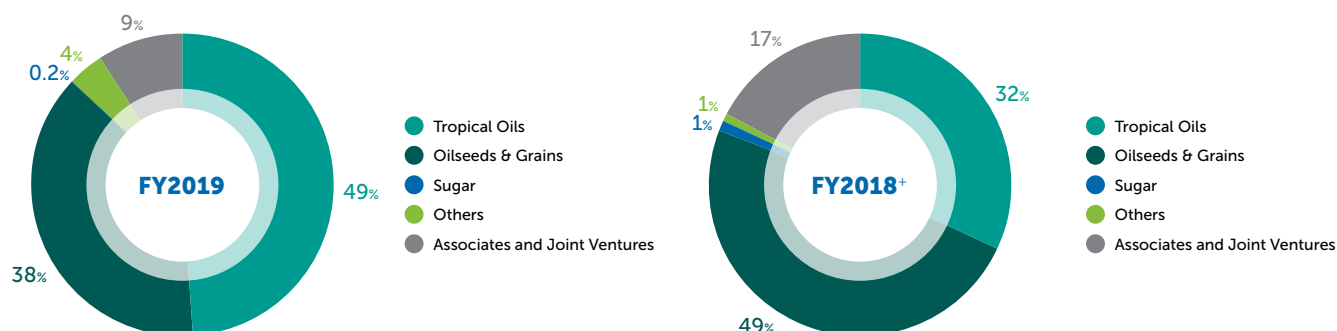


FINANCIAL HIGHLIGHTS

| | FY2019 | FY2018 | FY2017 | FY2016 | FY2015 |
|---|---------------|--------|---------|--------|--------|
| Income Statement (US\$ million)* | | | | | |
| Revenue | 42,641 | 44,498 | 43,574 | 41,402 | 38,777 |
| EBITDA | 3,024 | 2,937 | 2,615 | 2,244 | 2,101 |
| Profit before tax from continuing operations | 1,698 | 1,612 | 1,563 | 1,300 | 1,379 |
| Net profit – including discontinued operations | 1,293 | 1,125 | 1,196 | 972 | 1,023 |
| Earnings per share – fully diluted (US cents) – including discontinued operations | 20.4 | 17.8 | 18.9 | 15.4 | 16.1 |
| Dividend per share (Singapore cents) | 12.5 | 10.5 | 10.0 | 6.5 | 8.0 |
| Dividend payout ratio on net profit (%)# | 45 | 43 | 39 | 31 | 36 |
| Cash Flow (US\$ million)* | | | | | |
| Operating cash flows before working capital changes | 2,894 | 1,956 | 2,513 | 2,020 | 2,042 |
| Capital expenditure | 1,813 | 1,325 | 938 | 777 | 865 |
| Working capital changes | 1,098 | 149 | (1,728) | (523) | 398 |
| Investment in subsidiaries, joint ventures and associates | 129 | 417 | 132 | 145 | 511 |
| Balance Sheet (US\$ million)+ | | | | | |
| Shareholders' funds | 16,763 | 16,046 | 15,964 | 14,435 | 14,394 |
| Total assets | 47,049 | 45,713 | 40,933 | 37,032 | 36,926 |
| Total liabilities | 29,172 | 28,938 | 23,947 | 21,653 | 21,625 |
| Net loans and borrowings | 13,219 | 13,460 | 12,596 | 11,692 | 11,817 |
| Net gearing (x) | 0.79 | 0.84 | 0.79 | 0.81 | 0.82 |
| Net asset value per share (US cents) | 264.4 | 253.6 | 252.4 | 228.5 | 227.8 |
| Net tangible assets per share (US cents) | 179.4 | 182.8 | 183.0 | 159.4 | 158.6 |

PROFIT BEFORE TAX BY BUSINESS SEGMENT



Note:
Segmental breakdown calculation excludes unallocated expenses, gains/loss from biological asset revaluation and impairment of goodwill and property, plant and equipment.

* FY2017 figures were restated upon adoption of SFRS (I) 9 Financial Instruments, SFRS (I) 15 Revenue from Contracts with Customers and IFRS Convergence. FY2018 figures were restated subsequent to the finalisation of purchase price allocation exercise for the acquisition of Shree Renuka Sugars Limited ("SRSL") and its subsidiaries.

FY2019 dividend payout ratio on net profit is estimated based on number of shares outstanding as at 31 January 2020.

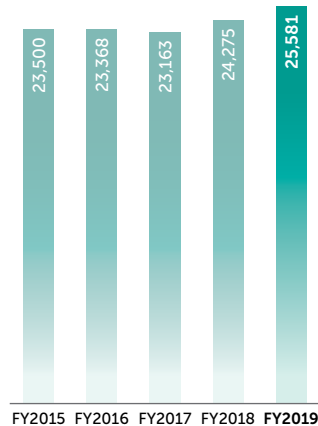
+ FY2018 figures were restated subsequent to the finalisation of purchase price allocation exercise for the acquisition of Shree Renuka Sugars Limited ("SRSL") and its subsidiaries.

REVENUE*

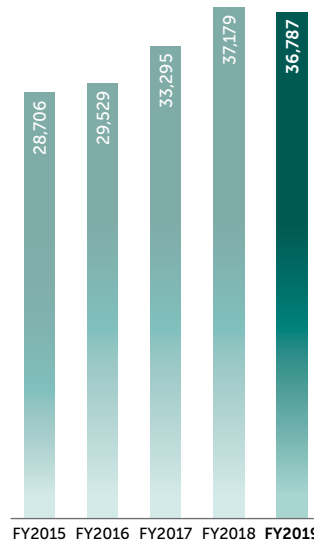


SALES VOLUME

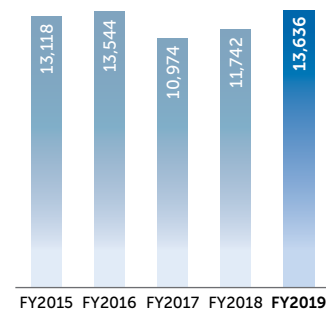
Tropical Oils¹



Oilseeds & Grains



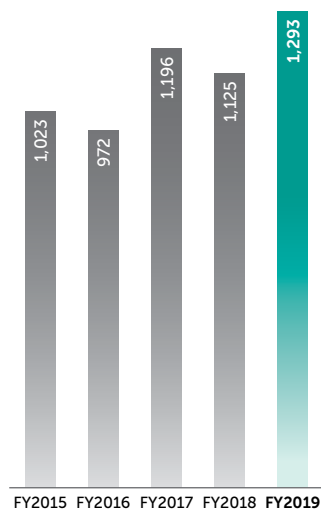
Sugar²



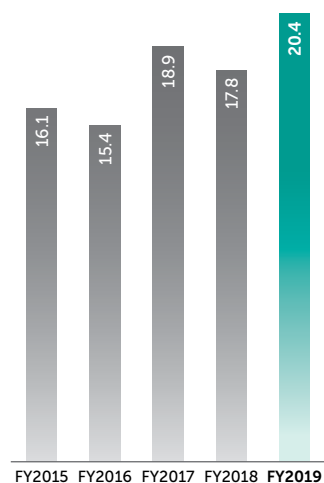
1 Excludes plantation volume

2 Sugar volume was restated for FY2017 upon adoption of SFRS(I) 15 Revenue from Contracts with Customers.

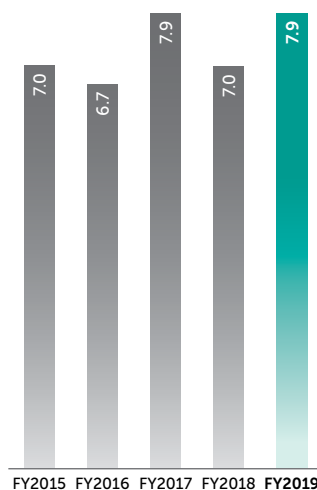
NET PROFIT*



EARNINGS PER SHARE*



RETURN ON AVERAGE EQUITY (%)*



DIVIDEND PAYOUT RATIO ON NET PROFIT (%)#

