

ADVANCING RESPONSIBLY

15TH ANNUAL GENERAL MEETING

TUESDAY, 20 JUNE 2023



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AFS 2022



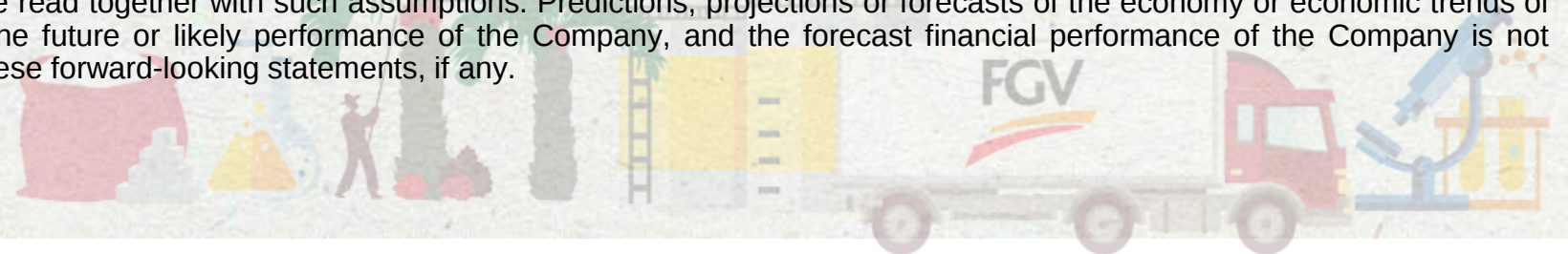


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THIS PRESENTATION DETAILS OUR JOURNEY
TO CREATE GREATER VALUE.

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FY2022 FINANCIAL PERFORMANCE

pg. 09

A YEAR OF STRATEGIC PROGRESS

pg. 13

PRIORITIES MOVING FORWARD

pg. 17

SUMMARY



WE CONTINUE TO POSITION OURSELVES FOR LONG-TERM SUSTAINABLE GROWTH.

Delivered our best financial performance since listing as we capitalised on strong palm oil prices.

Made further headway in our sustainability journey, with a commitment to creating positive ESG impacts for the business and our stakeholders.

Execution of our four Strategic Thrusts that positively impacted the bottom line, increased efficiency and strengthened our growth potential.

Continue to build up our capabilities in the food value chain to create higher value-add products and unlock synergies present within the Group.

Reaffirmed and communicated FGV's governance framework and reinforced corruption risk management to cultivate a culture that aligns with our PRIDE values.

CREATING GREATER VALUE RESPONSIBLY



WE RECORDED HISTORICAL HIGH REVENUE AND PROFIT IN FY2022, BEATING OUR PERFORMANCE IN FY2021.

REVENUE**RM25.56 bn***(FY2021: RM19.57 bn)***PROFIT AFTER TAX AND
MINORITY INTEREST****RM1.33 bn***(FY2021: RM1.17 bn)***EARNINGS PER SHARE****36.4 sen***(FY2021: 32.0 sen)***RETURN ON
SHAREHOLDER'S FUND****21.33%***(FY2021: 21.55%)***NET ASSET PER SHARE****RM1.71***(FY2021: RM1.49)***DIVIDEND PER SHARE****15.0 sen***(FY2021: 8.0 sen)*

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THE STELLAR PERFORMANCE CAME ON THE BACK OF HIGHER PALM OIL PRICES AND ROBUST RESULTS FROM OUR LOGISTICS AND OTHERS SECTOR.



PLANTATION



SUGAR



LOGISTICS & OTHERS

REVENUE

RM22.57 bn

(FY2021:
RM16.92 bn)



RM2.57 bn

(FY2021:
RM2.26 bn)



RM389.0 mn

(FY2021:
RM363.0 mn)



PI/(L) BZT

RM2.12 bn

(FY2021:
RM1.60 bn)



(RM177.0 mn)

(FY2021:
RM86.0 mn)



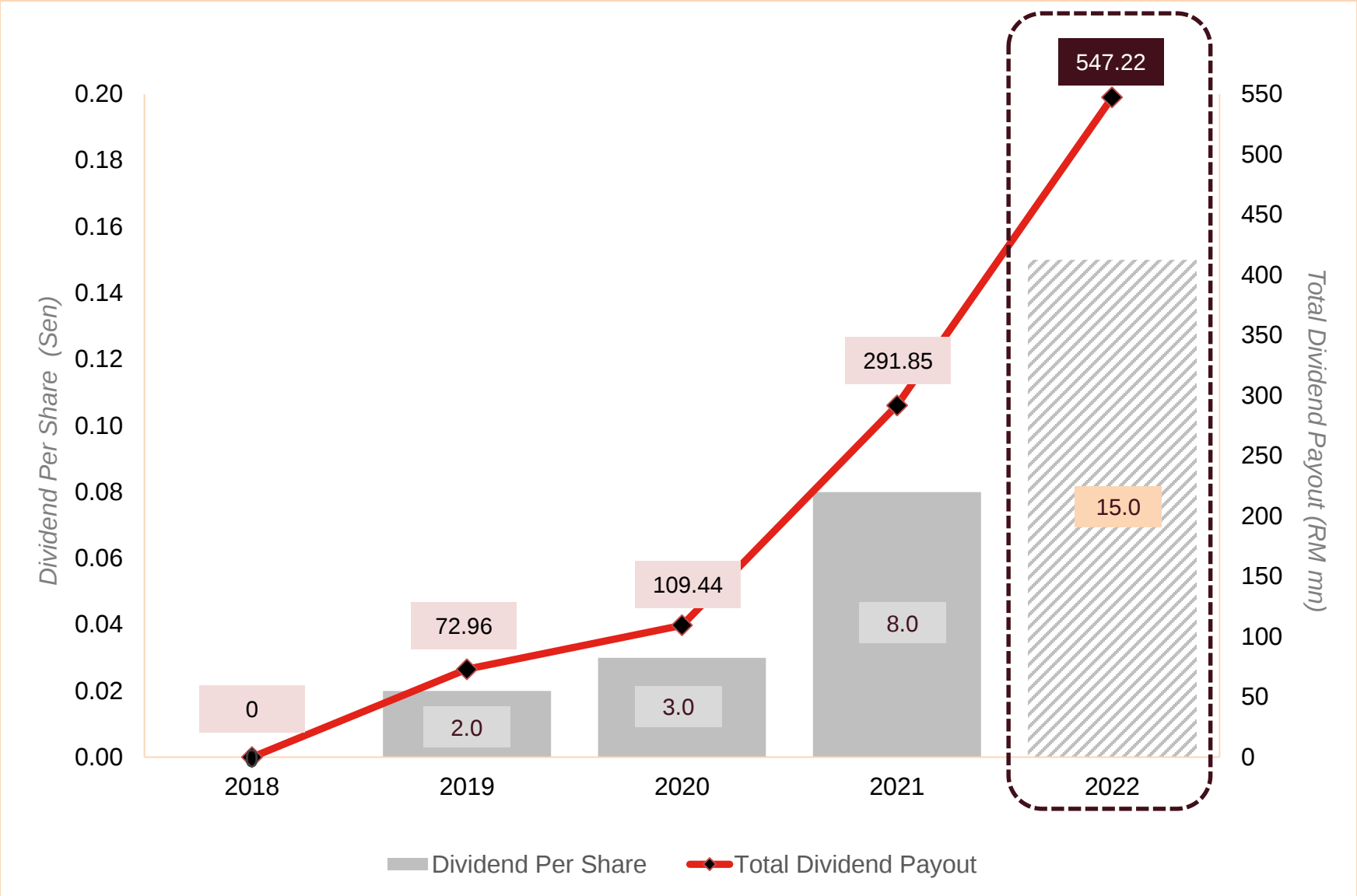
RM104.0 mn

(FY2021:
RM90.0 mn)





WE REMAIN
COMMITTED
TOWARDS
SUSTAINABLE
DIVIDENDS TO
OUR
SHAREHOLDERS.



TURNING STRATEGY INTO OUTCOME





WE ACHIEVED SEVERAL MILESTONES AS A TESTAMENT TO OUR UNWAVERING EFFORTS.



Operational Improvement

Recruited more than 10,000 estate workers which reduced the labour shortage to 13%.

Launched e-Productivity mobile apps for our estate workers to manage administrative matters and engage workers on site.

Commissioned a new warehouse with a capacity of 15,000MT in Pasir Gudang.

Expanded Linggi's fresh milk processing capacity to 30,000 litres per day.



Product & Market Penetration

Increased Saji refined cooking oil and Seri Pelangi margarine market share to 45.7% and 43.9%.

Launched a total of nine SKUs, five SKUs under Oils & Fats segment and another four SKUs under the Integrated Farming segment.

Supplied olein and other palm-based products to Cambodia and Vietnam, and palm-based shortening to the North American market.

Awarded the *Jendela Project* (phase 1) for 91 sites across Malaysia.



..AND YIELDED TANGIBLE RESULTS THAT INCREASED OUR EFFICIENCY AND STRENGTHENED OUR GROWTH POTENTIAL.



New Growth Areas

- Signed a conditional shareholders' agreement to support the national food security agenda.
- Awarded a three-year transportation contract with *Tabung Haji* to handle Hajj pilgrims' baggage.
- Collaborated with FELDA to establish contract farming arrangements for the supply of native chicken in the market.



Financial & Capability Building

- Scored 81% in the FGV Employee Engagement Survey, placing us in the top quartile of the Malaysian norm.
- Increased the average training hours per employee to 11 hours (i.e., executive coaching for c-suites, middle management development and women in the leadership programmes).
- Collaborated with *Bank Simpanan Nasional* to launch a Shariah-compliant financing facility for Umrah, Hajj and packaged tours.
- Implemented Audit Command Language Analytics for fraud detection, prevention and risk management in business processes.



WE FOCUSED ON GROWING OUR BUSINESS RESPONSIBLY WHILE CONSIDERING THE ENVIRONMENTAL AND SOCIAL IMPACT.



ESG

The first agribusiness company in Malaysia to be a signatory of the Women’s Empowerment Principles (WEPs).

Signed 16 Collective Agreements with our workers’ unions for the period of 2022 to 2024.

Revised and strengthened the Guidelines and Procedures for Responsible Recruitment and Employment of Migrant Workers to align our practices with international standards.

Invested RM17.18 mn for CSR activities.

Established the Sustainability Framework to manage ESG risks and opportunities.

Launched the Independent Smallholders Consultation Programme to engage with smallholders in accordance with FGV’s responsible sourcing commitment.

Collaborated with Yayasan Didik Negara to educate school students on wildlife conservation.

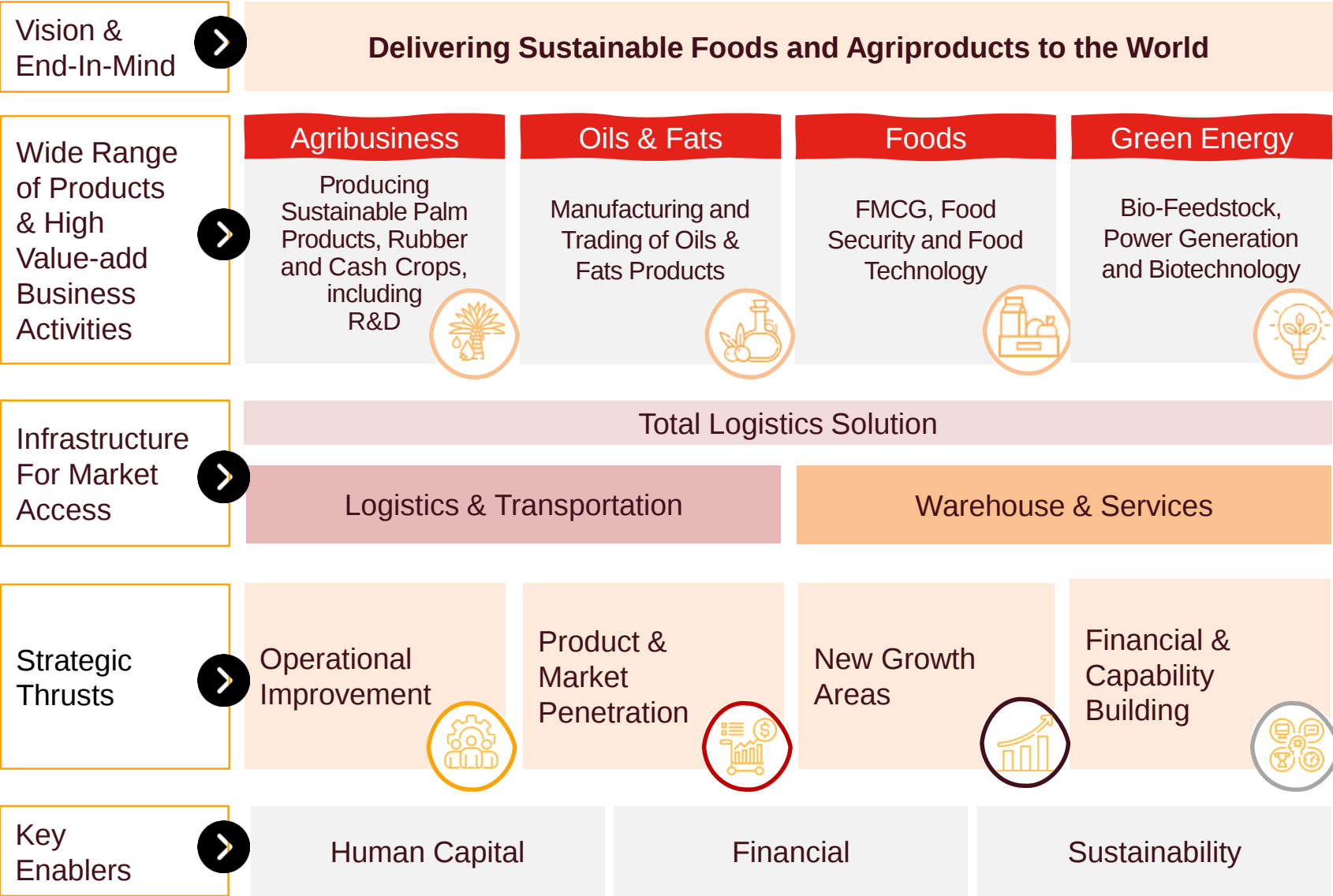
Partnered with MTUC, ILO Malaysia and Project Liber8 to raise awareness on child labour, forced labour, and child trafficking.

BUILDING A SUSTAINABLE FUTURE



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THE BP25 SET ANNUAL MILESTONES FOR FGV TO ACHIEVE OVER A THREE-YEAR PERIOD THROUGH ORGANIC AND INORGANIC GROWTH INITIATIVES.





WE AIM TO GROW OUR BUSINESS ACTIVITIES AND ENHANCE OUR PRODUCT RANGE IN THE MARKET WHILE INCREASING REVENUE AND PROFITABILITY OVER TIME.

Operational Improvement



- Improve operational efficiency through enhanced modernisation and mechanisation, and replanting efforts
- Reinforce process controls in mills
- Boost capabilities in Logistics through external opportunities
- Increase sustainability engagements and intensify ESG initiatives
- Uphold human rights and fair labour practices
- Strengthen brand equity and presence
- Tighten governance practices and risk management

New Growth Areas



- Explore higher-value markets and product segments
- Establish a distribution centre and commission new Logistics business

Product & Market Penetration



- Improve refineries' utilisation factor and plant capacity
- Maximise renewable energy potential and intensify waste-to-wealth initiatives
- Grow value-add products by focusing on higher-value markets and by-products
- Develop a large-scale farming

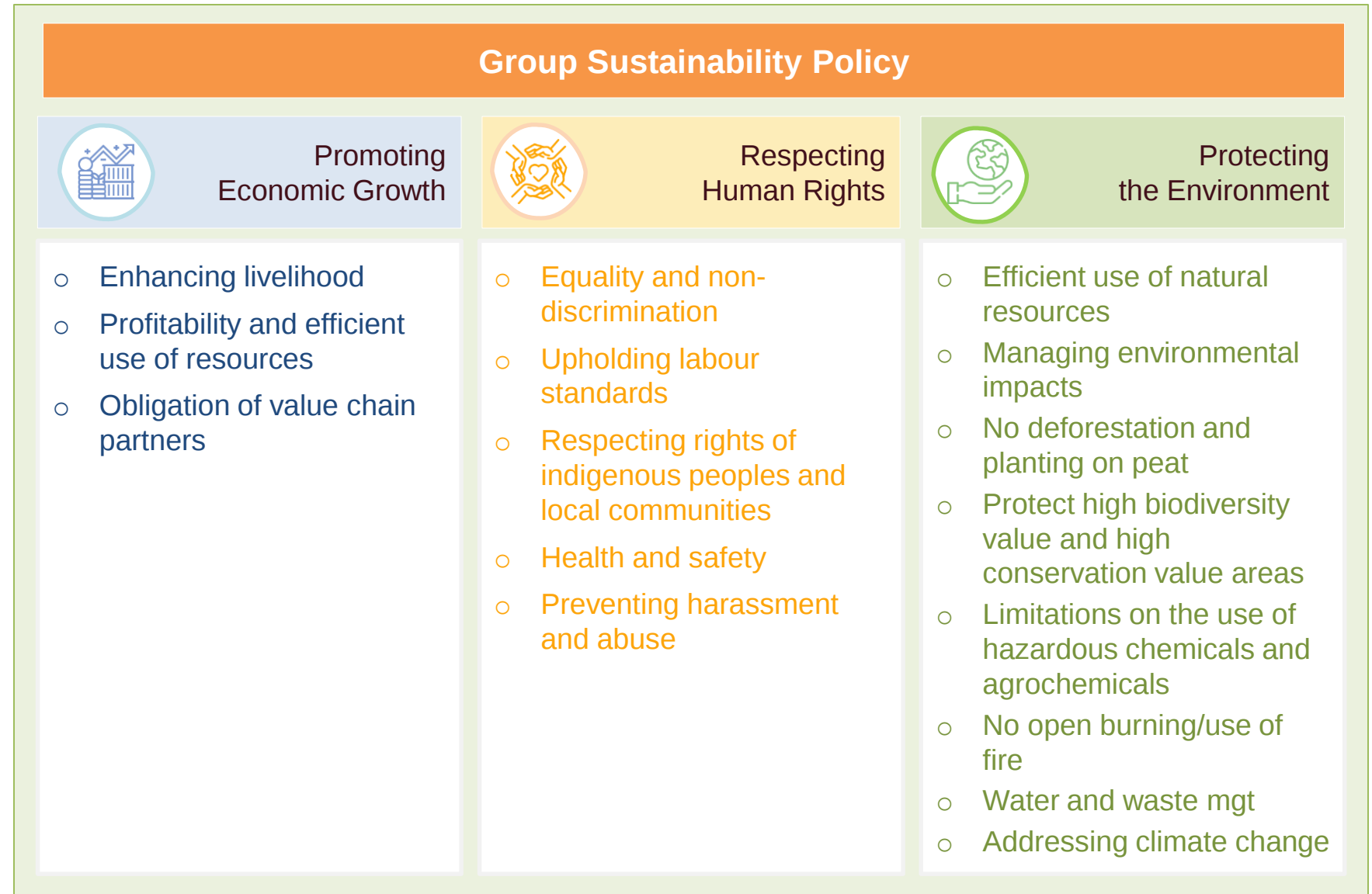
Financial & Capability Building



- Enhance labour strategy to Recruit and Retain
- Promote cost optimisation throughout business operations
- Improve talent management and develop internal capabilities



WE WILL
CONTINUE TO
INTEGRATE
SUSTAINABILITY
INTO OUR DNA
AND ARE
COMMITTED
TO CREATE
POSITIVE ESG
IMPACTS FOR
THE BUSINESS
AND
STAKEHOLDERS.





WE ARE STEPPING INTO A NEW FUTURE.



Strengthen and improve our core plantation business and, at the same time, **begin making inroads downstream particularly consumer business.**



Continuous **market growth and expansion of our product offering**, both domestically and internationally, and exploring opportunities within Malaysia's dynamic and thriving food industry.



Focus on improving yields, modernising mills, **bringing our manpower back to full strength and beyond**, as well as accelerating replanting activities.



Explore avenues to advance FGV's decarbonisation endeavours that include harnessing the potential of the **circular economy and waste-to-wealth initiatives.**



Create innovations that can **generate new revenue streams** through agriproducts, high-value crops and consumer products beyond oils and fats.



Strive to modify the **WRO by the US CBP**, continue to obtain RSPO certification of all 67 of FGV's mills and its supply base and our ambition to achieve net zero emissions.

THANK YOU

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