

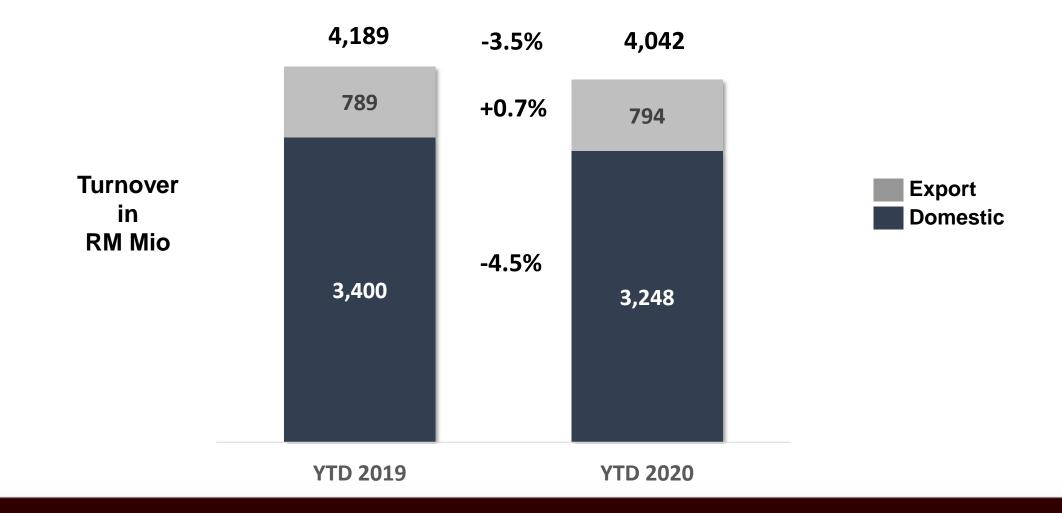


Q3 2020 results





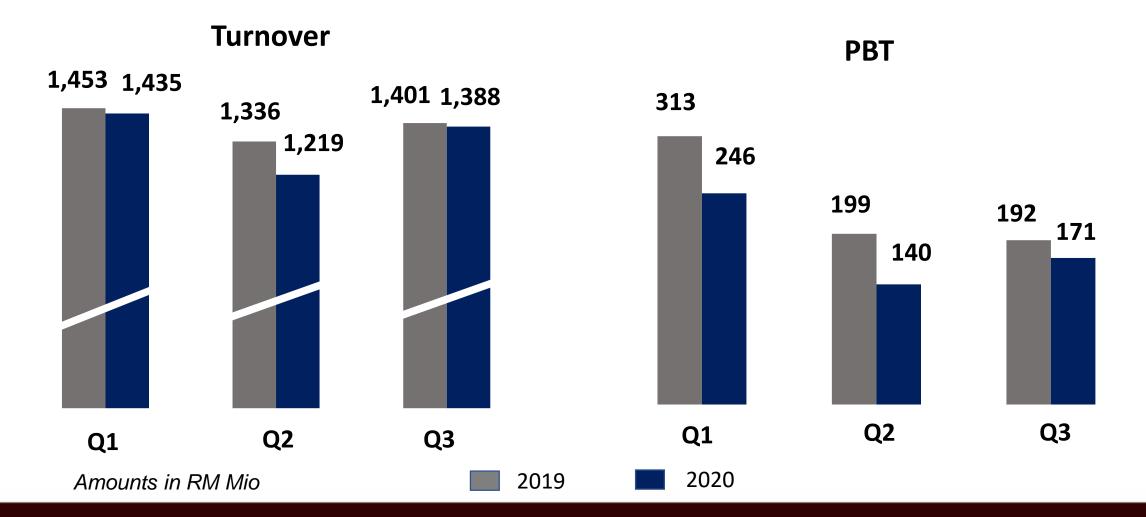
YTD performance impacted by COVID-19







Strong improvement in Q3 with gap narrowing significantly







Profit After Tax evolution







Strong cash flow with effective working capital management

Amounts in MYR mio	YTD 2019	YTD 2020	
PBT adjusted for depreciation & interest	840	719	
ightarrow (Increase)/Decrease in working capital	(237)	6	2019 incl proceeds o RM 141 m from sale o PJ factory
\rightarrow Income tax & others	(159)	(114)	
Net Cash from Operating Activities	444	611	
\rightarrow Capital investments	(90)	(101)	
\rightarrow Others	102	2	
Cash Flow after Investing Activities	456	512	

Good Food, Good Life





Good Food, Good Life

Key Takeaways

Key Priorities:

- 1. Ensuring safety of employees
- 2. Ensuring supply of essential foods
- 3. Helping the community



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We continue to <u>build our brands</u> for long term success to capture all growth opportunities



We continue <u>investing for the future</u>, building capabilities, efficiency and environmental sustainability.











Thank You