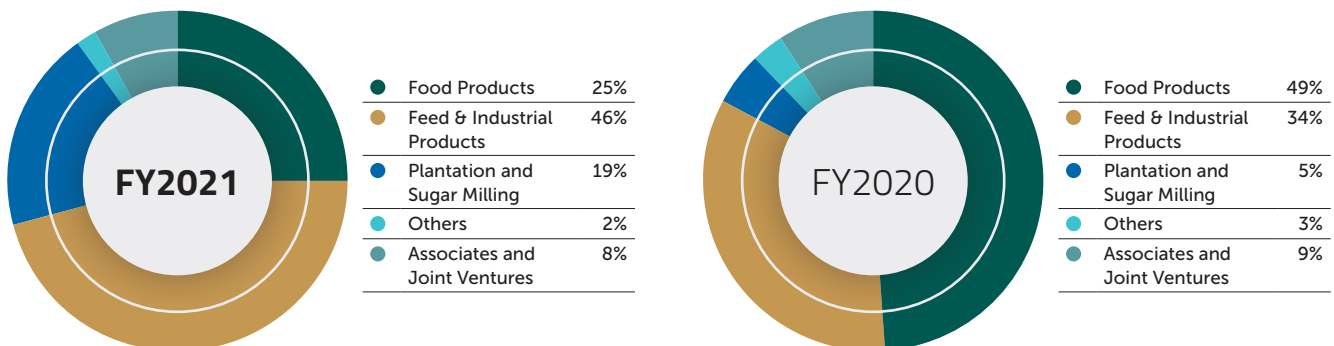


FINANCIAL HIGHLIGHTS

	FY2021	FY2020	FY2019	FY2018	FY2017
INCOME STATEMENT (US\$ MILLION)*					
Revenue	65,794	50,527	42,641	44,498	43,574
EBITDA	4,172	3,609	3,024	2,937	2,615
Profit before tax from continuing operations	2,766	2,311	1,698	1,612	1,563
Net profit – including discontinued operations	1,890	1,534	1,293	1,125	1,196
Earnings per share – fully diluted (US cents) – including discontinued operations	29.9	24.1	20.4	17.8	18.9
Dividend per share (Singapore cents)	15.5	13.0	12.5	10.5	10.0
Dividend payout ratio on net profit (%)#	38	40	44	43	39
Special dividend per share (Singapore cents)	–	6.5	–	–	–
CASH FLOW (US\$ MILLION)*					
Operating cash flows before working capital changes	3,994	3,594	2,894	1,956	2,513
Capital expenditure	2,527	1,976	1,813	1,325	938
Working capital changes	(3,100)	(2,443)	1,098	149	(1,728)
Investment in subsidiaries, joint ventures and associates	81	317	129	417	132
BALANCE SHEET (US\$ MILLION)+					
Shareholders' funds	19,924	18,882	16,763	16,046	15,964
Total assets**	58,718	51,020	47,045	45,713	40,933
Total liabilities**	36,116	29,637	29,169	28,938	23,947
Net loans and borrowings	17,238	13,605	13,219	13,460	12,596
Net gearing (x)	0.87	0.72	0.79	0.84	0.79
Adjusted net loans and borrowings ¹	5,349	5,038	6,102	5,426	4,222
Adjusted net gearing (x)	0.27	0.27	0.36	0.34	0.26
Net asset per share (US cents)	316.5	298.9	264.4	253.6	252.4
Net tangible assets per share (US cents)**	230.8	212.7	179.8	182.8	183.0

1 Adjusted net loans and borrowings exclude liquid working capital and liabilities directly associated with disposal group classified as held for sale.

PROFIT BEFORE TAX BY BUSINESS SEGMENT



Note:

Segmental breakdown calculation excludes unallocated expenses, gains from biological asset revaluation and impairment of property, plant and equipment.

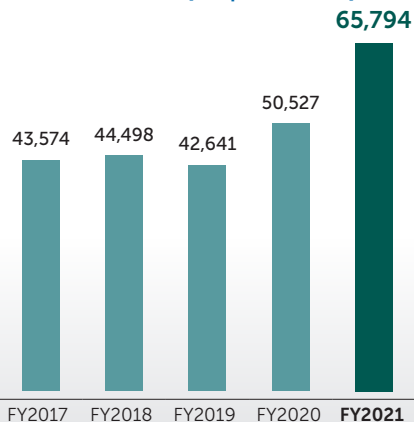
* FY2017 figures were restated upon adoption of SFRS (I) 9 Financial Instruments, SFRS (I) 15 Revenue from Contracts with Customers and IFRS Convergence. FY2018 figures were restated subsequent to the finalisation of purchase price allocation exercise for the acquisition of Shree Renuka Sugars Limited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

+ 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.

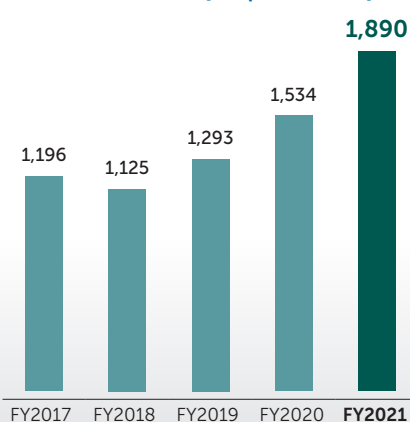
++ FY2019 figures were restated subsequent to the finalisation of purchase price allocation exercise for the acquisition of Wilmar GF Singapore Holdings Pte. Ltd. ("GF") and its subsidiaries.

FY2021 dividend payout ratio on net profit is estimated based on number of shares outstanding as at 31 January 2022.

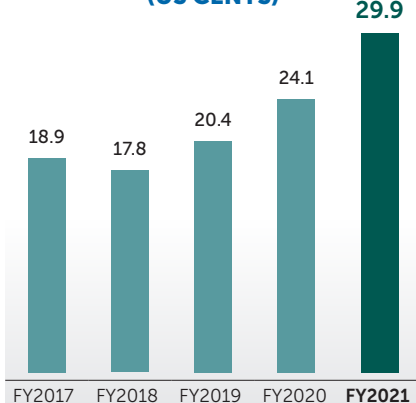
REVENUE* (US\$ MILLION)



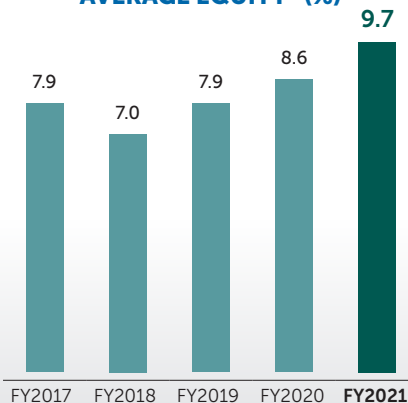
NET PROFIT* (US\$ MILLION)



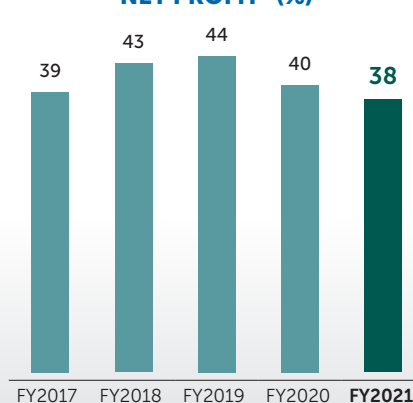
DILUTED EARNINGS PER SHARE* (US CENTS)



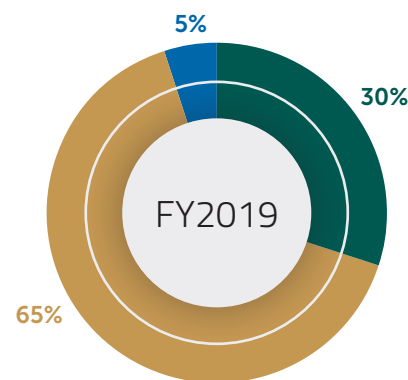
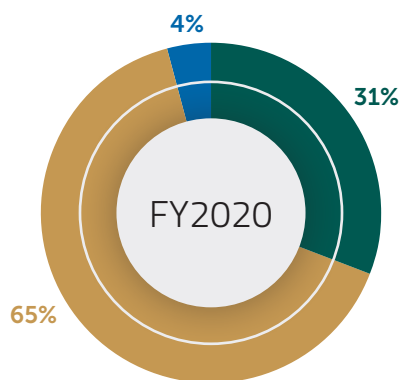
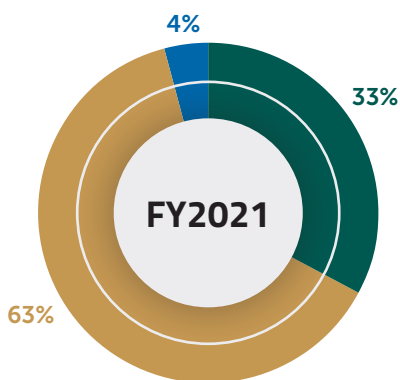
RETURN ON AVERAGE EQUITY* (%)



DIVIDEND PAYOUT RATIO ON NET PROFIT# (%)



SALES VOLUME BY BUSINESS SEGMENT ('000 MT)



● Food Products	28,265
● Feed & Industrial Products	54,994
● Sugar Milling	3,300

● 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