

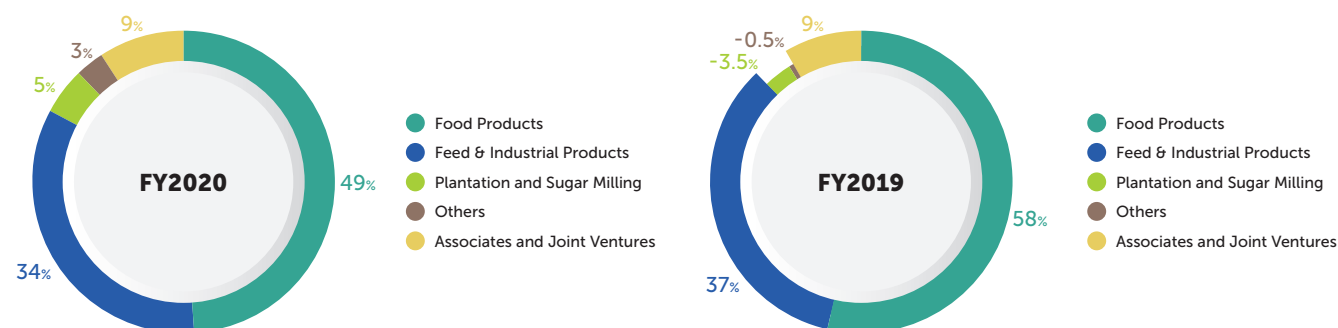
FINANCIAL HIGHLIGHTS

	FY2020	FY2019	FY2018	FY2017	FY2016
INCOME STATEMENT (US\$ MILLION)*					
Revenue	50,527	42,641	44,498	43,574	41,402
EBITDA	3,609	3,024	2,937	2,615	2,244
Profit before tax from continuing operations	2,311	1,698	1,612	1,563	1,300
Net profit – including discontinued operations	1,534	1,293	1,125	1,196	972
Earnings per share – fully diluted (US cents) – including discontinued operations	24.1	20.4	17.8	18.9	15.4
Dividend per share (Singapore cents)	13.0	12.5	10.5	10.0	6.5
Dividend payout ratio on net profit (%)#	40	44	43	39	31
Special dividend per share (Singapore cents)	6.5	-	-	-	-

CASH FLOW (US\$ MILLION)*					
Operating cash flows before working capital changes	3,594	2,894	1,956	2,513	2,020
Capital expenditure	1,976	1,813	1,325	938	777
Working capital changes	(2,443)	1,098	149	(1,728)	(523)
Investment in subsidiaries, joint ventures and associates	317	129	417	132	145

BALANCE SHEET (US\$ MILLION)+					
Shareholders' funds	18,882	16,763	16,046	15,964	14,435
Total assets**	51,020	47,045	45,713	40,933	37,032
Total liabilities**	29,637	29,169	28,938	23,947	21,653
Net loans and borrowings	13,605	13,219	13,460	12,596	11,692
Net gearing (x)	0.72	0.79	0.84	0.79	0.81
Net asset value per share (US cents)	298.9	264.4	253.6	252.4	228.5
Net tangible assets per share (US cents)**	212.7	179.8	182.8	183.0	159.4

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.

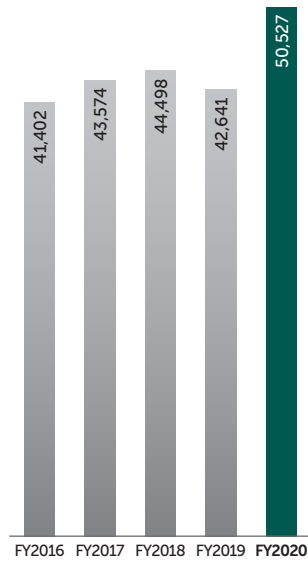
* FY2017 figures were restated upon adoption of SFRS (I) 9 Financial Instruments, SFRS (I) 15 Revenue from Contracts with Customers and IFRS Convergence. FY2018 figures were restated subsequent to the finalisation of purchase price allocation exercise for the acquisition of Shree Renuka Sugars Limited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

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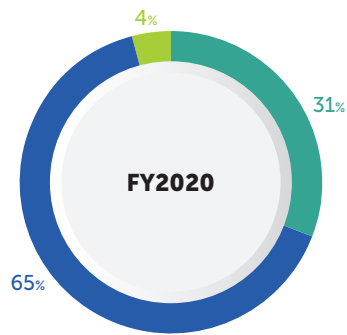
++ FY2019 figures have been restated subsequent to the finalisation of purchase price allocation exercise for the acquisition of Wilmar GF Singapore Holdings Pte. Ltd. ("GF") and its subsidiaries in accordance with SFRS(I) 3.

FY2020 dividend payout ratio on net profit is estimated based on number of shares outstanding as at 31 January 2021.

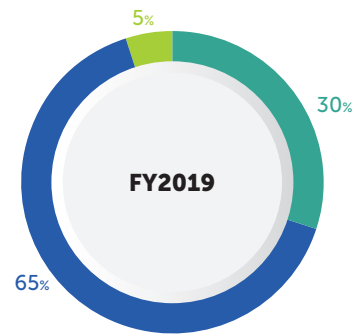
REVENUE*



SALES VOLUME (MT'000)

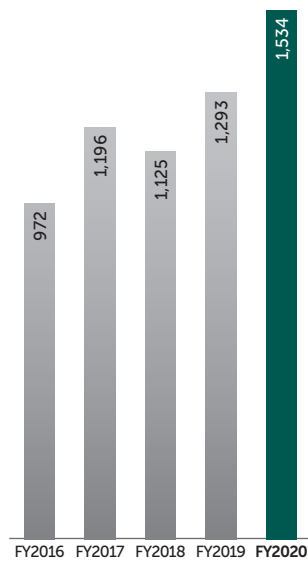


Food Products	27,217
Feed & Industrial Products	58,084
Sugar Milling	3,527

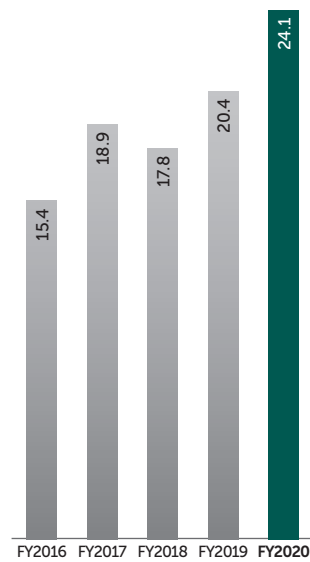


Food Products	24,301
Feed & Industrial Products	52,387
Sugar Milling	3,986

NET PROFIT*



EARNINGS PER SHARE*



RETURN ON AVERAGE EQUITY (%)*



DIVIDEND PAYOUT RATIO ON NET PROFIT (%)#

