

Half Year 2020 Results Briefing

August 13, 2020

Presenters



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Co-Founder and Group CEO



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Notice

This presentation should be read in conjunction with Olam International Limited's Financial Statements and Management Discussion and Analysis for the Half Year 2020 ended June 30, 2020 ("H1 2020") lodged on SGXNET on August 13, 2020.

Cautionary note
on forward-looking statements

- This presentation may contain statements regarding the business of Olam International Limited and its subsidiaries ('Group') that are of a forward-looking nature and are therefore based on management's assumptions about future developments.
- Such forward looking statements are intended to be identified by words such as 'believe', 'estimate', 'intend', 'may', 'will', 'expect', and 'project', and similar expressions as they relate to the Group. Forward-looking statements involve certain risks and uncertainties because they relate to future events. Actual results may vary materially from those targeted, expected or projected due to several factors.
- Potential risks and uncertainties includes such factors as general economic conditions, foreign exchange fluctuations, interest rate changes, commodity price fluctuations and regulatory developments. Such factors that may affect Olam's future financial results are detailed in our listing prospectus, offering circulars, information memorandums, information listed in this presentation, or discussed in today's news release and in the Management Discussion and Analysis section of the Company's Half Year ended June 30, 2020 results report and filings on SGXNET. The reader and/or listener is cautioned to not unduly rely on these forward-looking statements. We do not undertake any duty to publish any update or revision of any forward-looking statements.



AGENDA

- Re-organisation Plan recap and progress update
- Changes to reporting structure
- Covid-19 response and outlook
- H1 2020 Group financial highlights
- Segmental performance by operating groups
- Key takeaways



Re-organisation Plan recap & progress update

Changes to reporting structure

Re-organisation Plan

Recap: Over and above Strategic Plan



Leading food & agri-business supplying **food**, **ingredients**, **feed** and **fibre** to over **25,000 customers worldwide**. Our value chain spans over 60 countries and includes **farming**, direct and indirect **sourcing network** of an estimated five million farmers, **processing**, **distribution** and **trading** operations.

Olam announced its new **Strategic Plan** for the period **2019-2024** in January 2019.

The Company decided to explore options that would **unlock further value over and above our Strategic Plan on a sustained basis** by **re-organising our portfolio of businesses to create two new coherent operating groups**

Bold plan to re-organise current businesses into two distinct operating groups

OLAM INTERNATIONAL (OIL)

1. **Stewardship**
   - **Holding company** for OFI & OGA
   - **Parenting advantage** (ensure continuity of the "Olam Way", execute cross-cutting initiatives across the Olam Group)
   - **Provide shared services** to OFI & OGA to optimise synergies
2. **Accelerator**
   - **Exit non-core / de-prioritised businesses** & assets, and redeploy capital for growth
   - **Nurture gestating businesses** to full potential (Packaged Foods Business, Infrastructure & Logistics, Olam Palm Gabon)
   - **Incubate new engines** for **future growth**

OLAM FOOD INGREDIENTS (OFI)

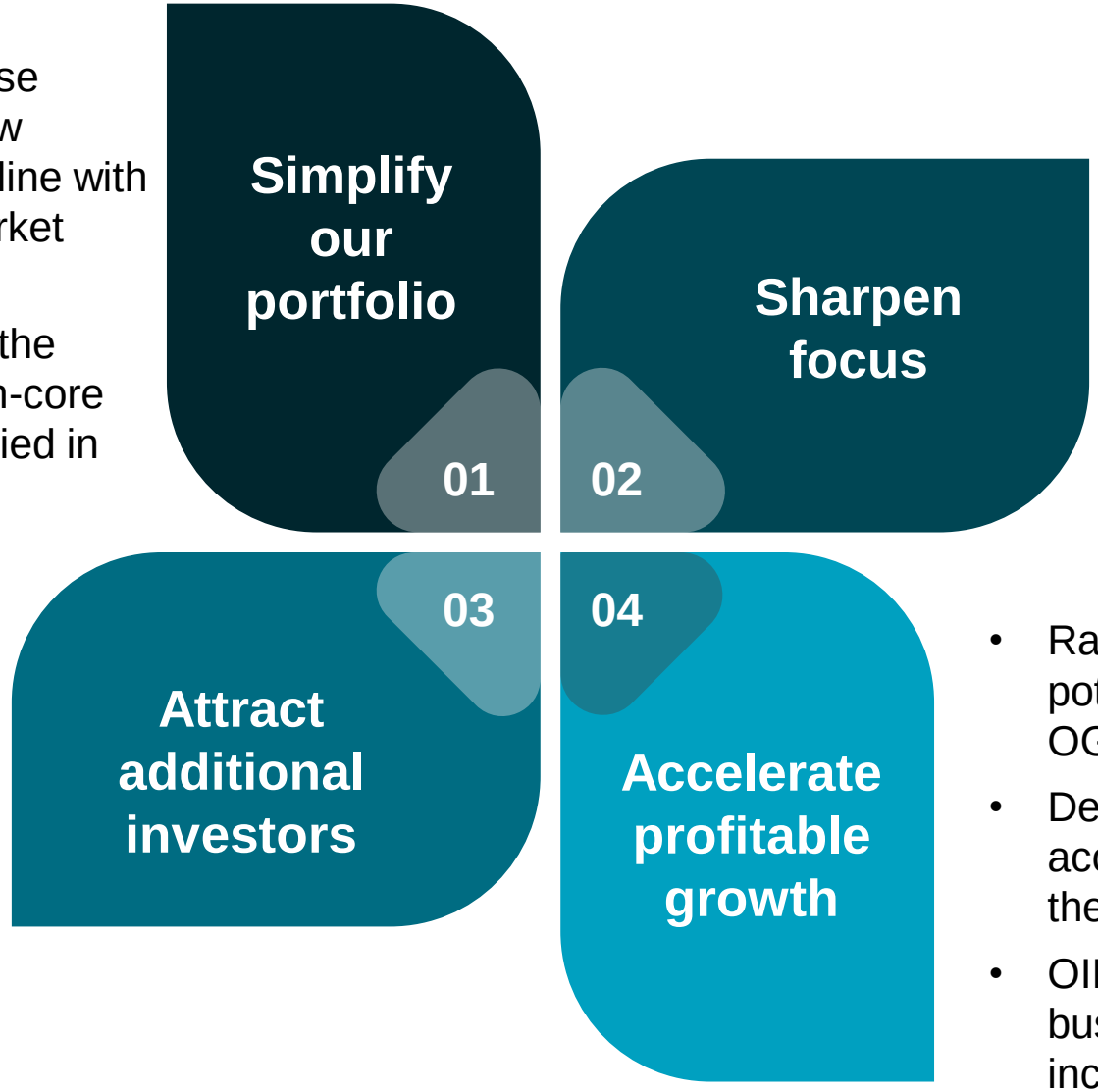
- Industry-leading businesses offering sustainable, natural, value-added food ingredients which are "on-trend"
- Comprises 5 businesses: Cocoa, Coffee, Nuts, Spices and Dairy

OLAM GLOBAL AGRI (OGA)

- Differentiated global agri- business with unique focus on high-growth emerging markets
- Comprises 5 businesses: Grains and Animal Feed & Protein, Edible Oils, Rice, Cotton and Commodity Financial Services

Re-organisation to unlock long-term value

- Re-organise the current diverse business portfolio into two new coherent operating groups in line with key consumer trends and market opportunities
- OIL to warehouse & manage the responsible divestment of non-core assets and businesses identified in the Strategic Plan

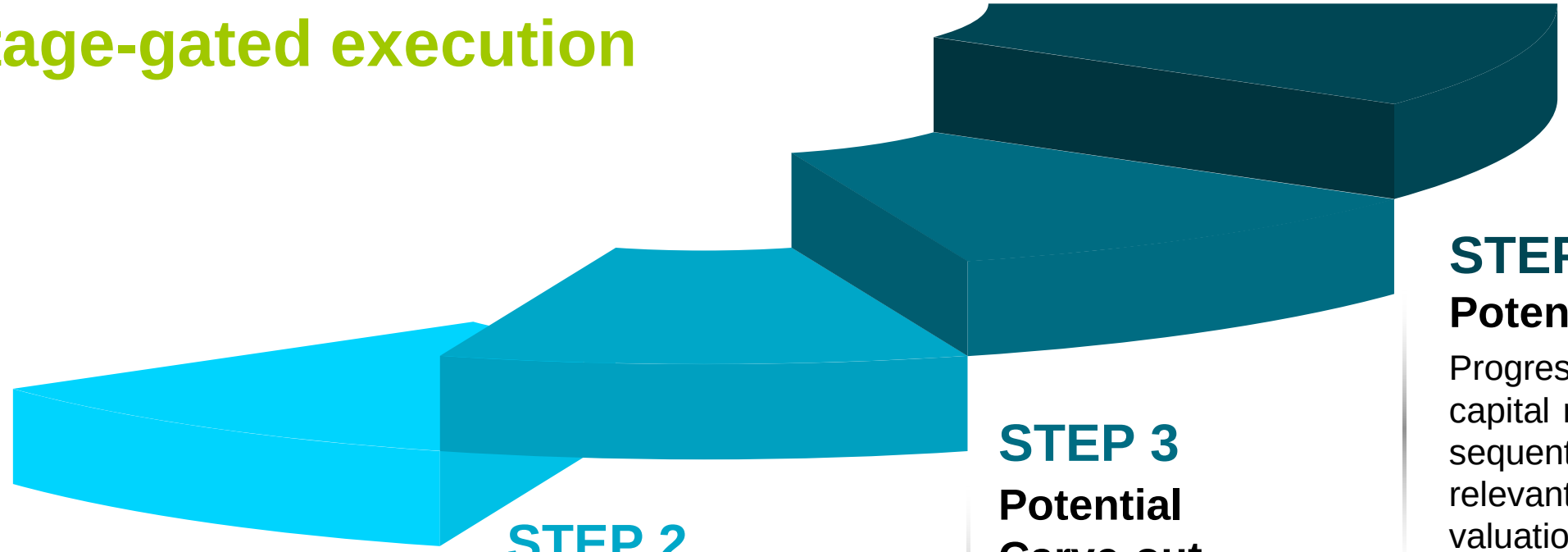


- Increased focus will enhance performance in each of the operating groups
- Better attract & retain best-in-class leadership and management teams for each operating group

- Target investors who are aligned with the vision of each operating group to better value these businesses

- Raise new growth capital via potential carve-out / IPO of OFI and OGA
- Deploy new growth capital to accelerate growth over and above the Strategic Plan
- OIL to develop gestating businesses to full potential and incubate new engines for growth

Stage-gated execution



STEP 1

Re-segmentation

Re-segment the current business into two new operating groups (OFI & OGA) under Olam International

Completed

STEP 2

Re-organisation

Re-organise the Company with dedicated leadership & management teams for each of the operating groups (H1 2020)

Report financials and key performance metrics for each operating group (H1 2020)

Completed

STEP 3

Potential Carve-out

Engage with investors, and explore / evaluate potential sequential carve out of OFI and OGA

STEP 4

Potential IPO

Progress with potential capital raise/ IPO listing on a sequential basis in the relevant market, if key valuation and related conditions are met

Accelerate growth over and above the Strategic Plan

Programme governance in place to effectively execute the Re-organisation

Board

Board Steering Committee (BSC)

Project Team (PT)

External advisor support as Project Management Office

1 Full Potential Strategy & Value Creation Plan

- Setting bold ambitions for all our operating groups (OFI, OGA & OIL) and designing each entity's full potential strategy building on the current Strategic Plan 2019-2024

2 Operating & Organisational Model Design

- Develop optimal management structure for each operating groups
- Establish the optimal commercial, region/ country & functional structure

3 Cost & Capital Transformation

- Accelerating current progress on cost & capital transformation by further identifying potential areas of savings

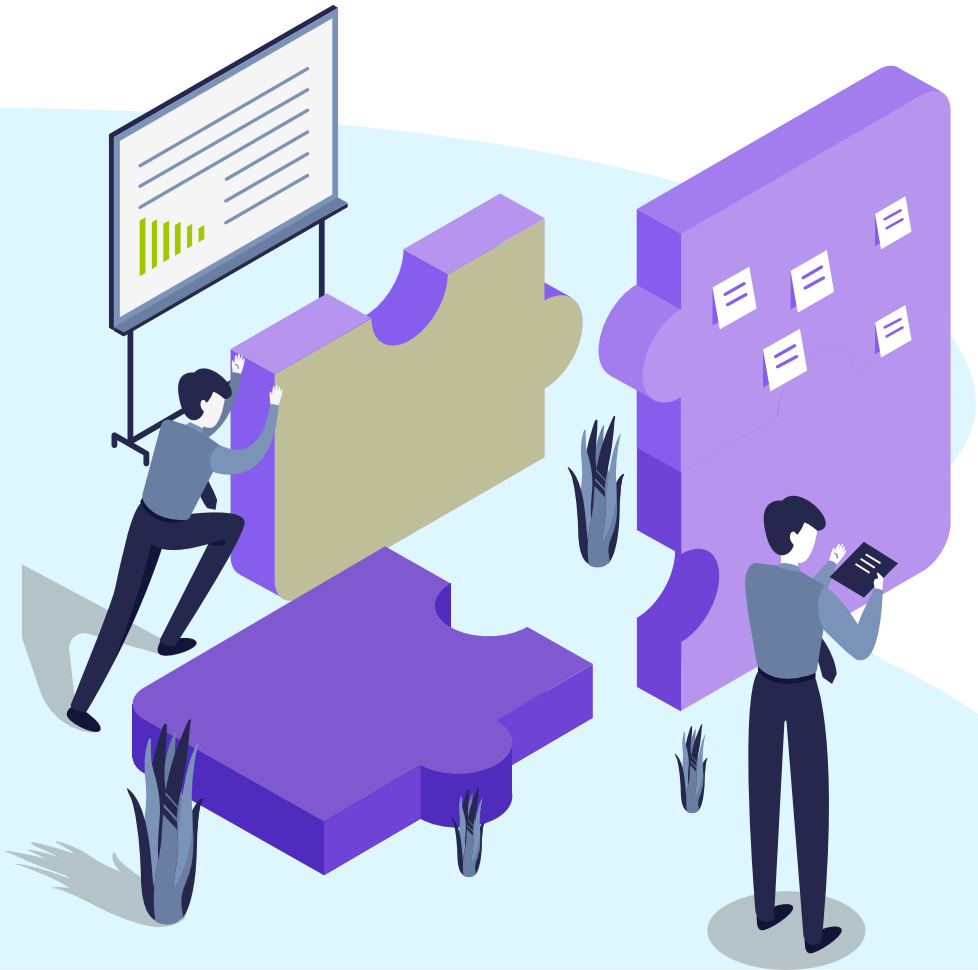
Functional Separation

- Establish new functional structures based on the refreshed strategy and operating model.

4 Finance & accounts	5 Treasury	6 Tax
7 HR	8 IT	9 Shared Services
10 Legal	11 IR & Corp Sec	12 Communication

Olam Food Ingredients (OFI)

Approach to Strategy



Vision: A **global leader** offering **sustainable, natural, value-added food ingredients**, so consumers can enjoy the **healthy & indulgent** products that they love

Focused portfolio: Leadership positions across **complementary product groups**; delivering to **common customers** globally from multi-national food brands to large retail chains to foodservice outlets; **combining distribution channels and capabilities** to provide **innovative cross category solutions** for bakery & confectionery, healthy snacking; etc.

Integrated, traceable & sustainable, food ingredient solutions: by combining a **Unique configuration** of Olam **managed estates**; a 3.5 million strong **smallholder farmers** network; state-of-the-art **manufacturing facilities** in both origin and destination markets; **plant science, product development & innovation** capabilities; etc

Operating model: Agile, **customer-centric** and **collaborative**, with **accelerated investments** in **Innovation** and **Go-To-Market capabilities.** Continued focus on **operational excellence, cost and capital discipline, sustainability** and **digital** to drive **effective execution**.

Olam Global Agri (OGA)

Approach to Strategy



- OGA will focus on continuing to build its market leading and differentiated global food, feed and fibre agri-business with a particular focus on emerging markets.
- Compared to most of our peers, OGA has a superior growth and return profile with significantly less asset intensity and an advantaged cost and competitive position.
- We expect to see strong profitable growth from the investments made in the recent past in the underlying businesses in OGA,
- OGA will also continue to selectively invest in targeted growth initiatives in its priority platforms and markets, including doubling down on our core Grains, oilseeds, freight origination & merchandising business, integrated cotton ginning and large grower cotton buying model, destination Grains processing and milling business and downstream branded Rice distribution

Olam International Limited (OIL)

Approach to Strategy



Unlocking value for Olam Group

- As **parent company of OFI and OGA**, OIL plays a key role to unlock the full value of the Olam Group by:
- **Providing active stewardship** to the new operating groups,
- **Responsibly divesting** the de-prioritised assets,
- **Nurturing** gestating businesses to full potential,
- **Incubating** new engines for future growth,
- **Deploying** key cross cutting initiatives across the operating groups, and
- **Providing** shared services to the new operating groups.

We have made good progress in executing the Re-organisation Plan

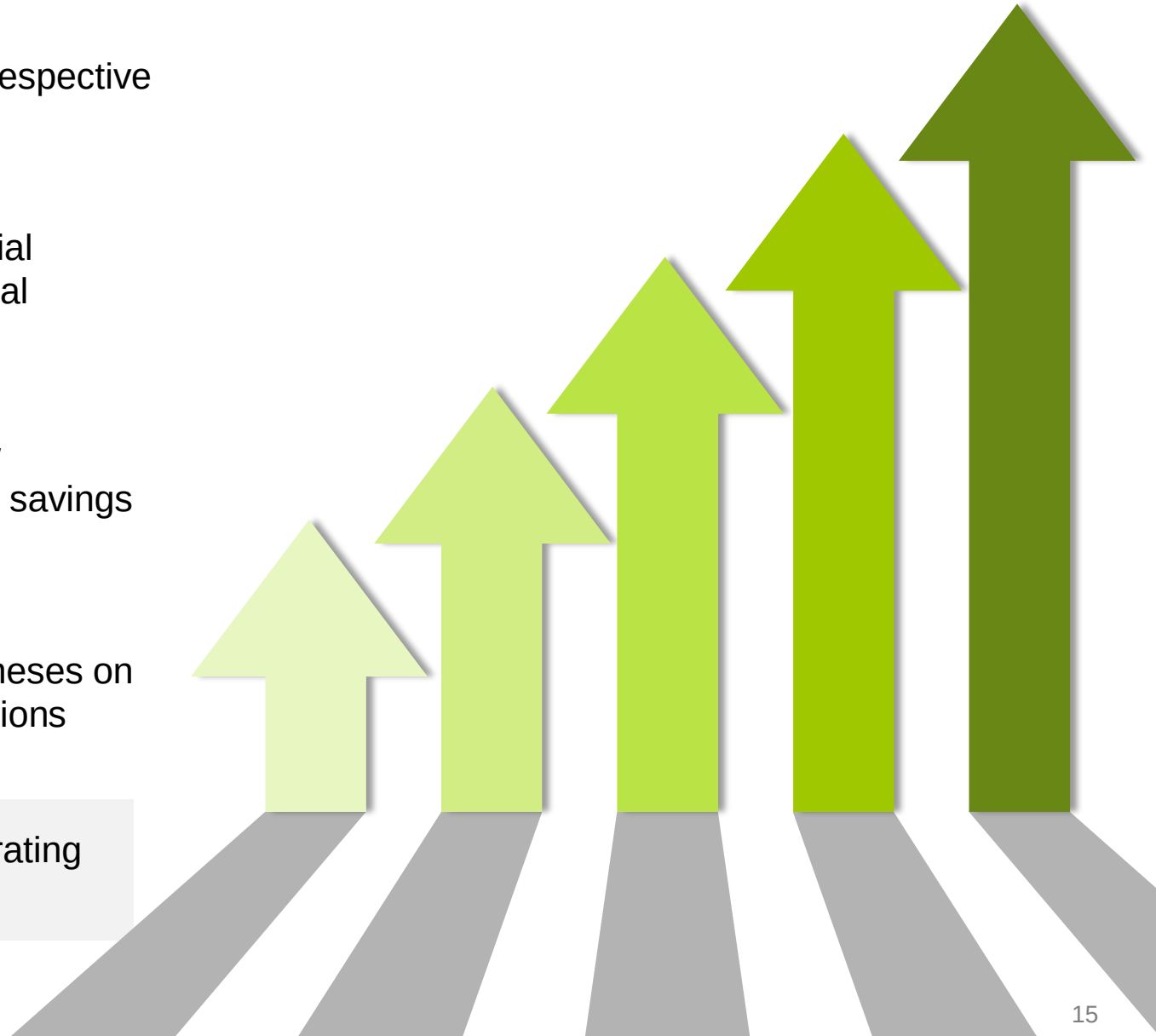
Senior management and executive teams for the respective operating groups has been appointed

Operating and Organisational Model Design – Initial hypothesis established, including the country / regional structure and corporate functions design.

Cost and Capital Transformation – Detailed review conducted across businesses over Jun-Jul to identify savings potential by cost buckets and operating group

Functional workstreams – Established initial hypotheses on functional structures and assessment of cost implications

H1 2020 reporting – Segments and metrics per operating groups have been established.



New operating groups, new segments and key performance metrics

Guiding principles used to determine new segmentals and metrics

1. **Strong alignment to the equity story and strategy** of each operating group
2. **Relative saliency of segments**
3. **Reduce complexity** (lesser number of segments and fewer metrics)
4. Ease of **modelling** by analysts/external stakeholders
5. Comparison to **peer group companies**

Changes in segmentation and metrics

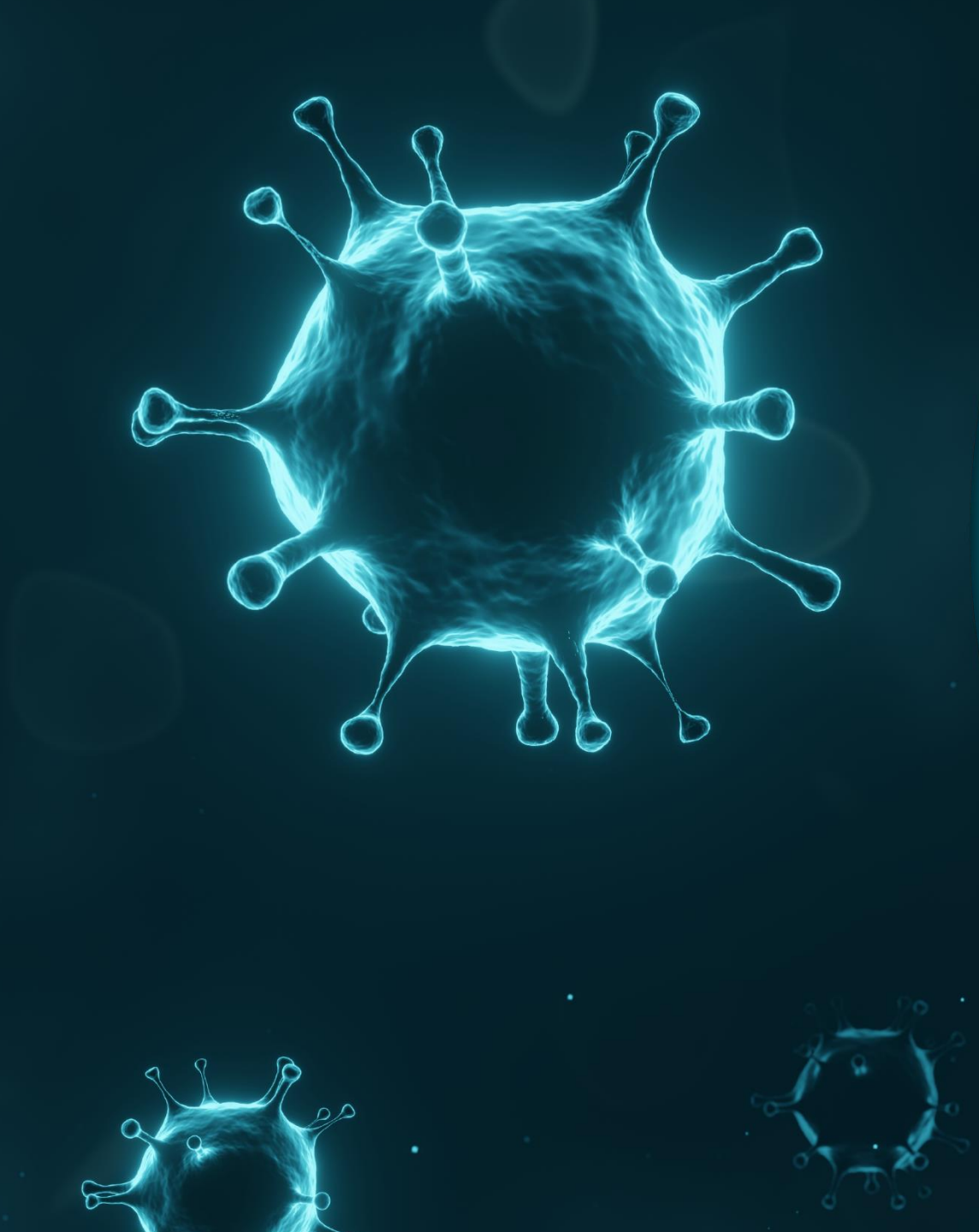
Strong alignment to the business strategy of each operating group

Operating Groups	Strategic Positioning	Segments
OFI	A global leader offering sustainable, natural, value-added food ingredients, so consumers can enjoy the healthy and indulgent products they love	1 **Ingredient Sourcing & Supply Chain:** Tracks sustainable farming, sourcing to factory gate delivery of first to last mile fulfilments 2 **Value-added Food Ingredients & Solutions:** Reflects OFI's increasing focus as an on-trend, value-added food ingredient solutions provider
OGA	A market leading and high return Food, Feed and Fibre agribusiness focused on high growth emerging markets	1 **Food & Feed - Origination & Merchandising:** Reflects OGA's focus on meeting the growing food and feed consumption in emerging 2 **Food & Feed - Processing & Value-added:** Demonstrates OGA's leadership in milling and animal protein markets in Sub-Saharan Africa 3 **Fibre & Ag Services:** Tracks the non-food category in cotton and commodity financial services
OIL	Provide active stewardship to OFI and OGA, nurture gestating businesses to full potential, and divest non-core businesses and assets	1 **De-prioritised/Exiting Assets:** Sugar, Rubber, Wood Products, Fertiliser and other de-prioritised assets identified in Strategic Plan 2 **Gestating Businesses**: Olam Palm Gabon, Packaged Foods, Infrastructure & Logistics business (ARISE) 3 **Incubating Businesses:** Engine 2 growth initiatives

Changes in reporting segments & key performance metrics

Operating groups	Segments	Key performance metrics		
Olam Food Ingredients (OFI)	1) Ingredient Sourcing & Supply Chain 2) Value-added Food Ingredients & Solutions	**Segment-level** Volume, Revenue, EBIT, EBIT Margin, Invested Capital (IC), EBIT/IC	+	**Operating Group-level *** ROIC, ROE, FCF from Operations
Olam Global Agri (OGA)	1) Food & Feed - Origination & Merchandising 2) Food & Feed - Processing & Value-added 3) Fibre & Ag Services	**Segment-level** Volume, EBIT, EBIT per MT, Invested Capital (IC), EBIT/IC	+	**Operating Group-level *** ROIC, ROE, FCF from Operations
Olam International (OIL)	1) De-prioritised/Exiting Assets 2) Gestating Businesses 3) Incubating Businesses	**Segment-level** Revenue, EBIT, Invested Capital (IC), EBIT/IC	+	**Operating Group-level *** ROIC, ROE, FCF from Operations
Consolidated Olam Group		Volume, Revenue, EBIT, Invested Capital (IC), EBIT/IC, ROIC, ROE, FCF from Operations		

** To be reported post potential carve-out*



Covid-19 response and outlook

Covid-19 : Potential Impacts





Demand side

Potential demand destruction and consequent volume volatility; commodity price volatility and consequent pressure on margins; increased risk of counterparty defaults



Supply side

Potential forced factory closures as a result of containment measures; disruption to raw material supplies; restrictions in movement of labour and labour availability; cross border movement restrictions for goods; ports lockdowns



Financial markets

Liquidity crunch, higher spreads and liquidity premiums with consequent increase in cost of borrowings; currency devaluation against USD with consequent margin reduction; recent corporate defaults / liquidations, particularly in Asia, leading to increased caution in the banking sector

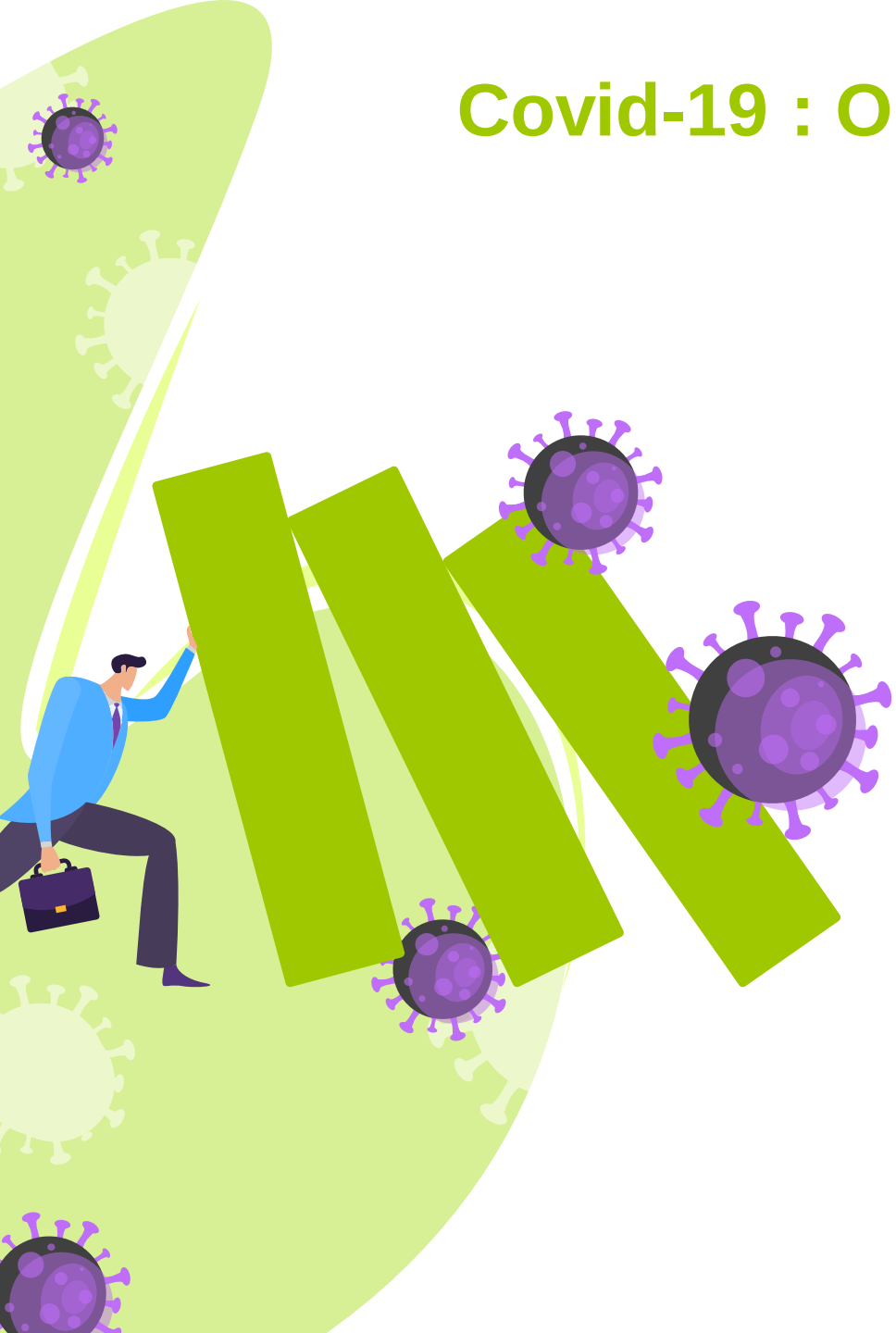
Covid-19 : Demand side Impacts



Demand side

- **Food service demand declining**: Steep decline in dine-in & out of home consumption; demand for delivery spiked but not enough to make up for decline in dine-in
- **Grocery retail demand growing**: Packaged foods/grocery retail growing strongly; online groceries growing even faster; essentials and staples (e.g. rice, instant coffee, frozen meats, canned soups) growing faster; consumers are shifting towards well-recognised brands
- **Agri-supply prioritised**: Countries are prioritising agri supply but labour participation/availability is impacted/limited; Increased restriction in international movement of food staples as producing countries prioritise domestic stockpiles
- **For Olam, impact on demand** varied across products:
  - We **experienced lower demand** in some **non-food categories** like Cotton **and in food products with significant out-of-home consumption** like Edible Oils, Cocoa and Coffee.
  - We also saw **lower demand in Almonds & Dairy due to** the **lockdown in China** in H1 2020 although we saw signs of pick-up towards end-H1 2020.
  - **Demand** for **most food staples** was **generally resilient** and **spiked in some cases** due to the **pantry restocking effect** both at the household and retail level.

Covid-19 : Our response



5 PRIORITIES

1. Primary focus has been to ensure health and safety of our employees and food safety of our customers

2. Business Continuity Plans activated in all key countries and sites in Africa, Americas and Asia

3. To mitigate impact on demand, supply and financial markets, we are already executing several “handbrake” levers across the Company

4. A tiered mitigation plan in place to pull additional “handbrake” levers in the event of a second wave, and “break glass” levers should situation further deteriorate

5. Enhancing stakeholder engagement: We are supporting our stakeholders, particularly farmers and communities in vulnerable countries, and preparing for evolving our business model in a post Covid-19 world in consultation with supply chain partners

Supporting farmers and rural communities

US$5.7 million in financial and in-kind donations for healthcare and food relief

Supporting public awareness and community support campaigns

Reaching 20,000 cocoa & coffee farmers in Indonesia; 1.2 million farming families in India; 1,400 cooperatives and licensed buying agents in Côte d'Ivoire with health updates & advice via our digital platforms





Supporting farming cooperatives, hospitals and health centres across Central and West Africa with sanitation kits, hand-washing stations, radio & poster public awareness information

Providing medical relief and supporting healthcare provision

US$600,000 worth of medical supplies to the Ministry of Health in Côte d'Ivoire along with 20,000 testing kits in partnership with Temasek Foundation

US$100,000 of medical equipment and essential food supplies donated to state governments in Nigeria



Our joint venture, ARISE, distributed 50 ventilators; 24 thermal cameras; 10,000 electronic thermometers; 500,000 gloves; 230,000 disinfectant gels and 7 million masks – to partner governments in Africa.



Donating food and supporting food relief activities

Over US$400,000 of food packages and sanitation kits for cocoa, coffee and quinoa farmers in Central and South America



Food donation to support communities in countries including Vietnam, India, Burkina Faso, Myanmar, South Africa, Senegal and Ghana, Chad and Argentina,



Outlook



- **With 80-85%** of **our revenues in** the **food category where demand is less sensitive to recession or economic downcycles**, we **believe** we will be **able to better navigate** the **demand led uncertainties around COVID-19**.

- **However, the impact of COVID-19 on the rest of the year remains uncertain** with a range of outcomes that could impact demand and supply conditions across different geographies, businesses and financial markets

- **We have been proactive in controlling costs and conserving cash to mitigate against potential adverse impact** from the COVID-19 crisis. We stand ready to pull additional levers if situation worsens.

- We will **continue to monitor and assess this impact on a more dynamic basis** rather than on a fixed planning cycle basis and provide an assessment if material developments arise.

Group H1 2020 financial highlights



Group H1 2020 results

At a glance

VOLUME

20.1 M MT

+5.0%

EBIT

S$424 M

-18.8%

PATMI

S$333 M

+44.4%

Operational PATMI

S$202 M

-18.5%

Free Cash Flow

+FCFE

S$827 M

Gearing

from 1.28x to

1.29x

Group H1 2020 financial highlights

Resilient results amid Covid-19

- ↑ Higher PATMI on continued execution on Strategic Plan despite lower EBIT
- ↑ Positive FCFF and FCFE

Continues to strengthen balance sheet

- ↔ Steady cycle time despite higher net debt
- ↔ Gearing at 1.29x (H1 2019: 1.28x) well under target of 2.0x

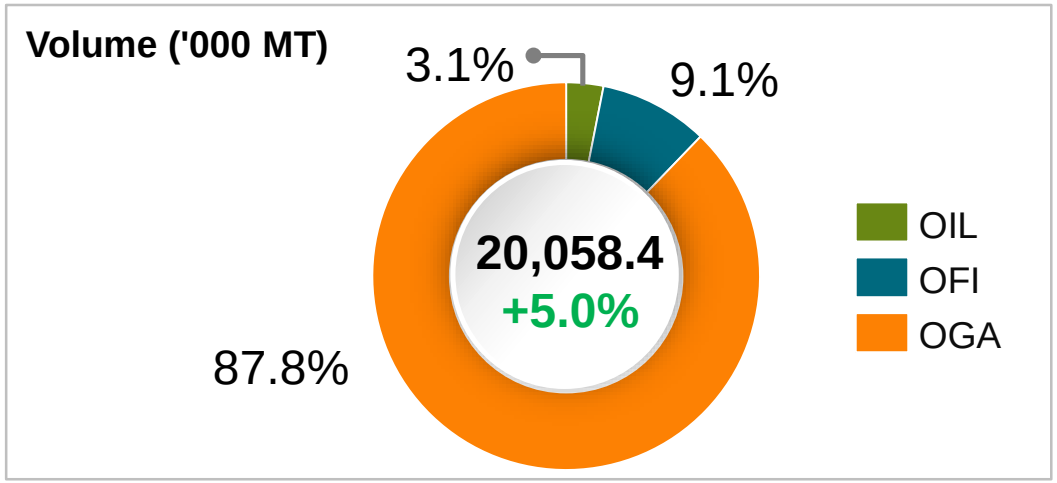
Executing on Re-organisation Plan

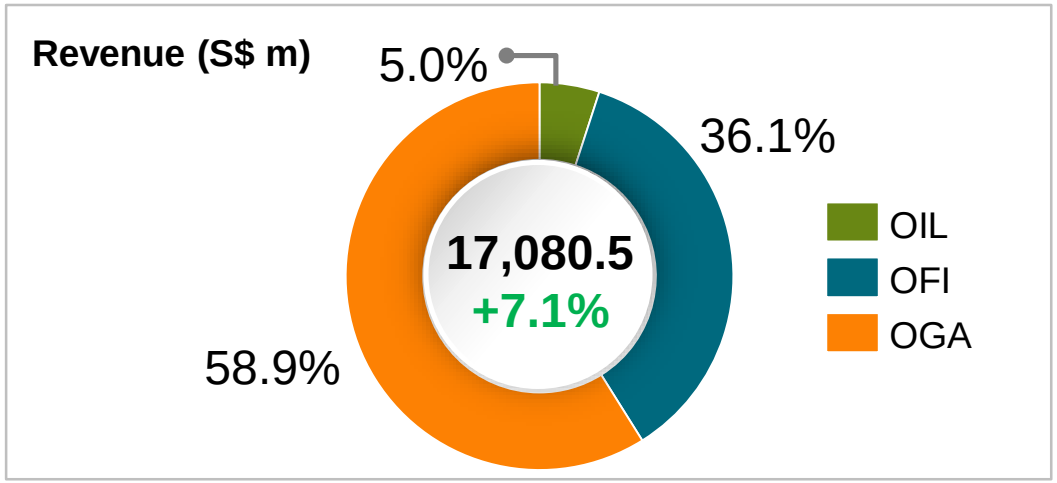
- Accomplished Step 1 and Step 2 milestones by re-segmenting the business into OFI, OGA and OIL, and appointing dedicated leadership and management teams for each of the groups
- From H1 2020, we are reporting financials across OFI, OGA, OIL for the first time

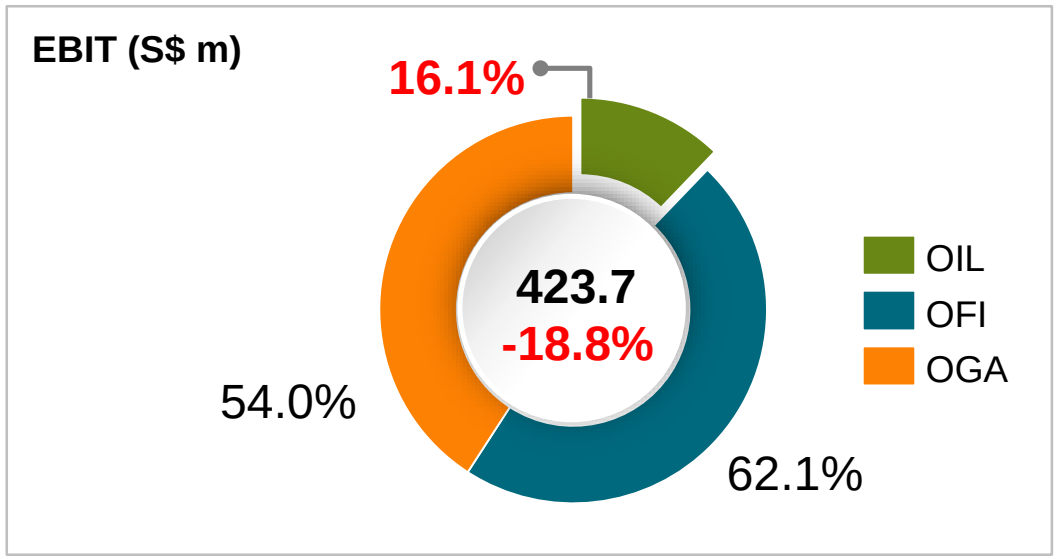
Interim Dividend

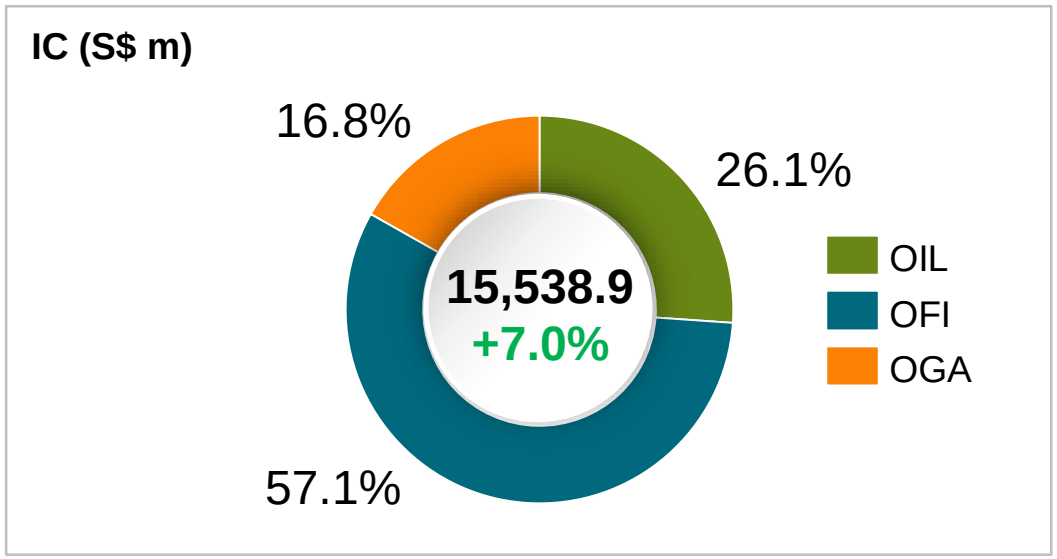
- Board of Directors declares interim dividend of 3.5 cents per share (H1 2019: 3.5 cents)

Consolidated results by operating groups
H1 2020 at a glance





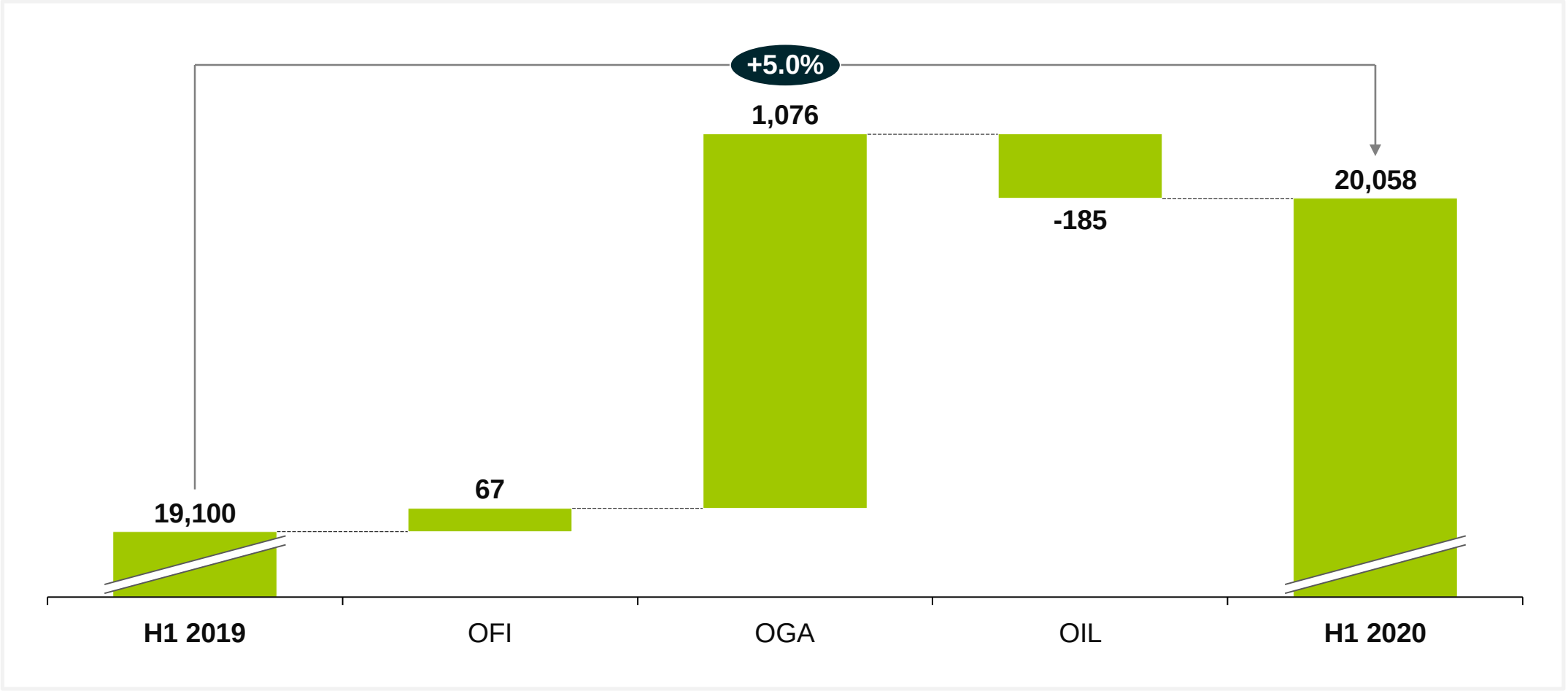




Volume grew 5.0%

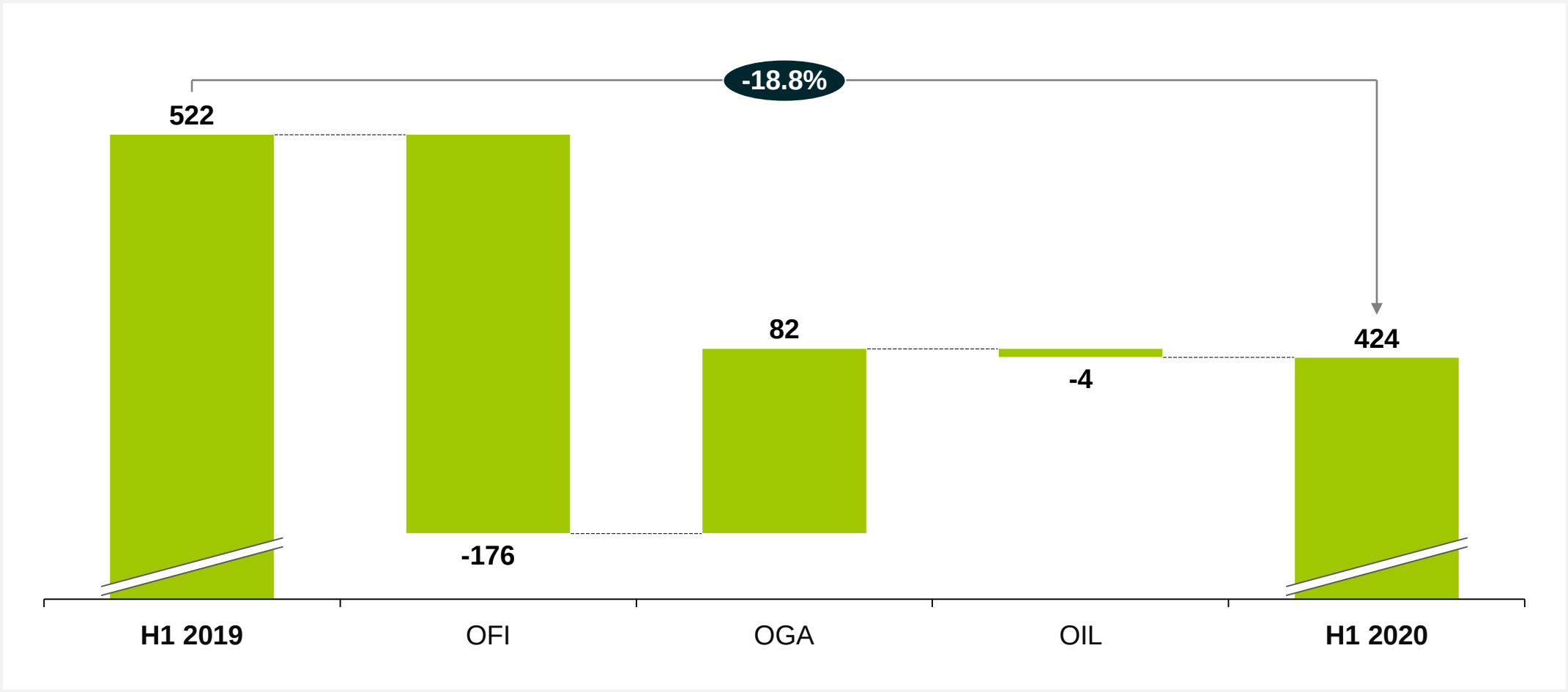
Led by Olam Global Agri's Origination & Merchandising segment

Volume by Operating Groups, '000 MT



EBIT declined 18.8%

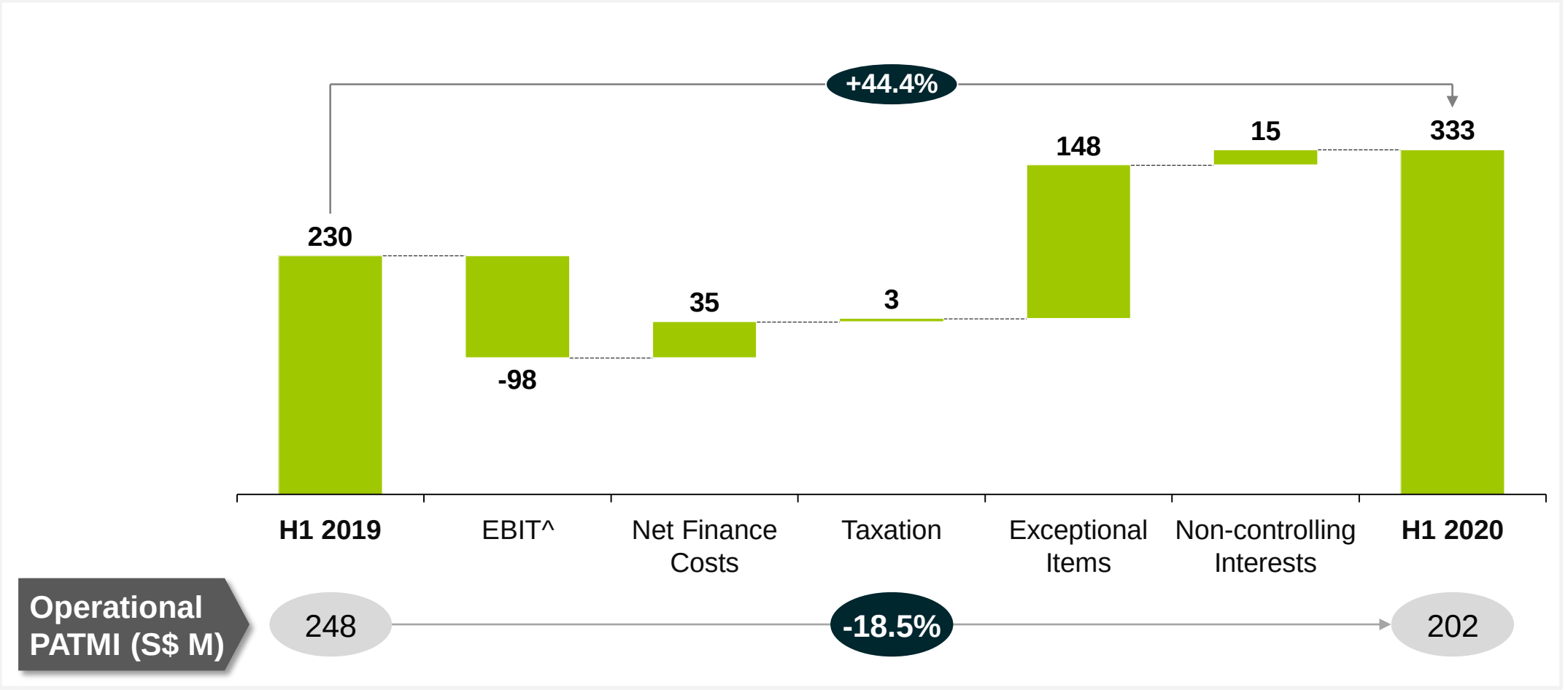
EBIT by operating groups, S$ million



PATMI grew 44.4%

Backed by net exceptional gains on divestments

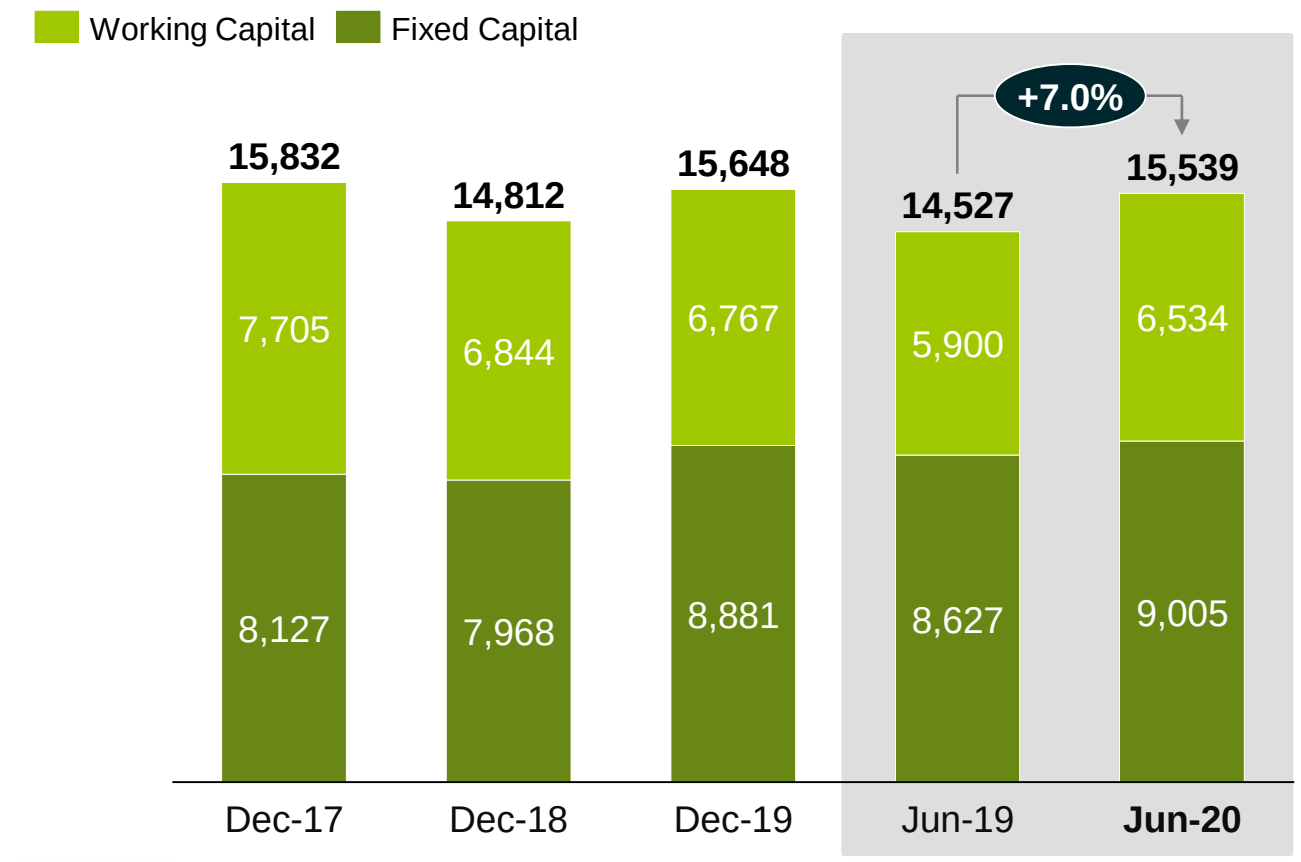
PATMI and Operational PATMI, S$ million



^ Excludes exceptional items

7.0% increase in invested capital

10.8% increase in working capital



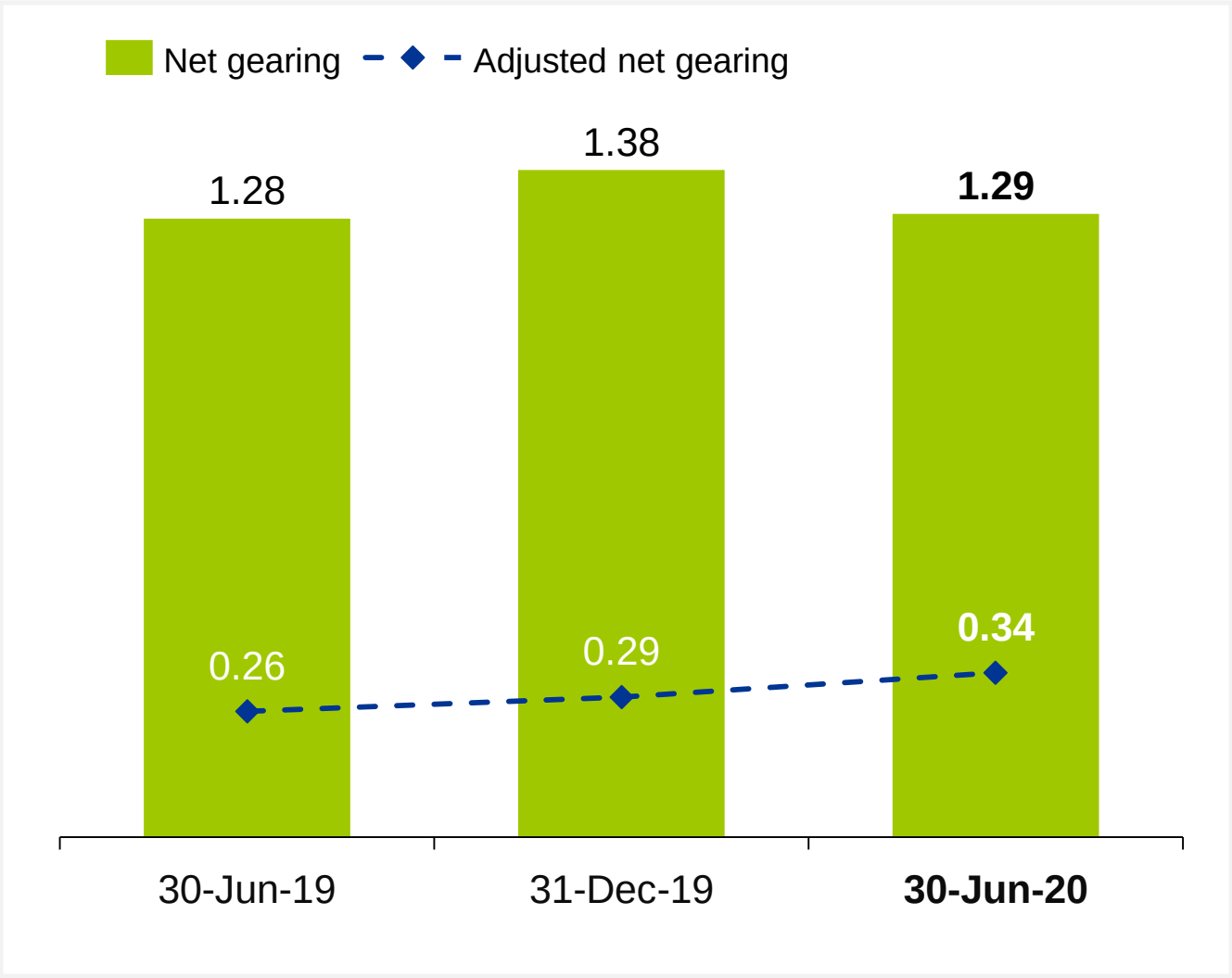
- Net Fixed Capital increased by S$378 million on account of acquisitions of Dangote Flour Mills, Hughson Nut and Cotonchad, and organic growth in line with Strategic Plan
- Working capital grew by S$634 million mainly on lower bulk volumes in Rice and Edible Oils, which reduced supplier credit

Invested Capital excludes:

a) Gabon Fertiliser Project (30 Jun 2020: S$252.3 million; 30 Jun 2019: S$243.4 million); and

b) Long-term Investments (30 Jun 2020: S$52.1 million; 30 Jun 2019: S$123.8 million)

Net gearing remains steady at 1.29x

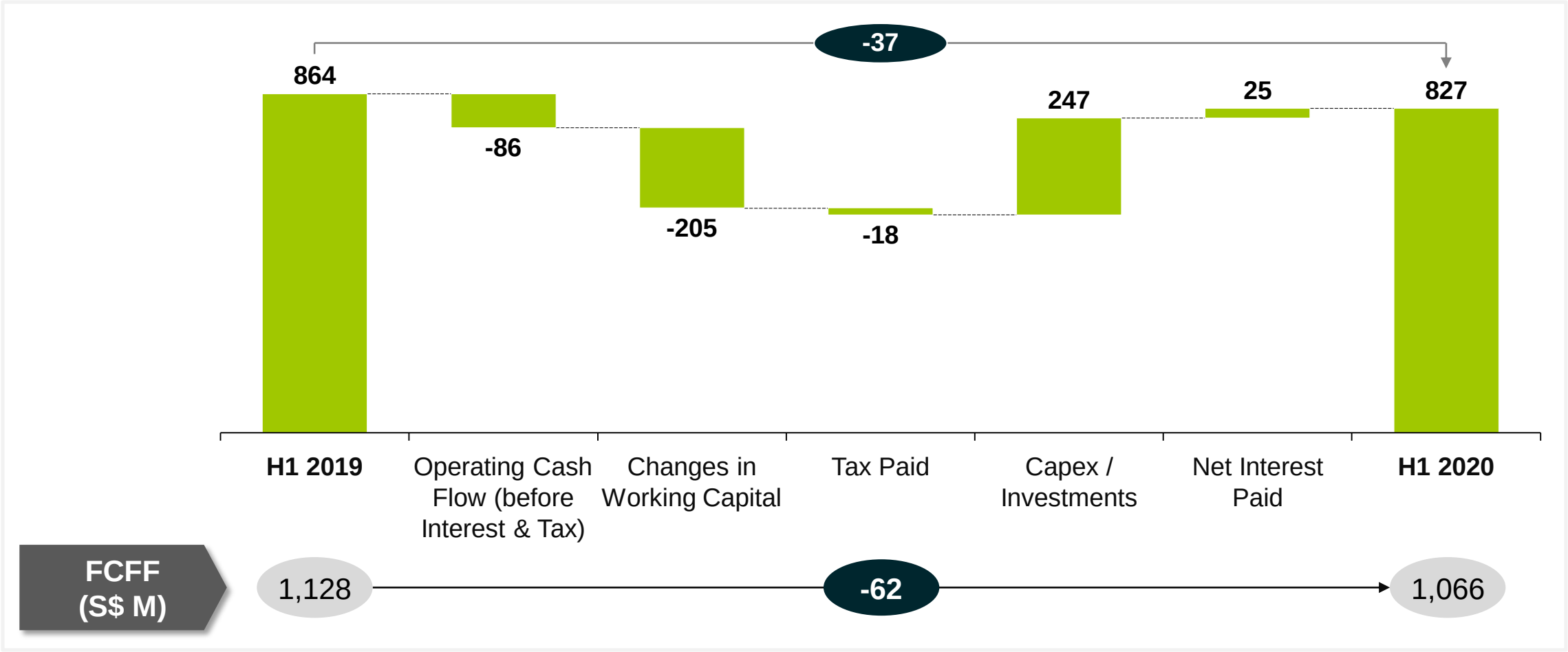


- Higher net debt due to increased working capital
- Net gearing remains steady despite higher net debt as equity also increased

Free cash flow

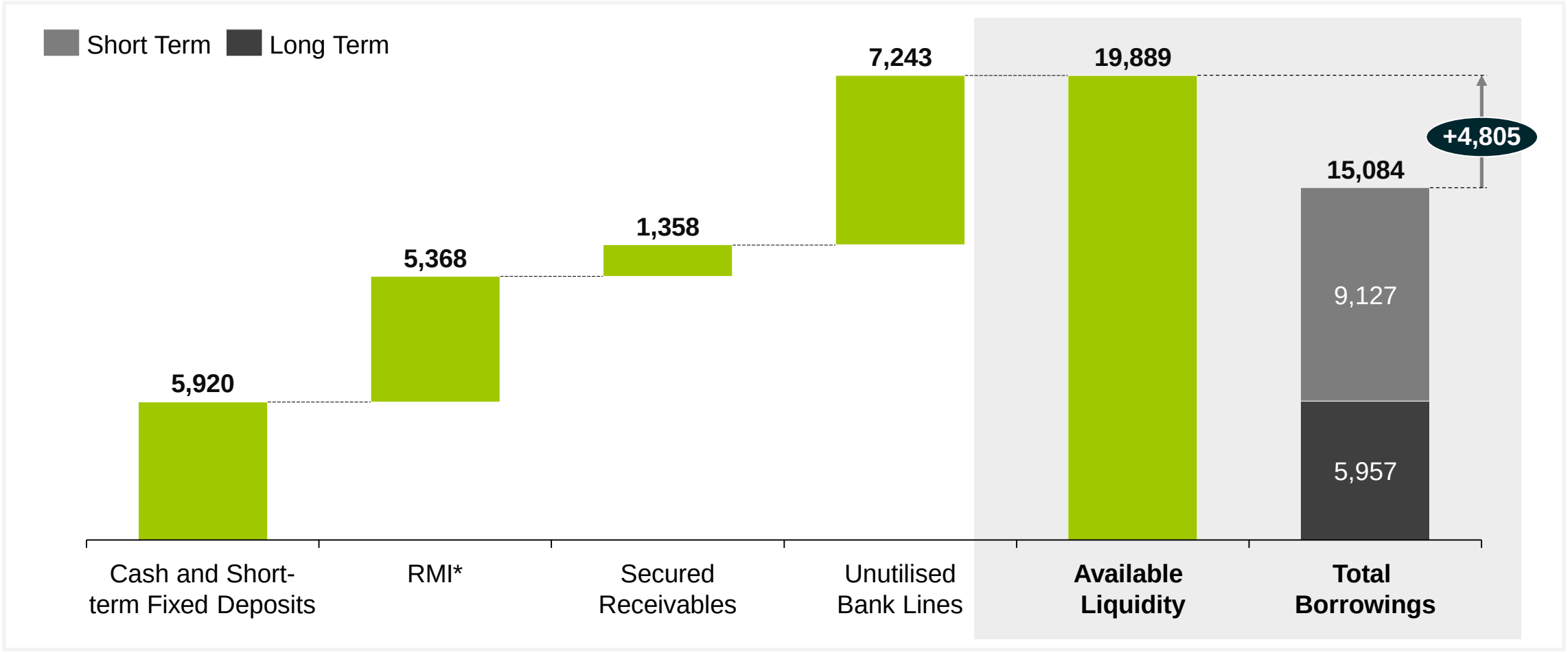
Positive FCFE on sharp focus and discipline of investing cash flows

Free Cash Flow to Equity, S$ million



Ample liquidity

Total borrowings and available liquidity, S$ Million as at June 30, 2020



* RMI: inventories that are liquid, hedged and/or sold forward

Segmental performance by operating groups

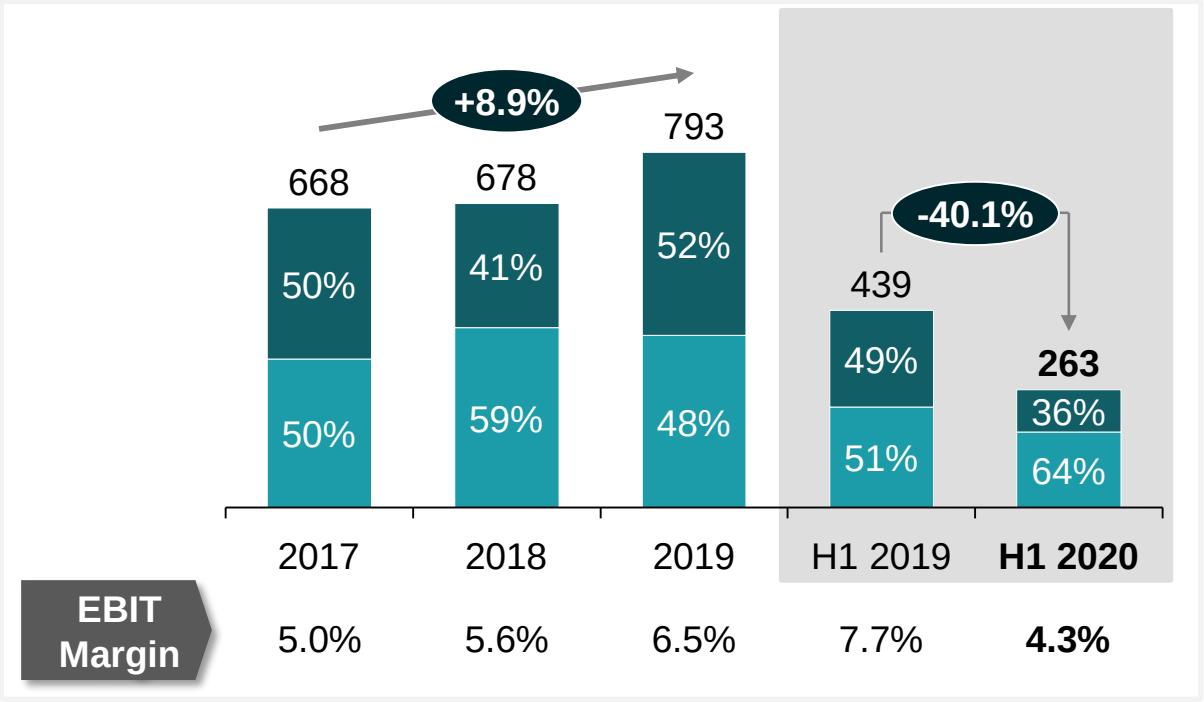


Olam Food Ingredients (OFI)

S$ Million

Ingredient Sourcing & Supply Chain | Value-added Food Ingredients & Solutions

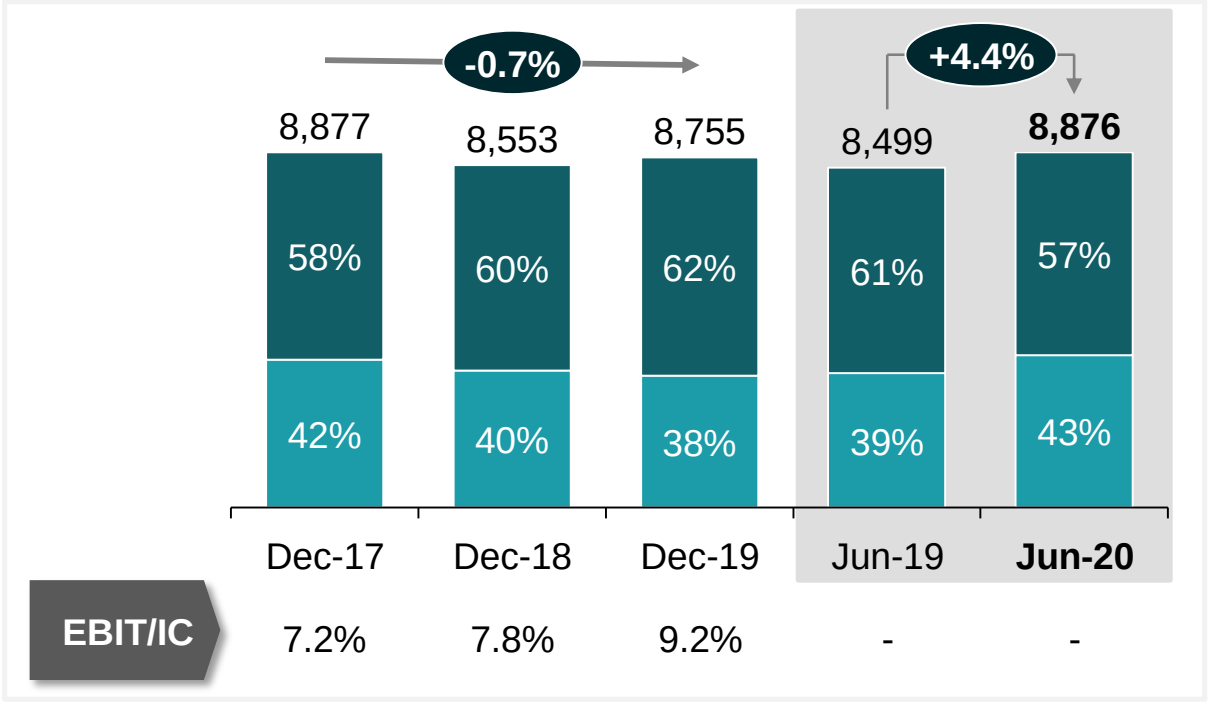
EBIT



- Performance in 2019 was particularly skewed towards H1 2019 with strong performances within the Nuts and Spices businesses as compared to the usual seasonality, against which **OFI reported a 40.1% lower EBIT in H1 2020**. We expect H2 2020 to consequently recover and show better results as compared to both H2 2019 and H1 2020.

- Almonds, Hazelnuts and the Cocoa processing businesses were also adversely impacted on account of adverse prices and margin pressures resulting from Covid-19

Invested Capital

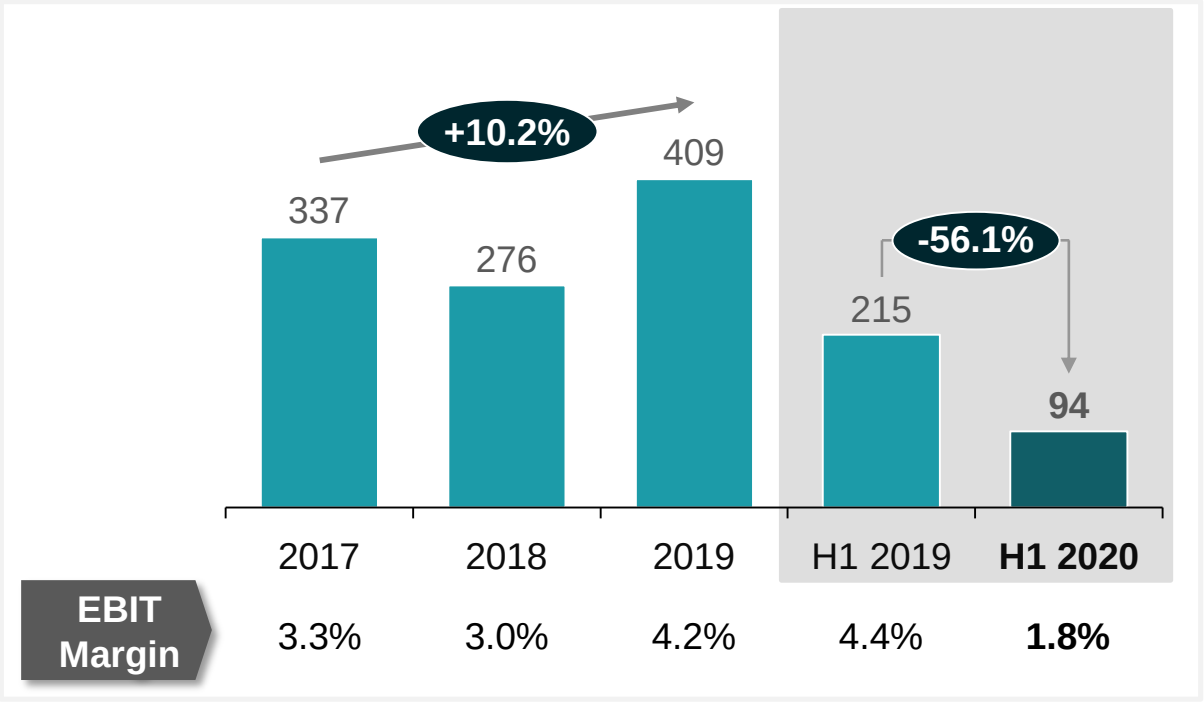


- **IC grew by S$377 million in H1 2020** on higher investments in Value-added Food Ingredients & Solutions.

OFI: Ingredient Sourcing & Supply Chain

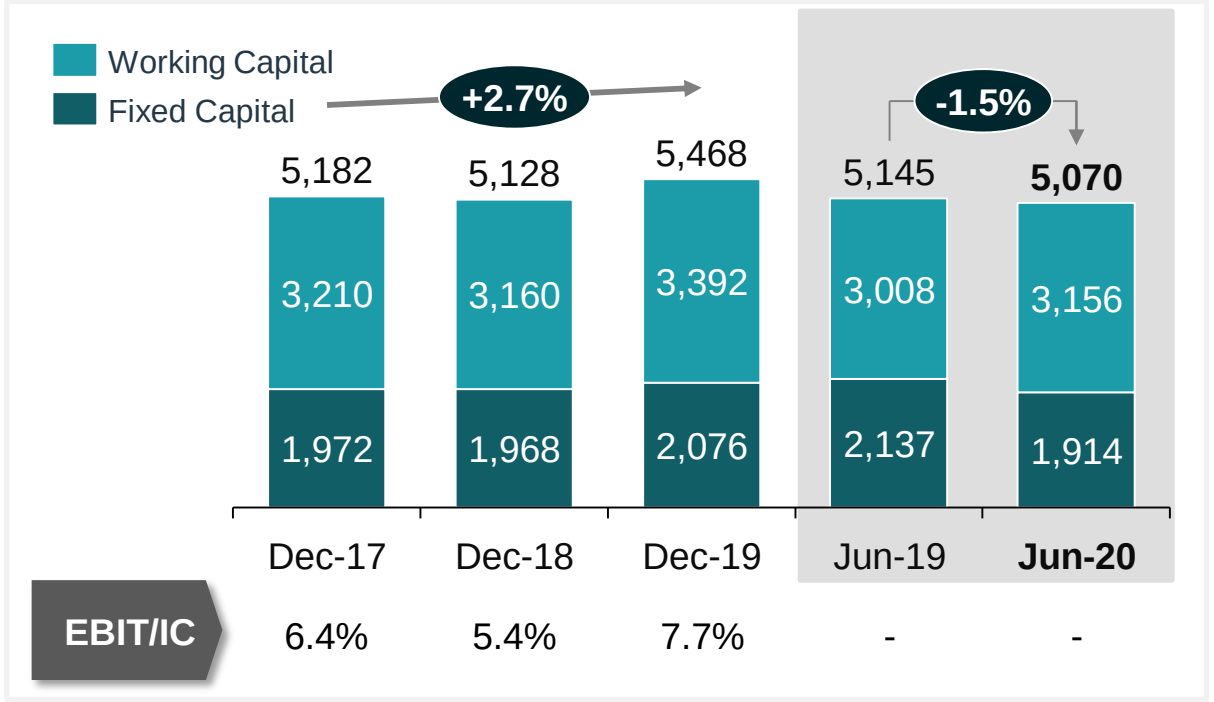
S$ Million

EBIT



- **EBIT declined by 56.1% in H1 2020** due to lower contribution from Almonds upstream operations, which were impacted by lower almond prices that fell almost 30% between H1 2019 and H1 2020. The Australian operations were also affected by increase in temporary water cost which impacted the 2020 crop. The water prices have now adjusted back to normal levels for the new water year.

Invested Capital

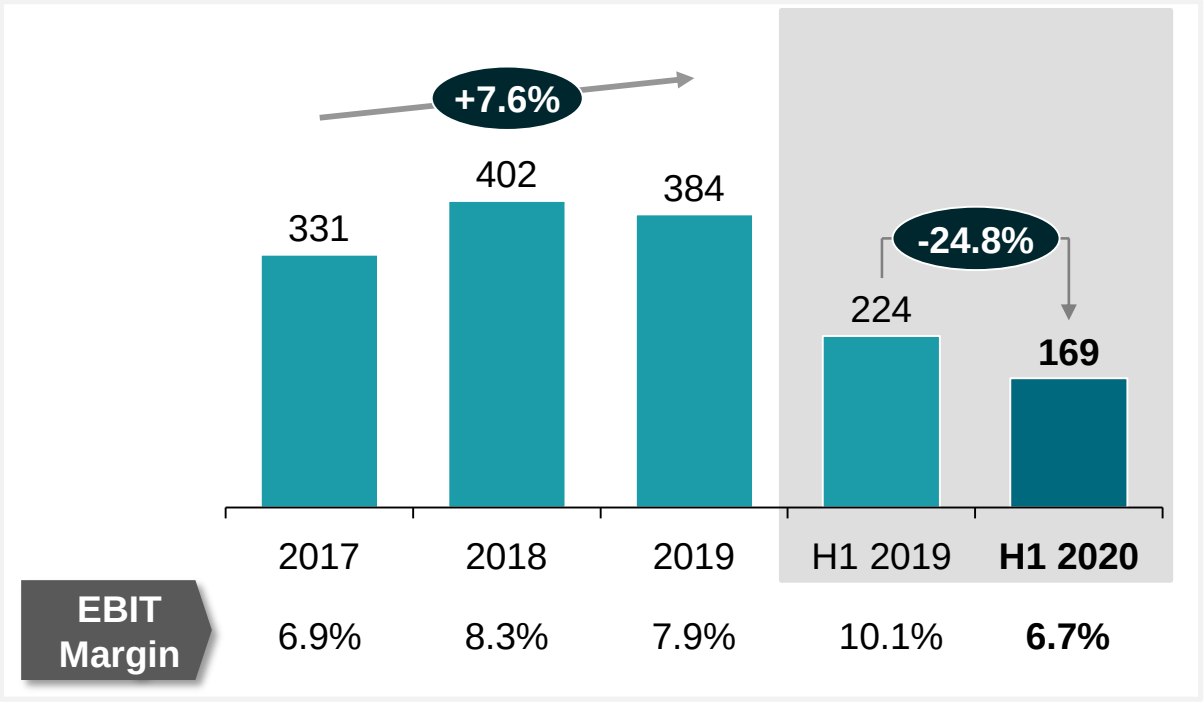


- **IC marginally lower in H1 2020** as fixed capital decreased with the sale of permanent water rights for almonds in Australia, partly offset by an increase in working capital due to higher inventories of cocoa, coffee beans and almonds.

OFI: Value-added Food Ingredients & Solutions

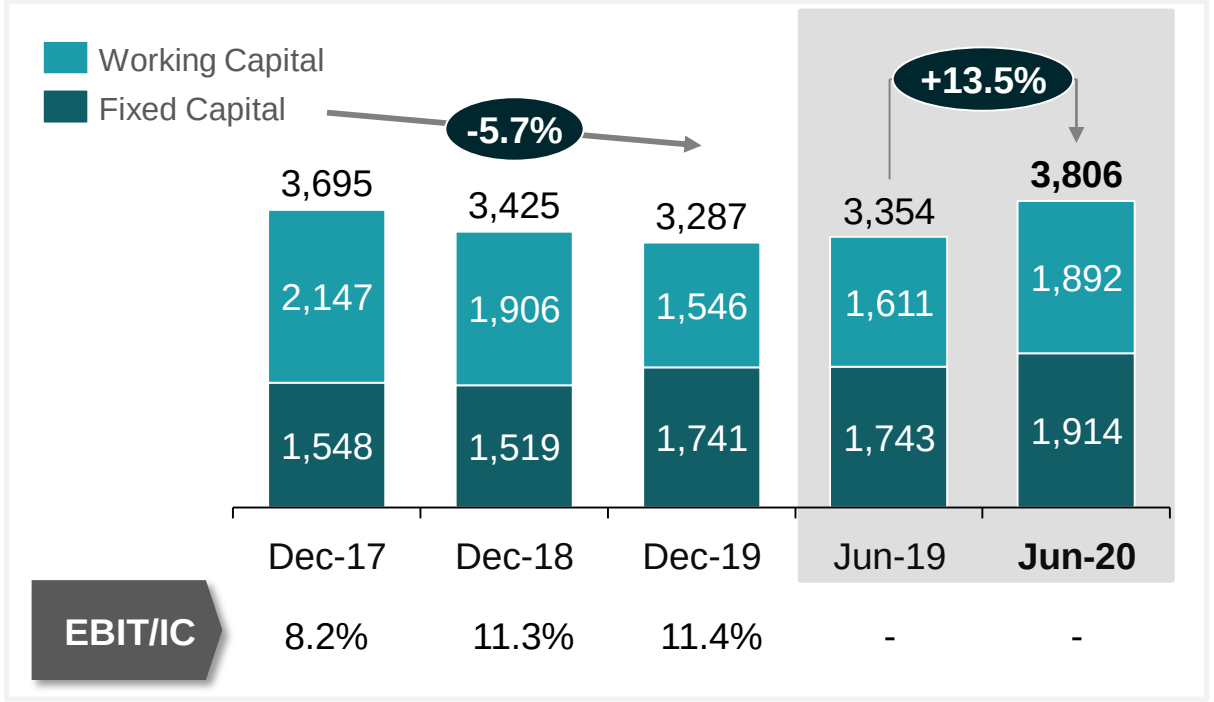
S$ Million

EBIT



- **EBIT declined by 24.8% in H1 2020** due to demand contraction, delayed pulls by customers, and/or higher costs on account of slowdown or shutdowns at some manufacturing facilities due to Covid-19.
- Hazelnuts, Cocoa Processing and Soluble Coffee saw an adverse impact on their margins in H1 2020, partly compensated by improved EBIT from Almond, Peanuts and Spices processing in the US, as well as Dairy processing in Malaysia.

Invested Capital



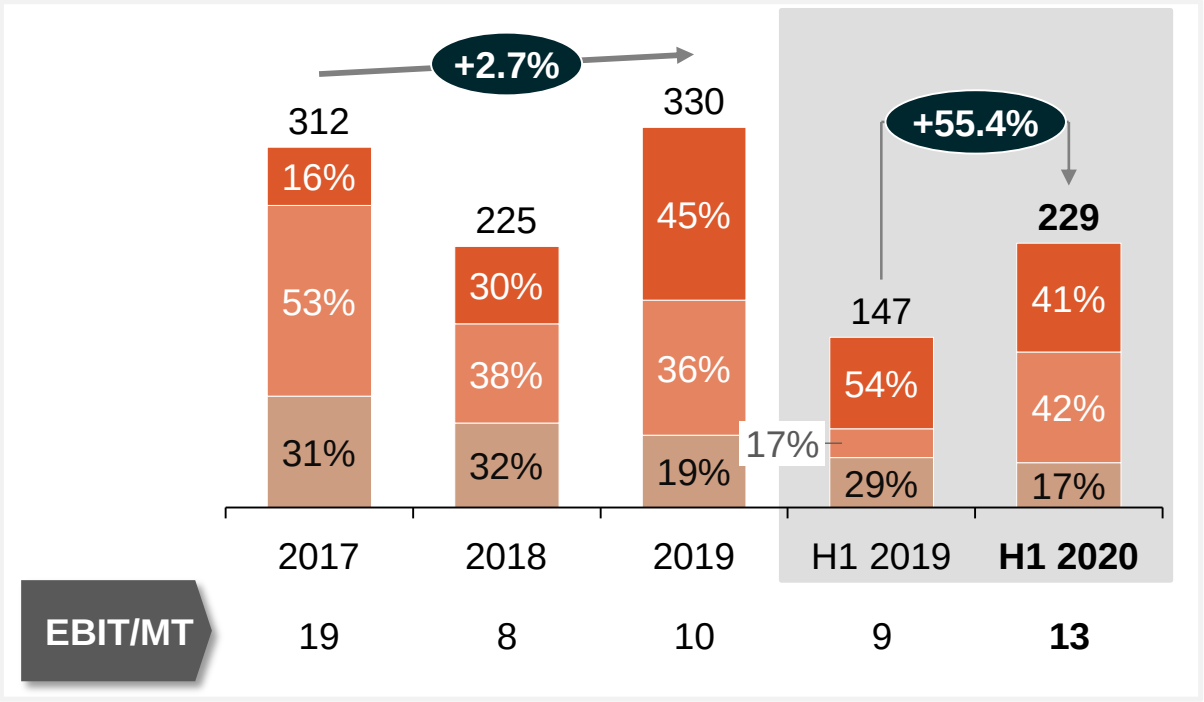
- **IC increased by S$451.9 million in H1 2020** on both fixed and working capital.
- Fixed capital grew with acquisition of HNI and investments to expand the Spices grinding factory in Vietnam and Dairy processing capacity in Malaysia.
- Working capital increased as a result of delayed shipments, leading to a build-up of inventory.

Olam Global Agri (OGA)

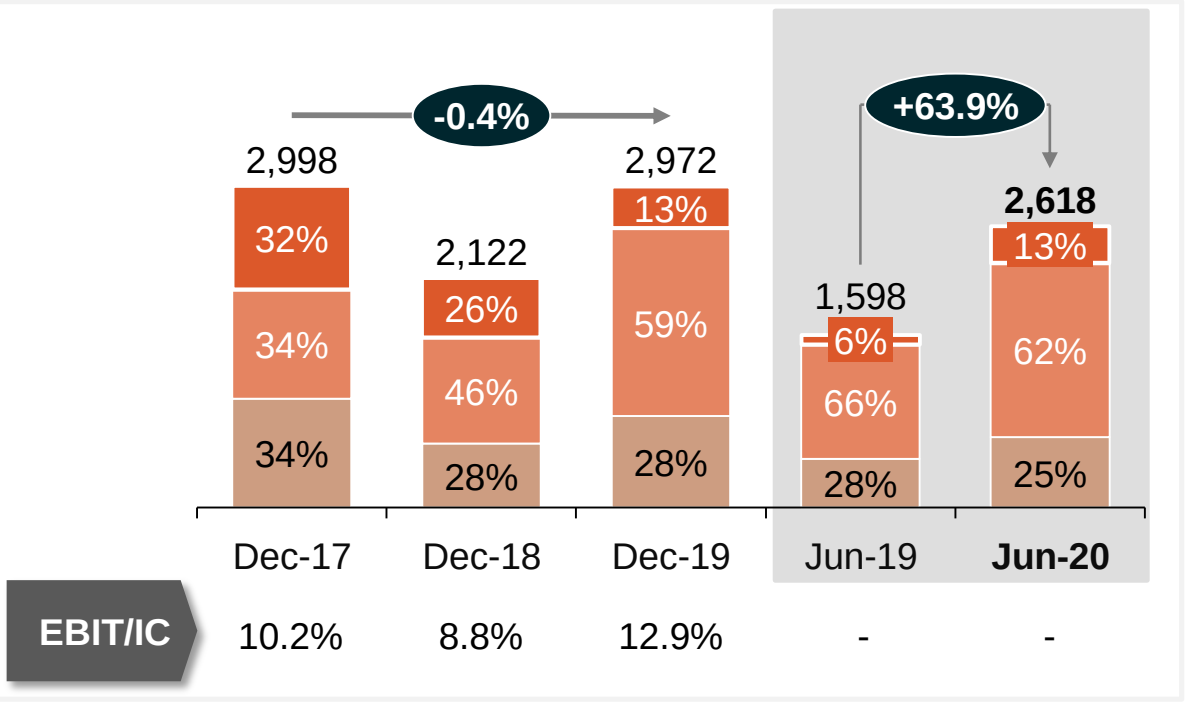
S$ Million

Food & Feed - Origination & Merchandising | Food & Feed - Processing & Value-added | Fibre & Ag Services

EBIT



Invested Capital



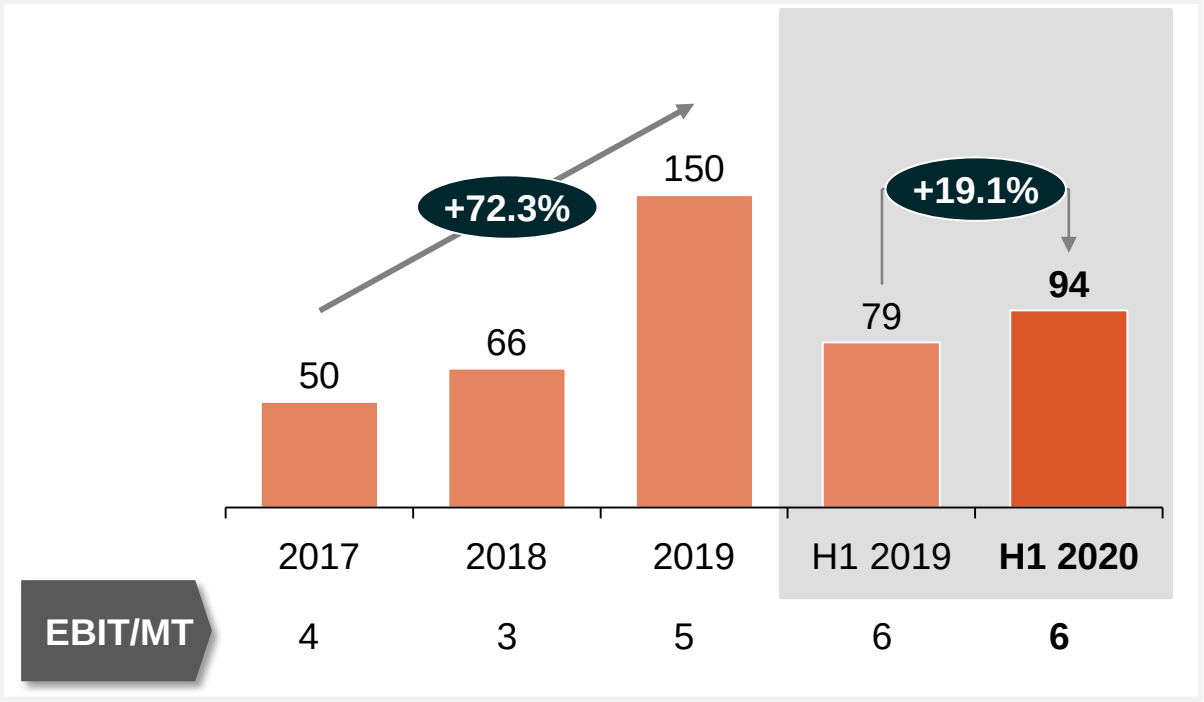
- **EBIT grew by a robust 55.4% in H1 2020** on higher contribution from the Food and Feed segments, particularly the Food & Feed - Processing & Value-added segment.

- **IC was up by S$1.0 billion in H1 2020** with the largest increase seen in the Food & Feed - Processing & Value-added segment.

OGA: Food & Feed - Origination & Merchandising

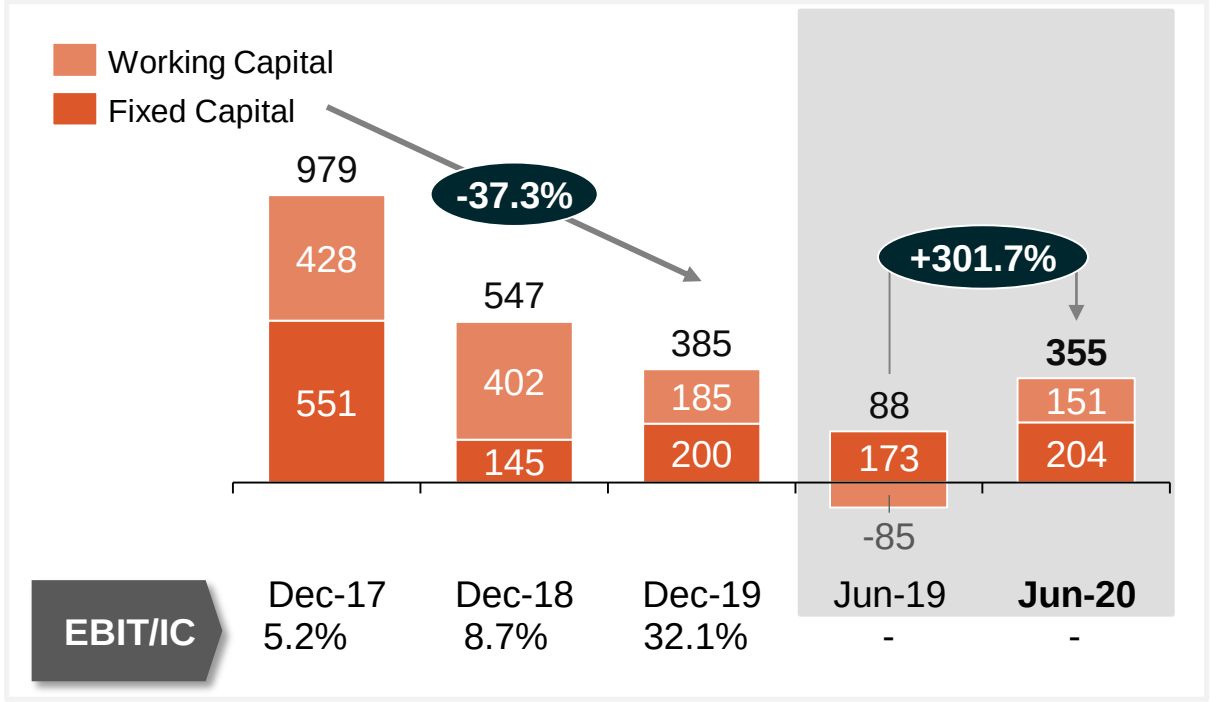
S$ Million

EBIT



- **Healthy EBIT growth of 19.1% in H1 2020** mainly due to Grains trading. Rice trading's contribution was lower than H1 2019 owing to the ban on rice imports into Cote d'Ivoire, which was lifted towards end-H1 2020. Contribution from Edible Oils trading declined as counterparty performance was impacted by the fall in edible oils prices.

Invested Capital

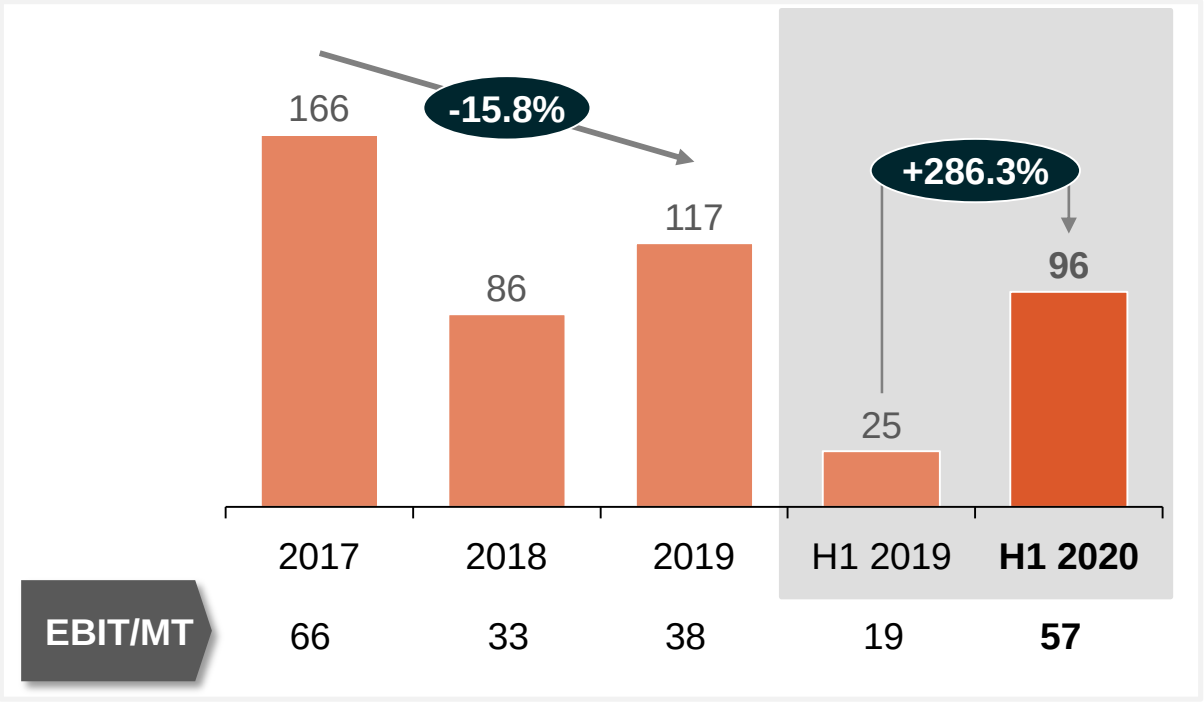


- **IC increased by S$266.4 million in H1 2020** with higher fixed capital due to the ongoing Capex commitments.
- Working capital was up due to reduction in trade creditors arising from a change in business mix that saw lower Rice and Edible Oils bulk trading volumes.

OGA: Food & Feed - Processing & Value-added

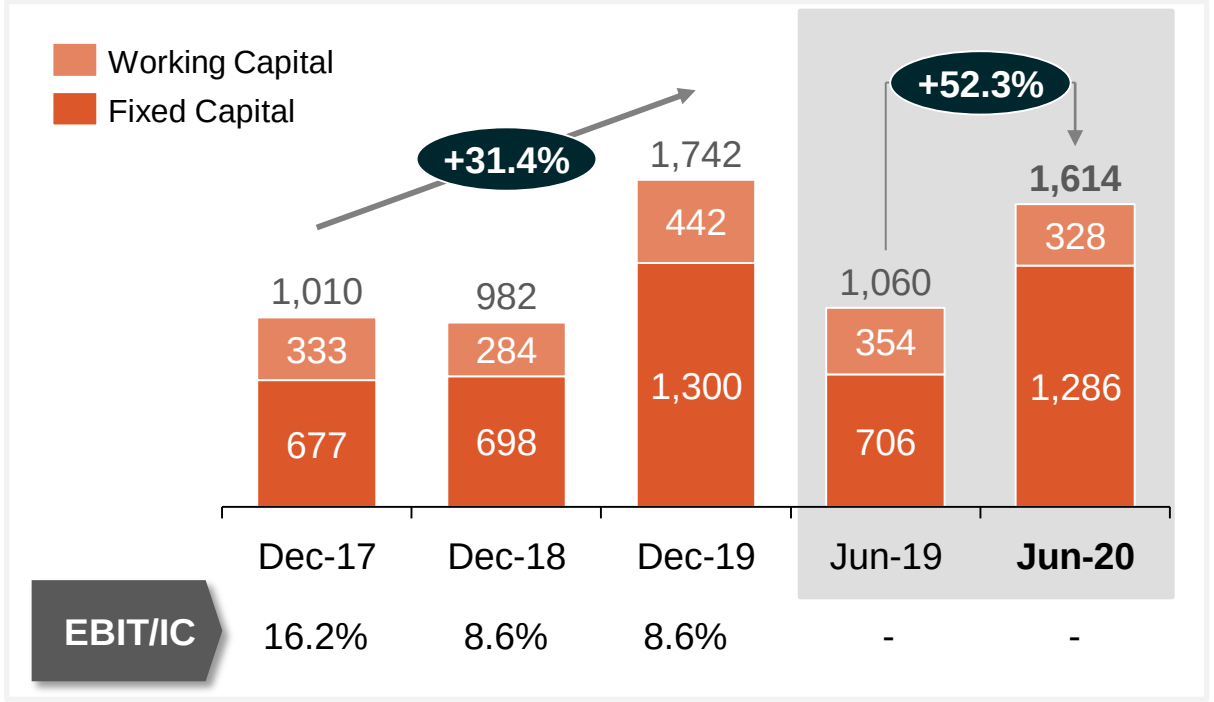
S$ Million

EBIT



- **EBIT was up nearly four-fold in H1 2020** on strong improvement in Grains milling post the acquisition of DFM, as well as in Animal Feed production and branded, packed Rice distribution in Africa.
- Consistent milling margins and improved animal feed margins raised EBIT/MT from S$19 to S$57 in H1 2020.

Invested Capital

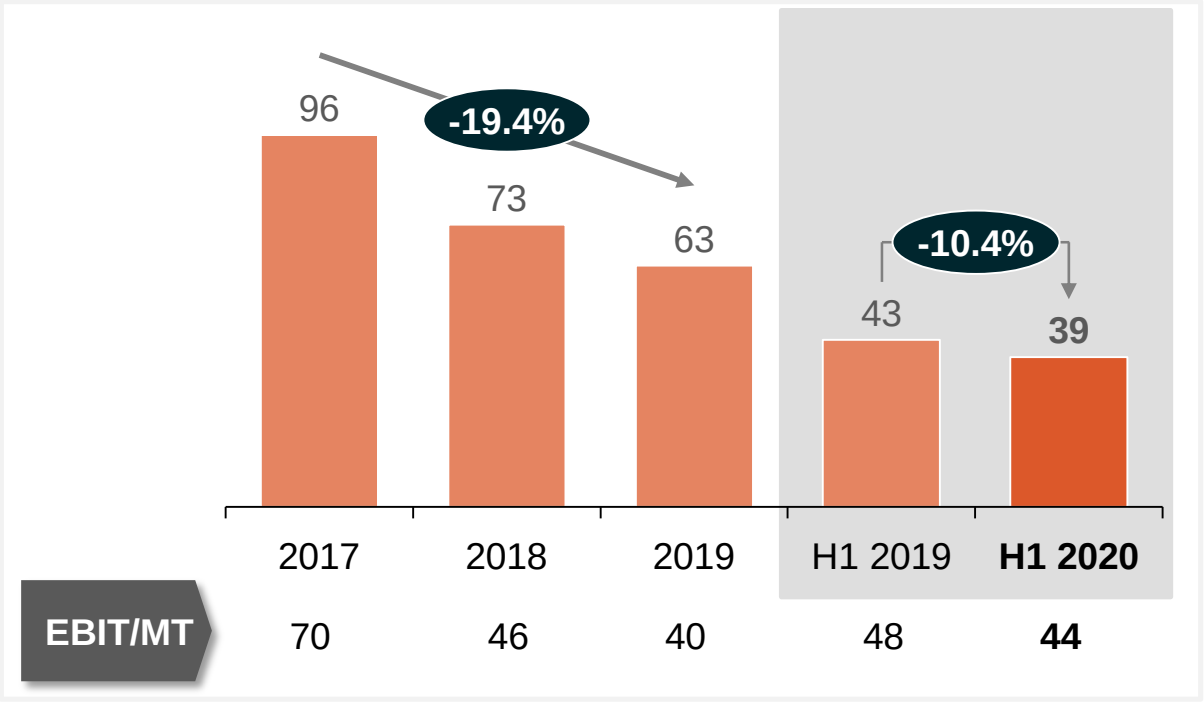


- **IC rose significantly by S$554.2 million** on higher fixed capital mainly due to the acquisition of DFM.
- Despite higher sales volumes, working capital remained flat due to tighter inventory and receivable norms amid the Covid-19 outbreak that had impacted the industry.

OGA: Fibre & Ag Services

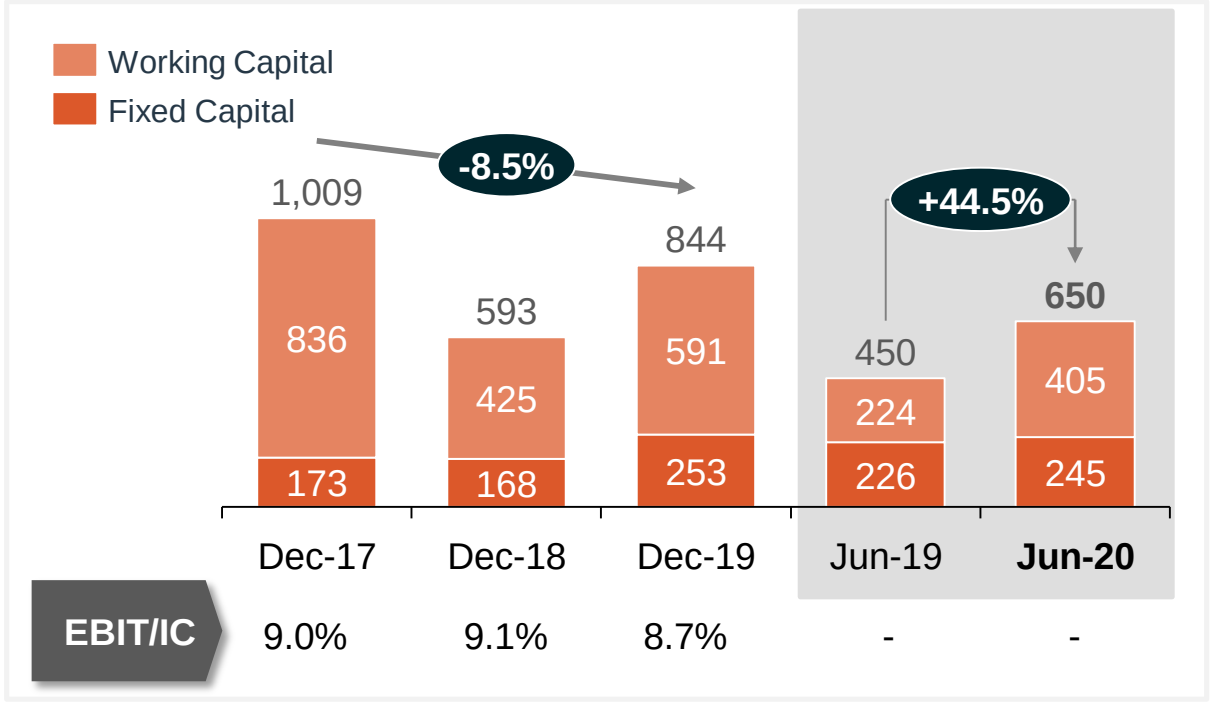
S$ Million

EBIT



- **EBIT declined by 10.4%** in H1 2020 as a result of delays in shipments and counterparty defaults, particularly in the trading of African cotton, as well as lower contribution from the Quantitative Fund.

Invested Capital



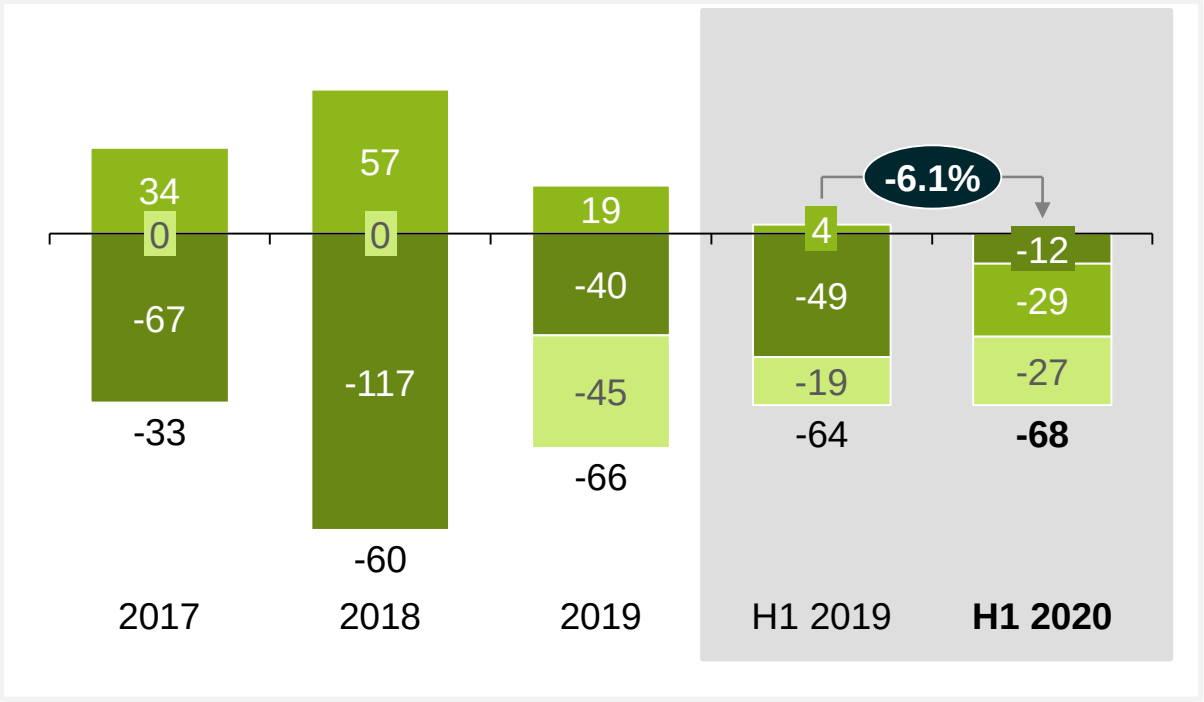
- **IC was higher by S$199.9 million** primarily on higher working capital which increased on inputs for integrated ginning in Cotonchad, as well as on the shipment delays out of Africa. Fixed capital rose marginally with the investment in Cotontchad.

Olam International (OIL)

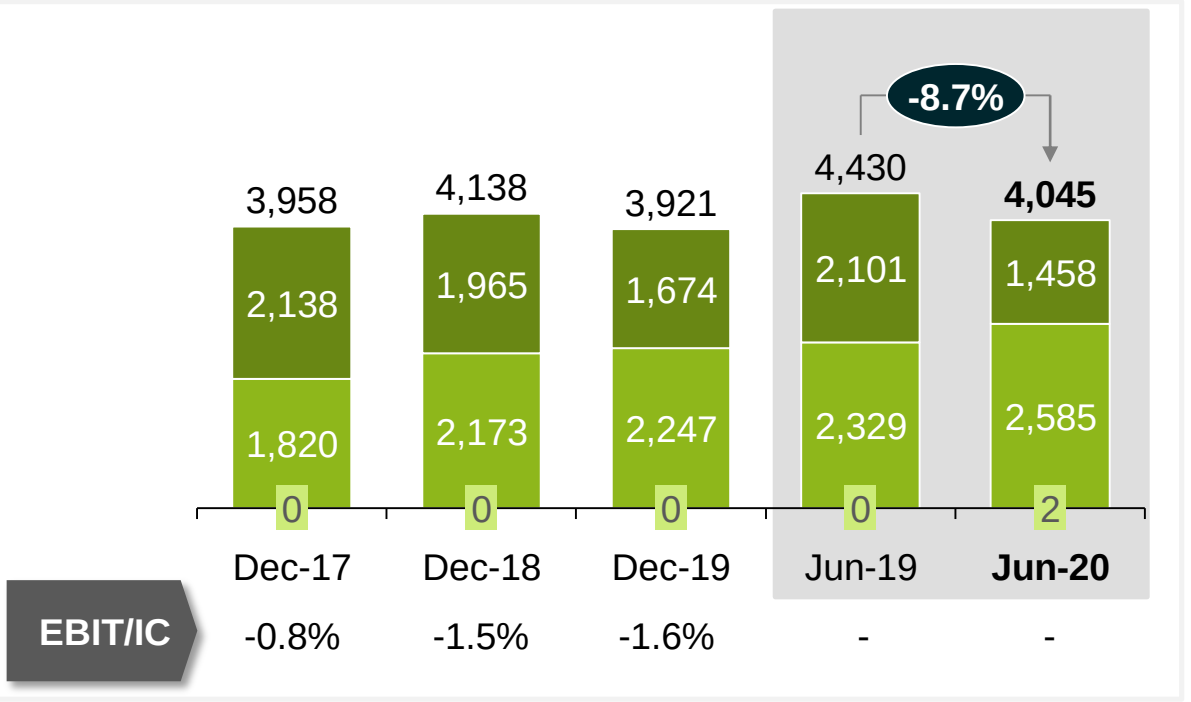
S$ Million

De-prioritised/Exiting Assets | Gestating Businesses | Incubating Businesses

EBIT



Invested Capital



- **EBIT losses amounted to S$68.3 million**, dragged down by the performance of the three Gestating Businesses, all of which were impacted by Covid-19.
- De-prioritised/Exiting Assets: Fully divested sugar refinery in Indonesia, shut down OTP, restructured NZFSU and sold Mungindi gin in Australia.
- Incubating Businesses: Making good progress in the five new Engine 2 growth initiatives.

- **IC came down by S$385.5 million in H1 2020** post divestments and impairments taken on de-prioritised assets in H2 2019.
- IC in Gestating Businesses increased as we complete the developmental expenditure in building out OPG.

Key takeaways

01 **Resilient financial performance despite Covid-19**

Acted with speed to keep our people safe, ensuring business continuity, maintaining financial strength, meeting customers' needs and supporting communities **02**

03

Delivering on Re-organisation Plan

- **Re-segmented** our current business into OFI, OGA and OIL
- Re-organised by appointing **dedicated leadership and management teams** for each of the operating groups
- On the road to **transforming OFI** from a niche food raw materials supplier and processor to a food ingredients and solutions business; and for **OGA, extracting full value** from the significant investments made, charting new growth pathways and deepening its current cost and competitive position, and leveraging its asset-light model

Appendix



P&L statement

S$ million

	H1 2020	H1 2019	% Change
Volume ('000 MT)	20,058.4	19,100.2	5.0
Revenue	17,080.5	15,943.9	7.1
Net gain/(loss) in fair value of biological assets	3.8	(4.0)	n.m.
Depreciation & Amortisation	(272.6)	(249.5)	9.3
EBIT^	**423.7**	**522.0**	**(18.8)**
Net Finance costs	(230.2)	(264.9)	(13.1)
Taxation	(28.7)	(31.7)	(9.4)
Exceptional items	130.6	(17.7)	n.m.
PAT	295.4	207.7	42.2
PATMI	**332.7**	**230.3**	**44.4**
Operational PATMI	**202.1**	**248.0**	**(18.5)**

^ Excluding exceptional items

Exceptional items

S$ million

	H1 2020	H1 2019
Profit on sale of partial stake in ARISE P&L	123.1	-
Profit on sale of Far East Agri (PT DUS)	49.9	-
Loss on sale of stake in Mungindi gin, Australia	(0.9)	-
Loss on sale of Collymongle gin, Australia	-	(1.1)
Profit on sale of subsidiary (Alimentos)	-	0.6
Exit/Closure costs	(41.5)	(17.2)
Exceptional Items	**130.6**	**(17.7)**

Balance sheet

S$ million

		30-Jun-2020	31-Dec-2019	Change vs Dec 19	30-Jun-2019	Change vs Jun 19
Uses of Capital	Fixed Capital	8,730.9	8,616.0	114.9	8,337.8	393.1
	Right-of-use assets	578.0	577.6	0.4	656.4	(78.4)
	Working Capital	6,419.4	6,627.8	(208.4)	5,757.2	662.2
	Cash	5,920.0	3,179.6	2,740.4	3,697.2	2,222.8
	Others	175.9	135.1	40.8	280.9	(105.0)
	Total	**21,824.2**	**19,136.1**	**2,688.1**	**18,729.5**	**3,094.7**
Sources of Capital	Equity & Reserves	7,095.1	6,836.1	259.0	6,703.7	391.4
	Non-controlling interests	72.4	108.1	(35.7)	126.7	(54.3)
	Short term debt	9,040.7	6,675.5	2,365.2	5,043.8	3,996.9
	Long term debt	5,522.1	5,403.4	118.7	6,565.9	(1,043.8)
	Short term lease liabilities	86.4	82.0	4.4	81.5	4.9
	Long term lease liabilities	434.6	435.1	(0.5)	581.4	(146.8)
	Fair value reserve	(427.1)	(404.1)	(23.0)	(373.5)	(53.6)
	Total	**21,824.2**	**19,136.1**	**2,688.1**	**18,729.5**	**3,094.7**

Cash flow statement

S$ million

	H1 2020	H1 2019	YoY
Operating Cash flow (before Interest & Tax)	683.9	770.0	(86.1)
Changes in Working Capital	560.6	765.3	(204.7)
Net Operating Cash Flow	**1,244.5**	**1,535.3**	**(290.8)**
Net interest paid	(239.5)	(264.3)	24.8
Tax paid	(70.3)	(51.8)	(18.5)
Cash from divestments	207.7	10.7	197.0
Free cash flow before capex/ investments	**1,142.4**	**1,229.9**	**(87.5)**
Capex/ Investments	(315.5)	(365.7)	50.2
Free cash flow to equity (FCFE)	**826.9**	**864.2**	**(37.3)**



H1 2020 Results Briefing
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