I)s, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Group's financial reporting process.

Auditor's responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

Auditor's responsibilities for the Audit of the Financial Statements continued

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirements

In our opinion, the accounting and other records required by the Act to be kept by the Company and by those subsidiary corporations incorporated in Singapore of which we are the auditors have been properly kept in accordance with the provisions of the Act.

The engagement partner on the audit resulting in this independent auditor's report is Lee Wei Hock.

Ernst & Young LLP
Public Accountants and
Chartered Accountants Singapore

24 March 2025

Consolidated Profit and Loss Account

For the financial year ended 31 December 2024

	Note	Group 2024 $'000	Group 2023 $'000
Sale of goods and services	4	**56,158,492**	48,271,991
Other income	5	**122,947**	126,304
Operating expenses – direct	6	**(51,319,000)**	(44,032,505)
Net gain from changes in fair value of biological assets	13	**176,051**	66,304
Depreciation and amortisation	10, 11, 12	**(755,655)**	(721,008)
Other expenses	7	**(2,585,561)**	(2,169,090)
Finance income		**181,737**	157,972
Finance costs	8	**(1,757,897)**	(1,291,061)
Share of results from joint ventures and associates		**(19,645)**	1,968
Profit before taxation		**201,469**	410,875
Income tax expense	9	**(73,135)**	(59,878)
Profit for the financial year		**128,334**	350,997
Attributable to:			
Owners of the Company		**86,423**	278,721
Non-controlling interests		**41,911**	72,276
		128,334	350,997
Earnings per share attributable to owners of the Company (cents)			
Basic	25	**1.43**	6.50
Diluted	25	**1.41**	6.41

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Consolidated Statement of Comprehensive Income

For the financial year ended 31 December 2024

	Group	
	2024 $'000	2023 $'000
Profit for the financial year	**128,334**	350,997
Other comprehensive income		
Items that may be reclassified subsequently to profit or loss:		
Net (loss)/gain on fair value changes during the financial year	**(57,534)**	11,479
Recognised in the profit and loss account on occurrence of hedged transactions	**33,136**	(9,154)
Foreign currency translation adjustments	**(58,511)**	(440,872)
Share of other comprehensive income of joint ventures and associates	**(15,811)**	7,003
Other comprehensive income for the year, net of tax	**(98,720)**	(431,544)
Total comprehensive income for the year	**29,614**	(80,547)
Attributable to:		
Owners of the Company	**(12,344)**	(60,644)
Non-controlling interests	**41,958**	(19,903)
	29,614	(80,547)

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Balance Sheet

As at 31 December 2024

	Note	Group 2024 $'000	Group 2023 $'000	Company 2024 $'000	Company 2023 $'000
Non-current assets					
Property, plant and equipment	11	**6,032,756**	6,082,671	**–**	–
Right-of-use assets	10	**905,017**	791,032	**–**	–
Intangible assets	12	**2,571,500**	2,537,749	**–**	–
Biological assets	13	**673,492**	557,025	**–**	–
Subsidiary companies	14	**–**	–	**6,364,945**	6,153,355
Deferred tax assets	9	**520,085**	321,828	**–**	–
Investments in joint ventures and associates	15	**253,981**	277,383	**–**	–
Other non-current assets	21	**54,868**	66,039	**–**	–
		11,011,699	10,633,727	**6,364,945**	6,153,355
Current assets					
Amounts due from subsidiary companies (net)	16	**–**	–	**520,150**	643,410
Trade receivables	17	**4,276,922**	3,336,467	**–**	–
Margin accounts with brokers	18	**1,219,193**	–	**–**	–
Inventories	19	**16,091,950**	9,810,052	**–**	–
Advance payments to suppliers	20	**700,457**	870,678	**–**	–
Cash and short-term deposits	33	**3,329,674**	3,581,626	**921**	13,998
Derivative financial instruments	34	**7,403,316**	3,952,664	**–**	–
Other current assets	21	**1,192,473**	1,162,282	**–**	–
		34,213,985	22,713,769	**521,071**	657,408
Non-current assets held for sale	21	**–**	1,145	**–**	–
		34,213,985	22,714,914	**521,071**	657,408
Current liabilities					
Trade payables and accruals	22	**(5,001,718)**	(4,989,691)	**(2,448)**	(3,033)
Margin accounts with brokers	18	**–**	(189,549)	**–**	–
Borrowings	24	**(9,811,858)**	(6,419,392)	**–**	–
Lease liabilities	24	**(162,733)**	(131,039)	**–**	–
Derivative financial instruments	34	**(8,336,354)**	(3,041,608)	**–**	–
Provision for taxation		**(290,105)**	(261,790)	**–**	–
Other current liabilities	23	**(612,537)**	(420,981)	**–**	–
		(24,215,305)	(15,454,050)	**(2,448)**	(3,033)
Net current assets		**9,998,680**	7,260,864	**518,623**	654,375
Non-current liabilities					
Deferred tax liabilities	9	**(491,754)**	(416,512)	**–**	–
Borrowings	24	**(12,168,175)**	(8,893,315)	**–**	–
Lease liabilities	24	**(952,027)**	(850,125)	**–**	–
Other non-current liabilities	23	**(79,647)**	(66,124)	**–**	–
		(13,691,603)	(10,226,076)	**–**	–
Net assets		**7,318,776**	7,668,515	**6,883,568**	6,807,730
Equity attributable to owners of the Company					
Share capital	26	**6,233,595**	6,233,595	**6,233,595**	6,233,595
Treasury shares	26	**(59,014)**	(31,046)	**(59,014)**	(31,046)
Shares held in trust	26	**(36,473)**	(62,206)	**–**	–
Capital securities	26	**603,314**	603,314	**603,314**	603,314
Reserves		**268,476**	583,790	**105,673**	1,867
		7,009,898	7,327,447	**6,883,568**	6,807,730
Non-controlling interests		**308,878**	341,068	**–**	–
Total equity		**7,318,776**	7,668,515	**6,883,568**	6,807,730

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Statements of Changes in Equity

For the financial year ended 31 December 2024

	Attributable to owners of the Company												
31 December 2024 Group	Share capital (Note 26) $'000	Treasury shares (Note 26) $'000	Share held in trust (Note 26) $'000	Capital securities (Note 26) $'000	Capital reserves[1] $'000	Foreign currency translation reserves[2] $'000	Fair value adjustment reserves[3] $'000	Share-based compensation reserves[4] $'000	Revenue reserves $'000	Total reserves $'000	Total $'000	Total non-controlling interests $'000	Total equity $'000
At 1 January 2024	**6,233,595**	**(31,046)**	**(62,206)**	**603,314**	**(362,075)**	**(1,972,773)**	**(38,528)**	**160,679**	**2,796,487**	**583,790**	**7,327,447**	**341,068**	**7,668,515**
Profit for the financial year	–	–	–	–	–	–	–	–	86,423	86,423	86,423	41,911	128,334
Other comprehensive income													
Net loss on fair value changes during the financial year	–	–	–	–	–	–	(57,534)	–	–	(57,534)	(57,534)	–	(57,534)
Recognised in the profit and loss account on occurrence of hedged transactions	–	–	–	–	–	–	33,136	–	–	33,136	33,136	–	33,136
Foreign currency translation adjustments	–	–	–	–	–	(58,558)	–	–	–	(58,558)	(58,558)	47	(58,511)
Share of other comprehensive income of joint ventures and associates	–	–	–	–	–	(15,811)	–	–	–	(15,811)	(15,811)	–	(15,811)
Other comprehensive income for the financial year, net of tax	–	–	–	–	–	(74,369)	(24,398)	–	–	(98,767)	(98,767)	47	(98,720)
Total comprehensive income for the year	–	–	–	–	–	(74,369)	(24,398)	–	86,423	(12,344)	(12,344)	41,958	29,614
Contributions by and distributions to owners													
Transfer to share-based compensation reserve on vesting	–	–	25,733	–	–	–	–	(25,733)	–	(25,733)	–	–	–
Share-based expense	–	–	–	–	–	–	–	21,149	–	21,149	21,149	–	21,149
Purchase of treasury shares	–	(28,468)	–	–	–	–	–	–	–	–	(28,468)	–	(28,468)
Issue of treasury shares for director fees	–	500	–	–	–	–	–	–	–	–	500	–	500
Dividends on ordinary shares (Note 27)	–	–	–	–	–	–	–	–	(265,805)	(265,805)	(265,805)	–	(265,805)
Dividend paid to Minority Shareholder	–	–	–	–	–	–	–	–	–	–	–	(74,148)	(74,148)
Accrued capital securities distribution	–	–	–	32,581	–	–	–	–	(32,581)	(32,581)	–	–	–
Payment of capital securities distribution	–	–	–	(32,581)	–	–	–	–	–	–	(32,581)	–	(32,581)
Total contributions by and distributions to owners	–	(27,968)	25,733	–	–	–	–	(4,584)	(298,386)	(302,970)	(305,205)	(74,148)	(379,353)
Total transactions with owners in their capacity as owners	–	(27,968)	25,733	–	–	–	–	(4,584)	(298,386)	(302,970)	(305,205)	(74,148)	(379,353)
At 31 December 2024	**6,233,595**	**(59,014)**	**(36,473)**	**603,314**	**(362,075)**	**(2,047,142)**	**(62,926)**	**156,095**	**2,584,524**	**268,476**	**7,009,898**	**308,878**	**7,318,776**

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

31 December 2023 Group	Share capital (Note 26) $'000	Treasury shares (Note 26) $'000	Share held in trust (Note 26) $'000	Capital securities (Note 26) $'000	Capital reserves[1] $'000	Foreign currency translation reserves[2] $'000	Fair value adjustment reserves[3] $'000	Share-based compensation reserves[4] $'000	Revenue reserves $'000	Total reserves $'000	Total $'000	Total non-controlling interests $'000	Total equity $'000
	Attributable to owners of the Company												
At 1 January 2023	6,233,595	(6,543)	(88,173)	603,453	(411,848)	(1,631,083)	(40,853)	163,580	2,836,970	916,766	7,659,098	423,613	8,082,711
Hyperinflation restatement to 1 January 2023*	–	–	–	–	–	–	–	–	1,001	1,001	1,001	–	1,001
At 1 January 2023 (Restated)	6,233,595	(6,543)	(88,173)	603,453	(411,848)	(1,631,083)	(40,853)	163,580	2,837,971	917,767	7,660,099	423,613	8,083,712
Profit for the financial year	–	–	–	–	–	–	–	–	278,721	278,721	278,721	72,276	350,997
Other comprehensive income													
Net gain on fair value changes during the financial year	–	–	–	–	–	–	11,479	–	–	11,479	11,479	–	11,479
Recognised in the profit and loss account on occurrence of hedged transactions	–	–	–	–	–	–	(9,154)	–	–	(9,154)	(9,154)	–	(9,154)
Foreign currency translation adjustments	–	–	–	–	–	(348,693)	–	–	–	(348,693)	(348,693)	(92,179)	(440,872)
Share of other comprehensive income of joint ventures and associates	–	–	–	–	–	7,003	–	–	–	7,003	7,003	–	7,003
Other comprehensive income for the financial year, net of tax	–	–	–	–	–	(341,690)	2,325	–	–	(339,365)	(339,365)	(92,179)	(431,544)
Total comprehensive income for the year	–	–	–	–	–	(341,690)	2,325	–	278,721	(60,644)	(60,644)	(19,903)	(80,547)
Contributions by and distributions to owners													
Transfer to share-based compensation reserve on vesting	–	–	25,967	–	–	–	–	(25,967)	–	(25,967)	–	–	–
Share-based expense	–	–	–	–	–	–	–	23,066	–	23,066	23,066	–	23,066
Purchase of treasury shares	–	(24,870)	–	–	–	–	–	–	–	–	(24,870)	–	(24,870)
Issue of treasury shares for director fees	–	367	–	–	–	–	–	–	–	–	367	–	367
Dividends on ordinary shares (Note 27)	–	–	–	–	–	–	–	-	(287,714)	(287,714)	(287,714)	–	(287,714)
Dividend paid to Minority Shareholder	–	–	–	–	–	–	–	–	–	–	–	(53,229)	(53,229)
Accrued capital securities distribution	–	–	–	32,491	–	–	–	–	(32,491)	(32,491)	–	–	–
Payment of capital securities distribution	–	–	–	(32,630)	–	–	–	–	–	–	(32,630)	–	(32,630)
Total contributions by and distributions to owners	–	(24,503)	25,967	(139)	–	–	–	(2,901)	(320,205)	(323,106)	(321,781)	(53,229)	(375,010)
Changes in ownership interests in subsidiaries													
Acquisition of non-controlling interests without a change in control	–	–	–	–	(17,582)	–	–	–	–	(17,582)	(17,582)	(12,358)	(29,940)
Sale of minority stake in subsidiary without change in control ^	–	–	–	–	67,355	–	–	–	–	67,355	67,355	–	67,355
Proceeds from non-controlling Interest	–	–	–	–	–	–	–	–	–	–	–	2,945	2,945
Total changes in ownership interests in subsidiaries	–	–	–	–	49,773	–	–	–	–	49,773	49,773	(9,413)	40,360
Total transactions with owners in their capacity as owners	–	(24,503)	25,967	(139)	49,773	–	–	(2,901)	(320,205)	(273,333)	(272,008)	(62,642)	(334,650)
At 31 December 2023	6,233,595	(31,046)	(62,206)	603,314	(362,075)	(1,972,773)	(38,528)	160,679	2,796,487	583,790	7,327,447	341,068	7,668,515

* In 2023, the Ghana economy was declared to be hyperinflationary. As a result, SFRS(I) 1-29 Financial Reporting in Hyperinflationary Economies has been applied to the Ghana subsidiary company whose functional currency is the Ghanaian Cedi. The results and financial position of the Group's Ghana subsidiary company was restated to the measuring unit current at the end of the period, with hyperinflationary gains and losses in respect of monetary items being reported in the Profit & Loss account under "Other expenses".

^ This relates to the additional amount of US$50,310,000 (approximately S$67,355,000) received during the year ended 31 December 2023 in relation to a post-closing adjustment set out in the share purchase agreement on sale of 35.43% minority stake in Olam Agri Holdings Limited to the SALIC International Investment Company in 2022.

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

31 December 2024 Company	Attributable to owners of the Company Share capital (Note 26) $'000	Treasury shares (Note 26) $'000	Capital securities (Note 26) $'000	Foreign currency translation reserves[2] $'000	Fair value adjustment reserves[3] $'000	Revenue reserves $'000	Total reserves $'000	Total $'000
At 1 January 2024	**6,233,595**	**(31,046)**	**603,314**	**(217,358)**	**5,864**	**213,361**	**1,867**	**6,807,730**
Profit for the financial year	**–**	**–**	**–**	**–**	**–**	**204,127**	**204,127**	**204,127**
Other comprehensive income								
Net loss on fair value changes during the financial year	**–**	**–**	**–**	**–**	**(31,875)**	**–**	**(31,875)**	**(31,875)**
Foreign currency translation adjustments	**–**	**–**	**–**	**229,940**	**–**	**–**	**229,940**	**229,940**
Other comprehensive income for the financial year, net of tax	**–**	**–**	**–**	**229,940**	**(31,875)**	**–**	**198,065**	**198,065**
Total comprehensive income for the year	**–**	**–**	**–**	**229,940**	**(31,875)**	**204,127**	**402,192**	**402,192**
Contributions by and distributions to owners								
Purchase of treasury shares	**–**	**(28,468)**	**–**	**–**	**–**	**–**	**–**	**(28,468)**
Issue of treasury shares for directors' fees	**–**	**500**	**–**	**–**	**–**	**–**	**–**	**500**
Dividends on ordinary shares (Note 27)	**–**	**–**	**–**	**–**	**–**	**(265,805)**	**(265,805)**	**(265,805)**
Accrued capital securities distribution	**–**	**–**	**32,581**	**–**	**–**	**(32,581)**	**(32,581)**	**–**
Payment of capital securities distribution	**–**	**–**	**(32,581)**	**–**	**–**	**–**	**–**	**(32,581)**
Total contributions by and distributions to owners	**–**	**(27,968)**	**–**	**–**	**–**	**(298,386)**	**(298,386)**	**(326,354)**
Total transactions with owners in their capacity as owners	**–**	**(27,968)**	**–**	**–**	**–**	**(298,386)**	**(298,386)**	**(326,354)**
At 31 December 2024	**6,233,595**	**(59,014)**	**603,314**	**12,582**	**(26,011)**	**119,102**	**105,673**	**6,883,568**

31 December 2023 Company	Attributable to owners of the Company Share capital (Note 26) $'000	Treasury shares (Note 26) $'000	Capital securities (Note 26) $'000	Foreign currency translation reserves[2] $'000	Fair value adjustment reserves[3] $'000	Revenue reserves $'000	Total reserves $'000	Total $'000
At 1 January 2023	6,233,595	(6,543)	603,453	(117,623)	4,941	175,485	62,803	6,893,308
Profit for the financial year	–	–	–	–	–	358,081	358,081	358,081
Other comprehensive income								
Net gain on fair value changes during the financial year	–	–	–	–	923	–	923	923
Foreign currency translation adjustments	–	–	–	(99,735)	–	–	(99,735)	(99,735)
Other comprehensive income for the financial year, net of tax	–	–	–	(99,735)	923	–	(98,812)	(98,812)
Total comprehensive income for the year	–	–	–	(99,735)	923	358,081	259,269	259,269
Contributions by and distributions to owners								
Purchase of treasury shares	–	(24,870)	–	–	–	–	–	(24,870)
Issue of treasury shares for directors' fees	–	367	–	–	–	–	–	367
Dividends on ordinary shares (Note 27)	–	–	–	–	–	(287,714)	(287,714)	(287,714)
Accrued capital securities distribution	–	–	32,491	–	–	(32,491)	(32,491)	–
Payment of capital securities distribution	–	–	(32,630)	–	–	–	–	(32,630)
Total contributions by and distributions to owners	–	(24,503)	(139)	–	–	(320,205)	(320,205)	(344,847)
Total transactions with owners in their capacity as owners	–	(24,503)	(139)	–	–	(320,205)	(320,205)	(344,847)
At 31 December 2023	6,233,595	(31,046)	603,314	(217,358)	5,864	213,361	1,867	6,807,730

1. Capital reserves

Capital reserves represent the premium paid and discounts on acquisition of non-controlling interests, gain on partial disposal of subsidiary which did not result in loss of control, residual amount of convertible bonds net of proportionate share of transaction costs, after deducting the fair value of the debt and derivative component on the date of issuance and the share of capital reserve of a joint venture.

2. Foreign currency translation reserves

The foreign currency translation reserves are used to record exchange differences arising from the translation of the financial statements of the Company and the Group's foreign operations whose functional currencies are different from that of the Group's presentation currency as well as the share of foreign currency translation reserves of joint ventures and associates.

3. Fair value adjustment reserves

Fair value adjustment reserves record the portion of the fair value changes on derivative financial instruments designated as hedging instruments in cash flow hedges that are determined to be effective hedges.

4. Share-based compensation reserves

Share-based compensation reserves represent the equity-settled shares and share options granted to employees. The reserve is made up of the cumulative value of services received from employees recorded over the vesting period commencing from the grant date of equity-settled shares and share options and is reduced by the expiry of the share options.

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Consolidated Cash Flow Statement

For the financial year ended 31 December 2024

	2024 $'000	2023 $'000
Cash flows from operating activities		
Profit before taxation	**201,469**	410,875
Adjustments for:-		
Allowance for doubtful debts	**26,780**	17,970
Amortisation of intangible assets, depreciation of property, plant and equipment and depreciation of right-of-use assets	**755,655**	721,008
Share-based expense	**21,149**	23,066
Fair value gain on biological assets (Note 13)	**(176,051)**	(66,304)
Gain on disposal of joint venture and associate, net (Note 5 and 7)	**(739)**	(6,400)
Loss/(gain) on disposal and write-off of property, plant and equipment and intangible assets (Note 5 and 7)	**29,936**	(6,404)
Impairment of investment in joint venture (Note 7)	**–**	22
Interest income	**(181,737)**	(157,972)
Interest expense	**1,757,897**	1,291,061
Inventories written down, net (Note 19)	**80,974**	30,489
Net monetary (gain)/loss arising from hyperinflationary economies	**(6,364)**	275
Share of results from joint ventures and associates	**19,645**	(1,968)
Operating cash flows before reinvestment in working capital	**2,528,614**	2,255,718
Increase in inventories	**(5,981,034)**	(1,197,768)
Decrease/(increase) in receivables and other current assets	**1,096,376**	(679,035)
Decrease/(increase) in advance payments to suppliers	**190,430**	(306,708)
(Increase)/decrease in margin account with brokers	**(1,387,985)**	253,443
Increase in payables and other current liabilities	**8,768**	705,221
Cash flows (used in)/generated from operations	**(3,544,831)**	1,030,871
Interest income received	**181,737**	157,972
Interest expense paid	**(1,728,996)**	(1,288,125)
Tax paid	**(226,117)**	(235,315)
Net cash flows used in operating activities	**(5,318,207)**	(334,597)
Cash flows from investing activities		
Proceeds from disposal of property, plant and equipment	**71,520**	42,870
Proceeds from disposal of intangible assets	**19,057**	4
Purchase of property, plant and equipment	**(657,896)**	(662,974)
Purchase of intangible assets (Note 12)	**(34,996)**	(33,689)
Acquisition of subsidiaries, net of cash acquired (Note 12)	**(19,510)**	204
Investment/loan to associates and joint ventures, net	**(4,556)**	(537)
Dividends received from associates and joint ventures	**5,452**	5,671
Sale proceeds and advance received from sale of joint venture	**2,131**	904
Proceeds from divestment of subsidiary	**–**	67,355
Net cash flows used in investing activities	**(618,798)**	(580,192)

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

	2024 $'000	2023 $'000
Cash flows from financing activities		
Dividends paid on ordinary shares by the Company	**(265,805)**	(287,714)
Dividend paid to non-controlling interest shareholder	**(74,148)**	(53,229)
Acquisition of non-controlling interest	**–**	(29,940)
Proceeds from non-controlling interest	**–**	2,945
Proceeds from borrowings, net	**5,923,834**	370,462
Repayment of lease liabilities	**(154,291)**	(159,397)
Payment of capital securities, net of distribution	**(32,581)**	(32,630)
Purchase of treasury shares	**(28,468)**	(24,870)
Net cash flows generated from/(used in) financing activities	**5,368,541**	(214,373)
Net effect of exchange rate changes on cash and cash equivalents	**(38,559)**	(243,718)
Net decrease in cash and cash equivalents	**(607,023)**	(1,372,880)
Cash and cash equivalents at beginning of period	**3,225,954**	4,598,834
Cash and cash equivalents at end of period (Note 33)	**2,618,931**	3,225,954

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

These notes form an integral part of the financial statements.

The financial statements for the financial year ended 31 December 2024 were authorised for issue by the Board of Directors on 24 March 2025.

1. Corporate information

Olam Group Limited (the 'Company') is a limited liability company, which is domiciled and incorporated in Singapore. The Company is listed on the Singapore Exchange Securities Trading Limited (SGX-ST).

The Company's immediate holding company is Temasek Capital (Private) Limited and its ultimate holding company is Temasek Holdings (Private) Limited; both companies are incorporated in Singapore.

The principal activities of the Company are those of investment holding. The principal activities of the significant subsidiaries are disclosed in Note 14.

The registered office and principal place of business of the Company is at 7 Straits View, #20-01 Marina One East Tower, Singapore 018936.

2. Material accounting policy information

2.1 Basis of preparation

The consolidated financial statements of the Company and its subsidiary companies collectively, the Group, and the balance sheet and statement of changes in equity of the Company have been prepared in accordance with Singapore Financial Reporting Standards (International) (SFRS(I)).

The financial statements have been prepared on a historical cost basis except as disclosed in the accounting policies below.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 3.

The financial statements are presented in Singapore Dollars ($ or SGD) and all values in the tables are rounded to the nearest thousand ($'000) as indicated.

2.2 Changes in accounting policies

The accounting policies adopted are consistent with the previous financial year except that in the current financial year, the Group has adopted all the new and revised standards which are effective for annual financial periods beginning on or after 1 January 2024. The adoption of these standards did not have any effect on the financial performance or position of the Group and the Company with the exception of the following as discussed below.

2. Material accounting policy information continued

2.3 Standards issued but not yet effective

The Group has not adopted the following standards and interpretations that have been issued but are not yet effective:

Description	Effective for financial year beginning on
Amendments to SFRS(I) 1-21, SFRS(I) 1: Lack of Exchangeability	1 January 2025
Amendments to SFRS(I) 9 & SFRS(I) 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
Annual Improvements to SFRS(I)s - Volume 11	1 January 2026
Amendments to SFRS(I) 9 & SFRS(I) 7: Contracts Referencing Nature-dependent Electricity	1 January 2026
SFRS(I) 18 Presentation and Disclosure in Financial Statements	1 January 2027
SFRS(I) 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to SFRS(I) 10 & SFRS(I) 1-28 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Date to be determined

Except for SFRS(I) 18 Presentation and Disclosure in Financial Statements, the directors expect that the adoption of the other standards and interpretations above will have no material impact on the financial statements in the period of initial application. The nature of the impending changes in accounting policy on adoption of SFRS(I) 18 Presentation and Disclosure in Financial Statements is described below.

SFRS(I) 1-18 Presentation and Disclosure in Financial Statements

In April 2024, SFRS(I) 18, which replaces SFRS(I) 1-1 Presentation of Financial Statements. SFRS(I) 18 introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals was issued. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations, whereof the first three are new.

It also requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements (PFS) and the notes.

In addition, narrow-scope amendments have been made to SFRS(I) 1-7 Statement of Cash Flows, which include changing the starting point for determining cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and removing the optionality around classification of cash flows from dividends and interest. In addition, there are consequential amendments to several other standards.

SFRS(I) 18, and the amendments to the other standards, is effective for reporting periods beginning on or after 1 January 2027, but earlier application is permitted and must be disclosed. SFRS(I) 18 will apply retrospectively.

The Group is currently working to identify all impacts the amendments will have on the primary financial statements and notes to the financial statements.

2. Material accounting policy information continued

2.4 Functional and foreign currency

The Group's consolidated financial statements are presented in Singapore Dollars as the Company is domiciled in Singapore.

The Company's functional currency is the United States Dollar ('USD'), which reflects the economic substance of the underlying events and circumstances of the Company as most of the Company's transactions are denominated in USD. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

a. Transactions and balances

Transactions in foreign currencies are measured in the respective functional currencies of the Company and its subsidiaries and are recorded on initial recognition in the functional currencies at exchange rates approximating those ruling at the transaction dates. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates as at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured.

The foreign currency translation reserve is reclassified from equity to profit or loss of the Group on disposal of the foreign operation.

b. Consolidated financial statements

For consolidation purpose, the assets and liabilities of foreign operations are translated into USD at the rate of exchange ruling at the balance sheet date and their profit or loss are translated at the weighted average exchange rates for the year. The exchange differences arising on the translation are recognised in other comprehensive income. On disposal of a foreign operation, the component of other comprehensive income relating to that particular foreign operation is recognised in profit or loss.

In the case of a partial disposal without loss of control of a subsidiary that includes a foreign operation, the proportionate share of the cumulative amount of the exchange differences are re-attributed to non-controlling interest and are not recognised in profit or loss. For partial disposals of associates or joint ventures that are foreign operations, the proportionate share of the accumulated exchange differences is reclassified to profit or loss.

c. Translation to the presentation currency

The financial statements are presented in Singapore Dollar ('SGD') as the Company's principal place of business is in Singapore.

The financial statements are translated from USD to SGD as follows:-

- Assets and liabilities for each balance sheet presented are translated at the closing rate ruling at that balance sheet date;
- Income and expenses for each profit and loss account are translated at average exchange rates for the year, which approximates the exchange rates at the dates of the transactions; and
- All exchange differences arising on the translation are included in the foreign currency translation reserves.

2. Material accounting policy information continued

2.5 Subsidiary companies, basis of consolidation, business combinations and held for sale

a. Subsidiary companies

A subsidiary is an investee that is controlled by the Group. The Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less impairment losses.

A list of the Group's significant subsidiary companies is shown in Note 14.

b. Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the end of the reporting period. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same reporting date as the Company. Consistent accounting policies are applied to like transactions and events in similar circumstances.

All intra-group balances, income and expenses and unrealised gains and losses resulting from intra-group transactions and dividends are eliminated in full.

Subsidiaries are consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Losses within a subsidiary are attributed to the non-controlling interest even if that results in a deficit balance.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it:

- Derecognises the assets (including goodwill) and liabilities of the subsidiary at their carrying amounts at the date when control is lost;
- Derecognises the carrying amount of any non-controlling interest;
- Derecognises the cumulative translation differences recorded in equity;
- Recognises the fair value of the consideration received;
- Recognises the fair value of any investment retained;
- Recognises any surplus or deficit in profit or loss;
- Reclassifies the Group's share of components previously recognised in other comprehensive income to profit or loss or retained earnings, as appropriate.

c. Business combinations and goodwill

Business combinations are accounted for by applying the acquisition method. Identifiable assets acquired and liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Acquisition-related costs are recognised as expenses in the periods in which the costs are incurred and the services are received.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset or liability, will be recognised in profit or loss.

Non-controlling interest in the acquiree, that are present ownership interests and entitle their holders to a proportionate share of net assets of the acquiree are recognised on the acquisition date at either fair value, or the non-controlling interest's proportionate share of the acquiree's identifiable net assets.

Any excess of the sum of the fair value of the consideration transferred in the business combination, the amount of non-controlling interest in the acquiree (if any) and the fair value of the Group's previously held equity interest in the acquiree (if any) over the net fair value of the acquiree's identifiable assets and liabilities is recorded as goodwill. In instances where the latter amount exceeds the former, the excess is recognised as gain on bargain purchase in profit or loss on the acquisition date. The accounting policy for goodwill is set out in Note 2.10(a).

2. Material accounting policy information continued

2.5 Subsidiary companies, basis of consolidation, business combinations and held for sale continued

d. Held for sale

Non-current assets and disposal groups classified as held for sale are measured at the lower of carrying amount and fair value less costs to sell. Non-current assets and disposal groups are classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset or disposal group is available for immediate sale in its present condition. Management must be committed to the sale which should be expected to qualify for recognition as a completed sale within one year from the date of classification.

A discontinued operation is a component of an entity that either has been disposed or is classified as held for sale, and:

- represents a separate major line of business or geographical area of operations;
- is part of a single co-ordinated plan to dispose of a major separate line of business or geographical area of operations; or
- is a subsidiary acquired exclusively with a view to resale

2.6 Transactions with non-controlling interests

Non-controlling interest represents the equity in subsidiaries not attributable, directly or indirectly, to owners of the Company, and are presented separately in the consolidated profit and loss and within equity in the consolidated balance sheet, separately from equity attributable to owners of the Company.

Changes in the Company's interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions. In such circumstances, the carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interest is adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

2.7 Joint arrangements

A joint arrangement is a contractual arrangement whereby two or more parties have joint control. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

A joint arrangement is classified either as joint operation or joint venture, based on the rights and obligations of the parties to the arrangement.

To the extent the joint arrangement provides the Group with rights to the assets and obligations for the liabilities relating to the arrangement, the arrangement is a joint operation. To the extent the joint arrangement provides the Group with rights to the net assets of the arrangement, the arrangement is a joint venture.

The Group recognises its interest in a joint venture as an investment and accounts for the investment using the equity method. The accounting policy for investment in joint venture is set out in Note 2.8.

2. Material accounting policy information continued

2.8 Joint ventures and associates

An associate is an entity over which the Group has the power to participate in the financial and operating policy decisions of the investee but does not have control or joint control of those policies.

The Group accounts for its investments in associates and joint ventures using the equity method from the date on which it becomes an associate or joint venture.

On acquisition of the investment, any excess of the cost of the investment over the Group's share of the net fair value of the investee's identifiable assets and liabilities represents goodwill and is included in the carrying amount of the investment. Any excess of the Group's share of the net fair value of the investee's identifiable assets and liabilities over the cost of the investment is included as income in the determination of the entity's share of the associate or joint venture's profit or loss in the period in which the investment is acquired.

Under the equity method, the investments in associates or joint ventures are carried in the balance sheet at cost plus post-acquisition changes in the Group's share of net assets of the associates or joint ventures. The profit or loss reflects the share of results of the operations of the associates or joint ventures. Distributions received from joint ventures or associates reduce the carrying amount of the investment. Where there has been a change recognised in other comprehensive income by the associates or joint venture, the Group recognises its share of such changes in other comprehensive income. Unrealised gains and losses resulting from transactions between the Group and associate or joint ventures are eliminated to the extent of the interest in the associates or joint ventures.

When the Group's share of losses in an associate or joint venture equals or exceeds its interest in the associate or joint venture, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate or joint venture.

2.9 Property, plant and equipment

All items of property, plant and equipment are initially recorded at cost. Such cost includes the cost of replacing part of the property, plant and equipment and borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying property, plant and equipment. The accounting policy for borrowing costs is set out in Note 2.16. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably.

Subsequent to recognition, all items of property, plant and equipment (except for freehold land) are stated at cost less accumulated depreciation and accumulated impairment losses. Freehold land has an unlimited useful life and therefore is not depreciated. Buildings and improvements are depreciable over the shorter of the estimated useful life of the asset or the lease period, where applicable.

Depreciation of an asset begins when it is available for use and is computed on a straight-line basis over the estimated useful life except for ginning assets of Queensland Cotton Holdings Pty Ltd., which are depreciated using the units of use method. The estimated useful life of the assets is as follows:-

Bearer plants	• 15 to 30 years
Buildings and improvements	• 5 to 50 years
Plant and machinery	• 3 to 25 years; 30 years for ginning assets
Motor vehicles	• 3 to 5 years
Furniture and fittings	• 5 years
Office equipment	• 5 years
Computers	• 3 years

Bearer plants - Immature plantations are stated at acquisition cost which includes costs incurred for field preparation, planting, farming inputs and maintenance, capitalisation of borrowing costs incurred on loans used to finance the development of immature plantations and an allocation of other indirect costs based on planted hectarage.

Capital work-in-progress is not depreciated as these assets are not yet available for use.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in the profit and loss account in the year the asset is derecognised.

2. Material accounting policy information continued

2.10 Intangible assets

a. Goodwill

Goodwill is initially measured at cost. Following initial recognition, goodwill is measured at cost less any accumulated impairment losses.

For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

The cash-generating unit to which goodwill has been allocated is tested for impairment annually and whenever there is an indication that the cash-generating unit may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of each cash-generating unit (or group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit is less than the carrying amount, an impairment loss is recognised in the profit and loss account. Impairment losses recognised for goodwill are not reversed in subsequent periods.

Where goodwill forms part of a cash-generating unit and part of the operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative fair values of the operations disposed of and the portion of the cash-generating unit retained.

b. Other intangible assets

Intangible assets acquired separately are measured initially at cost. Following initial acquisition, intangible assets are measured at cost less any accumulated amortisation and accumulated impairment losses.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite useful lives are amortised on a straight-line basis over the estimated useful lives and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method are reviewed at least at each financial year end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset is accounted for by changing the amortisation period or method, as appropriate, and are treated as changes in accounting estimates.

Intangible assets with indefinite useful lives or that are not yet available for use are not subject to amortisation and they are tested for impairment annually or more frequently if the events and circumstances indicate that the carrying value may be impaired either individually or at the cash-generating unit level. Such intangible assets are not amortised. The useful life of an intangible asset with an indefinite useful life is reviewed annually to determine whether the useful life assessment continues to be supportable.

2. Material accounting policy information continued

2.11 Biological assets

a. Agricultural produce ('Fruits on trees') and annual crops

The fair value of agricultural produce ('fruits on trees') is estimated using the discounted cash flow model, with any changes recognised in the profit or loss. The fair value takes into account yields, current market prices and related costs. The calculated value is then discounted by a suitable factor to take into account the agricultural risk until maturity.

The annual crops are carried at fair value based on the estimate of the price, yield and cost of the crop at harvest discounted for the remaining time to harvest. Where at any period end, little biological transformation has taken place since initial cost incurrence (for example, for seedlings planted immediately prior to the end of a reporting period), the annual crops have been carried at cost which approximates fair value.

b. Livestock

The fair value of livestock is estimated using the discounted cash flow model, with any resultant gain or loss recognised in the profit or loss. The fair value of livestock takes into account milk yields, market prices of livestock of similar age, breed and generic merit, related costs and discount factor to account for the agricultural risk of the livestock.

c. Poultry

Poultry are stated at fair value less estimated costs to sell, with any resultant gain or loss recognised in the profit or loss. Costs to sell include all costs that would be necessary to sell the assets. The fair value of poultry is determined based on estimated market price of livestock of similar age, breed and generic merit.

Breeding chickens are carried at fair value, which approximates cost and are amortised over the economic egg-laying lives of the breeding chickens after they start producing eggs.

2.12 Impairment of non-financial assets

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any indication exists, or when an annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount. The Group makes an estimate of the asset's recoverable amount with the help of independent professional valuers where applicable.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. In assessing value in use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used. Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount.

Impairment losses are recognised in profit or loss. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increased amount cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss. Impairment losses relating to goodwill cannot be reversed in future periods.

2. Material accounting policy information continued

2.13 Financial instruments

a. Financial assets

Initial recognition and measurement

Financial assets are recognised when, and only when, the Group becomes a party to the contractual provisions of the instruments. The Group determines the classification of its financial assets at initial recognition.

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

Trade receivables are measured at the amount of consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third party, if the trade receivables do not contain a significant financing component at initial recognition.

Subsequent measurement

Debt instruments – amortised costs

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in profit or loss when the assets are derecognised or impaired, and through amortisation process.

Derivatives

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period. Changes in fair value of derivatives are recognised in profit or loss.

Impairment

For trade receivables, the Group applies a simplified approach in calculating expected credit losses (‘ECLs’). The Group recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. This is similar for other financial assets on the balance sheet. Impairment losses are reflected in the allowance account of the respective financial asset class on the balance sheet:

- Loan to associate (Note 15)
- Amount due from subsidiary companies, net (Note 16)
- Trade receivables (Note 17)
- Other current assets – Sundry receivables, export incentives and subsidies receivable, deposits, staff advances and insurance receivables (Note 21)

Derecognition

A financial asset is derecognised when the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income for debt instruments, is recognised in profit or loss.

2. Material accounting policy information continued

2.13 Financial instruments continued

b. Financial liabilities

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Group becomes a party to the contractual provisions of the financial instrument. The Group determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value plus, in the case of financial liabilities not at fair value through profit or loss, directly attributable transaction costs.

Subsequent measurement

After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability and the difference in the respective carrying amounts are recognised in profit or loss.

c. Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is presented in the balance sheets, when and only when, there is a currently enforceable legal right to set off the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

2.14 Cash and cash equivalents

Cash and cash equivalents comprise cash and bank balances and short-term fixed bank deposits that are subject to an insignificant risk of changes in value. These also include bank overdrafts that form an integral part of the Group's cash management. Cash and cash equivalents carried in the balance sheets are classified and accounted as measured at amortised cost under SFRS(I) 9. The accounting policy for this category of financial assets is stated in Note 2.13.

2.15 Inventories

Inventories for commodity trading businesses are measured at fair value less costs to sell, with changes in fair value less costs to sell recognised in the profit or loss in the period of the change.

Other inventories are stated at the lower of cost and net realisable value and are valued on a weighted average cost basis. Net realisable value represents the estimated selling price in the ordinary course of business, less anticipated cost of disposal and after making allowance for damages and slow-moving items.

For fruits on trees that are harvested, these are stated at fair value less estimated point-of-sale costs at the time of harvest (the 'initial cost'). Thereafter these inventories are carried at the lower of initial cost and net realisable value.

Where necessary, allowance is provided for damaged, obsolete and slow-moving items to adjust the carrying value of inventories to the lower of cost and net realisable value.

2.16 Borrowing costs

Borrowing costs are capitalised as part of the cost of a qualifying asset if they are directly attributable to the acquisition, construction or production of that asset. Capitalisation of borrowing costs commences when the activities to prepare the asset for its intended use or sale are in progress and the expenditures and borrowing costs are incurred. Borrowing costs are capitalised until the assets are substantially completed for their intended use or sale. All other borrowing costs are expensed in the period they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

2. Material accounting policy information continued

2.17 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at each balance sheet date and adjusted to reflect the current best estimates. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

2.18 Employee benefits

a. Defined contribution plan

The Group participates in the national pension schemes as defined by the laws of countries in which it has operations. In particular, the Singapore companies in the Group make contributions to the Central Provident Fund scheme in Singapore, a defined contribution pension scheme. Contributions to defined contribution pension schemes are recognised as an expense in the period in which the related service is performed.

b. Employee share options scheme/share grant plan

Employees (including senior executives) of the Group receive remuneration in the form of share options or shares as consideration for services rendered ('equity-settled transactions').

The cost of these equity-settled share-based payment transactions with employees is measured with reference to the fair value at the date on which the share subscriptions/options are granted which takes into account market conditions and non-vesting conditions.

This cost is recognised in the profit or loss, with a corresponding increase in the share-based compensation reserve, over the vesting period. The cumulative expense recognised at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Group's best estimate of the number of options that will ultimately vest. The charge or credit to the profit or loss for a period represents the movement in cumulative expense recognised as at the beginning and end of that period and is recognised in employee benefits expense.

No expense is recognised for options that do not ultimately vest, except for options where vesting is conditional upon a market condition or non-vesting condition, which are treated as vested irrespective of whether or not the market condition or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied. In the case where the option does not vest as the result of a failure to meet a non-vesting condition that is within the control of the Group or the employee, it is accounted for as a cancellation. In such case, the amount of the compensation cost that otherwise would be recognised over the remainder of the vesting period is recognised immediately in profit or loss upon cancellation.

Where the terms of an equity-settled award are modified, an expense is recognised as if the terms had not been modified. In addition, an expense is recognised for a modification, which increases the total fair value of the share-based payment arrangement, or is otherwise beneficial to the employee as measured at the date of modification.

Where an equity-settled award is cancelled, it is treated as if it has vested on the date of cancellation, and any expense not yet recognised for the award is recognised immediately. However, if a new award is substituted for the cancelled award, and designated as a replacement award on the date that it is granted, the cancelled and new awards are treated as if they were a modification of the original award, as described in the previous paragraph.

2. Material accounting policy information continued

2.19 Leases

Lease contracts, as defined by SFRS(I) 16 Leases, are recorded in the balance sheet, which leads to the recognition of:

- an asset representing a right-of-use of the asset leased during the lease term of the contract;
- a liability related to the payment obligation.

Right-of-use assets

Right-of-use assets are measured at cost, which comprise the following - lease liability, lease payments made at or prior to delivery, less lease incentives received, initial direct costs and restoration obligations.

Following initial recognition, right-of-use assets are subsequently measured at amortised cost and depreciated over the term of the lease using the straight-line method.

Lease liability

The lease liability at commencement date is recognised for an amount equal to the present value of the lease payments over the lease term.

The lease liability is subsequently measured based on a process similar to the amortised cost method using the discount rate: where the liability is increased by the accrued interests resulting from the discounting of the lease liability, at the beginning of the lease period and less payments made. The interest cost for the period as well as variable payments, not taken into account in the initial measurement of the lease liability and incurred over the relevant period are recognised as costs.

Variable lease payments

The Group has 'Tiered Revenue Sharing Arrangements' for certain leases of land, buildings, plant and machinery and other assets. Arising from such arrangements are variable lease payments that do not depend on an index or rate and are based on production volumes or revenues of the underlying performance of the respective business units. Such variable lease payments are recognised in profit or loss in the period in which the event that triggers the occurrence of payments.

To the extent that the lease contract is a tiered revenue sharing arrangement in a sale and leaseback transaction, the Group shall measure the right-of-use asset arising from the leaseback at the proportion of the previous carrying amount of the asset that relates to the right-of-use retained by the Group. Accordingly, the Group shall recognise only the amount of any gain or loss that relates to the rights transferred to the buyer-lessor.

Short-term leases and low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of land, buildings, plant and machinery and other assets (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to other assets that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

2. Material accounting policy information continued

2.20 Revenue from contracts with customers

Revenue is measured based on the consideration to which the Group expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Group satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

a. Sale of goods

Revenue from sale of goods is recognised at the point in time when control of the asset is transferred to the customer, generally on delivery of the goods as performance obligation is judged to have been satisfied and revenue is therefore recognised.

Revenue is measured at the consideration promised in the contract with a customer, less discounts and rebates.

b. Sale of services

Revenue from services rendered is recognised in the accounting period in which services are rendered.

Chartering income

Revenue from time charter hire is recognised on a straight-line basis over the period of the time charter contracts. The portion of the revenue relating to the unexpired time charter period is accounted for as deferred income in the consolidated balance sheet.

Freight income derived from the provision of voyage charters is recognised over the voyage duration as the freight services are rendered. Freight income is recognised as of the date on which a vessel embarks from the port where the cargo was loaded to the discharge of the cargo, and adjustments are made for any portions of uncompleted voyages based on pro-rata basis.

2.21 Interest income

Interest income is recognised using the effective interest method.

2.22 Government grants, export incentives and subsidies

Government grants, export incentives and subsidies are recognised at their fair values when there is reasonable assurance that the grant will be received and all conditions attached will be complied with. When the grant relates to an expense item, it is recognised in the profit or loss over the period necessary to match it on a systematic basis to the costs that it is intended to compensate. When the grant relates to an asset, the fair value is recognised as deferred capital grant on the balance sheet and is amortised to the profit or loss over the expected useful life of the relevant asset by equal annual instalments.

2. Material accounting policy information continued

2.23 Taxes

a. Current income tax

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the end of the reporting period, in the countries where the Group operates and generates taxable income.

Current income taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, either in other comprehensive income or directly in equity. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

b. Deferred tax

Deferred tax is provided using the liability method on temporary differences at the balance sheet date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all temporary differences, except:-

- where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, carryforward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carryforward of unused tax credits and unused tax losses can be utilised except:-

- where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; and
- in respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

2. Material accounting policy information continued

2.23 Taxes continued

b. Deferred tax continued

The carrying amount of deferred tax asset is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each balance sheet date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the balance sheet date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in other comprehensive income or directly in equity and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current income tax assets against current income tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, would be recognised subsequently if new information about facts and circumstances changed. The adjustment would be treated either as a reduction to goodwill (as long as it does not exceed goodwill) if incurred during the measurement period or in profit or loss.

c. Sales tax

Revenues, expenses and assets are recognised net of the amount of sales tax except:-

- where the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case the sales tax is recognised as part of the cost of acquisition of the assets or as part of the expense item as applicable; and
- where receivables and payables are stated with the amount of sales tax included.

The net amount of sales tax recoverable from or payable to the taxation authority is included as part of receivables or payables in the balance sheet.

d. Pillar Two income taxes

Pillar Two legislation has been enacted, or substantively enacted, in certain jurisdictions where the Group operates. The Group has performed an assessment of its exposure to Pillar Two top-up taxes for the year ended 31 December 2024. Based on the assessment, the Group has assessed that it qualifies for the Transitional Country-by-Country Reporting Safe Harbour for its material subsidiaries for the financial year ended 31 December 2024 except for subsidiaries in limited jurisdictions where the Pillar Two effective tax rate is below 15%. The Group has assessed the Pillar Two top-up tax in these limited jurisdictions to not have a significant impact to the Group for the year ended 31 December 2024. The Group continues to follow Pillar Two legislative developments, as further countries enact the Pillar Two model rules, to evaluate the potential future impact on its consolidated results of operations, balance sheets and cash flow.

2. Material accounting policy information continued

2.24 Segment reporting

For management purposes, the Group is organised into operating segments based on their products and services, which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge.

The segment managers report directly to the management of the Company which regularly reviews the segment results in order to allocate resources to the segments and to assess the segment performance. Additional disclosures on each of these segments are shown in Note 38, including the factors used to identify the reportable segments and the measurement basis of segment information.

2.25 Share capital and share issue expenses

Proceeds from issuance of ordinary shares net of directly attributable expenses are recognised as share capital in equity.

2.26 Treasury shares

The Group's own equity instruments which are reacquired (treasury shares) are recognised at cost (including directly attributable expenses) and deducted from equity. No gain or loss is recognised in profit or loss on the purchase, sale, issue or cancellation of the Group's own equity instruments. Any difference between the carrying amount of treasury shares and the consideration received, if reissued, is recognised directly in equity. Voting rights related to treasury shares are nullified for the Group and no dividends are allocated to them respectively.

2.27 Perpetual capital securities

The perpetual capital securities do not have a maturity date and the Company is able to elect to defer making a distribution subject to the terms and conditions of the securities issue. The Company is considered to have no contractual obligation to make principal repayments or distributions in respect of its perpetual capital securities issue. Accordingly, the perpetual capital securities do not meet the definition for classification as financial liability and are presented within equity. Distributions are treated as dividends which will be directly debited from equity. Incremental costs directly attributable to the issue of the perpetual capital securities are deducted against the proceeds from the issue.

2.28 Contingencies

A contingent liability is:-

a. a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group; or
b. a present obligation that arises from past events but is not recognised because:
    i. it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
    ii. the amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group.

Contingent liabilities and assets are not recognised on the balance sheet of the Group, except for contingent liabilities assumed in a business combination that are present obligations and for which the fair values can be reliably determined.

2. Material accounting policy information continued

2.29 Derivative financial instruments and hedging activities

Derivative financial instruments include forward currency contracts, commodity futures, options, over-the-counter ('OTC') structured products, commodity physical forwards, foreign currency swap and interest rate swap contracts. These are used to manage the Group's exposure to risks associated with foreign currency, commodity price and interest rate fluctuations. Certain derivatives are also used for trading purposes. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivative financial instruments are carried as assets when the fair value is positive and as liabilities when the fair value is negative.

The fair value of forward currency contracts and interest rate derivatives are calculated by reference to current forward exchange rates and interest rates respectively for contracts with similar maturity profiles. The fair values of commodity futures, options, OTC structured products and physical forwards are determined by reference to available market information and market valuation methodology. Where the quoted market prices are not available, fair values are based on management's best estimates, which are arrived at by reference to market prices.

Hedge accounting

The Group applies hedge accounting for certain hedging relationships which qualify for hedge accounting.

For the purpose of hedge accounting, hedges are classified as:-

- fair value hedges when hedging the exposure to changes in the fair value of a recognised asset or liability or an unrecognised firm commitment; or
- cash flow hedges when hedging exposure to variability in cash flows that is either attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction or the foreign currency risk in an unrecognised firm commitment.

a. Fair value hedges

Fair value hedge accounting is applied to hedge the Group's exposure to changes in the fair value portion of such an asset or liability or an identified portion of such an asset or liability that is attributable to a particular risk – commodity price risk that could affect the profit and loss account. For fair value hedges, the carrying amount of the hedged item (inventories) is adjusted for gains and losses attributable to the risk being hedged, the derivative (hedging instrument) is remeasured at fair value, gains and losses from both are taken to the profit and loss account.

When inventories are designated as a hedged item, the subsequent cumulative change in the fair value of these inventories attributable to the hedged commodity price risk is recognised as part of inventories with a corresponding gain or loss in the profit and loss account. The hedging instrument is recorded at fair value as an asset or liability and the changes in the fair value of the hedging instrument are also recognised in the profit and loss account.

The application of hedge accounting is discontinued in cases where the Group revokes the hedging relationship. Effective from SFRS(I) 9, hedging relationships may not be voluntarily revoked unless there is a change in risk management objective. Accordingly, in cases where a hedging relationship ceases to meet the hedge effectiveness requirement relating to the hedge ratio but the risk management objective remains unchanged, the Group adjusts the hedging ratio to re-establish the effectiveness of the hedging relationship. Furthermore, the Group discontinues the application of hedge accounting in cases where there is a change in the risk management objective for the hedging relationship.

b. Cash flow hedges

For each cash flow hedge relationship, the effective part of any gain or loss on the derivative financial instrument is recognised directly in other comprehensive income. Amounts recognised as other comprehensive income are transferred to profit or loss when the hedged transaction affects profit or loss. The ineffective part of any gain or loss is recognised immediately in the profit and loss account at the time hedge effectiveness is tested.

When a cash flow hedge is discontinued, any cumulative gain or loss previously recognised in other comprehensive income will remain in the cash flow hedge reserve until the future cash flows occur.

If the hedged future cash flow is no longer expected to occur, the net cumulative gain or loss is immediately reclassified to profit and loss account.

2. Material accounting policy information continued

2.30 Related parties

A related party is defined as follows:-

a. A person or a close member of that person's family is related to the Group and Company if that person:

   i. has control or joint control over the Company;

   ii. has significant influence over the Company; or

   iii. is a member of the key management personnel of the Group or Company or of a parent of the Company.

b. An entity is related to the Group and the Company if any of the following conditions applies:-

   i. the entity and the Company are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).

   ii. one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).

   iii. both entities are joint ventures of the same third party.

   iv. one entity is a joint venture of a third entity and the other entity is an associate of the third entity.

   v. the entity is a post-employment benefit plan for the benefit of employees of either the Company or an entity related to the Company. If the Company is itself such a plan, the sponsoring employers are also related to the Company.

   vi. the entity is controlled or jointly controlled by a person identified in (a).

   vii. a person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

3. Significant accounting judgements and estimates

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the reporting date. However, uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in future periods.

Judgements made in applying accounting policies

In the process of applying the Group's accounting policies, management has made the following judgements, apart from those involving estimations, which have the most significant effect on the amounts recognised in the consolidated financial statements:

Discontinued operation classification for Olam Agri

In connection with the conditional sale and purchase agreement entered by the Group on 24 February 2025 (Note 39), management considered whether Olam Agri, which is one of the Group's operating segments, ought to be classified as discontinued operation as at 31 December 2024. In making this determination, management considered facts and circumstances that existed at that point in time which included the following, amongst others:

- The offer to purchase received from SALIC (the "Purchaser") during the year ended 31 December 2024 was unsolicited non-binding and indicative in nature, and lapsed in September 2024;
- An active programme to locate buyer and complete the sale had not been initiated; and
- Hence, Olam Agri was not actively marketed for sale for a price that was reasonable in relation to its fair value.

Based on the above consideration, it is management's judgement that Olam Agri should not be classified as discontinued operation.

Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimating uncertainty as at the balance sheet date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are discussed below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

a. Impairment of goodwill and intangible assets with indefinite/definite useful life

Management performs periodic reviews of goodwill, intangible assets with indefinite/finite life for indication of impairment. The Group estimates the value in use of the cash-generating units to which the goodwill and intangible asset with indefinite/finite useful life is allocated. Estimating the value in use requires the Group, with the help of independent professional valuers where applicable, to make an estimate of the expected future cash flows from the cash-generating units and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The impairment tests are sensitive to forecasted EBITDA, growth rates and discount rates. Changes in these assumptions may result in changes in recoverable values. The carrying amount of the Group's goodwill and indefinite/finite life intangible assets at the balance sheet date is disclosed in Note 12.

b. Impairment of property, plant and equipment

Management performs impairment reviews for property, plant and equipment where there are indications of impairment. An impairment exists when the carrying value of an asset exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The fair value less costs to sell calculation is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing the asset. The Group had engaged independent professional valuers, where relevant to assess the fair values for certain assets using recognised valuation techniques.

The value in use calculation is based on a discounted cash flow model and requires the Group, with the help of independent professional valuers where applicable, to make an estimate of the expected future cash flows from the cash-generating units and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The value in use calculations are sensitive to forecasted EBITDA, growth rates and discount rates.

Changes in these above assumptions may result in changes in recoverable values. The carrying amount of the Group's property, plant and equipment at the balance sheet date is disclosed in Note 11.

3. Significant accounting judgements and estimates continued

Key sources of estimation uncertainty continued

c. Biological assets

The fair value of biological assets (other than poultry and annual crops) is estimated using the discounted cash flow model, which requires the Group to make an estimate of the expected future cash flows from the biological assets. Key assumptions where judgement is involved include forecast cash flows, discount rates, yield rates for the plantations and market prices of the fruits or nuts/crop and livestock, which is referenced to professional valuations where significant and considering the effect of climate risk factors on the assumptions. The valuation of these biological assets is disclosed in Note 13.

d. Fair value of financial instruments

Where the fair values of financial instruments recorded on the balance sheet cannot be derived from active markets, the fair values are determined using significant unobservable inputs (Level 3). Due to lack of market corroborated information, the fair values of certain financial instruments are determined using certain management assumptions to estimate the costs of transportation, location-related adjustments, conversion cost and market prices. Changes in assumptions about these factors could affect the reported fair value of financial instruments. The valuation of financial instruments is described in more detail in Note 35.

e. Taxation

The Group establishes provisions, based on reasonable estimates, of the respective countries in which it operates. The amount of such provisions is based on various factors, such as experience of previous tax audits and differing interpretations of tax regulations by the taxable entity and the relevant tax authority. Such differences of interpretation may arise on a wide variety of issues including transfer pricing arrangements which vary by tax jurisdiction. In addition to the complexity of its tax environment, there is a level of unpredictability of tax authority's assessment of the Group's tax filings, which results in the application of management judgement in ascertaining reasonable estimates.

For open tax years, the Group assesses its liabilities and contingencies based upon the latest information available. Inherent uncertainties exist in estimates of tax contingencies due to complexities of interpretation and changes in tax laws. The Group records reasoned estimates of uncertain tax positions where it is assessed on the balance of probabilities that an adjustment is likely. Management does not anticipate a significant risk of material changes in estimates in this matter in the next financial year.

In addition to the above, deferred tax assets are recognised for all unused tax losses and deductible temporary differences to the extent that it is probable that taxable profit will be available against which the losses or the temporary differences can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based on the estimated unwinding of the deferred tax against taxable income or taxable temporary differences, together with future tax planning strategies.

The carrying amounts of the Group's provision for taxation, deferred tax assets and deferred tax liabilities at the balance sheet date is disclosed in Note 9.

4. Revenue from contracts with customers – disaggregation of revenue

	Group	
	2024 $'000	2023 $'000
Types of goods or services		
Sale of goods	**55,018,858**	46,805,073
Sale of services	**1,139,634**	1,466,918
Total revenue from contracts with customers	**56,158,492**	48,271,991
Timing of revenue recognition		
Goods transferred at point in time	**55,018,858**	46,805,073
Services transferred over time	**1,010,914**	1,279,949
Services transferred at point in time	**128,720**	186,969
Total revenue from contracts with customers	**56,158,492**	48,271,991

Revenue from sale of services mainly represents ginning, toll processing income and freight charter income.

For further disaggregation disclosure of revenue from contracts with customers by business and geographical segments – refer to Note 38.

5. Other income

Other income included the following:-

	Group	
	2024 $'000	2023 $'000
Gain on disposal of joint venture and associate	**739**	7,240
Gain on disposal of property, plant and equipment and intangible assets	**17,622**	–
Commissions and claims, sale of packaging materials, sales of scrap and others	**104,586**	119,064
	122,947	126,304

6. Operating expenses – direct

The significant portion of the operating expenses – direct pertains to the purchase costs of inventories sold (Note 19). The other directly attributable expenses include:-

	Group	
	2024 $'000	2023 $'000
Shipping, logistics, commission and claims	**(3,679,484)**	(3,762,747)
Foreign exchange on cost of goods sold, net [1]	**(51,501)**	(44,807)
(Losses)/gain on derivatives net of fair value changes	**(2,081,794)**	502,719
Inventories written down, net (Note 19)	**(80,974)**	(30,489)
Export incentives, subsidies and grant income received [2]	**67,984**	44,443

1. Foreign exchange on cost of goods sold relates to foreign exchange movement arising between the time of purchase of goods and the time of sale of such goods.
2. Export incentives and subsidies relate to income from government agencies of various countries for subsidised agricultural inputs to farmers and export of agricultural products.

7. Other expenses

Other expenses are stated after (charging)/crediting:-

	Group	
	2024 $'000	2023 $'000
Loss on disposal of joint venture	**–**	(840)
(Loss)/gain on disposal and write-off [3] of property, plant and equipment and intangible assets	**(47,558)**	6,404
Employee benefits expenses (Note 30)	**(1,596,567)**	(1,514,057)
(Loss)/gain on foreign exchange, net	**(62,741)**	120,599
Bank charges	**(96,461)**	(76,422)
Travelling expenses	**(78,796)**	(77,208)
Transaction costs incurred in business combinations	**(596)**	–
Impairment loss on financial assets – Trade receivables (Note 17)	**(14,282)**	(9,971)
Allowance for doubtful debts – Advance payments to suppliers (Note 20)	**(12,498)**	(7,999)
Impairment of investment in joint venture (Note 15(a))	**–**	(22)
Re-organisation costs [1]	**(21,475)**	(61,471)
Business restructuring costs	**(27,109)**	–
Auditor's remuneration:		
• Ernst & Young LLP, Singapore	**(7,686)**	(6,223)
• Other member firms of Ernst & Young Global	**(10,359)**	(10,076)
Non-audit fees:		
• Ernst & Young LLP, Singapore [2]	**(1,224)**	(2,408)
• Other member firms of Ernst & Young Global	**(275)**	(173)

1. The Re-organisation costs relates to the announcement of 20 January 2020, where the Group announced that it would pursue a re-organisation of its portfolio of businesses into three new operating groups, namely, ofi, Olam Agri and the remaining businesses. The remaining phases of the re-organisation exercise continued into the current financial year.
2. In the current financial year, non-audit fees paid to Ernst & Young LLP, Singapore mainly relate to the work performed for financial due diligence of Olam Agri.
3. In the current financial year, write-off of property, plant and equipment relating to the closure of one business within the Group amounts to $45,716,000.

8. Finance costs

Finance costs include the following:-

	Group	
	2024 $'000	2023 $'000
Interest expense:		
• On bank overdrafts	**86,585**	58,834
• On bank loans	**1,400,094**	1,015,355
• On medium-term notes	**66,791**	59,961
• On bonds	**–**	2,884
• On lease liabilities (Note 10, 24)	**65,477**	57,582
• Others	**154,154**	118,998
	1,773,101	1,313,614
Less: interest expense capitalised in:		
• Property, plant and equipment and bearer plants	**(15,204)**	(22,553)
	1,757,897	1,291,061

Interest was capitalised to capital work-in-progress and bearer plants by various subsidiaries of the Group at rates ranging from 7.29% to 27.3% (2023: from 6.25% to 12.47%) per annum.

9. Income tax

a. Major components of income tax expense

	Group	
	2024 $'000	2023 $'000
Profit and loss account		
Current income tax:		
• Singapore	**41,942**	37,481
• Foreign	**188,738**	184,717
(Over)/under provision in respect of prior years	**(19,197)**	1,301
	211,483	223,499
Deferred income tax:		
• Singapore	**(114,182)**	(7,615)
• Foreign	**(24,166)**	(156,006)
Income tax expense	**73,135**	59,878

	Group	
	2024 $'000	2023 $'000
Statement of comprehensive income:		
Deferred income tax related to items credited directly to other comprehensive income:		
Net change in fair value adjustment reserves for derivative financial instruments designated as hedging instruments in cash flow hedges	**64**	(135)
Deferred tax recorded in other comprehensive income	**64**	(135)

b. Relationship between tax expense and accounting profit

A reconciliation of the statutory tax rate to the Group's effective tax rate ("ETR") is as follows:-

	Group	
	2024 %	2023 %
Tax using Singapore tax rate 17% (2023: 17%)	**17.0**	17.0
Tax effect of non-deductible expenses	**45.8**	7.4
Higher statutory tax rates of other countries	**24.3**	7.8
Tax effect on (under)/over provision in respect of prior years	**(9.5)**	0.3
Tax effect of income taxed at concessionary rate [1]	**(33.0)**	(15.7)
Tax effect on non-taxable/exempt income [2]	**(5.3)**	(2.4)
Tax effect of joint ventures/associates	**0.2**	(0.2)
Tax effect of deferred tax assets not recognised	**1.1**	–
Tax effect of deferred tax assets recognised	**(3.7)**	(0.2)
Tax effect of others, net	**(0.6)**	0.6
Effective tax rate	**36.3**	14.6

1. The Group has two wholly-owned subsidiaries which are approved companies under the Global Trader Programme ('GTP') of Enterprise Singapore. By virtue of this, both subsidiaries under the GTP tax incentive are entitled to a concessionary income tax rate of 5% for a period of 5 years from (i) 1 January 2023 until and including 31 December 2027 and (ii) 1 January 2022 until and including 31 December 2026, respectively on qualifying activities, products and income.
   The Group has one wholly-owned subsidiary (2023: one wholly-owned subsidiary) which is an approved company under the Expansion Incentive ('DEI') - International Headquarters ('IHQ') award of Singapore Economic Development Board. By virtue of this, the subsidiary is entitled to a concessionary income tax rate of 5% (2023: 5.0%) for a period of 5 years from 1 January 2022 until and including 31 December 2026 on qualifying income derived from the qualifying activities.
   There are two other wholly-owned subsidiary companies that are taxed at a concessionary income tax rate of 8% under the Finance and Treasury Centre ('FTC') status awarded by Enterprise Singapore. The concessionary tax rate is for a period of (i) 5 years effective from 1 March 2017 until and including 28 February 2027 (renewed for 1 March 2022 until and including 28 February 2027) and (ii) 5 years from 1 January 2022 until and including 31 December 2026, respectively on qualifying activities and income.
2. One of the Company's wholly-owned subsidiary companies, Olam Maritime Freight Pte Ltd has been awarded the Approved International Shipping Enterprise status under the Maritime Sector Incentive (MSI-AIS) administered by the Maritime and Port Authority of Singapore (MPA) for a period of 10 years, from 15 August 2022 to 14 August 2032, where income derived from qualifying activities are tax exempt in Singapore.
   Apart from the above, there are eleven (2023: ten) other subsidiaries within the Group that are taxed at the preferential tax rate ranging from 0% to 17.5% (as opposed to the local headline/statutory tax rates ranging from 17% to 35%) by the local tax authorities for periods ranging from 0 to 9 years (2023: 0 to 6 years), except two subsidiaries which does not have an expiry date on their preferential tax rate. The preferential tax rate for one entity has ended in the current year.

9. Income tax continued

c. Deferred income tax

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current income tax assets against current income tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

The amounts, after such offsets, are disclosed on the balance sheet as follows:-

	Group	
	2024 $'000	2023 $'000
Deferred tax assets	**520,085**	321,828
Deferred tax liabilities	**(491,754)**	(416,512)
Net deferred tax assets/(liabilities)	**28,331**	(94,684)

Details of deferred tax assets and liabilities before offsetting is as follows:-

	Consolidated Balance Sheets	
	2024 $'000	2023 $'000
Deferred tax liabilities on:		
Property, plant and equipment	**213,734**	224,400
Right-of-use assets	**165,497**	143,562
Intangible assets	**201,226**	194,366
Fair value adjustment on business combinations	**137,312**	137,144
Biological assets	**84,462**	80,780
Revaluation of financial instruments to fair value	**192,222**	60,957
Unrealised foreign exchange differences	**19,691**	10,112
Others	**23,350**	23,912
	1,037,494	875,233
Amount offset against deferred tax assets	**(545,740)**	(458,721)
	491,754	416,512
Deferred tax assets on:		
Property, plant and equipment	**14,362**	15,422
Lease liability	**241,405**	219,950
Intangible assets	**171,291**	169,281
Fair value adjustment on business combinations	**1,461**	2,396
Allowance for impairment	**6,580**	4,680
Inventories written down	**20,155**	3,121
Revaluation of financial instruments to fair value	**2,273**	473
Unabsorbed losses	**294,694**	164,586
Unrealised foreign exchange differences	**119,593**	56,005
Others	**194,011**	144,635
	1,065,825	780,549
Amount offset against deferred tax liabilities	**(545,740)**	(458,721)
	520,085	321,828
Net deferred tax assets/(liabilities)	**28,331**	(94,684)

9. **Income tax** continued

c. **Deferred income tax** continued

Details of deferred tax (income)/expenses is as follows:-

	Group	
	2024 $'000	2023 $'000
Property, plant and equipment	**1,190**	(22,626)
Right-of-use assets/lease liability	**(4,170)**	(556)
Intangible assets	**1,043**	7,098
Fair value adjustment on business combinations	**(16,870)**	(20,066)
Biological assets	**12,832**	(29,135)
Revaluation of financial instruments to fair value	**124,741**	30,898
Allowance for impairment	**(1,980)**	738
Inventories written down	**(16,859)**	390
Unabsorbed losses	**(125,931)**	(113,004)
Unrealised foreign exchange differences	**(59,372)**	(3,921)
Others	**(52,972)**	(13,437)
Deferred income tax income	**(138,348)**	(163,621)

Movements in deferred tax during the financial year are as follows:-

	Group	
	2024 $'000	2023 $'000
As at beginning of year	**(94,684)**	(264,890)
Business combination (Note 12)	**(4,103)**	–
Tax income recognised in profit and loss	**138,349**	163,621
Tax (Expense)/Income recognised in equity	**(64)**	135
Foreign currency translation adjustments	**(11,167)**	6,450
	28,331	(94,684)

Unrecognised tax losses and capital allowances for which no deferred tax assets have been recognised

The Group has tax losses of approximately $289,058,000 (2023: $442,900,000) and capital allowances of $25,245,000 (2023: $17,613,000) that are available for offset against future taxable profits of the companies in which the losses arose for which no deferred tax asset has been recognised due to the uncertainty of its recoverability. The use of these tax losses is subject to the agreement of the tax authorities and compliance with certain provisions of the tax legislation of the respective countries in which the companies operate and there is no expiry date on the utilisation of such tax losses and capital allowances for offset against future taxable profits, except for amounts of $176,911,000 (2023: $392,251,000) which will expire over financial years 2025 to 2030.

Unrecognised temporary differences relating to investments in subsidiaries and joint ventures

At the end of the financial years ended 31 December 2023 and 31 December 2024, no deferred tax liability has been recognised for taxes that would be payable on the undistributed earnings of certain of the Group's subsidiaries and joint ventures as:-

- The Group has determined that undistributed earnings of its subsidiaries will not be distributed in the foreseeable future; and
- The joint ventures of the Group cannot distribute their earnings until they obtain the consent of both parties. At the end of the reporting period, the Group does not foresee giving such consent.

Such unrecognised taxable temporary differences associated with undistributed retained earnings of investments in subsidiaries and joint ventures amounted to $408,333,000 (2023: $324,035,000). These retained earnings are subject to withholding tax upon distribution.

10. Right-of-use assets

Group	Leasehold land $'000	Leasehold buildings $'000	Water rights $'000	Other assets[1] $'000	Total $'000
As at 1 January 2023	269,412	279,470	112,891	184,567	846,340
Additions/(disposals), net	18,535	76,003	–	44,995	139,533
Charge for the year	(17,320)	(73,499)	(5,005)	(81,690)	(177,514)
Foreign currency translation and hyperinflation adjustments	(10,597)	(2,925)	(1,700)	(2,105)	(17,327)
As at 31 December 2023 and 1 January 2024	**260,030**	**279,049**	**106,186**	**145,767**	**791,032**
Additions in relation to business combinations (Note 12)	**–**	**46**	**–**	**105**	**151**
Additions/(disposals), net	**(6,950)**	**230,976**	**–**	**77,883**	**301,909**
Charge for the year	**(18,339)**	**(84,684)**	**(4,980)**	**(72,284)**	**(180,287)**
Foreign currency translation and hyperinflation adjustments	**(8,728)**	**5,597**	**(6,193)**	**1,536**	**(7,788)**
As at 31 December 2024	**226,013**	**430,984**	**95,013**	**153,007**	**905,017**
Average remaining amortisation period (years)					
– 31 December 2024	**1-35**	**1-34**	**1-20**	**1-10**	
– 31 December 2023	1-36	1-39	1-21	1-10	

1. Other assets comprise vessel charter contracts, motor vehicles, office equipment and computers.

Amount recognised in profit and loss

	Group	
	2024 $'000	2023 $'000
Interest expense on lease liabilities (Note 8)	**65,477**	57,582
Expenses relating to variable leases (included in Cost of Goods Sold)	**30,937**	24,348
Expenses relating to short-term leases (included in Other Operating Expenses)	**76,788**	79,852
Expenses relating to leases of low-value assets (included in Other Operating Expenses)	**6,857**	4,555

These leases have no contingent rent provision included in the contracts. Lease terms do not contain restrictions on the Group's activities concerning dividends, additional debt or further leasing. The Group had total cash outflows for leases of $334,232,000 in the current financial year (2023: $321,251,000).

11. Property, plant and equipment

Group	Freehold land $'000	Buildings and improvements $'000	Plant and machinery $'000	Other assets[1] $'000	Capital work-in-progress $'000	Bearer plants $'000	Total $'000
Cost							
As at 1 January 2023	232,388	2,372,054	3,155,179	445,563	829,376	2,090,209	9,124,769
Additions in relation to business combinations	–	246	670	213	–	–	1,129
Additions	397	57,651	153,012	64,176	363,196	23,416	661,848
Disposals	(1,668)	(11,752)	(45,944)	(25,222)	(27,219)	–	(111,805)
Reclassification	(8,048)	172,086	413,782	13,303	(589,951)	(1,172)	–
Foreign currency translation and hyperinflation adjustments	(5,105)	(55,024)	(106,549)	(8,539)	12,864	9,586	(152,767)
As at 31 December 2023 and 1 January 2024	**217,964**	**2,535,261**	**3,570,150**	**489,494**	**588,266**	**2,122,039**	**9,523,174**
Additions in relation to business combinations (Note 12)	**5,520**	**1,878**	**5,231**	**539**	**100**	**–**	**13,268**
Additions	**96**	**52,222**	**127,905**	**49,016**	**420,534**	**8,123**	**657,896**
Disposals and write-off	**(10,656)**	**(34,425)**	**(33,495)**	**(22,786)**	**(26,293)**	**(72,102)**	**(199,757)**
Reclassification	**28,484**	**92,653**	**268,184**	**18,625**	**(407,946)**	**–**	**–**
Foreign currency translation and hyperinflation adjustments	**(14,856)**	**(52,689)**	**(76,568)**	**(6,522)**	**(13,791)**	**(59,218)**	**(223,644)**
As at 31 December 2024	**226,552**	**2,594,900**	**3,861,407**	**528,366**	**560,870**	**1,998,842**	**9,770,937**
Accumulated depreciation and impairment loss							
As at 1 January 2023	820	668,880	1,304,520	257,905	–	872,512	3,104,637
Charge for the year	–	116,154	232,058	64,764	–	55,217	468,193
Disposals	–	(6,641)	(31,072)	(22,035)	–	–	(59,748)
Reclassification	–	400	(1,660)	904	–	356	–
Foreign currency translation and hyperinflation adjustments	(12)	(14,701)	(57,262)	(5,028)	–	4,424	(72,579)
As at 31 December 2023 and 1 January 2024	**808**	**764,092**	**1,446,584**	**296,510**	**–**	**932,509**	**3,440,503**
Charge for the year	**–**	**125,175**	**242,697**	**68,597**	**–**	**59,824**	**496,293**
Disposals and write-off	**(545)**	**(19,716)**	**(27,076)**	**(19,815)**	**–**	**(31,798)**	**(98,950)**
Reclassification	**70**	**322**	**(62)**	**120**	**–**	**(450)**	**–**
Foreign currency translation and hyperinflation adjustments	**(29)**	**(28,754)**	**(36,212)**	**(4,652)**	**–**	**(30,018)**	**(99,665)**
As at 31 December 2024	**304**	**841,119**	**1,625,931**	**340,760**	**–**	**930,067**	**3,738,181**
Net carrying value							
As at 31 December 2024	**226,248**	**1,753,781**	**2,235,476**	**187,606**	**560,870**	**1,068,775**	**6,032,756**
As at 31 December 2023	217,156	1,771,169	2,123,566	192,984	588,266	1,189,530	6,082,671

1. Other assets comprise motor vehicles, furniture and fittings, office equipment and computers.

The Group's land, buildings, plant and machinery with a carrying amount of $81,002,000 (2023: $95,196,000) have been pledged to secure the Group's borrowings as set out in Note 24.

Bearer plants consist of mature and immature almond orchards, coffee, pepper, palm and rubber plantations. All trees within the Group's mature plantations presently consist of trees aged between 8 and 26 years (2023: 8 and 25 years). Immature plantations mainly consist of almond orchards and pepper trees aged between 1 and 8 years (2023: 1 and 8 years) amounting to $17,248,000 (2023: $84,754,000).

At the end of the financial year, the Group's total planted area of plantations is approximately 106,056 (2023: 108,193) hectares, excluding hectares for those commodities whose plantations are not managed by the Group.

11. Property, plant and equipment continued

Impairment testing of property, plant and equipment

In 2024, management had identified impairment indicators in relation to its palm plantation and performed the impairment assessment. The recoverable amount as at 31 December 2024 has been determined based on a value in use calculation using cash flow projections from financial budgets approved by management covering a period of 17 years (2023: 18 years). The discount rates applied to cash flow projections is 10.5% (2023: 12.0%) and cash flows beyond the remaining life of the trees are extrapolated using a 3.5% growth rate (2023: 3.5%). It was concluded that the value in use exceeds the carrying value and there is no impairment as at 31 December 2024.

The calculations of value in use for the CGUs are most sensitive to the following assumptions:-

Forecasted EBITDA – Forecasted EBITDA are based on average values achieved at prevailing market conditions at the start of the budget period.

Growth rates – The growth rates indicated are as estimated by the management based on published industry research and do not exceed the long-term average growth rate for the industries relevant to the CGU. At 1.00% change in growth rate assumption, the recoverable value would change by 15.7% (2023: 13.6%).

Discount rates – Discount rates reflect management's estimate of risks specific to each CGU. This is the benchmark used by management to assess operating performance and to evaluate future investment proposals. At 1.00% change in discount rate assumption, the recoverable value would change by 6.5% (2023: 3.5%). An increase in discount rate applied in the cash flow projections from 10.5% to 12.0%, all things equal, would result in an impairment.

12. Intangible assets

Group	Goodwill $'000	Customer relationships $'000	Brands and trademarks[1] $'000	Software $'000	Water Rights[2] $'000	Concession Rights[3] $'000	Others[4] $'000	Total $'000
Cost								
As at 1 January 2023	1,375,558	672,833	521,138	178,833	9,573	85,853	163,632	3,007,420
Additions in relation to business combinations	–	44	–	–	–	–	–	44
Additions	–	–	1,569	27,367	–	–	4,753	33,689
Disposals	–	–	–	(1,833)	–	–	(2,091)	(3,924)
Foreign currency translation and hyperinflation adjustments	(12,159)	6,177	(7,486)	(1,027)	(139)	6,778	(17,352)	(25,208)
As at 31 December 2023 and 1 January 2024	**1,363,399**	**679,054**	**515,221**	**203,340**	**9,434**	**92,631**	**148,942**	**3,012,021**
Additions in relation to business combinations (Note 12)	**7,039**	**4,478**	**–**	**–**	**–**	**–**	**2,249**	**13,766**
Additions	**–**	**–**	**27**	**27,900**	**–**	**–**	**7,069**	**34,996**
Disposals	**(1,959)**	**–**	**–**	**(13,843)**	**(9,148)**	**–**	**(1,415)**	**(26,365)**
Reclassification	**–**	**–**	**–**	**4,818**	**–**	**–**	**(4,818)**	**–**
Foreign currency translation and hyperinflation adjustments	**30,625**	**6,964**	**(6,456)**	**6,518**	**(180)**	**(3,725)**	**2,061**	**35,807**
As at 31 December 2024	**1,399,104**	**690,496**	**508,792**	**228,733**	**106**	**88,906**	**154,088**	**3,070,225**
Accumulated amortisation and impairment								
As at 1 January 2023	13,658	157,384	23,709	76,952	–	62,893	66,389	400,985
Amortisation	–	43,078	–	20,872	–	5,097	6,254	75,301
Disposals	–	–	–	(1,052)	–	–	(604)	(1,656)
Foreign currency translation and hyperinflation adjustments	(196)	11,316	(339)	(578)	–	4,792	(15,353)	(358)
As at 31 December 2023 and 1 January 2024	**13,462**	**211,778**	**23,370**	**96,194**	**–**	**72,782**	**56,686**	**474,272**
Amortisation	**–**	**42,921**	**–**	**25,721**	**–**	**4,714**	**5,719**	**79,075**
Disposals	**(1,959)**	**–**	**–**	**(13,077)**	**–**	**–**	**(1,415)**	**(16,451)**
Reclassification	**–**	**–**	**–**	**(220)**	**–**	**–**	**220**	**–**
Foreign currency translation and hyperinflation adjustments	**(11,503)**	**(5,016)**	**(23,368)**	**3,008**	**–**	**(2,817)**	**1,525**	**(38,171)**
As at 31 December 2024	**–**	**249,683**	**2**	**111,626**	**–**	**74,679**	**62,735**	**498,725**
Net carrying value								
As at 31 December 2024	**1,399,104**	**440,813**	**508,790**	**117,107**	**106**	**14,227**	**91,353**	**2,571,500**
As at 31 December 2023	1,349,937	467,276	491,851	107,146	9,434	19,849	92,256	2,537,749

	Goodwill	Customer relationships	Brands and trademarks	Software	Water Rights	Concession Rights	Others	Total
Average remaining amortisation period (years)								
– 31 December 2024	**–**	**1 – 16**	**–**	**1 – 10**	**–**	**1 – 4**	**1 – 22**	
– 31 December 2023	–	2 – 14	–	1 – 10	–	1 – 5	1 – 23	

1. Brands and trademarks include 'Caraway', 'OK Foods', 'Olam Sanyo, 'Nutrifoods', 'US Cotton', 'Jain Farm Fresh Foods', 'Gel Spice' and 'Olde Thompson' brands/trademarks. The useful lives of the brands/trademarks are estimated to be indefinite as management believes there is no foreseeable limit to the period over which the brands/trademarks are expected to generate net cash flows for the Group.
2. Water rights relate to perpetual access to share of water from a specified consumptive pool. In the current financial year, water rights amounting to $9,148,000 was disposed for cash of $19,044,000, which has been received as at year end. The gain on disposal of $9,896,000 has been recorded in 'Other income' in the profit and loss account.
3. Concession rights consist of rights to harvest trees in designated areas. Amortisation is charged over the estimated useful life of the concession rights.
4. Others comprise land use rights, trade names, marketing agreements and non-compete fees. Land use rights relate to rights to land where the Group has acquired plantations. Amortisation is charged over the estimated useful lives of the land use rights.

12. Intangible assets continued

Impairment testing of goodwill and other intangible assets

Goodwill and intangible assets with indefinite lives arising from business combinations have been allocated to the following cash-generating units ('CGU'), for impairment testing:-

	Goodwill		Brands and trademark		Water rights	
	2024 $'000	2023 $'000	**2024 $'000**	2023 $'000	**2024 $'000**	2023 $'000
Olam OT Holdings, LLC	**502,892**	486,174	**359,930**	347,965	**–**	–
Cocoa Processing Business	**251,362**	245,579	**–**	–	**–**	–
Olam Peanut Shelling Company Inc	**126,071**	121,880	**–**	–	**–**	–
Universal Blanchers	**67,665**	65,415	**–**	–	**–**	–
Club Coffee L.P.	**34,409**	36,131	**–**	–	**–**	–
Olam Spices & Vegetables Ingredients	**9,086**	9,031	**864**	836	**–**	–
Progida Group	**17,064**	14,078	**–**	–	**–**	–
Nigeria Wheat Milling Business	**272,955**	263,881	**–**	–	**–**	–
Olam Investment Australia Holdings	**6,980**	7,428	**–**	–	**–**	9,332
US Cotton	**6,930**	6,700	**18,437**	17,824	**–**	–
Packaged Foods brands	**32,194**	31,124	**119,674**	115,696	**–**	–
Caraway Africa Nigeria Limited	**43,988**	42,526	**–**	–	**–**	–
Avisen Sarl	**6,832**	–	**–**	–	**–**	–
Others	**20,676**	19,990	**9,885**	9,530	**106**	102
	1,399,104	1,349,937	**508,790**	491,851	**106**	9,434

The recoverable amounts of the CGUs have been determined based on value in use calculations using cash flow projections from financial budgets approved by management covering a five-year period. The discount rates applied to the cash flow projections and the forecasted growth rates used to extrapolate cash flows beyond the five-year period are as follows:-

	Growth rates		Discount rates	
	2024 %	2023 %	**2024 %**	2023 %
Olam OT Holdings, LLC	**2.00**	2.00	**6.89**	9.00
Cocoa Processing Business	**2.00**	2.00	**7.48**	9.44
Olam Peanut Shelling Company Inc	**1.50**	2.00	**6.72**	8.34
Universal Blanchers	**1.50**	2.00	**6.72**	8.34
Club Coffee L.P.	**2.00**	2.50	**6.84**	7.81
Olam Spices & Vegetables Ingredients	**3.00**	5.00	**5.85**	12.00
Progida Group	**2.00**	1.00	**16.49**	18.35
Nigeria Wheat Milling Business	**3.00**	3.00	**12.50**	13.79
Olam Investment Australia Holdings	**–**	–	**7.76**	7.71
US Cotton	**–**	–	**8.50**	8.32
Packaged Foods brands	**3.00**	3.00	**16.50**	16.00
Caraway Africa Nigeria Limited	**3.00**	3.00	**16.50**	15.50
Avisen Sarl	**–**	–	**15.18**	–

The calculations of value in use for the CGUs are most sensitive to the following assumptions:-

Forecasted EBITDA – Forecasted EBITDA are based on average values achieved at prevailing market conditions at the start of the budget period.

Growth rates – The growth rates indicated are as estimated by the management based on published industry research and do not exceed the long-term average growth rate for the industries relevant to the CGUs. At 1.00% change in growth rate assumption, the recoverable value would change in the range of 3.5% to 23.4% (2023: 2.9% to 13.2%).

Discount rates – Discount rates reflect management's estimate of risks specific to each CGU. This is the benchmark used by management to assess operating performance and to evaluate future investment proposals. At 1.00% change in discount rate assumption, the recoverable value would change in the range of 3.8% to 26.1% (2023: 3.9% to 16.2%).

12. Intangible assets continued

Business combination

During the current financial year, the Group completed the following business combination: -

	Avisen $'000
Fair value of assets and liabilities	
Right-of-use assets (Note 10)	151
Property, plant and equipment (Note 11)	13,268
Intangible assets (Note 12)	6,727
Other non-current assets	2,845
Deferred tax assets	70
Trade and other receivables	1,075
Inventories	11,087
Other current assets	381
Advance payment to suppliers	556
Cash and bank balances	10,085
	46,245
Trade and other payables	12,518
Other current liabilities	1
Lease liabilities (Note 24)	51
Other non-current liabilities	371
Deferred tax liabilities	4,173
	17,114
Total identifiable net assets at fair value	29,131
Foreign currency translation reserve	20
Net identifiable net assets at fair value	29,151
Goodwill arising from acquisition (Note 12)	7,039
	36,190
Consideration transferred for the acquisitions:	
Total consideration	36,190
Less: Cash and cash equivalents acquired	(10,085)
Less: Settlement of pre-existing intercompany balance	(6,595)
Net cash outflow on acquisition of subsidiary	19,510

Avisen

On 29 February 2024, the Group through its wholly owned subsidiary, Olam Agri Senegal S.A. completed the acquisition of 100% stake in Avisen SARL ("Avisen") for Euro 20.3 million (approximately $29.6 million). This acquisition aligns with Olam Agri's strategy to strengthen and expand its animal feed and protein capabilities and to invest in proven businesses having strong market positions. It extends the Group's feed and protein presence in West Africa, where it is one of the leading animal feed and day-old chick producers in Nigeria, while generating synergies with its wheat milling business in Senegal.

Assets acquired and liabilities assumed:

Trade and other receivables acquired comprise gross trade and other receivables amounting to $1,075,000, which approximates fair value. It is expected that the full contractual amount of the receivables can be collected.

The Group measured the acquired lease liabilities using the present value of the remaining lease payments at the date of acquisition. The right-of-use assets were measured at an amount equal to the lease liabilities and adjusted to reflect the favourable terms of the lease relative to market terms.

The deferred tax liability mainly comprises the tax effect of the accelerated depreciation for tax purposes of tangible and intangible assets.

12. Intangible assets continued

Business combination continued

Transaction costs:

Total transaction costs related to all acquisitions of $596,000 have been recognised in the 'Other operating expenses' line item in the Group's profit and loss account for the financial year from 1 January 2024 to 31 December 2024.

Goodwill arising from acquisitions:

The goodwill of $7,039,000 comprises the value of expected synergies arising from acquisition and other intangible assets that do not qualify for separate recognition.

Impact of the acquisitions on profit and loss:

From acquisition date, Avisen has contributed 0.14% to the Group's sales of goods and 9.71% to the Group's profits after tax for the financial year. Had the acquisition taken place at the beginning of the financial year, Avisen would have contributed 0.17% to the Group's sales of goods and 11.40% to the Group's profit after tax for the financial year.

13. Biological assets

Group	Fruits on trees and annual crops $'000	Livestock $'000	Poultry $'000	Total $'000
As at 1 January 2023	407,290	146,194	5,607	559,091
Net (reductions)/additions	(73,584)	(81,508)	2,363	(152,729)
Capitalisation of expenses	63,598	60,361	–	123,959
Net change in fair value less estimated costs to sell	18,559	47,745	–	66,304
Foreign currency translation adjustments	(4,588)	(34,894)	(118)	(39,600)
As at 31 December 2023 and 1 January 2024	**411,275**	**137,898**	**7,852**	**557,025**
Net (reductions)/additions	**(130,459)**	**(66,924)**	**(2,258)**	**(199,641)**
Capitalisation of expenses	**120,284**	**62,059**	**–**	**182,343**
Net change in fair value less estimated costs to sell	**96,388**	**79,663**	**–**	**176,051**
Foreign currency translation adjustments	**(26,443)**	**(16,066)**	**223**	**(42,286)**
As at 31 December 2024	**471,045**	**196,630**	**5,817**	**673,492**

Fruits on trees

During the financial year, the Group harvested approximately 44,655 metric tonnes (2023: 55,423 metric tonnes) of almonds, which had a fair value less estimated point-of-sale costs of approximately $398,101,000 (2023: $272,319,000). The fair value of almonds was determined with reference to the market prices at the date of harvest.

The fair value of fruits on trees (almonds) is estimated using the present value of expected net cash flows from the biological assets. The following table shows the key inputs used:-

Key inputs	Inter-relationship between key inputs and fair value measurement
Discount rates of 10.0% - 12.0% (2023: 8.0%) per annum	The estimated fair value decreases as the estimated discount rate per annum increases, and vice versa.
Market prices approximating $10,028 (2023: $9,038) per metric tonne	The estimated fair value increases as the respective inputs increase, and vice versa.
Estimated yields per annum from harvest approximating 51,800 (2023: 51,237) metric tonnes	The estimated fair value increases as the respective inputs increase, and vice versa.

13. Biological assets continued

Annual crops

Annual crops consist of various commodities such as cotton, onions, tomatoes, other vegetables and rice. For onions, tomatoes and other vegetables, the Group provides seeds to farmers to sow and grow. For such annual crops where seeds are provided, the Group continues to control the crops throughout the process as the Group has continued ownership of the seeds (and crops being grown) during the period of growing up to harvest although the farmers take all the harvest risks and bear all the farming costs. The Group has the contractual obligation to buy the produce from these farmers, when these annual crops are harvested, if the specified quality is met. For cotton and rice, the Group manages its own farms.

At the end of the financial year, the Group's total planted area of annual crops is approximately 94,260 (2023: 95,328) hectares, excluding for those commodities where farms are not managed by the Group.

The annual crops have been valued using adjusted cost, based on the estimate of the yield and cost of the crop at harvest discounted for the remaining time to harvest, which approximates fair value.

Livestock

Livestock relates mainly to dairy cattle in Russia. At the end of the financial year, the Group held approximately 19,000 (2023: 14,000) cows, which are able to produce milk (mature assets) and approximately 20,000 (2023: 19,000) heifers and calves, being raised to produce milk in the future (immature assets). The cows produced approximately 216 million litres (2023: 161 million litres) of milk with a fair value less estimated point-of-sale costs of $192,641,000 (2023: $140,101,000) during the financial year.

The fair value of livestock is determined based on valuations using the income approach by an independent professional valuer using market prices ranging from $2,472 to $5,895 (2023: $1,889 to $4,846) of livestock of similar age, breed and generic merit.

Poultry

Poultry relates mainly to parent birds (chickens) for producing day-old chicks in Nigeria. At the end of the financial year, the Group held approximately 399,000 chickens in 2024 (2023: 344,000).

Financial risk management strategies related to agricultural activities

The Group is exposed to financial risk in respect of agricultural activity. The agricultural activity of the Group consists of the management of biological assets to produce marketable output. The primary financial risk associated with this activity occurs due to the length of time between expending cash on the purchase or planting and maintenance of biological assets and on harvesting and ultimately receiving cash from the sale of the marketable output. The Group plans for cash flow requirements for such activities and manages its debt and equity portfolio actively.

14. Subsidiary companies

	Company	
	2024 $'000	2023 $'000
Unquoted equity shares at cost	**6,133,550**	6,222,745
Foreign currency translation adjustments	**210,910**	(89,195)
	6,344,460	6,133,550
Loans to subsidiary companies	**20,485**	19,805
	6,364,945	6,153,355

Loans to subsidiary companies are unsecured, non-interest bearing and are not repayable within the next 12 months.

Acquisition of remaining 15% ownership interest from non-controlling interest in one subsidiary

In 2023, the Group acquired the remaining 15% ownership interest in YTS Holdings Pte Ltd for a total consideration of US$22,320,000 (approximately $29,940,000). Out of the total consideration, US$19,500,000 (approximately $26,157,000) has been paid with US$2,820,000 (approximately $3,783,000) to be deferred and paid quarterly over twelve equal instalments of US$235,000 (approximately $315,000) each. The net impact on the acquisition amounting to US$13,107,000 (approximately $17,582,000) has been adjusted in 'Capital Reserves' in equity.

14. Subsidiary companies continued

Composition of the Group

Details of significant subsidiary companies are as follows:-

Name of company	Country of incorporation	Principal activities	Effective percentage of equity held by the Group 2024 %	2023 %
Subsidiaries held by the Company:				
OFI Group Limited	United Kingdom	(b)	**100**	100
Olam Holdings Pte Ltd	Singapore	(b)	**100**	100
Subsidiaries held by OFI Group Limited:				
Olam International Limited	Singapore	(a) & (b)	**100**	100
Olam Treasury Pte Ltd	Singapore	(d)	**100**	100
Olam Cocoa Pte Ltd	Singapore	(a)	**100**	100
Olam Cocoa Processing Ghana Limited	Ghana	(a)	**100**	100
Olam Food Ingredients Ghana Ltd	Ghana	(a)	**100**	100
Olam Ivoire SA	Ivory Coast	(a)	**100**	100
Outspan Ivoire SA	Ivory Coast	(a)	**100**	100
Olam Cocoa Processing Côte d'Ivoire	Ivory Coast	(a)	**100**	100
Outspan Nigeria Limited	Nigeria	(a)	**100**	100
Olam Vietnam Limited	Vietnam	(a)	**100**	100
Café Outspan Vietnam Limited	Vietnam	(a)	**100**	100
PT Olam Indonesia	Indonesia	(a)	**100**	100
Olam Food Ingredients India Private Limited	India	(a)	**100**	100
Olam Agricola Ltda.	Brazil	(a)	**100**	100
Olam Holdings Inc	The United States of America	(a), (b) & (c)	**100**	100
Olam Orchards Australia Pty Ltd	Australia	(a) & (c)	**100**	100
Olam Food Ingredients New Zealand Limited	New Zealand	(a)	**100**	100
Seda Outspan Iberia S.L.	Spain	(a)	**100**	100
ofi Tarim Sanayi ve Ticaret A.Ş.	Turkey	(a)	**100**	100
Olam Holdings B.V.	Netherlands	(b)	**100**	100
Olam Cocoa B.V.	Netherlands	(a)	**100**	100
Subsidiaries held by Olam Holdings Pte Ltd:				
Olam Agri Holdings Limited	Singapore	(b)	**64.57**	64.57
Olam Global Holdco Pte Ltd	Singapore	(b)	**100**	100
LLC Russian Dairy Company [1]	Russia	(c)	**100**	100
Gabon Fertilizer Company SA	Gabon	(a)	**80**	80
Olam Palm Gabon SA	Gabon	(a) & (c)	**60**	60
Olam Rubber Gabon SA	Gabon	(a) & (c)	**60**	60
Caraway Pte Ltd	Singapore	(a) & (b)	**75**	75
OK Foods Limited	Nigeria	(a) & (b)	**75**	75
Caraway Africa Nigeria Limited	Nigeria	(a)	**75**	75
Olam Sanyo Foods Limited	Nigeria	(a)	**75**	75
Nutrifoods Ghana Limited	Ghana	(a)	**75**	75

14. Subsidiary companies continued

Composition of the Group continued

Details of significant subsidiary companies are as follows:-

Name of company	Country of incorporation	Principal activities	Effective percentage of equity held by the Group 2024 %	2023 %
Subsidiaries held by Olam Agri Holdings Limited:				
Olam Global Agri Pte Ltd	Singapore	(a) & (b)	**100**	100
Olam Maritime Freight Pte. Ltd.	Singapore	(e)	**100**	100
Olam Global Agri Treasury Pte. Ltd.	Singapore	(d)	**100**	100
Olam Agri Ghana Limited	Ghana	(a)	**100**	100
Société d'exploitation cotonnière Olam	Ivory Coast	(a)	**100**	100
Olam Agri Rubber Côte D'lvoire	Ivory Coast	(a)	**100**	100
Cotontchad SN	Chad	(a)	**60**	60
Nouvelle Société cotonnière du Togo	Togo	(a)	**51**	51
Olam Agri Senegal S.A.	Senegal	(a)	**100**	100
Olam Nigeria Limited	Nigeria	(a)	**100**	100
Crown Flour Mills Limited	Nigeria	(a)	**100**	100
Quintessential Foods Nigeria Limited	Nigeria	(a)	**100**	100
Olam Flour Mills Limited	Nigeria	(a)	**100**	100
Olam Hatcheries Limited	Nigeria	(a)	**100**	100
Olam South Africa (Proprietary) Limited	South Africa	(a)	**100**	100
Olam Agri India Private Limited	India	(a)	**100**	100
Olam Brasil Ltda.	Brazil	(a) & (c)	**100**	100
Olam Agri Americas Holdings, Inc.	The United States of America	(a) & (b)	**100**	100
Queensland Cotton Holdings Pty Ltd	Australia	(a) & (b)	**100**	100
Congolaise Industrielle des Bois SA	Congo	(a)	**100**	100
Olam Cam SA	Cameroon	(a)	**100**	100

(a) Sourcing, processing, packaging and merchandising of agricultural products and inputs.
(b) Investment holding.
(c) Agricultural operations.
(d) Treasury activities.
(e) Freight operations.

Unless otherwise indicated, the material subsidiaries listed above are audited by Ernst & Young LLP, Singapore and its associated firms for group audit of Olam Group Limited and its subsidiaries.

1. Audited by b1 LLP.

15. Investments in joint ventures and associates

	Group	
	2024 $'000	2023 $'000
Joint ventures (Note 15(a))	**12,513**	14,126
Associates (Note 15(b))	**241,468**	263,257
	253,981	277,383

a. Investments in joint ventures

	Group	
	2024 $'000	2023 $'000
Unquoted equity shares at cost	**19,023**	20,437
Loan to a joint venture	**2,465**	528
Share of post-acquisition reserves	**(6,204)**	(3,854)
Less: Impairment loss	**(2,255)**	(2,255)
Foreign currency translation adjustments	**(516)**	(730)
	12,513	14,126

Key joint ventures of the Group are as follows:-

Name of company (Country of incorporation)	Principal place of business	Principal activities	Effective percentage of equity held **2024 %**	2023 %
Aztec Agri B.V. [1] (Netherlands)	Indonesia	Agricultural operations	**50.0**	50.0
OSC Hanse Dienstleistungs GmbH [2] (Germany)	Germany	Agricultural operations	**49.0**	49.0
Proclass Pty Limited [3] (Australia)	Australia	Agricultural operations	**20.0**	20.0
Cotton JV Pty Limited [3] (Australia)	Australia	Agricultural operations	**–**	50.0
Coleambally Ginning Pty Ltd [3] (Australia)	Australia	Agricultural operations	**50.0**	50.0

1. Audited by Steens & Partners.
2. Audited by Walberg Law Tax Strategy GmbH & Cie. KG.
3. Audited by member firms of Ernst & Young Global.

Divestment of joint venture

In the current financial year, the Group had entered into an agreement to divest the investment in a joint venture – Cotton JV Pty Limited – for a consideration amounting to approximately $2,131,000 (AUD2,417,000). The sale has been legally completed in 2024 and the net gain on disposal of $739,000 has been recorded in 'Other income' in the profit and loss account.

15. Investments in joint ventures and associates continued

a. Investments in joint ventures continued

As of 31 December 2024 and 31 December 2023, no joint venture was individually material to the Group. The summarised financial information in respect of the joint ventures, based on their SFRS(I) financial statements and reconciliation with the carrying amount of the investments in the combined financial statements are as follows:-

	Group	
	2024 $'000	2023 $'000
Summarised balance sheet		
Non-current assets	**35,068**	44,098
Current assets	**55,992**	59,943
Total assets	**91,060**	104,041
Non-current liabilities	**18,587**	19,502
Current liabilities	**49,834**	55,727
Total liabilities	**68,421**	75,229
Net assets	**22,639**	28,812
Proportion of the Group's ownership:		
Group's share of net assets	**9,361**	13,026
Loan to a joint venture	**2,465**	528
Goodwill on acquisition	**127**	124
Other adjustments	**560**	448
Carrying amount of the investments	**12,513**	14,126
Summarised statement of comprehensive income		
Revenue	**169,636**	161,503
Loss after tax	**(2,213)**	(7,166)
Other comprehensive income	**(207)**	(215)
Total comprehensive income	**(2,420)**	(7,381)

b. Investments in associates

	Group	
	2024 $'000	2023 $'000
Unquoted equity shares at cost	**257,190**	248,828
Share of post-acquisition reserves	**(23,614)**	14,965
Loan to associate [1]	**4,010**	3,876
Foreign currency translation adjustments	**3,882**	(4,412)
	241,468	263,257

1. Loan to associate is unsecured, not expected to be repayable within the next 12 months and is interest-free.

Key associates of the Group are as follows:-

Name of company (Country of incorporation)	Principal place of business	Principal activities	Effective percentage of equity held **2024 %**	2023 %
ARISE P&L Limited [1] (United Kingdom)	Gabon	Managing port and logistics infrastructure	**32.41**	32.41
Stamford Panasia Shipping Pte Ltd [2]	Singapore	Shipping & logistics	**49.00**	49.00
Stamford Next Generation Shipping Pte Ltd [2]	Singapore	Shipping & logistics	**49.00**	49.00

1. Audited by BDO LLP UK.
2. Audited by Moore Stephens LLP Singapore.

15. Investments in joint ventures and associates continued

b. Investments in associates continued

Investment in associate

In 2022, the Group had entered into an agreement to divest the investment in associate - Food Security Holding Company – for a consideration amounting to approximately $25,749,000 (US$18,667,000). The sale has been legally completed in 2023 and the net gain on disposal of $7,156,000 has been recorded in 'Other Income' in the profit and loss account.

As of 31 December 2024 and 31 December 2023, no associate was individually material to the Group. The summarised financial information in respect of the associates based on their SFRS(I) financial statements and reconciliation with the carrying amount of the investment in the combined financial statements are as follows:-

	Group	
	2024 $'000	2023 $'000
Summarised balance sheet		
Non-current assets	**1,409,189**	1,461,040
Current assets	**621,878**	528,792
Total assets	**2,031,067**	1,989,832
Non-current liabilities	**441,588**	424,908
Current liabilities	**690,088**	567,915
Total liabilities	**1,131,676**	992,823
Net assets	**899,391**	997,009
Proportion of the Group's ownership:		
Group's share of net assets	**241,468**	263,257
Carrying amount of the investments	**241,468**	263,257
Summarised statement of comprehensive income		
Revenue	**892,166**	847,050
Profit after tax	**(63,621)**	15,013
Other comprehensive income	**(48,778)**	22,106
Total comprehensive income	**(112,399)**	37,119

16. Amounts due from subsidiary companies (net)

	Company	
	2024 $'000	2023 $'000
Loans to subsidiaries, net	**775,036**	810,665
Non-trade payables	**(254,886)**	(167,255)
	520,150	643,410

Loans to subsidiaries, net include loan to a subsidiary amounting to $763,973,000 (2023: $738,577,000) which bear interest at 6.90% (2023: 6.72%) per annum, repayable on demand and are to be settled in cash. The remaining amounts are non-interest bearing, unsecured, repayable on demand and are expected to be settled in cash.

The other amounts are non-interest bearing, unsecured, subject to trade terms or repayable on demand, and are to be settled in cash.

Amounts due from subsidiary companies (net) denominated in currencies other than the functional currency of the Company are as follows:-

	Company	
	2024 $'000	2023 $'000
Singapore Dollar	**(374,203)**	(373,617)

17. Trade receivables

	Group 2024 $'000	Group 2023 $'000
Trade receivables	**3,985,524**	3,041,032
Indirect tax receivables	**291,398**	295,435
	4,276,922	3,336,467

Trade receivables are non-interest bearing and are subject to trade terms of 30 to 60 days' terms. They are recognised at their original invoice amounts, which represent their fair values on initial recognition. Indirect tax receivables comprise goods and services, value-added taxes and other indirect forms of taxes.

The Group have factoring facilities utilised by the Company and certain wholly-owned subsidiaries, whereby trade receivables are sold at their nominal value minus a discount ranging from 2.0% - 5.0% (2023: 2.0% - 5.0%) in exchange for cash, on a non-recourse basis. The amount of the receivables sold net of discounts and derecognised as at 31 December 2024 amounted to $1,161,212,000 (2023: $867,753,000).

Trade receivables denominated in currencies other than functional currencies of Group companies are as follows:-

	Group 2024 $'000	Group 2023 $'000
Euro	**282,901**	289,801
United States Dollar	**146,133**	78,108
Great Britain Pounds	**156,008**	73,268

Trade receivables include amounts due from associates of $16,698,000 (2023: $12,657,000) and due from joint ventures of $1,325,000 (2023: $1,139,000) and due from shareholder related companies of $38,776,000 (2023: $11,132,000).

The expected credit loss provision as at 31 December 2024 and 2023 is determined as follows:-

	Group 2024 $'000	Group 2023 $'000
Trade receivables measured at amortised cost	**4,121,399**	3,162,281
Less: Lifetime expected credit loss for trade receivables	**(135,875)**	(121,249)
Total trade receivables measured at amortised cost	**3,985,524**	3,041,032
Movement in allowance accounts:-		
As at beginning of year	**121,249**	117,759
Charge for the year	**35,031**	28,745
Written back	**(20,749)**	(18,774)
Written off	**(2,620)**	(3,851)
Foreign currency translation adjustments	**2,964**	(2,630)
As at end of year	**135,875**	121,249

Receivables that are past due but not impaired

The analysis of the Group's ageing for receivables that are past due but not impaired is as follows:-

	Group 2024 $'000	Group 2023 $'000
Trade receivables past due but not impaired:-		
Less than 30 days	**1,090,249**	591,008
30 to 60 days	**143,286**	108,215
61 to 90 days	**19,656**	34,818
91 to 120 days	**41,605**	40,650
121 to 180 days	**43,564**	11,022
More than 180 days	**14,872**	23,830

18. Margin accounts with brokers

Margin accounts are maintained with recognised futures dealers and brokers for trades done on the futures exchanges. These margin accounts move in relation to trades done on futures, variation margins required and prices of the commodities traded.

These amounts reflect the payments made to futures dealers as initial and variation margins depending on the volume of trades done and price movements.

	Group	
	2024 $'000	2023 $'000
Margin deposits with brokers	**1,402,476**	421,042
Amounts due to brokers	**(183,283)**	(610,591)
	1,219,193	(189,549)

19. Inventories

	Group	
	2024 $'000	2023 $'000
Balance sheets:		
Commodity inventories at fair value	**11,570,723**	5,757,804
Commodity inventories at the lower of cost and net realisable value	**4,521,227**	4,052,248
	16,091,950	9,810,052
Profit and loss account:		
Inventories recognised as an expense in cost of goods sold inclusive of the following (charge)/credit:	**(43,686,120)**	(39,138,027)
• Inventories written down [1]	**(114,423)**	(52,727)
• Reversal of write-down of inventories [2]	**33,449**	22,238

1. In the current financial years, an amount of $61,293,000 that relates to inventories written down to their net realisable value relates to the closure of two businesses in the Group.
2. The reversal of write-down of inventories is made when the related inventories are sold above their carrying amounts.

20. Advance payments to suppliers

	Group	
	2024 $'000	2023 $'000
Advances to suppliers – procurement of physical commodities	**664,031**	828,867
Advances to suppliers – capital expenditure	**36,426**	41,811
	700,457	870,678

Advance payments to suppliers denominated in currencies other than functional currencies of Group companies are as follows:-

	Group	
	2024 $'000	2023 $'000
Euro	**24,948**	45,629
United States Dollar	**18,281**	24,902
Great Britain Pounds	**13**	6

The movement in the allowance accounts for advance payment to suppliers is as follows:-

	Group	
	2024 $'000	2023 $'000
Movement in allowance accounts:-		
As at beginning of year	**26,401**	22,863
Charge for the year	**17,258**	14,895
Written back	**(4,760)**	(6,896)
Written off	**(654)**	(2,452)
Foreign currency translation adjustments	**(1,550)**	(2,009)
As at end of year	**36,695**	26,401

21. Other current/non-current assets

	Group 2024 $'000	2023 $'000
Current:		
Sundry receivables [1]	**376,038**	361,321
Export incentives and subsidies receivable [2]	**189,006**	151,312
Deposits	**44,223**	43,205
Staff advances [3]	**9,593**	9,385
Insurance receivables [4]	**67,890**	84,091
Short-term investment	**2,571**	2,347
	689,321	651,661
Prepayments [5]	**323,644**	387,637
Advance corporate tax paid	**179,505**	122,984
Taxes recoverable	**3**	–
	1,192,473	1,162,282
Non-current:		
Other non-current assets	**54,868**	66,039

1. Included in Sundry receivables is an amount of $5,646,000 that remains outstanding and to be received in 2025 in relation to the final instalment payment of the sale of a joint venture to a third party in the prior years. Sundry receivables also include amounts due from third parties $75,449,000 (2023: $88,877,000) which is non-interest bearing. Amounts due from third parties are unsecured, repayable on demand and are to be settled in cash.
2. These relate to incentives and subsidies receivable from the Government agencies of various countries for subsidised agricultural input and export of agricultural products. There are no unfulfilled conditions or contingencies attached to these incentives and subsidies.
3. Staff advances are interest-free, unsecured, repayable within the next 12 months and are to be settled in cash.
4. Insurance receivables mainly pertain to pending marine, forced abandonment and inventories insurance claims. The outstanding claims are currently being processed by the insurance companies for final settlement.
5. Prepayments mainly pertain to prepaid shipping and logistics related expenses incurred for sourcing, processing, packaging and merchandising of agricultural products and inputs.

Non-current assets held for sale

In the previous financial year, the non-current assets held for sale relates to the closed business of NZ Farming System Uruguay in Uruguay amounting to $1,145,000, for which the sale had completed as at 31 December 2024.

Non-current assets

Non-current assets mainly relates to:

i. Deposits of $24,497,000 (2023: $33,616,000) placed with financial institutions with maturity more than 12 months. These deposits earned interest at bank deposit rates ranging from 5.30% to 11.00% (2023: 5.45% to 9.12%) per annum.

ii. Loan receivable from a joint venture amounting to $13,657,000 (2023: $13,203,000) that is unsecured, bears interest at 6.25% per annum and is repayable over the period of 5 years.

22. Trade payables and accruals

	Group		Company	
	2024 $'000	2023 $'000	**2024 $'000**	2023 $'000
Trade payables	**3,960,440**	3,827,949	**–**	–
Accruals	**867,992**	911,730	**2,448**	3,033
	4,828,432	4,739,679	**2,448**	3,033
Advances received from customers	**88,419**	158,929	**–**	–
GST payable and equivalent	**84,867**	91,083	**–**	–
	5,001,718	4,989,691	**2,448**	3,033

Trade payables are non-interest bearing. Trade payables are subject to trade terms of 30 to 60 days' terms while other payables have an average term of two months.

Trade payables and accruals denominated in currencies other than functional currencies of Group companies are as follows:-

	Group		Company	
	2024 $'000	2023 $'000	**2024 $'000**	2023 $'000
Great Britain Pounds	**659,605**	859,873	**–**	–
Euro	**596,288**	240,918	**–**	–
United States Dollar	**56,765**	80,711	**–**	–
Singapore Dollar	**26,535**	27,051	**2,448**	3,033
Australian Dollar	**297,810**	286,905	**–**	–

Accruals mainly relate to operating costs such as logistics, insurance premiums and employee benefits.

23. Other current/non-current liabilities

	Group	
	2024 $'000	2023 $'000
Current:		
Interest payable on bank loans	**75,352**	55,150
Sundry payables	**521,260**	349,934
	596,612	405,084
Withholding tax payable	**15,925**	15,897
	612,537	420,981
Non-current:		
Other non-current liabilities	**79,647**	66,124

24. Borrowings and lease liabilities

Borrowings

	Group	
	2024 $'000	2023 $'000
Current:		
Bank overdrafts (Note 33)	**706,578**	355,672
Bank loans	**5,986,459**	2,867,985
Term loans from banks	**2,989,815**	3,037,390
Medium-term notes	**129,006**	158,345
	9,811,858	6,419,392
Non-current:		
Bank loans	**3,154,455**	825,109
Term loans from banks	**7,450,853**	6,479,462
Medium-term notes	**1,562,867**	1,588,744
	12,168,175	8,893,315
Total borrowings	**21,980,033**	15,312,707
Lease liabilities – Current	**162,733**	131,039
Lease liabilities – Non-current	**952,027**	850,125
Total lease liabilities	**1,114,760**	981,164
Total borrowings and lease liabilities	**23,094,793**	16,293,871

Borrowings denominated in currencies other than functional currencies of Group companies are as follows:-

	Group	
	2024 $'000	2023 $'000
Singapore Dollar	**599,145**	598,402
Japanese Yen	**1,514,139**	856,322
United States Dollar	**740,799**	82,483
United Arab Emirates Dirham	**1,223,926**	983,309

Bank overdrafts and bank loans

The bank loans and bank overdrafts of the subsidiary companies are repayable within 12 months and bear interest in a range from 0.001% to 30.98% (2023: 0.60% to 42.00%) per annum.

Bank loans include an amount of $30,907,000 (2023: $54,414,000) secured by the assets of subsidiaries. The remaining amounts of bank loans are unsecured.

Term loans from banks

Term loans from banks of the subsidiary companies bear interest at fixed and floating interest rates ranging from 0.06% to 29.50% (2023: 0.06% to 21.50%) per annum. Term loans from banks to the subsidiary companies are repayable between one to fourteen years (2023: one to fifteen years).

Term loans from banks include an amount of $45,007,000 (2023: $52,026,000) secured by the assets of subsidiaries. The remaining amounts of term loans from banks are unsecured.

24. Borrowings and lease liabilities continued

Medium-term notes

The Group has a US$5,000,000,000 Euro medium-term notes ('EMTN') programme which are unsecured. The EMTN are as follows:-

	Maturity	Group 2024 $'000	Group 2023 $'000
Current:			
Euro medium-term note programme:			
• 2.05% fixed rate notes	2025	**60,791**	–
Other medium-term notes:			
• 3.89% fixed rate notes	2024	**–**	158,345
• 3.27% fixed rate notes	2025	**68,215**	–
		129,006	158,345
Non-current:			
Euro medium-term note programme:			
• 2.05% fixed rate notes	2025	**–**	65,477
• 4.00% fixed rate notes	2026	**599,145**	598,402
• 3.25% fixed rate notes	2026	**136,519**	131,941
• 1.61% fixed rate notes	2026	**78,150**	84,183
• 1.403% fixed rate notes	2026	**47,548**	51,090
• 6.80% (2023: 6.90%) floating rate notes	2028	**68,285**	66,015
• 6.80% floating rate notes	2029	**88,771**	–
Other medium-term notes:			
• 3.27% fixed rate notes	2025	**–**	65,844
• 3.05% fixed rate notes	2027	**272,247**	262,788
• 3.25% fixed rate notes	2029	**102,428**	99,023
• 6.80% (2023: 5.33%) floating rate notes	2028	**34,143**	33,008
• 7.00% (2023: 5.33%) floating rate notes	2030	**135,631**	130,973
		1,562,867	1,588,744

Lease liabilities

	Group 2024 $'000	Group 2023 $'000
As at 1 January	**981,164**	1,027,022
Additions in relation to business combinations (Note 12)	**51**	–
Additions/(derecognition), net	**302,577**	124,183
Accretion of interest (Note 8)	**65,477**	57,582
Payments	**(219,650)**	(212,496)
Foreign currency translation adjustment	**(14,859)**	(15,127)
As at 31 December	**1,114,760**	981,164
Current	**162,733**	131,039
Non-current	**952,027**	850,125

Lease liabilities include variable rent payments amounting to $298,141,000 (2023: $324,725,000) which is based on expected future harvest yields and future market prices of agricultural products.

Leases amounting to $Nil (2023: $3,836,000) are guaranteed by a subsidiary company.

Lease liabilities bear interest ranging from 3.00% to 12.75% (2023: 1.00% to 13.50%) per annum and are repayable between 1 and 36 years (2023: 1 and 37 years).

24. Borrowings and lease liabilities continued

Change in liabilities arising from financing activities

A reconciliation of liabilities arising from financing activities is as follows:-

	Group					
	2023 $'000	**Cash flows $'000**	**Non-cash changes**			**2024 $'000**
			Net movement in lease liabilities $'000	**Acquisition of subsidiary (Note 12) $'000**	**Foreign exchange movement $'000**	
Bank borrowings (excluding bank overdrafts and lease liabilities)	13,209,946	**6,036,787**	**–**	**–**	**334,849**	**19,581,582**
Lease liabilities	981,164	**(154,291)**	**302,695**	**51**	**(14,859)**	**1,114,760**
Medium-term notes	1,747,089	**(112,953)**	**–**	**–**	**57,737**	**1,691,873**

	Group					
	2022 $'000	Cash flows $'000	Non-cash changes			2023 $'000
			Net movement in lease liabilities $'000	Acquisition of subsidiary $'000	Foreign exchange movement $'000	
Bank borrowings (excluding bank overdrafts and lease liabilities)	12,846,087	680,608	–	–	(316,749)	13,209,946
Lease liabilities	1,027,022	(159,397)	128,666	–	(15,127)	981,164
Medium-term notes	2,082,201	(310,146)	–	–	(24,966)	1,747,089

25. Earnings per share

Basic earnings per share is calculated by dividing the net profit for the year attributable to owners of the Company by the weighted average number of ordinary shares outstanding (excluding treasury shares) during the year.

Diluted earnings per share is calculated by dividing the adjusted net profit attributable to owners of the Company by the weighted average number of ordinary shares outstanding (excluding treasury shares) during the year adjusted for the effects of dilutive shares and options.

The following reflects the profit and share data used in the basic and diluted earnings per share computations for the financial years ended 31 December:

	Group	
	2024 $'000	2023 $'000
Net profit attributable to owners of the Company	**86,423**	278,721
Less: Accrued capital securities distribution	**(32,581)**	(32,491)
Adjusted net profit attributable to owners of the Company for basic and dilutive earnings per share	**53,842**	246,230
	No. of shares	No. of shares
Weighted average number of ordinary shares on issue applicable to basic earnings per share	**3,774,369,677**	3,791,037,447
Dilutive effect of performance share plan	**52,866,653**	52,866,653
Adjusted weighted average number of ordinary shares applicable to diluted earnings per share	**3,827,236,330**	3,843,904,100

There have been no other transactions involving ordinary shares or potential ordinary shares since the reporting date and the date of these financial statements.

26. Share capital, treasury shares, perpetual capital securities and warrants

a. Share capital

	Group and Company			
	31 December 2024		31 December 2023	
	No. of shares	**$'000**	No. of shares	$'000
Ordinary shares issued and fully paid [1]				
Balance at the beginning and end of year	**3,842,625,185**	**6,233,595**	3,842,625,185	6,233,595

1. The holders of ordinary shares are entitled to receive dividends as and when declared by the Group. All ordinary shares carry one vote per share without restriction. The ordinary shares have no par value.

b. Treasury shares

	Group and Company			
	31 December 2024		31 December 2023	
	No. of shares	**$'000**	No. of shares	$'000
Ordinary shares issued and fully paid				
Balance at beginning of year [1]	**25,452,000**	**31,046**	4,868,700	6,543
Use of treasury shares for share awards/options [2]	**(487,500)**	**(500)**	(226,700)	(367)
Share buyback during the year [3]	**25,129,200**	**28,468**	20,810,000	24,870
Balance at end of year	**50,093,700**	**59,014**	25,452,000	31,046

1. All ordinary shares carry one vote per share without restriction. The ordinary shares have no par value.
2. A total of 487,500 treasury shares were transferred to Non-Executive Directors, representing approximately 30% remuneration in lieu of cash for the financial year ended 31 December 2024 (2023: 226,700).
3. These treasury shares relate to those of the Company that were bought back during the current financial year.

c. Shares held in trust

All remaining Restricted Share Awards ("RSAs") under the OSGP were approved for early vesting and a trust was concurrently set up to allow the unvested RSAs to be issued and/or transferred to the trustee to be held under the trust. Under the trust arrangement, such share awards will be released by the trustee to the respective RSA holders in accordance with the original vesting schedule and subject to the same conditions for vesting as provided in the RSA under the OSGP.

d. Capital securities

Combined $550,375,000 5.375% Perpetual Capital Securities

On 18 January 2021, 26 April 2021 and 23 November 2021, the Company issued subordinated perpetual capital securities (the 'capital securities') with an aggregate combined principal amount of $550,375,000 ($250,000,000, $100,000,000, $50,000,000 and $150,375,000 respectively) under the US$5,000,000,000 EMTN Programme. Issuance costs incurred amounting to $4,040,000 were recognised in equity as a deduction from proceeds.

The capital securities amounting to $400,000,000 were priced at par and bear a distribution rate of 5.375% for the first five years. The remaining amount of $150,375,000 which bears a distribution rate of 5.375% for the first five years was priced at a premium of 0.25%.

The distribution rate for all capital securities will then be reset at the end of five years from the issue date of the capital securities and each date falling every five years thereafter. Additionally, Olam may choose to redeem in whole the capital securities on or after the fifth anniversary of the issuance of the capital securities.

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27. Dividends

	Group and Company	
	2024 $'000	2023 $'000
Declared and paid during the financial year ended:-		
Dividends on ordinary shares:		
• One tier tax-exempted interim dividend for financial year ended 31 December 2024: $0.03 (2023: $0.03) per share	**113,776**	115,005
• One tier tax-exempted second and final dividend for financial year ended 31 December 2023: $0.04 (2022: $0.045) per share	**152,029**	172,709
	265,805	287,714
Proposed but not recognised as a liability as at:-		
Dividends on ordinary shares, subject to shareholders' approval at the Annual General Meeting:		
• One tier tax-exempted second and final dividend for financial year ended 31 December 2024: $0.03 (2023: $0.04) per share	**113,776**	152,687

28. Capital commitments

Capital expenditure contracted for as at the balance sheet date but not recognised in the financial statements is as follows:-

	Group	
	2024 $'000	2023 $'000
Capital commitments in respect of property, plant and equipment	**59,605**	44,532

29. Contingent liabilities

	Company	
	2024 $'000	2023 $'000
Contingent liabilities not provided for in the accounts:		
Financial guarantee contracts given on behalf of subsidiary companies that were drawn down at 31 December[1]	**21,305,286**	17,854,065

1. Amounts utilised by subsidiary companies on the bank facilities secured by corporate guarantees amounted to $16,069,549,000 (2023: $11,558,609,000).

The Company has agreed to provide continuing financial support to certain subsidiary companies.

Legal and regulatory proceedings

The Group is subject to various legal proceedings as detailed below:

i. The Brazilian Public Ministry of Labor filed proceedings in the 2nd Labor Court in Ilhéus/State of Bahia in Brazil against the Group in connection with the regulatory and enforcement authorities investigations, in which we received a favourable ruling. The Brazilian Government filed an appeal which is pending.

ii. The Group was named in federal class action lawsuit in the United States District Court in Washington D.C along with several other global chocolate importers alleging regulatory violations in the supply chain. The Group achieved success in the Joint Motion to Dismiss, the plaintiff has appealed and the appeal is pending.

The facts and circumstances of these proceedings are assessed on a regular basis to determine if the criteria for recognising a provision in accordance with SFRS(I) 1-37 are met. At 31 December 2024 and 31 December 2023, the Group has concluded that the recognition criteria have not been met, as such, no liability has been recognised in relation to these matters in the consolidated statement of financial position at the end of the reporting periods as both have been assessed by the Group to be remote.

30. Employee benefits expenses

Employee benefits expenses (including executive directors):-

	Group	
	2024 $'000	2023 $'000
Salaries and employee benefits	**1,507,019**	1,433,210
Central Provident Fund contributions and equivalents	**63,485**	55,518
Retrenchment benefits	**4,914**	2,263
Share-based expenses (relates to OSGP only)	**21,149**	23,066
	1,596,567	1,514,057

a. Olam Share Grant Plan ("OSGP")

On 30 October 2014, the Olam Share Grant Plan ('OSGP') was approved by shareholders of Olam International Limited at an Extraordinary General Meeting. The OSGP is a share-based incentive plan which involves the award of fully-paid shares, when and after pre-determined performance or service conditions are accomplished. The actual number of shares to be delivered pursuant to the award granted will range from 0% to 192.5% and 200% of the base award and is contingent on the achievement of pre-determined targets set out in the three-year performance period and other terms and conditions being met.

The fair value of services received in return for shares awarded is measured by reference to the fair value of shares granted under the OSGP. The estimate of the fair value of the services received is measured based on a Monte Carlo simulation model, which involves projection of future outcomes using statistical distributions of key random variables including share price and volatility of returns. The inputs to the model used for the shares granted are shown below:-

Plan:	RSA	RSA
Grant date:	3 March 2022	9 April 2021
Dividend yield (%)	4.421	4.571
Expected volatility (%)	26.603	23.006
Risk-free interest rate (%)	0.985 – 1.564	0.601
Expected term (years)	1.08 – 4.08	2.98
Share price at date of grant ($)	1.78	1.750
Fair value at date of grant – RSA ($)	1.595	1.556

The number of contingent shares granted but not released for RSA awards as at 31 December 2024 was 17,601,888 (2023: 34,434,687).

In 2022, the NRC had determined that a trust be set up by a wholly-owned subsidiary, Olam Holdings Pte. Ltd. to be used to satisfy the unvested RSA and that unvested Shares (defined to be "Olam Group Limited Shares") under the RSA were fully issued and/or transferred by Olam International Limited to the trustee prior to the Scheme Effective Date to hold under the trust. The trustee will hold such Olam Group Limited Shares on trust so as to satisfy the outstanding RSA. The said Olam Group Limited Shares will be released by the trustee to the respective RSA holders in accordance with the original vesting schedule of the RSA, and subject to the same conditions for vesting as provided in the RSA and under the OSGP, save for limited exceptions in which the continued employment requirement may not apply.

b. Jiva Employee Option Plan ("JEOP")

Jiva AG Pte. Ltd. ("Jiva"), an indirect subsidiary of the Company, has implemented the Jiva Employee Option Plan (the "JEOP") which was approved and adopted by the shareholders of Jiva on 19 April 2021.

The fair value of share options as at the date of grant, is estimated by the Company using the Black Scholes Model, taking into account the terms and conditions upon which the options are granted. The expected life of the option is based on the assumption that the options would be exercised within six months of the vesting date. The expected volatility reflects the assumption that the historical volatility is indicative of future trends, which may not necessarily be the actual outcome.

30. Employee benefits expenses continued

c. Terrascope Employee Option Plan ("TEOP")

Terrascope Pte. Ltd. ("Terrascope"), an indirect subsidiary of the Company, has implemented the Terrascope Employee Option Plan (the "TEOP") which was approved and adopted by the shareholders of Terrascope on 22 August 2022.

The fair value of share options as at the date of grant is estimated by the Company using the Black Scholes Model, taking into account the terms and conditions upon which the options are granted. The expected life of the option is based on the assumption that the options would be exercised within six months of the vesting date. The expected volatility reflects the assumption that the historical volatility is indicative of future trends, which may not necessarily be the actual outcome.

d. Mindsprint Employee Option Plan ("MEOP")

Mindsprint Pte. Ltd. ("Mindsprint"), an indirect subsidiary of the Company, has implemented the Mindsprint Employee Option Plan (the "MEOP") which was approved and adopted by the shareholders of Mindsprint on 20 December 2023.

The fair value of share options as at the date of grant, is estimated by the Company using the Black Scholes Model, taking into account the terms and conditions upon which the options are granted. The expected life of the option is based on the assumption that the options would be exercised within six months of the vesting date. The expected volatility reflects the assumption that the historical volatility is indicative of future trends, which may not necessarily be the actual outcome.

31. Related party disclosures

An entity or individual is considered a related party of the Group for the purposes of the financial statements if: i) it possesses the ability (directly or indirectly) to control or exercise significant influence over the operating and financial decisions of the Group or vice versa; ii) it is subject to common control or common significant influence.

The following are the significant related party transactions entered into by the Group and Company in the ordinary course of business on terms agreed between the parties:-

	Group		Company	
	2024 $'000	2023 $'000	**2024 $'000**	2023 $'000
Subsidiary companies:				
• Interest received on loans, net	**–**	–	**58,436**	55,954
• Dividend income received	**–**	–	**159,222**	324,082
Joint ventures:				
• Sales of goods	**–**	8,249	**–**	–
• Purchases	**3,215**	5,195	**–**	–
• Management fee received	**54**	91	**–**	–
• Dividend income	**177**	–	**–**	–
Associates:				
• Sales of goods	**310,053**	204,902	**–**	–
• Purchases	**–**	852	**–**	–
• Dividend income	**5,276**	5,521	**–**	–
• Commission paid	**529**	726	**–**	–
Shareholder related companies of the Company:				
• Sale of goods	**96,109**	147,857	**–**	–
• Purchases	**57,909**	1,257	**–**	–
• Commission paid	**29**	27	**–**	–

32. Compensation of directors and key management personnel

The remuneration of directors and key management personnel during the years is as follows:-

	Group		Company	
	2024 $'000	2023 $'000	**2024 $'000**	2023 $'000
Directors' fees	**1,913**	3,630	**1,883**	3,555
Salaries and employee benefits	**16,340**	13,802	**16,340**	13,802
Central Provident Fund contributions and equivalents	**87**	74	**87**	74
Share-based expense	**2,018**	2,224	**2,018**	2,224
	20,358	19,730	**20,328**	19,655
Comprising amounts paid to:-				
Directors of the Company	**10,302**	12,167	**10,272**	12,092
Key management personnel	**10,056**	7,563	**10,056**	7,563
	20,358	19,730	**20,328**	19,655

Directors' interests in Olam Share Grant Plan

At the end of the reporting date, there were no outstanding options/shares that were issued/allocated to the directors and key management personnel.

33. Cash and short-term deposits

	Group		Company	
	2024 $'000	2023 $'000	**2024 $'000**	2023 $'000
Cash and bank balances	**3,064,681**	3,257,332	**921**	13,998
Deposits	**264,993**	324,294	**–**	–
	3,329,674	3,581,626	**921**	13,998

Cash at banks earn interest at floating rates based on daily bank deposit rates ranging from 0.01% to 43.50% (2023: 0.01% to 46.50%) per annum.

Deposits include short-term and capital guaranteed deposits. Short-term deposits are made for varying periods between 1 and 90 days (2023: 1 and 90 days) depending on the immediate cash requirements of the Group, and interest is earned at floating rates ranging from 0.20% to 24.75% (2023: 1.00% to 16.75%) per annum and may be withdrawn on demand.

Cash and bank balances and deposits denominated in currencies other than functional currencies of Group companies are as follows:-

	Group		Company	
	2024 $'000	2023 $'000	**2024 $'000**	2023 $'000
Euro	**358,740**	465,139	**–**	–
Great Britain Pounds	**75,415**	131,322	**–**	–
United States Dollar	**67,988**	79,104	**21**	783
Singapore Dollar	**22,408**	30,024	**900**	13,215
Australian Dollar	**3,988**	5,236	**–**	–
Japanese Yen	**1,152**	3,789	**–**	–

Cash and cash equivalents

For the purpose of the consolidated cash flow statement, cash and cash equivalents comprise the following:-

	Group	
	2024 $'000	2023 $'000
Cash and bank balances	**3,064,681**	3,257,332
Deposits	**264,993**	324,294
Less: Deposits - margin	**(4,165)**	–
Bank overdrafts (Note 24)	**(706,578)**	(355,672)
	2,618,931	3,225,954

Bank overdrafts are included in the determination of cash and cash equivalents because they form an integral part of the Group's cash management.

34. Financial risk management policies and objectives

The Group and the Company are exposed to financial risks from its operations and the use of financial instruments. The Board of Directors and Audit and Risk Committee review and agree on policies and procedures for the management of these risks, which are executed by the Chief Financial Officer and Head of Risk. The Audit and Risk Committee provides independent oversight to the effectiveness of the risk management process.

The Group's principal financial instruments, other than derivative financial instruments, comprise bank loans, medium-term notes, term loans from banks, cash and bank balances, fixed deposits and bank overdrafts. The main purpose of these financial instruments is to finance the Group's operations. The Group has various other financial assets and liabilities such as trade receivables and trade payables, which arise directly from its operations.

The Group also enters into derivative transactions, including forward currency contracts, commodity futures, commodity options, over-the-counter ('OTC') structured products, foreign currency and interest rate swap contracts. The purpose is to manage the commodity price risk, foreign currency risk and interest rate risk arising from the Group's operations and its sources of financing.

There has been no change to the Group's exposure to these financial risks or the manner in which it manages and measures the risks.

The main risks arising from the Group's financial instruments are commodity price risk, credit risk, foreign currency risk, liquidity risk and interest rate risk. The Board of Directors reviews and agrees on the policies for managing each of these risks and they are summarised below:-

a. Commodity price risk

Commodities traded by the Group are subject to fluctuations due to a number of factors that result in price risk. The Group purchases and sells various derivative products, primarily exchange-traded futures and options with the purpose of managing market exposure to adverse price movements in these commodities. The Group has established policies and exposure limits that restrict the amount of unhedged fixed price physical positions in each commodity.

The Group also enters into commodity derivatives for trading purposes. The Group's trading market risk appetite is determined by the Board of Directors, with detailed exposure limits recommended by the Executive Risk Committee and approved by the Audit and Risk Committee.

At balance sheet date, if the commodities price index increased by 1.0% with all other variables held constant, the Group's profit net of tax would have increased by $32,790,000 given the net long commodity positions (2023: increased by $37,776,000 given the net long commodity positions), arising as a result of fair value on Group's commodity futures, options contracts, physical sales and purchases commitments as well as the inventory held at balance sheet date.

b. Credit risk

Credit risk is limited to the risk arising from the inability of a customer to make payment when due. It is the Group's policy to provide credit terms only to creditworthy customers. These debts are continually monitored and therefore the Group does not expect to incur material credit losses.

For computation of impairment losses on financial assets, the Group uses a provision matrix as presented below:-

Balance Sheet	Expected credit loss
Loan to associate (Note 15) Amounts due from subsidiary companies (net) (Note 16) Trade receivables (Note 17) Other current assets – Sundry receivables, export incentives and subsidies receivable, deposits, staff advances and insurance receivables (Note 21)	Expected credit losses is calculated by considering the historical default experience and the financial position of the counterparties and various external sources of actual and forecast economic information, as appropriate, in estimating the probability of default of each of these financial assets occurring within their respective loss assessment time horizon, as well as the loss upon default in each case.

The carrying amounts of trade receivables, other non-current and current assets, margin accounts with brokers, cash and short-term deposits payments, including derivatives with positive fair value, represent the Group's maximum exposure to credit risk. No other financial assets carry a significant exposure to credit risk. Cash and bank balances and deposits are placed with reputable banks.

34. Financial risk management policies and objectives continued

b. Credit risk continued

Credit risk concentration profile

The Group determines concentrations of credit risk by monitoring the operating segment profile of its trade receivables on an ongoing basis. The credit risk concentration profile of the Group's trade receivables at the end of the reporting period is as follows:-

	Group	
	2024 $'000	2023 $'000
By operating segments:		
Olam Food Ingredients ('ofi')	**1,168,198**	893,530
Olam Global Agri ('Olam Agri')	**2,751,625**	2,061,780
Remaining Olam Group	**65,701**	85,722
	3,985,524	3,041,032

The Group has no significant concentration of credit risk with any single customer.

c. Foreign currency risk

The Group trades its products globally and, as a result, is exposed to movements in foreign currency exchange rates. The primary purpose of the Group's foreign currency hedging activities is to protect against the volatility associated with foreign currency purchases and sales of raw materials and other assets and liabilities created in the normal course of business. The Group primarily utilises foreign currency forward exchange contracts and cross-currency interest rate swaps to hedge firm commitments.

The Group has transactional currency exposures arising from sales or purchases that are denominated in a currency other than the respective functional currencies of Group entities. The foreign currencies in which these transactions are denominated are mainly Singapore Dollar (SGD), Great Britain Pounds (GBP), United States Dollar (USD), Australian Dollar (AUD), Euro (EUR) and Japanese Yen (YEN).

The following table demonstrates the sensitivity of the Group's profit net of tax and equity to a reasonably possible change in the SGD, GBP, USD, AUD, EUR and YEN exchange rates, with all other variables held constant.

	Group			
	2024		2023	
	Profit net of tax $'000	**Equity $'000**	Profit net of tax $'000	Equity $'000
	Increase/ (decrease)	**Increase/ (decrease)**	Increase/ (decrease)	Increase/ (decrease)
SGD – strengthened 0.5%	**337**	**3,345**	512	2,509
GBP – strengthened 0.5%	**(19,646)**	**(24)**	(14,493)	(9)
USD – strengthened 0.5%	**(1,878)**	**714**	807	–
AUD – strengthened 0.5%	**2,394**	**(8)**	4,345	(10)
EUR – strengthened 0.5%	**(989)**	**(780)**	(273)	(501)
YEN – strengthened 0.5%	**(5,411)**	**–**	(2,805)	–

34. Financial risk management policies and objectives continued

d. Liquidity risk

Liquidity risk is the risk that the Group or the Company will encounter difficulty in meeting financial obligations associated with its financial liabilities or due to shortage of funds.

To ensure continuity of funding, the Group primarily uses short-term bank facilities that are transaction-linked and self-liquidating in nature. The Group also has a multicurrency medium-term notes programme, as well as term loans from banks, to fund its ongoing working capital requirement and growth needs.

The table below summarises the maturity profile of the Group's and the Company's financial liabilities at the balance sheet date based on contractual undiscounted repayment obligations.

	2024 $'000				2023 $'000			
	One year or less	**One to five years**	**Over five years**	**Total**	One year or less	One to five years	Over five years	Total
Group								
Financial liabilities:								
Trade payables and accruals (Note 22)	**4,828,432**	**–**	**–**	**4,828,432**	4,739,679	–	–	4,739,679
Other current liabilities (Note 23)	**521,260**	**–**	**–**	**521,260**	349,934	–	–	349,934
Other non-current liabilities (Note 23)	**–**	**79,647**	**–**	**79,647**	–	66,124	–	66,124
Borrowings	**10,901,071**	**12,546,525**	**583,627**	**24,031,223**	6,735,728	9,129,213	299,858	16,164,799
Lease liabilities	**203,194**	**614,645**	**740,932**	**1,558,771**	172,376	553,679	793,893	1,519,948
Derivative financial instruments (Note 34(f))	**8,336,354**	**–**	**–**	**8,336,354**	3,041,608	–	–	3,041,608
Total undiscounted financial liabilities	**24,790,311**	**13,240,817**	**1,324,559**	**39,355,687**	15,039,325	9,749,016	1,093,751	25,882,092
Company								
Financial liabilities:								
Trade payables and accruals (Note 22)	**2,448**	**–**	**–**	**2,448**	3,033	–	–	3,033
Total undiscounted financial liabilities	**2,448**	**–**	**–**	**2,448**	3,033	–	–	3,033

The table below shows the contractual expiry by maturity of the Company's contingent liabilities and commitments. The maximum amount of the financial guarantee contracts drawn/undrawn are allocated to the earliest period in which the guarantee could be called.

	2024 $'000				2023 $'000			
	One year or less	**One to five years**	**Over five years**	**Total**	One year or less	One to five years	Over five years	Total
Company								
Financial guarantees	**16,069,549**	**–**	**–**	**16,069,549**	11,558,609	–	–	11,558,609

e. Interest rate risk

The Group's and the Company's exposure to market risk for changes in interest rates relate primarily to floating rate borrowings. Interest rate risk is managed on an ongoing basis such as hedging the risk through interest rate derivatives with the primary objective of limiting the extent to which net interest exposure could be affected by adverse movements in interest rates. The details of the interest rates relating to the interest-earning financial assets and interest-bearing financial liabilities are disclosed in various notes to the financial statements.

At the balance sheet date, if interest rates had moved by 25 basis points with all other variables held constant, the Group's profit net of tax would have changed inversely by $31,363,000 (2023: $34,640,000).

34. Financial risk management policies and objectives continued

f. Derivative financial instruments and hedge accounting

Derivative financial instruments are used to manage the Group's exposure to risks associated with foreign currency and commodity price. Certain derivatives are also used for trading purposes. The Group and Company have master netting arrangements with certain dealers and brokers to settle the net amount due to or from each other.

Derivatives held for trading

As at 31 December 2024, the settlement dates on open commodity derivatives ranged between 1 and 33 months (2023: 1 and 29 months) and foreign exchange derivatives ranged between 1 and 115 months (2023: 1 and 117 months). As at 31 December 2024, the settlement dates for cross-currency interest rate swaps are expected to occur within 74 months (2023: within 55 months).

The Group's derivative financial instruments that are offset are as follows:-

	Group			
	2024 Fair value		2023 Fair value	
	Assets $'000	**Liabilities $'000**	Assets $'000	Liabilities $'000
Derivatives held for trading:				
Commodity contracts	**25,439,522**	**(24,300,860)**	9,572,266	(8,447,579)
Foreign exchange contracts	**669,335**	**(664,462)**	798,940	(728,411)
Cross-currency interest rate swaps	**22,018**	**(132,334)**	47,494	(100,476)
Total derivatives held for trading	**26,130,875**	**(25,097,656)**	10,418,700	(9,276,466)
Derivatives held for hedging:				
Commodity contracts	**–**	**(1,885,492)**	361	(226,829)
Fair value hedge	**–**	**(1,885,492)**	361	(226,829)
Foreign exchange contracts – Cash flow hedge	**9,256**	**(19,369)**	3,863	(8,450)
Cross-currency interest rate swaps – Cash flow hedge	**–**	**(70,560)**	–	–
Interest rate swaps – Cash flow hedge	**–**	**(92)**	4	(127)
Cash flow hedge	**9,256**	**(90,021)**	3,867	(8,577)
Total derivatives held for hedging	**9,256**	**(1,975,513)**	4,228	(235,406)
Total derivatives, gross	**26,140,131**	**(27,073,169)**	10,422,928	(9,511,872)
Gross amounts offset in the balance sheet	**(18,736,815)**	**18,736,815**	(6,470,264)	6,470,264
Net amounts in the balance sheet	**7,403,316**	**(8,336,354)**	3,952,664	(3,041,608)

34. Financial risk management policies and objectives continued

f. Derivative financial instruments and hedge accounting continued

The Group applies hedge accounting in accordance with SFRS(I) 9 for certain hedging relationships which qualify for hedge accounting. The effects of applying hedge accounting for expected future sales and purchases on the Group's balance sheet and profit and loss are as follows:-

	Line item in the Balance Sheets where the hedging instrument is reported:	Group 2024 Assets $'000	Group 2024 Liabilities $'000	Group 2023 Assets $'000	Group 2023 Liabilities $'000
Fair value hedge – Commodity contracts					
Hedged item:					
Inventories	Inventories	**6,799,242**	**–**	2,431,879	–
Sales and purchase contracts	Derivative assets	**337,562**	**–**	243,953	–
Hedging instruments:					
Commodity contracts	Derivative assets/(liabilities)	**–**	**(1,885,492)**	361	(226,829)
Cash flow hedge – Foreign exchange contracts					
Hedged item:					
Forecasted transactions denominated in foreign currency	Fair value adjustment reserves	**136,414**	**(839,188)**	755,687	–
Hedging instruments:					
Foreign exchange contracts	Derivative assets/(liabilities)	**9,256**	**(19,369)**	3,863	(8,450)
Cash flow hedge – Cross-currency interest rate swap contracts					
Hedged item:					
Forecasted transactions denominated in foreign currency	Fair value adjustment reserves	**63,428**	**–**	–	–
Hedging instruments:					
Foreign exchange contracts	Derivative assets/(liabilities)	**–**	**(70,560)**	–	–
Cash flow hedge – Interest rate swap					
Hedged item:					
Forecasted transactions denominated in foreign currency	Fair value adjustment reserves	**–**	**(92)**	–	(122)
Hedging instruments:					
Interest rate swaps	Derivative assets/(liabilities)	**–**	**(92)**	4	(127)

34. Financial risk management policies and objectives continued

f. Derivative financial instruments and hedge accounting continued

Fair value hedge – Commodity contracts

The Group is exposed to price risk on the purchase side due to increase in commodity prices, on the sales sides and inventory held to decrease in commodity prices. Therefore, the Group applies fair value hedge accounting to hedge its commodity prices embedded in its inventories, sales and purchase contracts and uses commodity derivatives to manage its exposure. The Group determines its hedge effectiveness based on the volume of both hedged item and hedging instruments.

For the relevant commodity derivatives used for the above hedge accounting purposes, the forecasted transactions are expected to occur within 1 to 33 months (2023: 1 to 31 months). These commodity derivatives held for hedge accounting are used to hedge the commodity price risk related to inventories, sales and purchases contracts. The fair value adjustments included in the carrying amount of the inventories as of 31 December 2024 amounts to $3,318,944,000 (2023: $669,507,000).

Cash flow hedge – Foreign exchange contracts

For the relevant foreign exchange derivatives used for the above hedging accounting purposes, the forecasted transactions are expected to occur within 18 months (2023: 31 months). The fair value of these derivatives recorded in the 'Other Comprehensive Income' are reclassified through the profit and loss account upon occurrence of the forecasted transactions and this amounts to $33,136,000 (2023: $9,154,000) for the current financial year. The net hedging loss recognised in the 'Other Comprehensive Income' in relation to such transactions amounts to $10,113,000 (2023: loss of $4,587,000) in the current financial year.

Cash flow hedge – Cross-currency interest rate swaps

The Group entered into cross-currency swap contracts in order to hedge the currency and interest rate exposures of two JPY and one RMB term loans draw down by the Group. The hedge on the interest exposure linked to future interest payments on these term loans is booked at fair value through other comprehensive income as a cash flow hedge.

Gains or losses on the revaluation of the term loans at closing rate are transferred to other comprehensive income to offset any gains or losses on cross-currency swap contracts. The critical terms of these swap contracts and their corresponding hedged items are matched, and the Group expects a highly effective hedging relationship with the swap contracts and the value of the corresponding hedged items to change systematically in opposite direction in response to movements in the underlying interest rate and exchange rates.

Cash flow hedge – Interest rate swaps

The Group entered into interest rate swap contracts to hedge against fluctuation in the international rates (EURIBOR or SOFR) on the floating rate exposure of its Structured Letter of Credit ("SLC") and bank loans. All interest rate derivative financial instruments are in a cash flow hedge relationship resulting in changes in fair value are being recognised in other comprehensive income. As at 31 December 2024, these hedges are effective until 2025 (2023: 2024) with 3-months SOFR (2023: 3-months EURIBOR/SOFR) rate of 4.63% (2023: 5.35% to 5.40%) per year.

35. Fair values of assets and liabilities

a. Fair value hierarchy

The Group classifies fair value measurements using a fair value hierarchy that is dependent on the valuation inputs used as follows:

- Level 1 – Quoted prices (unadjusted) in active market for identical assets or liabilities that the Group can access at the measurement date,
- Level 2 – Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly, and
- Level 3 – Unobservable inputs for the asset or liability.

b. Fair value of assets and liabilities that are carried at fair value

The following table shows an analysis of assets and liabilities carried at fair value by level of fair value hierarchy:-

	Group							
	2024				2023			
	Quoted prices in active markets for identical instruments (Level 1) $'000	Significant other observable inputs (Level 2) $'000	Significant unobservable inputs (Level 3) $'000	Total $'000	Quoted prices in active markets for identical instruments (Level 1) $'000	Significant other observable inputs (Level 2) $'000	Significant unobservable inputs (Level 3) $'000	Total $'000
Recurring fair value measurements								
Financial assets:								
Derivative financial instruments:-								
Commodity contracts	**385,399**	**6,211,445**	**105,863**	**6,702,707**	666,128	2,365,329	70,906	3,102,363
Foreign exchange contracts	**–**	**669,335**	**–**	**669,335**	–	798,940	–	798,940
Foreign exchange contracts – cash flow hedge	**–**	**9,256**	**–**	**9,256**	–	3,863	–	3,863
Cross-currency interest-rate swaps	**–**	**22,018**	**–**	**22,018**	–	47,494	–	47,494
Interest rate swaps – cash flow hedge	**–**	**–**	**–**	**–**	–	4	–	4
	385,399	**6,912,054**	**105,863**	**7,403,316**	666,128	3,215,630	70,906	3,952,664
Financial liabilities:								
Derivative financial instruments:-								
Commodity contracts	**3,844,308**	**3,538,907**	**66,322**	**7,449,537**	1,289,513	887,367	27,264	2,204,144
Foreign exchange contracts	**–**	**664,462**	**–**	**664,462**	–	728,411	–	728,411
Foreign exchange contracts – cash flow hedge	**–**	**19,369**	**–**	**19,369**	–	8,450	–	8,450
Cross-currency interest-rate swaps	**–**	**132,334**	**–**	**132,334**	–	100,476	–	100,476
Cross-currency interest-rate swap – cash flow hedge	**–**	**70,560**	**–**	**70,560**	–	–	–	–
Interest rate swaps – cash flow hedge	**–**	**92**	**–**	**92**	–	127	–	127
	3,844,308	**4,425,724**	**66,322**	**8,336,354**	1,289,513	1,724,831	27,264	3,041,608
Non-financial assets:								
Biological assets (Note 13)	**–**	**–**	**673,492**	**673,492**	–	–	557,025	557,025
Inventories (Note 19)	**–**	**10,813,347**	**757,376**	**11,570,723**	–	5,181,996	575,808	5,757,804

Determination of fair value

All derivative financial instruments are valued using a valuation technique with market observable inputs. The most frequently applied valuation techniques include forward pricing and swap models, using present value calculations. The models incorporate various inputs including the credit quality of counterparties, foreign exchange spot and forward rates, interest rate curves and commodity price curves.

Commodity contracts, inventories, interest rate swaps and cross currency interest rate swaps are valued based on the following:-

- Level 1 – Based on quoted closing prices at the balance sheet date;
- Level 2 – Valued using valuation techniques with market observable inputs. The models incorporate various inputs including the broker quotes for similar transactions, credit quality of counterparties, foreign exchange spot and forward rates, interest rate curves and forward rate curves of the underlying commodities; and
- Level 3 – Valued using inputs that are not based on observable inputs such as historical transacted prices and estimates.

The fair value of biological assets has been determined through various methods and assumptions. Please refer to Note 13 for more details.

Transfer out of Level 3

In the year ended 31 December 2024, certain commodity contracts which were valued based on Level 3 in the previous financial year, are valued based on Level 2 in the current financial year, basis availability of significant observable inputs, unlike in the previous financial year 31 December 2023.

35. Fair values of assets and liabilities continued

c. Level 3 fair value measurements

i. Information about significant unobservable inputs used in Level 3 fair value measurements

The significant unobservable inputs used in the valuation of biological assets are disclosed in Note 13.

The following table shows the information about fair value measurements of other assets and liabilities using significant unobservable inputs (Level 3):-

Recurring fair value measurements	Valuation techniques	Unobservable inputs	Percentage
Financial assets/liabilities:			
Commodity contracts	Comparable market approach	Premium on quality per metric tonne	0% to 24% (2023: 0% to 36%)
Commodity contracts	Comparable market approach	Discount on quality per metric tonne	0% to 24% (2023: 0% to 36%)
Non-financial assets:			
Inventories	Comparable market approach	Premium on quality per metric tonne	0% to 29% (2023: 0% to 36%)
Inventories	Comparable market approach	Discount on quality per metric tonne	0% to 26% (2023: 0% to 36%)

Impact of changes to key assumptions on fair value of Level 3 financial instruments

The following table shows the impact on the Level 3 fair value measurement of assets and liabilities that are sensitive to changes in unobservable inputs that reflect reasonably possible alternative assumptions. The positive and negative effects are approximately the same.

	2024		2023	
		Effect of reasonably possible alternative assumptions		Effect of reasonably possible alternative assumptions
	Carrying amount $'000	**Profit/(loss) $'000**	Carrying amount $'000	Profit/(loss) $'000
Recurring fair value measurements				
Financial assets:				
Commodity contracts	**105,863**	**4,919**	70,906	2,434
Financial liabilities:				
Commodity contracts	**(66,322)**	**(6,603)**	(27,264)	(3,257)
Non-financial assets:				
Biological assets – discount rate increased by 0.5%		**(2,453)**		(1,570)
Biological assets – discount rate decreased by 0.5%		**2,453**		1,585
Biological assets – pricing increased by 1.0%		**7,369**		2,437
Biological assets – pricing decreased by 1.0%	**673,492**	**(7,369)**	557,025	(2,437)
Biological assets – yields increased by 1.0%		**4,912**		3,863
Biological assets – yields decreased by 1.0%		**(4,912)**		(3,863)
Inventories	**757,376**	**7,420**	575,808	5,688

In order to determine the effect of the above reasonably possible alternative assumptions, the Group adjusted the following key unobservable inputs used in the fair value measurement:-

- For certain commodity contracts and inventories, the Group adjusted the market prices of the valuation model by 1%.
- For biological assets, the Group adjusted the key assumptions applied to fair values of the valuation model as follows: (i) discount rate by 0.5% and (ii) pricing and yields by 1.0% each.

35. Fair values of assets and liabilities continued

c. Level 3 fair value measurements continued

ii. Movements in Level 3 assets and liabilities measured at fair value

The following table presents the reconciliation for all assets and liabilities measured at fair value, except for biological assets (Note 13), based on significant unobservable inputs (Level 3):-

	Commodity contracts – assets $'000	Commodity contracts – liabilities $'000	Inventories $'000	Biological assets $'000
At 1 January 2023	90,074	(19,397)	386,787	559,091
Total gain/(loss) for the year				
• Included in profit or loss	(19,168)	(7,867)	143,422	66,304
Growth/Birth (net of harvest/sale)	–	–	–	(68,370)
Purchases and sales, net	–	–	45,599	–
At 31 December 2023 and 1 January 2024	**70,906**	**(27,264)**	**575,808**	**557,025**
Total gain/(loss) for the year				
• Included in profit or loss	**102,785**	**(79,937)**	**80,006**	**176,051**
• Transfer from level 3 to level 2	**(67,828)**	**40,879**	**(213,321)**	**–**
Growth/Birth (net of harvest/sale)	**–**	**–**	**–**	**(59,584)**
Purchases and sales, net	**–**	**–**	**314,883**	**–**
At 31 December 2024	**105,863**	**(66,322)**	**757,376**	**673,492**

d. Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are reasonable approximation of fair value

i. Cash and short-term deposits, trade receivables, other current assets, margin accounts with brokers, amounts due from subsidiary companies (net), trade payables and accruals, other current liabilities and bank overdrafts

The fair values of these financial instruments approximate their carrying amounts at the balance sheet date because of their short-term maturity.

ii. Loan to associate, bank loans and term loans from banks

The carrying amount of loan to associates, bank loans and term loans from banks are an approximation of fair values as they are subjected to frequent repricing (floating rates) and/or because of their short-term maturity.

e. Fair value of financial instruments by classes that are not carried at fair value and whose carrying amounts are not reasonable approximation of fair value

i. Loans to subsidiary companies

Loans to subsidiary companies are repayable only when the cash flow of the entities permits. Accordingly, the fair value of these amounts is not determinable as the timing of the future cash flow arising from these balances cannot be estimated reliably.

ii. Medium-term notes and other bonds

The fair value of financial assets and liabilities by classes that are not carried at fair value and whose carrying amounts are not reasonable approximation of fair value are as follows:-

	Group	
	Carrying amount $'000	Fair value $'000
31 December 2024		
Financial liabilities:		
Medium-term notes	**1,691,873**	**1,694,026**
31 December 2023		
Financial liabilities:		
Medium-term notes	1,747,089	1,545,664

The fair value of medium-term notes and all bonds is determined directly by reference to their published market bid price (Level 1) or valued using valuation techniques with market observable inputs (Level 2), where relevant at the end of the respective financial years.

36. Capital management

The Group manages the capital structure by a balanced mix of debt and equity. Necessary adjustments are made in the capital structure considering the factors vis-à-vis the changes in the general economic conditions, available options of financing and the impact of the same on the liquidity position. Higher gearing is used for funding more liquid working capital needs and conservative gearing is used for long-term capital investments.

No changes were made in the objectives, policies or processes during the financial years ended 31 December 2023 and 31 December 2024.

As at balance sheet date, gearing ratios are as follows:-

	Group	
	2024	2023
Gross debt to equity:		
• Before fair value adjustment reserve	**3.27 times**	2.21 times
Net debt to equity:		
• Before fair value adjustment reserve	**2.79 times**	1.73 times

In order to manage its capital structure, the Group may issue debt of either a fixed or floating nature, arrange credit facilities, issue medium-term notes, issue new shares or convertible bonds and adjust dividend payments.

37. Classification of financial assets and financial liabilities

	Group					
	2024			2023		
	Amortised cost $'000	**Fair value through Other Comprehensive Income $'000**	**Fair value through Profit or Loss $'000**	Amortised cost $'000	Fair value through Other Comprehensive Income $'000	Fair value through Profit or Loss $'000
Financial assets:						
Loan to associate (Note 15(b))	**4,010**	**–**	**–**	3,876	–	–
Trade receivables (Note 17)	**3,985,524**	**–**	**–**	3,041,032	–	–
Margin accounts with brokers (Note 18)	**1,219,193**	**–**	**–**	–	–	–
Other current assets (Note 21)	**689,321**	**–**	**–**	651,661	–	–
Other non-current assets (Note 21)	**54,868**	**–**	**–**	66,039	–	–
Cash and short-term deposits (Note 33)	**3,329,674**	**–**	**–**	3,581,626	–	–
Derivative financial instruments (Note 34(f))	**–**	**9,256**	**7,394,060**	–	3,867	3,948,797
	9,282,590	**9,256**	**7,394,060**	7,344,234	3,867	3,948,797
Financial liabilities:						
Trade payables and accruals (Note 22)	**4,828,432**	**–**	**–**	4,739,679	–	–
Margin account with brokers (Note 18)	**–**	**–**	**–**	189,549	–	–
Other current liabilities (Note 23)	**596,612**	**–**	**–**	405,084	–	–
Other non-current liabilities (Note 23)	**79,647**	**–**	**–**	66,124	–	–
Borrowings (Note 24)	**21,980,033**	**–**	**–**	15,312,707	–	–
Lease liabilities (Note 24)	**1,114,760**	**–**	**–**	981,164	–	–
Derivative financial instruments (Note 34(f))	**–**	**90,021**	**8,246,333**	–	8,577	3,033,031
	28,599,484	**90,021**	**8,246,333**	21,694,307	8,577	3,033,031

	Company					
	2024			2023		
	Amortised cost $'000	**Fair value through Other Comprehensive Income $'000**	**Fair value through Profit or Loss $'000**	Amortised cost $'000	Fair value through Other Comprehensive Income $'000	Fair value through Profit or Loss $'000
Financial assets:						
Amount due from subsidiary companies (net) (Note 16)	**520,150**	**–**	**–**	643,410	–	–
Cash and short-term deposits (Note 33)	**921**	**–**	**–**	13,998	–	–
	521,071	**–**	**–**	657,408	–	–
Financial liabilities:						
Trade payables and accruals (Note 22)	**2,448**	**–**	**–**	3,033	–	–
	2,448	**–**	**–**	3,033	–	–

38. Segmental information

The Group's supply chain activities of sourcing, processing and merchandising span across a broad range of agricultural products.

The new segmentation has been done in the following manner:-

- Olam Food Ingredients ("ofi") – Cocoa, Coffee, Nuts, Spices and Dairy
- Olam Global Agri ("Olam Agri") – Grains, Animal Feed & Protein, Edible Oil, Rice, Cotton, Rubber, Wood Products and Commodity Financial Services
- Remaining Olam Group – De-prioritised businesses (Rubber Plantations, Fertiliser, Infrastructure and Logistics, and other de-prioritised assets), Continuing/Gestating businesses (Palm Plantations, Russian dairy and Packaged foods) and Incubating businesses (Engine 2 growth platforms)

Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items mainly comprise corporate cash, fixed deposits, other receivables and corporate liabilities such as taxation and borrowings. Assets which are unallocated are common and shared by segments and thus it is not practical to allocate them.

Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. The measure used by management to evaluate segment performance is different from the operating profit or loss in the consolidated financial statements, as explained in the table in Note 38(a).

Group financing (including finance cost), which is managed on a group basis, and income tax which is evaluated on a group basis are not allocated to operating segments.

The turnover by geographical segments is based on the location of customers regardless of where the goods are produced. The assets and capital expenditure are attributed to the location of those assets.

a. Business segments

	Olam Food Ingredients		Olam Global Agri		Remaining Olam Group		Consolidated	
	2024 $'000	2023 $'000	**2024 $'000**	2023 $'000	**2024 $'000**	2023 $'000	**2024 $'000**	2023 $'000
Segment revenue:								
Sales to external customers	**21,825,759**	15,583,465	**33,172,766**	31,319,640	**1,159,967**	1,368,886	**56,158,492**	48,271,991
Segment result (EBIT)	**1,070,648**	829,270	**1,023,832**	967,736	**(158,712)**	(25,147)	**1,935,768**	1,771,859
Finance costs							**(1,757,897)**	(1,291,061)
Finance income							**181,737**	157,972
Exceptional items [1]	**(134,232)**	(188,185)	**(16,517)**	–	**(7,390)**	(39,710)	**(158,139)**	(227,895)
Profit before taxation							**201,469**	410,875
Taxation expense							**(73,135)**	(59,878)
Profit for the financial year							**128,334**	350,997
Segment assets	**28,336,659**	17,023,446	**8,905,727**	8,087,548	**2,886,198**	3,104,727	**40,128,584**	28,215,721
Unallocated assets [2]							**5,097,100**	5,132,920
							45,225,684	33,348,641
Segment liabilities	**10,976,040**	5,269,177	**2,185,328**	2,630,012	**176,704**	321,659	**13,338,072**	8,220,848
Unallocated liabilities [3]							**24,568,836**	17,459,278
							37,906,908	25,680,126
Other segmental information:								
Depreciation and amortisation	**428,667**	389,303	**192,925**	194,869	**134,063**	136,836	**755,655**	721,008
Share of results from joint ventures and associates	**(3,757)**	714	**1,493**	1,266	**(17,381)**	(12)	**(19,645)**	1,968
Investments in joint ventures and associates	**10,194**	14,946	**15,845**	17,667	**227,942**	244,770	**253,981**	277,383
Capital expenditure	**356,287**	411,189	**214,291**	141,241	**87,318**	109,418	**657,896**	661,848

38. Segmental information continued

b. Geographical segments

	Asia, Middle East and Australia		Africa		Europe		Americas		Eliminations		Consolidated	
	2024 $'000	2023 $'000	**2024 $'000**	2023 $'000	**2024 $'000**	2023 $'000	**2024 $'000**	2023 $'000	**2024 $'000**	2023 $'000	**2024 $'000**	2023 $'000
Segment revenue:												
Sales to external customers	**27,841,697**	23,720,288	**6,726,373**	7,467,927	**13,364,566**	9,104,191	**8,225,856**	7,979,585	**–**	–	**56,158,492**	48,271,991
Intersegment sales	**275,095**	247,842	**42,549**	146,883	**–**	–	**1,565**	1,372	**(319,209)**	(396,097)	**–**	–
	28,116,792	23,968,130	**6,768,922**	7,614,810	**13,364,566**	9,104,191	**8,227,421**	7,980,957	**(319,209)**	(396,097)	**56,158,492**	48,271,991
Non-current assets [4]	**2,905,198**	2,958,823	**3,798,901**	3,577,452	**1,052,990**	946,571	**3,254,610**	3,150,881	**–**	–	**11,011,699**	10,633,727

Revenue from third party customers

Within Asia, Middle East and Australia and Americas, sales to external customers amounted to $8,187.4 million (2023: $8,236.1 million) and $5,499.9 million (2023: $5,057.7 million) were from China/Hong Kong and United States of America respectively.

Other than China/Hong Kong and United States of America, no single country including Singapore accounted for 10% or more of the Group's revenue for the year ended 31 December 2024 and 31 December 2023.

Specifically, sales to external customers amounted $4,666.8 million (2023: $3,393.0 million) was from Singapore.

Non-current assets

Within Africa and Americas, non-current assets of $1,605.9 million (2023: $1,668.3 million), $1,348.2 million (2023: $1,332.5 million) and $2,598.4 million (2023: $2,451.1 million) were from subsidiaries located in Gabon, Nigeria and United States of America respectively.

Specifically, non-current assets of $939.9 million (2023: $790.0 million) were from subsidiaries in Singapore.

c. Information on major customers

The Group has no single customer accounting for more than 10% of the turnover.

1. Exceptional items included the following items of expenses:-

	Group	
	2024 $'000	2023 $'000
Fair value loss on biological assets – Australia Almonds	**–**	(166,424)
Re-organisation costs (Note 7)	**(21,475)**	(61,471)
Business restructuring costs	**(136,664)**	–
	(158,139)	(227,895)

In the current financial year, finance costs of $1,757,897,000 includes an exceptional item amounting to $397,000 in relation to the Re-organisation.

2. The following unallocated assets items are added to segment assets to arrive at total assets reported in the consolidated balance sheet:-

	Group	
	2024 $'000	2023 $'000
Cash and bank balances	**3,064,681**	3,257,332
Fixed deposits	**264,993**	324,294
Other current/non-current assets	**1,247,341**	1,228,321
Non-current assets held for sale	**–**	1,145
Deferred tax assets	**520,085**	321,828
	5,097,100	5,132,920

38. Segmental information continued

3. The following unallocated liabilities items are deducted from segment liabilities to arrive at total liabilities reported in the consolidated balance sheet:-

	Group	
	2024 $'000	2023 $'000
Borrowings	**21,980,033**	15,312,707
Lease liabilities	**1,114,760**	981,164
Deferred tax liabilities	**491,754**	416,512
Other current/non-current liabilities	**692,184**	487,105
Provision for taxation	**290,105**	261,790
	24,568,836	17,459,278

4. Non-current assets mainly relate to property, plant and equipment, intangible assets, biological assets, investments in joint ventures and associates and long-term investments.

39. Events occurring after the reporting period

On 24 February 2025, Olam Group Limited and its wholly-owned subsidiaries, Olam Holdings Pte. Ltd. ("OHPL") and Olam Agri Pte. Ltd. ("OAPL", and together with OHPL, the "Vendors"), have entered into a conditional sale and purchase agreement (the "SPA") with the Saudi Agricultural & Livestock Investment Company ("SALIC") (the "Purchaser"), pursuant to which the Vendors have agreed to sell, and the Purchaser has agreed to purchase a 64.57% stake in Olam Agri in two tranches:

(a) Tranche 1 – SALIC will, subject to closing conditions, acquire a 44.58% stake in Olam Agri for US$1.78 billion (S$2.35 billion), based on a 100% equity valuation of US$4.00 billion (S$5.28 billion), resulting in SALIC holding a controlling 80.01% stake; and

(b) Tranche 2 – as regards the remaining 19.99% stake:

- Put option – Olam Group will have a put option to sell the above stake, which is exercisable within 60 days following the second anniversary of the Tranche 1 completion date; and
- Call option – SALIC will have a call option to acquire the same stake during the period commencing on the SPA Completion Date and ending on the third anniversary of the Tranche 1 completion date (both dates inclusive)

The consideration of Tranche 2 shall be (i) a base consideration of approximately US$799.6 million, plus (ii) an amount of additional consideration equal to US$197,162 per day multiplied by the number of days from (and including) 1 June 2025 up to (and including) the Tranche 1 completion date; and plus (iii) a six per cent (6%) IRR compounded on annual basis from the SPA Completion Date to the date the option consideration is paid (both dates inclusive).

Upon exercise and completion of the put or call option, SALIC will own 100% of Olam Agri.

An estimate of the financial effect cannot be reliably made due to uncertainty as to whether and when the respective put or call option will be exercised which will result in different option consideration amount.