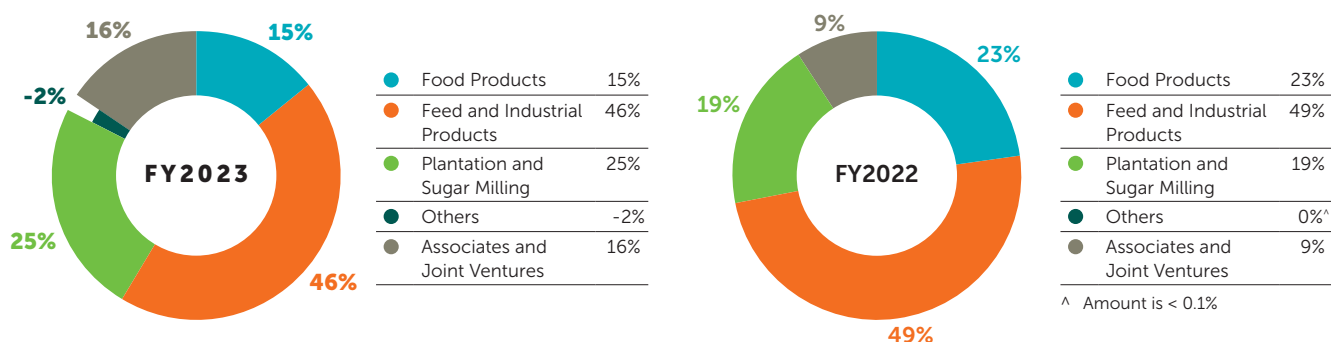


FINANCIAL HIGHLIGHTS

	FY2023	FY2022	FY2021	FY2020	FY2019
INCOME STATEMENT (US\$ million)					
Revenue	67,155	73,399	65,794	50,527	42,641
EBITDA	3,963	4,734	4,172	3,609	3,024
Profit before tax from continuing operations	1,956	3,117	2,766	2,311	1,698
Net profit – including discontinued operations	1,525	2,402	1,890	1,534	1,293
Earnings per share – fully diluted (US cents)	24.4	38.3	29.9	24.1	20.4
– including discontinued operations					
Dividend per share (Singapore cents)	17.0	17.0	15.5	13.0	12.5
Dividend payout ratio on net profit (%)#	52	33	38	40	44
Special dividend per share (Singapore cents)	–	–	–	6.5	–
CASH FLOW (US\$ million)					
Operating cash flows before working capital changes	2,953	3,951	3,994	3,594	2,894
Working capital changes	2,194	(778)	(3,100)	(2,443)	1,098
Capital expenditure	2,281	2,483	2,527	1,976	1,813
Acquisition of subsidiaries, joint ventures and associates	298	141	81	317	129
BALANCE SHEET (US\$ million)					
Shareholders' funds	20,173	19,986	19,924	18,882	16,763
Total assets**	61,809	60,402	58,718	51,020	47,045
Total liabilities**	39,057	37,801	36,116	29,637	29,169
Net loans and borrowings	17,652	18,747	17,238	13,605	13,219
Net gearing (x)	0.88	0.94	0.87	0.72	0.79
Adjusted net loans and borrowings	7,478	6,085	5,349	5,038	6,102
Adjusted net gearing (x)	0.37	0.30	0.27	0.27	0.36
Net asset per share (US cents)	323.1	320.2	316.5	298.9	264.4
Net tangible assets per share (US cents)**	238.5	233.6	230.8	212.7	179.8

PROFIT BEFORE TAX BY BUSINESS SEGMENT



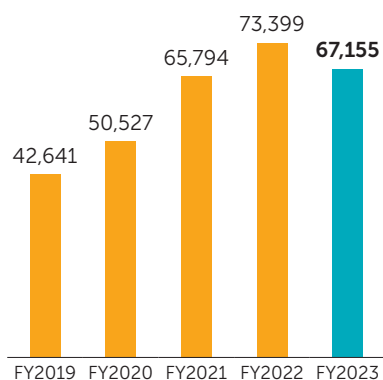
Note:

Segmental breakdown calculation excludes unallocated expenses, changes in fair value of biological asset and impairment of property, plant and equipment.

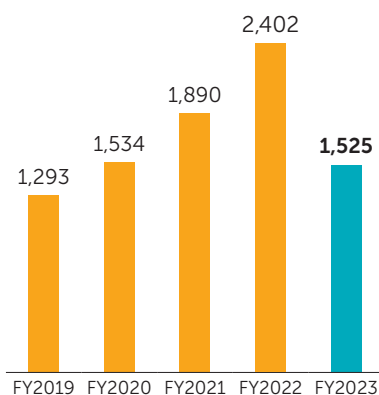
+ + FY2019 figures have been restated subsequent to the finalisation of purchase price allocation exercise for the acquisition of Wilmar GF Singapore Holdings Pte. Ltd. ("GF") and its subsidiaries.

FY2023 dividend payout ratio on net profit is estimated based on number of shares outstanding as at 31 January 2024.

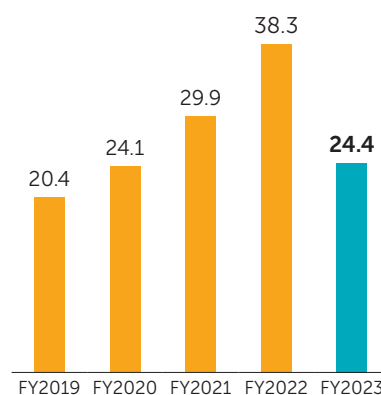
REVENUE (US\$ MILLION)



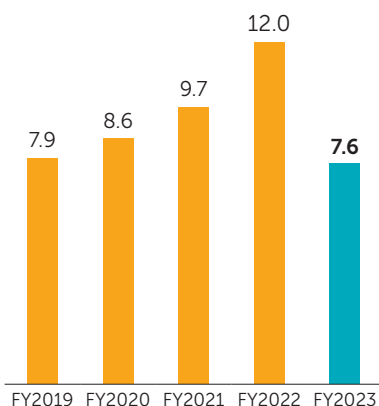
NET PROFIT (US\$ MILLION)



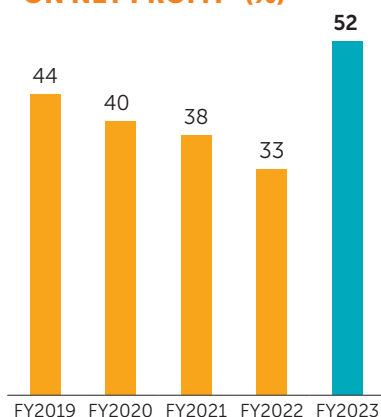
DILUTED EARNINGS PER SHARE (US CENTS)



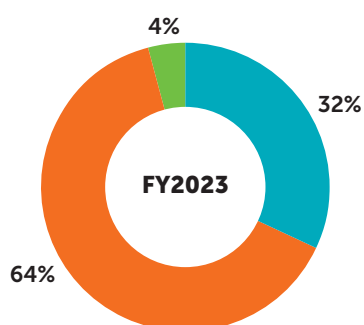
RETURN ON AVERAGE EQUITY (%)



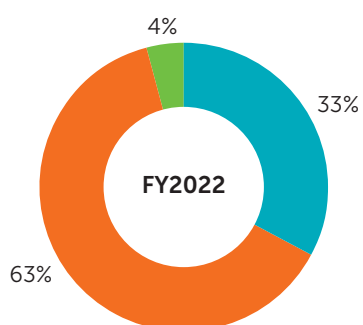
DIVIDEND PAYOUT RATIO ON NET PROFIT# (%)



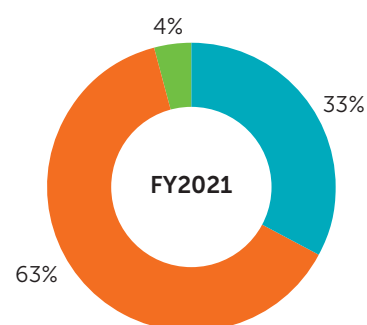
SALES VOLUME BY BUSINESS SEGMENT ('000 MT)



Food Products	30,682
Feed and Industrial Products	61,269
Sugar Milling	3,565



Food Products	29,067
Feed and Industrial Products	55,615
Sugar Milling	3,239



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