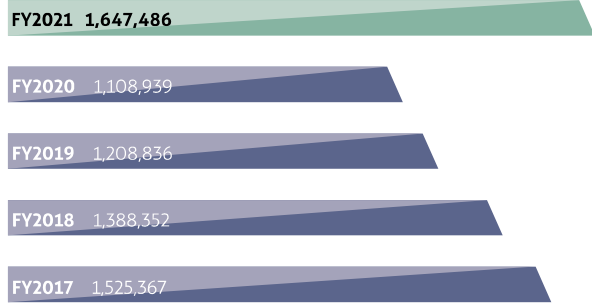
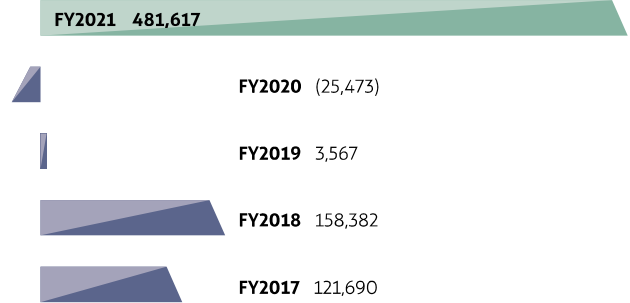


# 5-YEAR FINANCIAL HIGHLIGHTS

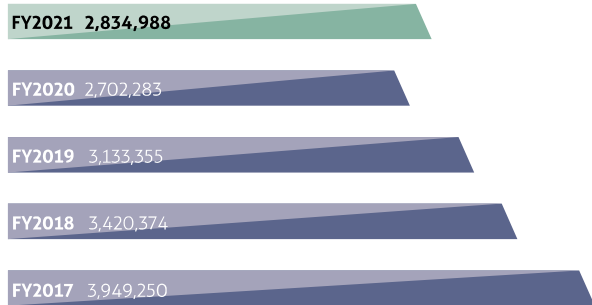
## Revenue (RM'000)



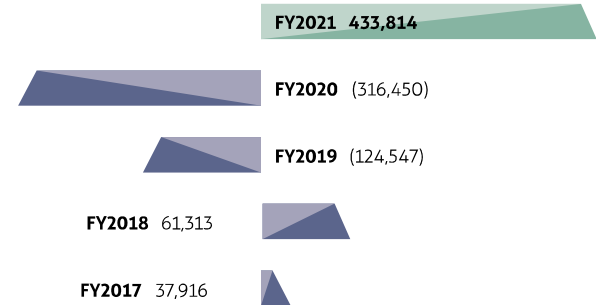
## Profit/(Loss) from Continuing Operations (RM'000)



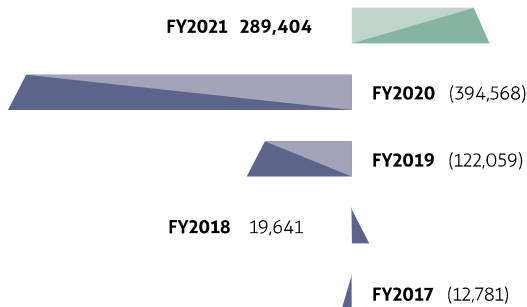
## Shareholders' Equity (RM'000)



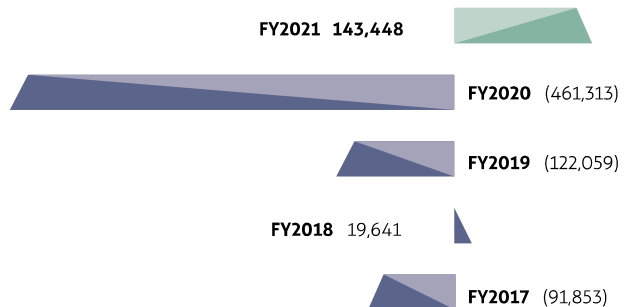
## Profit/(Loss) before Tax and Zakat from Continuing Operations (RM'000)



## Profit/(Loss) for the Financial Year from Continuing Operations (RM'000)



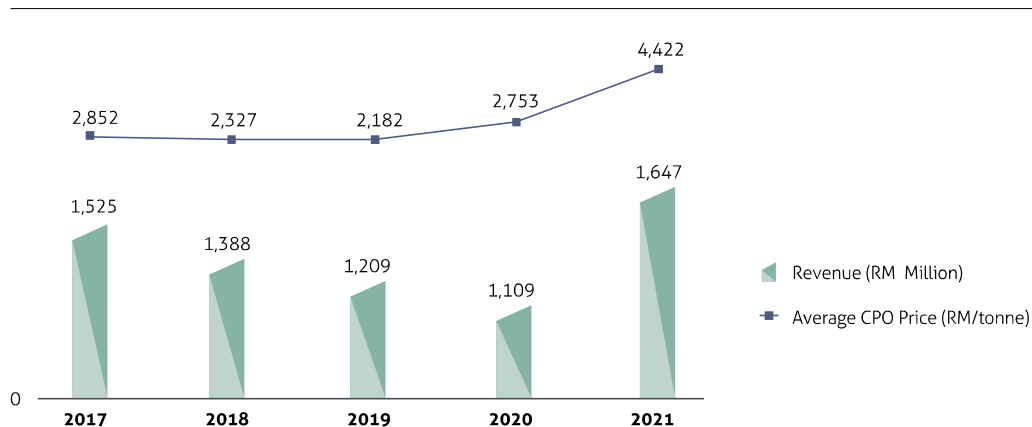
## Profit/(Loss) for the Financial Year (RM'000)



## 5-YEAR FINANCIAL SUMMARY

	2021	2020	2019	2018	2017
<b>STATEMENTS OF COMPREHENSIVE INCOME HIGHLIGHTS (RM'000)</b>					
<b>Revenue</b>	<b>1,647,486</b>	1,108,939	1,208,836	1,388,352	1,525,367
<b>Segment revenue:</b>					
Plantation (%)	94	92	69	61	67
Intrapreneur Ventures (%)	2	2	3	3	4
Others (%)	4	7	28	36	29
<b>Profit/(Loss) from continuing operations</b>	<b>481,617</b>	(25,473)	3,567	158,382	121,690
<b>Segment profit/(loss) from continuing operations:</b>					
Plantation (%)	99.83	83	1,318	54	201
Intrapreneur Ventures (%)	0.17	(1)	6	1	(1)
Others (%)	(0.003)	19	(1,223)	45	(99)
Interest income	21,785	24,800	20,157	7,728	3,871
Finance costs	(69,181)	(90,782)	(100,511)	(92,133)	(88,197)
Share of results of associates and joint venture, net of impairments	(407)	(224,995)	(47,760)	(12,664)	552
<b>Profit/(Loss) before tax and zakat from continuing operations</b>	<b>433,814</b>	(316,450)	(124,547)	61,313	37,916
Tax	(140,295)	(75,448)	5,788	(38,172)	(47,197)
Zakat	(4,115)	(2,670)	(3,300)	(3,500)	(3,500)
<b>Profit/(Loss) for the financial year from – Continuing operations</b>	<b>289,404</b>	(394,568)	(122,059)	19,641	(12,781)
<b>– Discontinued operations</b>	<b>(145,956)</b>	(66,745)	–	–	(79,072)
<b>Profit/(Loss) for the financial year</b>	<b>143,448</b>	(461,313)	(122,059)	19,641	(91,853)
<b>Attributable to:</b>					
Equity holders of the Company	237,444	(376,752)	(110,286)	(39,193)	8,619
Non-controlling interests	(93,996)	(84,561)	(11,773)	58,834	(100,472)
<b>Profit/(Loss) for the financial year</b>	<b>143,448</b>	(461,313)	(122,059)	19,641	(91,853)

Group 5-Year Revenue vs Average CPO Price



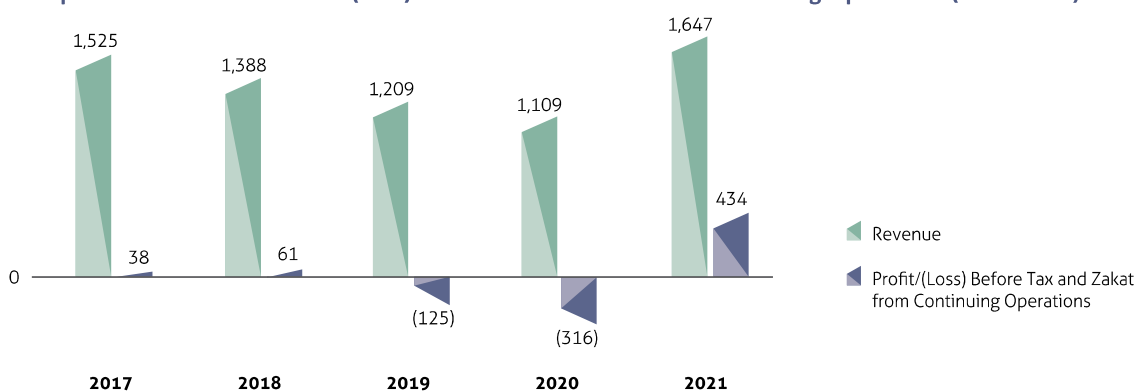
PERFORMANCE REVIEW

# 5-YEAR FINANCIAL SUMMARY

KULIM  
(MALAYSIA)  
BERHAD

	2021	2020	2019	2018	2017
<b>STATEMENTS OF FINANCIAL POSITION HIGHLIGHTS (RM'000)</b>					
Other non-current assets	4,422,939	5,223,858	5,984,043	5,715,171	5,694,503
Intangible assets	–	1,764	7,498	27,415	26,905
<b>Total Non-Current Assets</b>	<b>4,422,939</b>	<b>5,225,622</b>	<b>5,991,541</b>	<b>5,742,586</b>	<b>5,721,408</b>
Other current assets	673,562	652,224	535,085	472,350	751,974
Cash and bank balances	142,164	170,230	169,932	252,454	325,470
Assets classified as held for sale	722,290	90,404	–	–	–
<b>Total Current Assets</b>	<b>1,538,016</b>	<b>912,858</b>	<b>705,017</b>	<b>724,804</b>	<b>1,077,444</b>
	<b>5,960,955</b>	<b>6,138,480</b>	<b>6,696,558</b>	<b>6,467,390</b>	<b>6,798,852</b>
Other current liabilities	724,368	598,054	474,058	403,045	566,931
Borrowings	115,647	321,330	331,547	800,022	506,895
Liabilities of disposal group classified as held for sale	441,810	–	–	–	–
<b>Total Current Liabilities</b>	<b>840,015</b>	<b>919,384</b>	<b>805,605</b>	<b>1,203,067</b>	<b>1,073,826</b>
Other long-term liabilities	595,435	587,705	607,683	654,234	406,663
Borrowings	1,762,984	1,906,197	2,050,339	1,081,371	1,253,253
<b>Total Non-Current Liabilities</b>	<b>2,358,419</b>	<b>2,493,902</b>	<b>2,658,022</b>	<b>1,735,605</b>	<b>1,659,916</b>
	<b>3,198,434</b>	<b>3,413,286</b>	<b>3,463,627</b>	<b>2,938,672</b>	<b>2,733,742</b>
<b>Equity attributable to holders of the Company</b>					
Share capital	1,000	1,000	1,000	1,000	1,000
Reserves	(15,154)	(28,675)	(26,395)	(49,662)	51,394
Retained earnings	2,852,402	2,729,958	3,158,750	3,469,036	3,896,856
	<b>2,838,248</b>	<b>2,702,283</b>	<b>3,133,355</b>	<b>3,420,374</b>	<b>3,949,250</b>
Reserves of disposal group classified as held for sale	(3,260)	–	–	–	–
<b>Shareholders' equity</b>	<b>2,834,988</b>	<b>2,702,283</b>	<b>3,133,355</b>	<b>3,420,374</b>	<b>3,949,250</b>
Non-controlling interests	(72,467)	22,911	99,576	108,344	115,860
<b>Total Equity</b>	<b>2,762,521</b>	<b>2,725,194</b>	<b>3,232,931</b>	<b>3,528,718</b>	<b>4,065,110</b>
	<b>5,960,955</b>	<b>6,138,480</b>	<b>6,696,558</b>	<b>6,467,390</b>	<b>6,798,852</b>

Group 5-Year Revenue vs Profit/(Loss) Before Tax and Zakat from Continuing Operations (RM million)



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## 5-YEAR FINANCIAL SUMMARY

	2021	2020	2019	2018	2017
<b>STATEMENTS OF CASH FLOWS HIGHLIGHTS (RM'000)</b>					
Net cash flows generated from operating activities	428,491	608,358	300,022	227,679	399,230
Net cash flows used in investing activities	(123,347)	(272,786)	(554,015)	(159,891)	(29,146)
Net cash flows (used in)/generated from financing activities	(315,019)	(335,598)	160,469	(140,596)	(388,311)
Net change in cash and cash equivalents	(9,875)	(26)	(93,524)	(72,808)	(18,227)
<b>KEY FINANCIAL INDICATORS</b>					
<b>Profitability and Returns</b>					
Operating profit margin (%)	29.23	(2.30)	0.30	11.41	7.98
PBTZ margin (%)	26.33	(28.54)	(10.30)	4.42	2.49
PATMI margin (%)	14.41	(33.97)	(9.12)	(2.82)	0.57
Return on average shareholders' equity (%)	8.58	(12.91)	(3.37)	(1.06)	0.22
Return on average capital employed (%)	4.59	(6.78)	(1.98)	(0.71)	0.15
Net assets per share (RM)	708.75	675.57	783.34	855.09	987.31
<b>Solvency and Liquidity</b>					
Gearing ratio (times)					
– Gross	0.68	0.82	0.74	0.53	0.43
– Net	0.63	0.75	0.68	0.46	0.36
Interest cover (times)	7.27	(2.49)	(0.24)	1.67	1.43
Current ratio (times)	1.83	0.99	0.88	0.60	1.00
<b>Financial Market</b>					
EPS (sen)					
– basic	5,936.10	(9,418.80)	(2,757.15)	(979.83)	215.48
– diluted	–	–	–	–	–
Gross dividend per share (sen)	28.75	13.01	50.00	37.50	12.50
Gross dividend rate (%)	120	54	208	156	52