

FORWARD LOOKING STRATEGY

To grow our business in a sustainable way, we strive to become a global consumer products business by expanding range of consumer products, offering specialised applications and customer solutions while consolidating our position in oils and fats business.

We are one of the key players in the palm oil industry participating in the midstream and downstream part of the value chain. Over the past five decades, we have built a strong platform to deliver value over time. To further grow our business in a sustainable way, we strive to become a global consumer products business by expanding range of consumer products, offering specialised applications and customer solutions while consolidating our position in oils and fats business and increasing our distribution network.

Last couple of years has been tough for the commodities in general and palm oil industry in particular. We believe that the current global uncertainties and challenging operating conditions for the Palm oil industry are resulting in the industry to consolidate and will benefit stronger players in the long run. We continue to build a strong platform by investing in manufacturing facilities within palm oil value chain and also by adding new products to our portfolio to embrace new opportunities in the ever-changing environment.

We have recently completed our fourth refinery in Sabah, Malaysia, increasing our installed capacity from 2.8 million MT to 3.5 million MT. Strategically located within the Palm Oil Industrial Cluster of Lahad Datu, the investment further consolidates our position as an integrated vegetable oil and fats business. It will not only increase our refining capacity but also increase our access to CPO while opening up new destination markets.

To participate in the larger part of the value chain within Palm Oil Industry, we have also recently invested in a biodiesel

plant in Westport, Selangor, Malaysia, next to our largest refinery which opens up new growth opportunities in the downstream part of the value chain of palm oil industry.

We have also recently completed the installation of a manufacturing facility in Malaysia to produce dairy products. As palm oil is one of the important raw materials for the production of dairy products, the investment will have production synergies with our current palm oil business. The investment is also expected to have significant marketing and distribution synergies with our current Consumer Pack segment.

We continue to explore more consumer products that could be sold as a basket of products to our existing and prospective customers. We have included rice in our product portfolio, sourcing rice from Asia and selling in Africa and Middle East under our own brands.

Working closely with the customers, we continue to develop and offer specialised applications and customer solutions for different industries such as confectionaries, bakeries, food ingredients and infant nutrition businesses. Investing in brands remains of paramount important to us.

We continue to make efforts to improve our customer reach across the globe by partnering with local players and increasing our own presence in key geographies to be able to increase our market share and also to service our customers better.

