



Management Discussion and Analysis

August 14, 2024

Group Results for the Half Year Ended June 30, 2024



MANAGEMENT DISCUSSION AND ANALYSIS

Results for the Half Year ended June 30, 2024 (“H1 2024”)

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This **Management Discussion and Analysis (MD&A)** should be read and understood only in conjunction with the full text of “Olam Group Limited Condensed Interim Financial Statements for the Six Months Ended 30 June 2024” lodged on SGXNET on August 14, 2024.

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H1 2024 Key Highlights

Financial Highlights

Consolidated Olam Group

S\$ million	H1 2024	H1 2023	% Change
Volume ('000 MT)	24,272.0	21,317.7	13.9
Revenue [^]	26,920.3	24,685.1	9.1
EBITDA [^]	1,258.1	1,176.3	7.0
EBIT [^]	888.0	819.6	8.3
Adjusted EBIT ^{^^}	915.7	846.2	8.2
PAT	67.2	116.7	(42.4)
PATMI	48.1	47.9	0.4
Operational PATMI^{^^}	73.5	184.0	(60.1)

[^]Excluding exceptional items

^{^^} Excluding Exceptional items and Acquired intangibles asset amortisation

Performance by Operating Group

S\$ million	Sales Volume ('000 MT)			EBIT (S\$ million)		
	H1 2024	H1 2023	% Change	H1 2024	H1 2023	% Change
Olam Group	24,272.0	21,317.7	13.9%	888.0	819.6	8.3%
- ofi	1,667.7	1,698.0	(1.8%)	475.5	277.2	71.5%
- Olam Agri	22,069.9	19,027.1	16.0%	512.0	559.1	(8.4%)
- Remaining Olam Group	534.4	592.6	(9.8%)	(99.5)	(16.7)	(495.8%)

- The Group reported **Profit After Tax and Minority Interest (“PATMI”) of S\$48.1 million** in H1 2024 (H1 2023: S\$47.9 million) as operational profit growth was offset by a significant increase in net finance costs of S\$217.4 million and higher taxes.
- The results include **exceptional losses of S\$25.4 million** in H1 2024 on the closure of the Funds Management business and ongoing re-organisation expenses, while the exceptional losses in H1 2023 were S\$136.1 million due to the one-off impairment loss on lower almond yields in Australia and re-organisation costs. Excluding these exceptional losses in both periods, **Operational PATMI decreased by 60.1% to S\$73.5 million** (H1 2023: S\$184.0 million).
- **Sales Volume grew 13.9% to 24.3 million metric tonnes** (MT) in H1 2024 (H1 2023: 21.3 million MT). The growth in volumes came from Olam Agri, which helped offset the marginal reduction in sales volumes from **ofi** and the Remaining Olam Group.

- The Group's operational profit or **Earnings Before Interest and Tax ("EBIT") increased by 8.3% to S\$888.0 million** in H1 2024 (H1 2023: S\$819.6 million) on strong earnings growth from **ofi**. Excluding amortisation of acquired intangibles, **ofi's** Adjusted EBIT was S\$497.8 million in H1 2024, a robust 66.1% over H1 2023 (H1 2023: S\$299.7 million). Olam Agri reported EBIT of S\$512.0 million in H1 2024 or 8.4% lower than the prior corresponding period (H1 2023: S\$559.1 million). The Remaining Olam Group incurred increased losses of S\$99.5 million from a prior loss of S\$16.7 million in H1 2023.
- Due to the substantial increase in working capital deployed and higher interest paid in H1 2024, both **Free Cash Flow to Firm ("FCFF") and Free Cash Flow to Equity ("FCFE") ended at negative S\$4.7 billion and S\$5.4 billion** for the period.
- **Net gearing as at June 30, 2024 increased to 2.60 times** (December 31, 2023: 1.73 times; June 30, 2023: 1.74 times) as a result of higher net debt due to increased working capital deployment (see Working Capital on page 11), with adjusted gearing net of readily marketable inventories ("RMI") and secured receivables at 1.04 times (December 31, 2023: 0.65 times; June 30, 2023: 0.86 times).
- The Board of Directors has declared an **interim dividend of 3.0 cents** per share (H1 2023: 3.0 cents).

Strategic Investments and Divestments

Olam Agri

- Olam Agri announced the completion of the 100.0% acquisition of Avisen SARL for approximately US\$22 million in March 2024. This acquisition aligns with Olam Agri's strategy to strengthen and expand its animal feed and protein capabilities and extends the company's feed and protein presence in West Africa, where it is one of the leading animal feed and day-old chick producers in Nigeria, while generating synergies with its wheat milling business in Senegal.
- Other key investments include the setting up of soy crushing plant in Nigeria, expansion of the integrated cotton ginning capacity in Cote d'Ivoire, saw milling in the Republic of Congo, rubber processing in Cote d'Ivoire and the investment into sugar milling and bioenergy production in India.

Share Buyback Programme

In February 2024, the Group launched a share buyback programme for up to a maximum of 5.0% of total outstanding shares within the mandate approved by shareholders in April 2023 and the mandate renewed in April 2024. During H1 2024, the Group bought back 25.1 million shares equivalent to S\$28.5 million.

There were no divestments by the Group during H1 2024.

Business Prospects and Outlook

The Group expects operating conditions in H2 2024 to continue being affected by various geopolitical and macroeconomic factors. However, it also expects to see inflationary pressures softening.

ofi expects markets to remain volatile and challenging in the near term, particularly for some raw materials like cocoa and coffee. It will continue to exercise due caution as it balances and optimises between risk, return, and cash flows to navigate through this volatile and high-priced environment, while protecting its risk-adjusted margins and returns and supporting its customers. **ofi's** medium-term guidance remains unchanged at low- to mid-single digit total volume growth and high single-digit adjusted total EBIT growth.

Olam Agri continues to execute its strategy of scaling up its global origination and trading operations while investing in value-added destination processing across Africa and Asia. The Strategic Supply and Cooperation agreement with SALIC is also expected to catalyse its growth.

The **Remaining Olam Group** businesses continue to tap the growing market opportunities for digital and sustainability solutions to transform the food and agri-business sector. The Group is reviewing strategic options for these businesses to unlock and realise value for shareholders.

Re-organisation Update

The Group remains committed to list **ofi** and Olam Agri, while concurrently exploring other strategic options to unlock value.

The Group will consider both internal and external factors, such as business performance of all three operating groups, prevailing capital markets conditions and global macroeconomic developments as well as receiving all necessary regulatory approvals.

Summary of Financial and Operating Results

Profit and Loss Analysis

S\$ million	H1 2024	H1 2023	% Change
Volume ('000 MT)	24,272.0	21,317.7	13.9
Revenue ^	26,920.3	24,685.1	9.1
Other income ^	50.5	38.4	31.5
Cost of sales ^	(24,444.6)	(22,600.8)	8.2
Selling, general and administrative expenses ^	(1,106.2)	(1,040.2)	6.3
Other operating expenses ^	(198.0)	89.2	n.m.
Net Gain/(loss) in fair value of biological assets	48.1	1.3	3,600.0
Share of results from joint ventures and associates	(12.0)	3.3	n.m.
EBITDA ^	1,258.1	1,176.3	7.0
EBITDA %	4.7%	4.8%	
Depreciation & amortisation	(370.1)	(356.7)	3.8
EBIT ^	888.0	819.6	8.3
EBIT %	3.3%	3.3%	
Exceptional items	(25.4)	(136.1)	n.m.
Net Finance costs	(733.9)	(516.5)	42.1
PBT	128.7	167.0	(22.9)
Taxation ^	(61.5)	(50.3)	22.3
PAT	67.2	116.7	(42.4)
PAT %	0.2%	0.5%	
Non-controlling interests	19.1	68.8	(72.2)
PATMI	48.1	47.9	0.4
PATMI %	0.2%	0.2%	
Operational PATMI ^	73.5	184.0	(60.1)
Operational PATMI %	0.3%	0.7%	

^Excluding exceptional items

Sales Volume

Sales volume increased by 13.9% to 24.3 million MT in H1 2024 (H1 2023: 21.3 million MT) as the growth in sales volume from Olam Agri helped offset the marginal decrease in sales volume from **ofi** and the Remaining Olam Group.

Revenue

Revenues was up 9.1% to S\$26.9 billion in H1 2024 (H1 2023: S\$24.7 billion) as the fall in commodity prices across several products in the Olam Agri portfolio was offset by higher selling prices for some products within the **ofi** portfolio.

Other Income

Other income was higher at S\$ 50.5 million in H1 2024 (H1 2023: S\$38.4 million).

Cost of Sales

In line with the growth in revenue and net of the corresponding offset from foreign currency movements, cost of sales increased by 8.2% in H1 2024 (see Other Operating Expenses). The change in cost of sales normally follows the corresponding change in revenue for a given period net of any impact from fair value changes due to foreign exchange movements.

Selling, General & Administrative Expenses

Selling, General & Administrative Expenses was up 6.3% or S\$66.0 million at S\$1.1 billion in H1 2024 (H1 2023: S\$1.0 billion) driven by business expansion and general inflationary effects.

Other Operating Expenses

Other Operating Expenses for H1 2024 amounted to a net unrealised foreign exchange loss of S\$198.0 million compared with the S\$89.2 million gain in the prior first half. The loss came mainly from the depreciation of the Euro, Brazilian Real, Ghanaian Cedi and the Nigerian Naira against the US dollar during this period. Unrealised foreign exchange movements generally have a compensating effect in Cost of Sales (see Cost of Sales).

Net Changes in Fair Value of Biological Assets

The current period under review recorded a jump in net gain on the fair value of biological assets to S\$48.1 million (H1 2023: \$1.3 million) largely on the fair value gains in almond orchards in Australia due to the recovery of the crop yield for the current season.

Share of Results from Joint Ventures and Associates

The key joint ventures and associates included MC Agri Alliance ("MCAA", the joint venture with Mitsubishi Corporation), Aztec Agri, Stamford Panasia and Stamford Next Generation (both which are 49.0% joint ventures with Stamford Shipping for ocean freight management) and ARISE Ports & Logistics ("ARISE P&L"). The share of results from joint ventures and associates were losses of S\$12.0 million versus a gain of S\$3.3 million in H1 2023 due to our share of losses from ARISE P&L.

Depreciation and Amortisation

Depreciation and amortisation expenses were marginally up by S\$13.4 million to S\$370.1 million in H1 2024 (H1 2023: S\$356.7 million).

EBIT

EBIT increased by 8.3% to S\$888.0 million in H1 2024 (H1 2023: S\$819.6 million). **ofi** achieved a strong growth in EBIT of 71.5% at S\$475.5 million for the period (H1 2023: S\$277.2 million). Excluding amortisation of acquired intangibles, **ofi's** Adjusted EBIT was S\$497.8 million in H1 2024 (H1 2023: S\$299.7 million). Olam Agri recorded EBIT of S\$512.0 million, down from S\$559.1 million in the previous half year. The Remaining Olam Group posted higher EBIT losses of \$99.5 million in H1 2024, up from a loss of S\$16.7 million a year ago.

Finance Costs

Net finance costs increased by 42.1% from S\$516.5 million in H1 2023 to S\$733.9 million in H1 2024 on account of the rise in net debt from price-led working capital increases and higher average interest rates as compared to H1 2023.

Taxation

Despite a drop in pre-tax income, tax expenses rose from S\$50.3 million in H1 2023 to S\$61.5 million in H1 2024, reflecting the impact from changes in the earnings mix in terms of business and geographical contribution on taxation.

Non-controlling Interest

Non-controlling interest comprises mainly the 35.4% share of results of Olam Agri held by SALIC, and the minorities' share of results of Olam Palm Gabon ("OPG"), Olam Rubber Gabon ("ORG"), Caraway (Packaged Foods), Cotontchad and Nouvelle Société Cotonnière du Togo. Non-controlling interest fell from S\$68.8 million in H1 2023 to S\$19.1 million in H1 2024 mainly due to the higher losses from OPG and ORG, offset by the profits from Olam Agri.

Exceptional Items

The period under review recorded net exceptional losses of S\$25.4 million in H1 2024 (H1 2023: -\$136.1 million), comprising one-off cost related to the closure of the Funds Management business and ongoing re-organisation cost.

S\$ million	H1 2024	H1 2023
Re-organisation cost	(10.2)	(24.8)
Funds Management business closure	(15.2)	-
Australia Almond lower crop yield	-	(111.3)
Exceptional Items	(25.4)	(136.1)

PATMI

PATMI was steady at S\$48.1 million in H1 2024 (H1 2023: S\$47.9 million) as the increase in EBIT was offset by higher net finance costs and taxes.

Operational PATMI

Excluding exceptional items, Operational PATMI was down 60.1% to S\$73.5 million in H1 2024 (H1 2023: S\$184.0 million).

Balance Sheet Analysis

S\$ million	30-Jun-24	31-Dec-23	Change vs Dec 23	30-Jun-23	Change vs Jun 23
Uses of Capital					
Fixed Capital	9,756.6	9,454.8	301.8	9,271.2	485.4
Right-of-use assets	867.8	791.0	76.8	841.0	26.8
Working Capital	16,776.8	9,580.5	7,196.3	9,730.5	7,046.3
Cash	3,514.9	3,581.6	(66.7)	3,378.5	136.4
Others	(998.2)	554.5	(1,552.7)	424.3	(1,422.5)
Total	29,917.9	23,962.4	5,955.5	23,645.5	6,272.4
Sources of Capital					
Equity & Reserves	7,266.3	7,366.0	(99.7)	7,292.8	(26.5)
Non-controlling interests	311.0	341.1	(30.1)	301.1	9.9
Short term debt	8,825.3	6,419.4	2,405.9	4,027.0	4,798.3
Long term debt	12,497.6	8,893.3	3,604.3	11,049.9	1,447.7
Short term lease liabilities	142.1	131.0	11.1	137.0	5.1
Long term lease liabilities	931.0	850.1	80.9	889.9	41.1
Fair value reserve	(55.4)	(38.5)	(16.9)	(52.2)	(3.2)
Total	29,917.9	23,962.4	5,955.5	23,645.5	6,272.4

"Others" are deferred tax assets and liabilities, other non-current assets and liabilities, derivative financial instruments (assets and liabilities) and provision for taxation.

The Group's total assets¹ as at June 30, 2024 stood at S\$29.9 billion, comprising S\$9.8 billion of fixed capital, S\$867.8 million of right-of-use assets, S\$16.8 billion of working capital and S\$3.5 billion of cash.

The total assets were funded by S\$7.3 billion of equity, S\$8.8 billion of short-term debt, S\$12.5 billion of long-term debt, as well as short-term and long-term lease liabilities of S\$142.1 million and S\$931.0 million respectively.

Compared with June 30, 2023, the overall balance sheet as at June 30, 2024 grew by S\$6.3 billion primarily on account of the surge in input-price led increase in working capital, which was partially offset by the reduction in other assets due to higher net derivative liabilities at period-end.

Our balance sheet also grew by nearly S\$6.0 billion on similar grounds when compared against our December 31, 2023 position.

¹ Total assets are net of trade payables and accruals, derivative financial instruments (current liabilities), provision for taxation, other current liabilities and non-current liabilities, and deferred tax liabilities.

Working Capital

S\$ million	30-Jun-24	31-Dec-23	Change vs Dec 23	30-Jun-23	Change vs Jun 23
Stock	12,152.7	9,810.1	2,342.6	9,281.4	2,871.3
Advance to suppliers	610.2	870.7	(260.5)	533.2	77.0
Receivables	5,031.0	3,336.5	1,694.5	3,504.2	1,526.8
Trade creditors	(4,299.2)	(4,989.7)	690.5	(4,741.6)	442.4
Others	3,282.1	552.9	2,729.2	1,153.3	2,128.8
Working Capital	16,776.8	9,580.5	7,196.3	9,730.5	7,046.3

"Others" include other current assets, non-current assets held for sale, changes to margin accounts with brokers and other current liabilities.

Working capital over the past year grew by S\$7.0 billion as inventory, receivables and advance payments to suppliers increased while trade creditors reduced. Inventory value increased significantly due to the unprecedented sharp rises in prices of certain commodities, such as cocoa and coffee. Other working capital increased as the business paid higher margin deposits on its physical inventory hedges that are essential to mitigate price risk and protect margins. Some of the increase in working capital, particularly in receivables, were temporary due to shipments occurring in late June 2024 and are therefore expected to ease in Q3 2024.

Given the above, working capital cycle time extended from 72 days as of end-December 2023 and 65 days as of end-June 2023 to 96 days as of end-June 2024.

Days	30-Jun-24	31-Dec-23	Change vs Dec 23	30-Jun-23	Change vs Jun 23
Stock	90	81	9	74	16
Advance to suppliers	4	7	(3)	4	-
Receivables	34	25	9	25	9
Trade creditors	(32)	(41)	9	(38)	6
Total cash cycle	96	72	24	65	31

Debt, Liquidity and Gearing

S\$ million	30-Jun-24	31-Dec-23	Change vs Dec 23	30-Jun-23	Change vs Jun 23
Gross debt	22,396.0	16,293.8	6,102.2	16,103.8	6,292.2
Less: Cash	3,514.9	3,581.6	(66.7)	3,378.5	136.4
Net debt	18,881.1	12,712.2	6,168.9	12,725.3	6,155.8
Less: Readily marketable inventory (RMI)	8,049.9	6,044.3	2,005.6	5,606.0	2,443.9
Less: Secured receivables	3,257.9	1,888.6	1,369.3	832.5	2,425.4
Adjusted net debt	7,573.3	4,779.3	2,794.0	6,286.8	1,286.5
Equity (before FV adj reserves)	7,266.3	7,366.0	(99.7)	7,292.8	(26.5)
Net debt / Equity (Basic)	2.60	1.73	0.87	1.74	0.86
Net debt / Equity (Adjusted)	1.04	0.65	0.39	0.86	0.18

Of the S\$12.2 billion inventory position, approximately 66.2% or S\$8.1 billion were RMI that were liquid, hedged and/or sold forward, operating as near-cash assets on our balance sheet which grew in line with the increase in inventory value. In addition, approximately 64.8% of the S\$5.0 billion in trade receivables were secured.

While the headline net gearing increased from 1.73 times to 2.60 times between December 2023 and June 2024, most of this was due to increase in working capital driven by higher input prices. This increase was largely covered by RMI and secured receivables resulting in an adjusted gearing of 1.04 times (December 31, 2023: 0.65 times; June 30, 2023: 0.86 times), reflecting the true indebtedness of our Group.

Financing

We maintained sufficient liquidity to support our working capital and capital expenditure (“Capex”) requirements, with a total of S\$24.1 billion in available liquidity as at June 30, 2024, including unutilised bank lines of S\$9.3 billion.

In H1 2024, the Company and its operating groups refinanced their borrowing facilities by securing several credit facilities and medium-term loans:

ofi

- Five-year US\$50.0 million floating rate notes private placement to an institutional investor;
- Inaugural multi-tranche, dual-currency financing aggregating US\$500.0 million, which comprised a five-year US\$250.0 million tranche and a seven-year JPY37.38 billion tranche approximating US\$250 million, and was backed by SACE, the Italian Export Credit Agency;
- Multi-tranche, two-year and three-year revolving credit facility (“RCF”) and a three-year term loan aggregating US\$1.8 billion, which were applied towards refinancing its existing loans and meeting general corporate purposes; and
- Inaugural dual currency (US dollar and CNH) term loan facility aggregating US\$1,075.0 million, comprising a two-year US\$950.0 million term loan tranche and a one-year CNH 875.0 million (approximately US\$125 million) tranche with a lenders’ extension option of one year.

Olam Agri

- Landmark commodity Murabaha facility from a new, diversified group of global investors (including the UAE, Malaysia, Singapore and Hong Kong) totalling US\$625.0 million with a tenor of three years based on Shariah principles;
- Three-year RCF of US\$550.0 million; and
- Three-year facility from banks in the UAE aggregating AED 2,740 million (approximately US\$745 million) to refinance its existing loans and meet general corporate purposes.

Post H1 2024, the Company's wholly owned subsidiary, Olam Holdings Pte Ltd, secured an 18-month US\$1.5 billion loan facility to refinance existing debt.

Cash Flow Analysis

S\$ Million	H1 2024	H1 2023	YoY
Operating Cash flow (before Interest & Tax)	1,243.1	1,063.3	179.8
Changes in Working Capital	(5,512.3)	(663.2)	(4,849.1)
Net Operating Cash Flow	(4,269.2)	400.1	(4,669.3)
Tax paid	(126.0)	(126.1)	0.1
Capex/Investments/Divestments	(267.6)	(249.6)	(18.0)
Free cash flow to firm (FCFF)	(4,662.8)	24.4	(4,687.2)
Net interest paid	(713.9)	(508.1)	(205.8)
Free cash flow to equity (FCFE)	(5,376.7)	(483.7)	(4,893.0)

Net operating cash flow decreased markedly by S\$4.7 billion to negative S\$4.3 billion (H1 2023: S\$400.1 million) due to the substantial increase in working capital deployment during H1 2024. Gross Capex was S\$299.4 million for the period or 12.1% lower compared with S\$340.7 million in H1 2023 as we remained disciplined and focused on our capital investments. After disposals, net Capex amounted to S\$267.6 million in H1 2024, an increase of 7.2% over H1 2023. Due to the large changes in working capital and higher interest paid in H1 2024, both FCFF and FCFE ended at negative S\$4.7 billion and S\$5.4 billion respectively.

Segmental Review and Analysis²

H1 2024

Segment	Sales Volume ('000 MT)		Revenue		EBIT		Invested Capital (IC)	
	H1 2024	H1 2023	H1 2024	H1 2023	H1 2024	H1 2023	30-Jun-24	30-Jun-23
ofi	1,667.7	1,698.0	9,620.6	7,702.3	475.5	277.2	16,355.9	11,318.4
Global Sourcing	1,338.5	1,463.3	6,270.8	5,171.5	105.7	103.5	6,052.5	4,051.8
Ingredients & Solutions	629.9	610.9	5,300.7	3,872.9	369.8	173.7	10,303.4	7,266.6
Inter-segmental sales	(300.7)	(376.2)	(1,950.9)	(1,342.1)	-	-	-	-
Olam Agri	22,069.9	19,027.1	16,731.6	16,287.4	512.0	559.1	6,862.7	5,837.3
Food & Feed - Origination & Merchandising	18,438.0	15,998.6	11,816.6	11,286.7	105.0	152.6	2,164.3	1,596.6
Food & Feed - Processing & Value-added	2,433.9	2,004.9	2,085.1	2,414.1	296.8	283.3	2,297.5	2,289.1
Fibre, Agri-Industrials & Ag Services	1,198.0	1,023.6	2,829.9	2,586.6	110.2	123.2	2,400.9	1,951.6
Remaining Olam Group	534.4	592.6	568.1	695.4	(99.5)	(16.7)	2,623.4	2,655.5
De-prioritised/Exiting Assets	32.4	55.6	58.6	98.7	(12.4)	2.5	524.4	569.9
Continuing/Gestating Businesses	338.6	324.7	439.8	504.2	(63.0)	13.6	2,062.3	2,062.1
Incubating Businesses (including corporate adjustments)	163.4	212.3	69.7	92.5	(24.1)	(32.8)	36.7	23.5
Total	24,272.0	21,317.7	26,920.3	24,685.1	888.0	819.6	25,842.0	19,811.2

² IC excludes Gabon Fertiliser Project (30-Jun-24: S\$244.0 million; 30-Jun-23: S\$247.0 million).

H1 2024 Overview of Operating Groups

Sales Volume

Olam Agri accounted for the largest share of the Group’s sales volume at 90.9% while **ofi** and Remaining Olam Group accounted for 6.9% and 2.2% respectively.

Revenue

Olam Agri’s share of Group revenue was 62.2% while **ofi** and Remaining Olam Group accounted for the balance at 35.7% and 2.1% respectively.

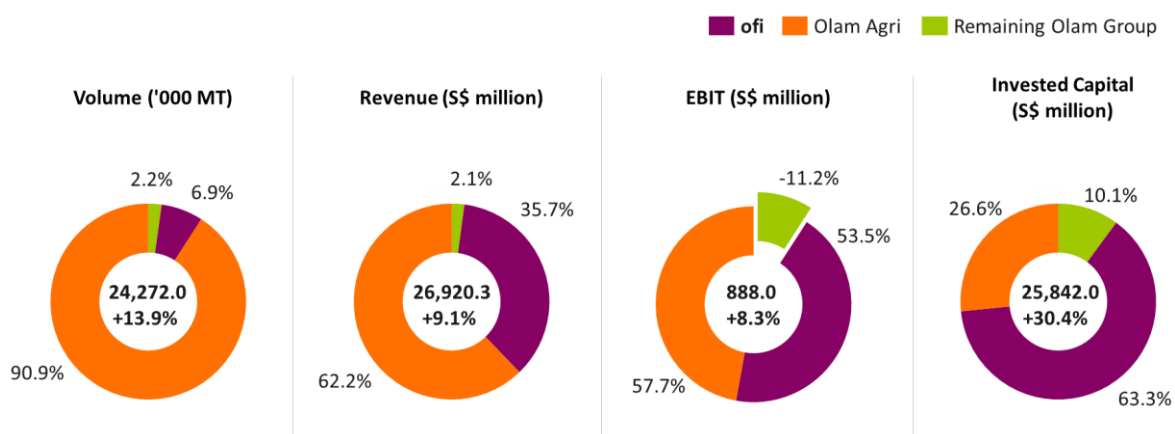
EBIT

Olam Agri’s share of EBIT was 57.7% while **ofi**’s share was 53.5%. Remaining Olam Group’s share was a negative 11.2% due to the nature of its role of carrying de-prioritised, gestating and incubating businesses and assets, as well as higher losses in H1 2024.

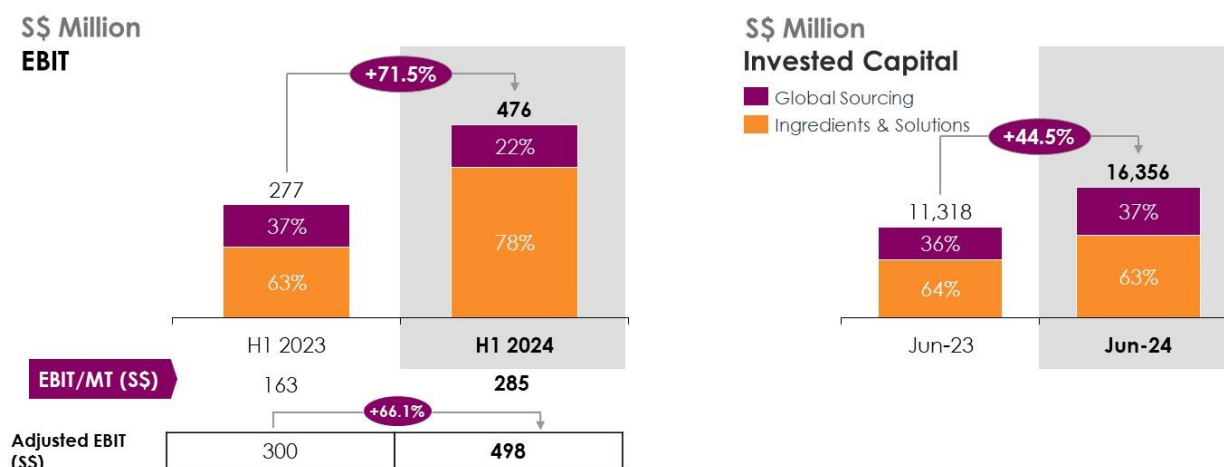
Invested Capital

ofi’s share of Invested Capital was 63.3% while Olam Agri’s share was 26.6%. Remaining Olam Group accounted for the balance of 10.1%.

H1 2024 Overview of ofi, Olam Agri and Remaining Olam Group



ofi: Operating Group Level Highlights³



In H1 2024, overall sales volume in **ofi** declined 1.8%, with growth in the Ingredients & Solutions segment offset by a decline in the Global Sourcing segment, where we prioritised capital deployment to pursue selective growth opportunities and captive demand. Revenues grew by 24.9% to S\$9.6 billion across both segments on account of higher selling prices, particularly in cocoa and coffee.

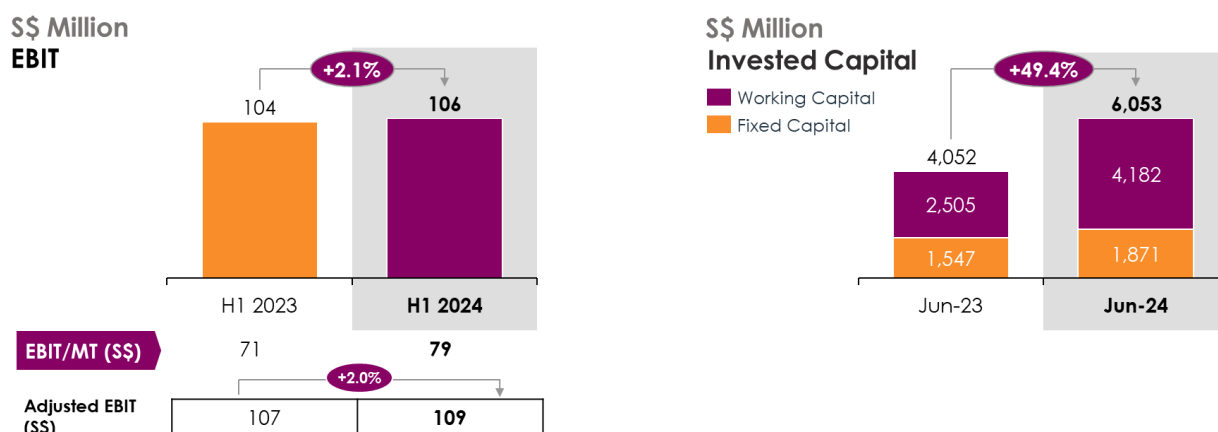
EBIT in H1 2024 grew 71.5% year-on-year to S\$475.5 million, led by the Ingredients & Solutions segment which utilised the strength and flexibility of **ofi**'s integrated and diversified business model to maintain reliable delivery to customers despite tight supply conditions, high prices and elevated risk. The Global Sourcing segment prioritised captive demand, resulting in a relatively flat absolute EBIT as compared to the prior half year. Adjusted EBIT grew 66.1% to S\$497.8 million.

Invested capital increased by 44.5% or S\$5.0 billion to S\$16.4 billion primarily due to sharp and unprecedented input price increases for some raw materials like Cocoa and to a lesser extent in Coffee. The Cocoa market witnessed record price levels that continued for most of H1 2024, while coffee prices started moving up in Q2 2024. The global scale, integrated supply chains, teams on the ground in origins and a robust balance sheet helped the business navigate these conditions and continue supporting its customers.

The key focus was on optimising risk-adjusted margins and returns while maintaining tight controls on cashflows through this volatile period. This resulted in much lower capital deployed versus the extent of the input price increases, while also ensuring appropriate margins and returns to offset for the enhanced level of capital investment and risk.

³ EBIT and Adjusted EBIT results in H1 2023 exclude the exceptional one-off impact of lower almond yields in Australia.

ofi Segmental Level Highlights: 1) Global Sourcing

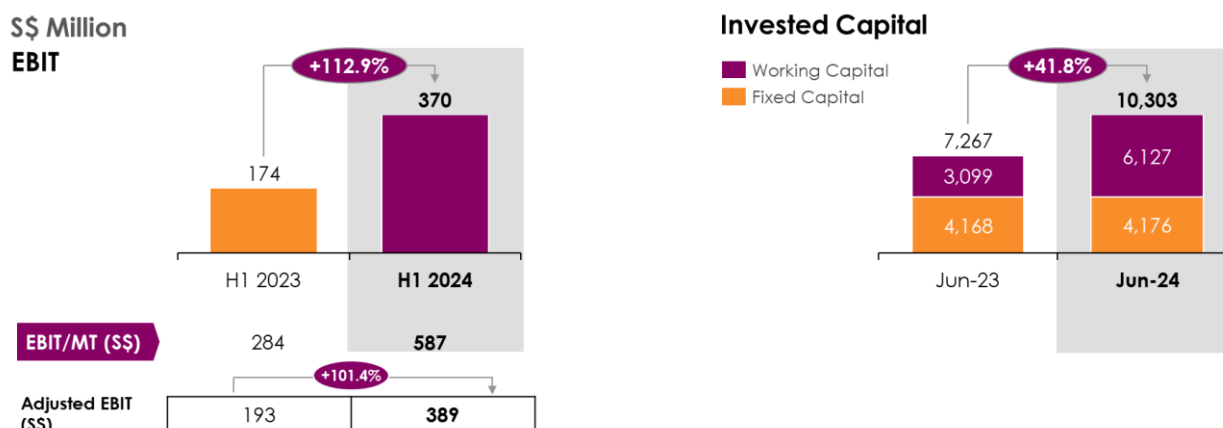


Global Sourcing reported an 8.5% decline in sales volumes in H1 2024 as the business prioritised captive demand from the Ingredients & Solutions segment. This was seen across multiple raw materials like cocoa, coffee and nuts. However, despite lower volumes, revenue grew by 21.3% to S\$6.3 billion, from higher average selling prices, particularly for Cocoa and Coffee.

H1 2024 EBIT increased 2.1% to S\$105.7 million, supported by normalised almond yield as compared to the prior half year which was significantly impacted by adverse weather conditions. Businesses in this segment did well to successfully navigate the volatile and challenging market environment, which is testament to the broad footprint, diversified product portfolio and in-origin expertise. Adjusted EBIT increased 2.0% to S\$108.6 million.

Invested capital was higher by 49.4%, or S\$2.0 billion to S\$6.1 billion primarily due to the effect of significantly higher input prices particularly in Cocoa and to a lesser extent in Coffee.

ofi Segmental Level Highlights: 2) Ingredients & Solutions

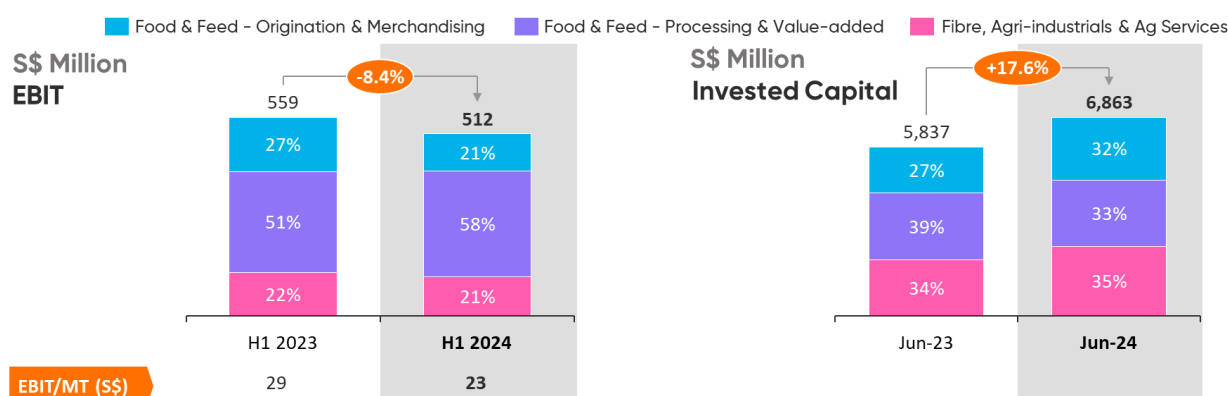


Ingredients & Solutions sales volumes increased by 3.1% in H1 2024. Dairy volumes saw strong growth from the newly commissioned processing facility in New Zealand and the capacity expansion in Malaysia while Coffee, Nuts and Spices each delivered modest volume growth. The Cocoa business continued to meet customer demands despite tight supply conditions. Revenue increased by a much stronger 36.9% to S\$5.3 billion due to higher sales prices, particularly for Cocoa and Coffee and increased Dairy volumes.

H1 2024 EBIT growth was very strong, up 112.9% to S\$369.8 million. This was a direct result of the value generated by **ofi's** vertically integrated and diversified business model that provided in-origin crop insights, supply surety and support to customers amidst challenging market conditions. The Cocoa business did well to navigate the market uncertainty and maintain its risk-adjusted margins to compensate for higher capital deployed. The Olde Thompson business had a good first half and is on a strong trajectory, with improved pricing, lower operating costs, and new customer wins. However, the US industrial spices business underperformed due to softer volumes and higher costs while the Soluble coffee business faced higher operating costs on lower capacity utilisation as the new facility in Brazil came onstream. Adjusted EBIT grew 101.4% to S\$389.2 million.

Invested capital increased by 41.8% or S\$3.0 billion to S\$10.3 billion from volatility in input prices of Cocoa and Coffee that led to significantly higher capital deployment. The business was able to manage pricing appropriately to achieve risk-adjusted margins and returns to compensate for the elevated capital and risk.

Olam Agri: Operating Group Level Highlights

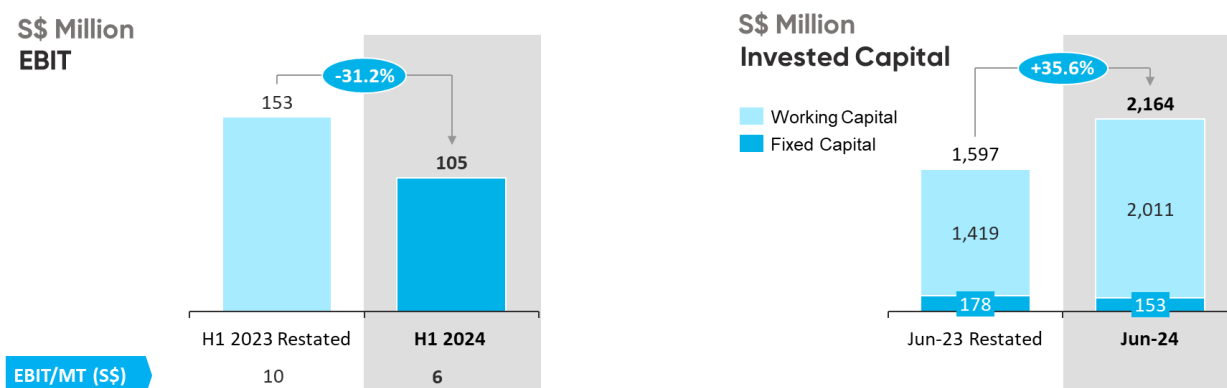


Sales volumes normalised in H1 2024 with a 16.0% or 3.0 million MT increase from a lower base in H1 2023 of 19.0 million MT to 22.1 million MT. The previous half year was characterised by delays in harvesting, grain shipments and port congestion in South America which affected our Grains & Oilseeds volumes. Revenues increased marginally by 2.7% to S\$16.7 billion in H1 2024 (H1 2023: S\$16.3 billion) as sales volume growth was offset by lower commodity prices and selling prices compared with H1 2023.

EBIT was down 8.4% from S\$559.1 million in H1 2023 to S\$512.0 million in H1 2024 mainly due to reduced contributions from the Food & Feed - Origination & Merchandising (-31.2%) and Fibre, Agri-Industrials & Ag Services segments (-10.6%), offset by higher contribution from Food & Feed - Processing & Value-Added segment (+4.8%). This performance is compared against the preceding half year which saw an exceptional performance by the Food & Feed - Processing & Value-added segment. Although lower than H1 2023's margin per MT of S\$29, the Group EBIT per MT for H1 2024 was resilient at S\$23, the higher end of the historical range of between S\$19 and S\$24 during 2021-2023.

Invested capital increased by 17.6% or S\$1.0 billion to S\$6.9 billion as at end-June 2024, arising from the growth in invested capital from both the Origination & Merchandising and Fibre, Agri-Industrials & Ag Services segments.

Olam Agri Segmental Level Highlights: 1) Food & Feed - Origination & Merchandising⁴



The Food & Feed – Origination & Merchandising segment recorded sales volumes growth of 15.2% to 18.4 million MT in H1 2024 (H1 2023: 16.0 million MT) as volumes normalised on improved Grains & Oilseed volumes from a low base in H1 2023. The prior half year was impacted by the delay in the harvesting of soy and corn in Brazil, drought in Argentina leading to reduced volumes in soy and soymeal, port congestion and shipment delays from Brazil. The segment also saw higher sales volumes in Edible Oils and Rice.

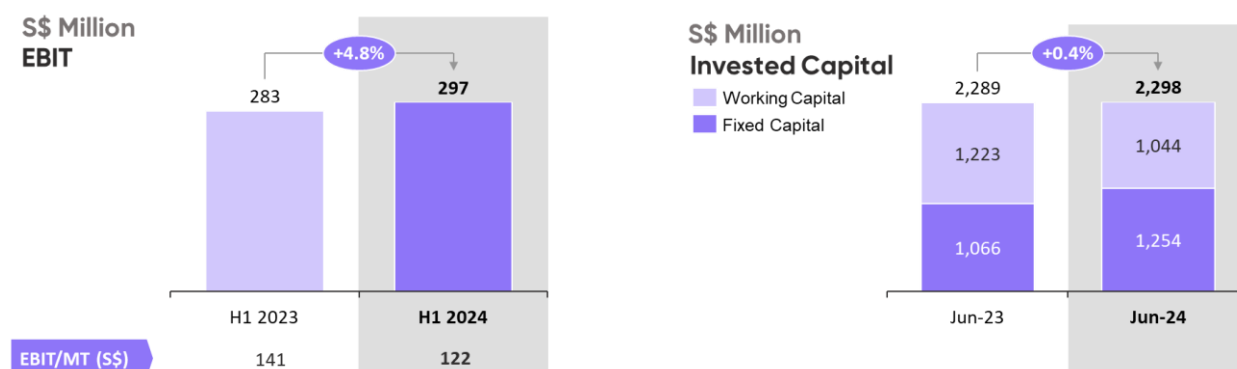
Revenues grew marginally by 4.7% as reduced freight rates and lower commodity prices, including wheat, corn and soy took away some of the volume impact. EBIT declined by 31.2% to S\$105.0 million in H1 2024 mainly on significantly lower contribution from Freight and Rice. EBIT per MT for H1 2024 was S\$6 (H1 2023: S\$10) mainly on account of adverse impact from the freight business.

The downturn of the freight market, which started a year ago and exacerbated by the Red Sea crisis since November 2023, adversely affected many industry participants, including Olam Agri. We have also restructured our freight trading operations to reduce our exposure in Capesize vessels. The Rice trading business was impacted by reduced consumption due to higher prices and de-stocking in African markets during H1 2024. However, there were signs of a pick-up in demand as stocks depleted towards the end of the period. While Grains & Oilseeds trading normalised and maintained its margins throughout H1 2024, Edible Oils recovered with stronger earnings during this period on improved prices and volumes driven by strong demand in the Indian sub-continent.

Invested capital grew by 35.6% to S\$2.2 billion as at end-June 2024 (end-June 2023: S\$1.6 billion) driven mainly by higher receivables in Grains and Rice as shipments were made towards the end of the period.

⁴ In H2 2023, Risk Management Solutions was transferred from Food & Feed - Origination & Merchandising to Fibre, Agri-Industrials & Ag Services. The results for the segments are presented after incorporating this change on a retrospective basis.

Olam Agri Segmental Level Highlights: 2) Food & Feed - Processing & Value-added



The Food & Feed - Processing & Value-added segment continued to deliver good results despite inflationary pressures and currency devaluation in key markets. It recorded a strong sales volume growth of 21.4% year-on-year with growth coming from most businesses in the segment. However, revenues fell 13.6% during the first-half on the sharp depreciation of the Naira, thereby impacting the revenue contribution from key businesses including wheat milling and animal feed production.

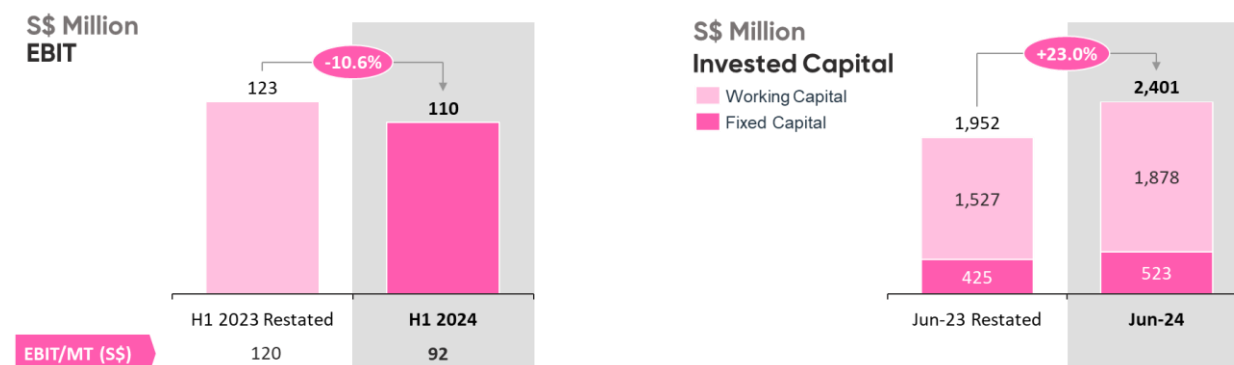
Despite lower revenues, the segment posted an EBIT growth of 4.8% at S\$296.8 million (H1 2023: S\$283.3 million) as higher volumes compensated for the decline in EBIT per MT from S\$141 in H1 2023 to S\$122 in H1 2024. Such performance is still robust when compared against the exceptional results achieved in H1 2023. Margin per MT is also within the higher end of the historical range of S\$61 and S\$143 between 2021 and 2023.

The flour and pasta business collectively produced stronger earnings, reflecting our successful control and pass-through of input costs and other cost inflation as well as the return of demand as the Naira stabilised towards the end of the period.

The Integrated Feed & Protein and the Rice, Specialty Grains & Seeds businesses reported lower earnings in H1 2024. While the sharp devaluation of the Naira hindered our ability to pass on higher costs of production to the market, prices were gradually being adjusted as the currency stabilised towards the end of the period. Given the slower demand for rice in Africa arising from inflationary pressures, the Rice distribution business across Cameroon, Ghana and Mozambique had a subdued H1 2024 but started to see re-stocking towards end-H1 2024. The sesame, super foods and pulses business held steady during this period as did the integrated Rice farming and milling operations.

Fixed capital grew as a consequence of capital investments for the acquisition of Avisen in Senegal and for soy crushing in Nigeria. Working capital decreased on lower inventory in animal feed production. Invested capital therefore remained flat at S\$2.3 billion as at end-June 2024.

Olam Agri Segmental Level Highlights: 3) Fibre, Agri-Industrials & Ag Services



The Fibre, Agri-Industrials & Ag Services segment posted higher sales volumes and revenues in H1 2024. Sales volumes and revenues were up 17.0% and 9.4% respectively with Rubber and Sugar contributing to the growth. However, despite the improved topline, EBIT declined 10.6% to S\$110.2 million (H1 2023: S\$123.2 million). EBIT per MT came to S\$92 compared with S\$120 a year ago.

During H1 2024, the cotton market saw further decline in prices and our Cotton business continued to experience depressed margins and weak demand as a result of the slowdown in economic activities across major consumption markets, namely China, Turkey, Bangladesh and Pakistan. The Australian crop delay also meant that ginning activities only started in May 2024, instead of March 2024.

The Rubber business delivered as projected with a surge in volumes and stronger EBIT in H1 2024, driven by our increased processing capacity, improved trading margins in Asia and strong demand for traceable and sustainable rubber not only across Europe but also emerging Asia. Our Wood Products business reported lower overall volumes as a result of the Republic of Congo's ban on log exports, which affected earnings in H1 2024. We are now focusing on markets that are using certified timber and are transitioning from EUTR to EUDR compliance, as well as our enhanced value-addition capacity targeted at new markets.

Commodity Financial Services ("CFS") handed in a better report card in H1 2024. Its Funds Management business was closed earlier this year following a strategic re-alignment of the business. Contributions from our fee-based Risk Management Solutions and Trade & Structured Finance operations improved year-on-year as well.

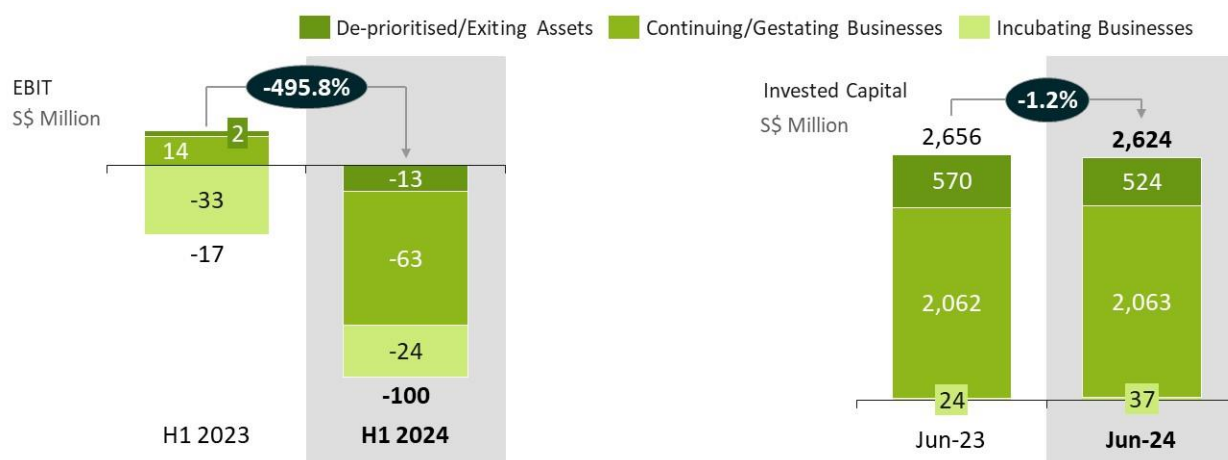
Invested capital was up by 23.0% or S\$449.3 million to S\$2.4 billion in H1 2024 on higher working capital and fixed capital. The rise in working capital came mainly from the increase in margin accounts in CFS and in Cotton receivables. Our capital investments to grow Rubber and Wood processing capacities, our acquisition of sugar milling assets in India as well as our expansion into the production of bioenergy all added to fixed capital for the period.

Remaining Olam Group: Operating Group Level Highlights

The Remaining Olam Group comprises Incubating Businesses (Nupo Ventures) and Olam Global Holdco, which houses the De-prioritised/Exiting Assets earmarked for exit as well as the Continuing/Gestating businesses (OPG, Packaged Foods, ARISE P&L, Rusmolco and Mindsprint).

Sales volume declined 9.8% as improved volumes from the Continuing/Gestating Businesses met with a degrowth in volumes from De-prioritised/Exiting Assets and Incubating Businesses. Revenues declined 18.3% as sales fell across all segments. Consequently, the Remaining Olam Group reported a wider EBIT loss of S\$99.5 million in H1 2024 (H1 2023: -\$16.7 million), dragged down by losses in the De-prioritised/Exiting Assets and Continuing/Gestating Businesses, particularly OPG, ORG and the Packaged Foods business. Incubating Businesses saw reduced losses in the current period.

Invested capital was relatively unchanged at S\$2.6 billion in H1 2024 as the increase in invested capital deployed in Incubating Businesses were compensated by the reduction in in the De-prioritised/Exiting Assets post the transfer of the sugar milling assets from the Remaining Olam Group to Olam Agri in H2 2023.



Remaining Olam Group Segmental Level Highlights: 1) De-prioritised/Exiting Assets

The De-prioritised/Exiting Assets segment booked an EBIT loss of S\$12.4 million in H1 2024, reversing from EBIT positive in H1 2023 (H1 2023: \$2.5 million). This was primarily due to the losses from ORG and the absence of contribution from the sugar mill in India following the transfer of the assets into Olam Agri in H2 2023. Invested capital decreased by S\$45.5 million as a result of the transfer and the reduction in invested capital in ORG.

Remaining Olam Group Segmental Level Highlights: 2) Continuing/Gestating Businesses

Sales volumes from Continuing/Gestating Businesses increased 4.3% mainly on improved contribution from Rusmolco, ORG and Packaged Foods. However, sales revenue declined 12.8% because of the adverse impact of the Naira devaluation on Packaged Foods' Nigerian operations.

The segment posted an EBIT loss of S\$63.0 million in H1 2024 against a profit in H1 2023 (H1 2023: S\$13.6 million). This came from OPG, ARISE P&L and Packaged Foods, which was partially offset by the growth in EBIT from Rusmolco and Mindsprint. The weaker earnings from OPG were due to lower production yields on the shortage of rainfall while ARISE P&L's results were impacted by lower economic activities in its operating geographies.

Invested Capital deployed remained unchanged as the reduction in fixed capital on currency devaluation compensated for the increase in working capital during the period.

Remaining Olam Group Segmental Level Highlights: 3) Incubating Businesses

The Incubating Businesses in Nupo Ventures scaled back its operations during H1 2024. While it did not deliver growth in sales volume or revenues for this period, efforts to reduce costs and cash burn helped narrow losses from S\$32.8 million in H1 2023 to S\$24.1 million in H1 2024.

Annexures

Annexure 1: SGXNET Financial Statements and MD&A Reconciliation

The table below summarises the differences between the financial statements on SGXNET and MD&A due to adjustments for exceptional items.

S\$ million	H1 2024	H1 2023
Revenue[^]	26,920.3	24,685.1
Revenue	26,921.4	24,685.1
Less: Exceptional items	1.1	-
Other Income[^]	50.5	38.4
Other Income	50.6	38.4
Less: Exceptional items	0.1	-
Cost of sales[^]	(24,444.6)	(22,600.8)
Cost of sales	(24,450.7)	(22,759.3)
Less: Exceptional items	(6.1)	(158.5)
Selling, general and administrative expenses[^]	(1,106.2)	(1,040.2)
Other operating expenses[^]	(198.0)	89.2
Other expenses	(1,324.9)	(972.8)
Less: Exceptional items	(20.7)	(21.8)
Net gain in fair value of biological assets[^]	48.1	1.3
Net gain in fair value of biological assets	48.1	1.3
Less: Exceptional items	-	-
Depreciation & amortisation[^]	(370.1)	(356.7)
Depreciation & amortisation	(370.1)	(356.7)
Less: Exceptional items	-	-
Net Finance costs[^]	(733.9)	(516.5)
Finance income	90.7	86.7
Finance costs	(824.6)	(606.2)
Less: Exceptional items	-	(3.0)
Taxation[^]	(61.5)	(50.3)
Income tax expense	(61.3)	(3.1)
Less: Exceptional items	0.2	47.2

Annex 2: Olam Group Segmentals and Consolidated Financials (2021-H1 2024)⁵

Olam Food Ingredients (ofi)	2021 Restated	2022	2023	H1 2023	H1 2024
Volume	3,676.9	3,585.1	3,284.3	1,698.0	1,667.7
Revenue	14,216.8	16,391.7	15,583.4	7,702.3	9,620.6
EBITDA	1,145.4	1,112.2	1,218.5	469.1	685.4
EBIT	820.7	746.5	829.3	277.2	475.5
Adjusted EBIT	849.0	788.5	874.2	299.7	497.8
EBIT/MT	223	208	253	163	285
Fixed Capital	5,345.4	5,715.2	5,771.1	5,715.3	6,046.1
Working Capital	5,416.1	5,830.7	5,983.2	5,603.1	10,309.8
Invested Capital	10,761.5	11,545.9	11,754.3	11,318.4	16,355.9
EBIT/IC	8.3%	6.7%	7.1%		
Adjusted EBIT/IC	8.6%	7.1%	7.5%		

ofi - Global Sourcing	2021 Restated	2022	2023	H1 2023	H1 2024
Volume*	2,999.5	2,974.2	2,714.4	1,463.3	1,338.5
Revenue*	9,676.9	11,077.5	9,837.9	5,171.5	6,270.8
EBITDA	559.2	478.6	430.3	171.4	177.8
EBIT	412.6	339.0	295.2	103.5	105.7
Adjusted EBIT	418.5	345.0	301.1	106.5	108.6
EBIT/MT	138	114	109	71	79
Fixed Capital	1,881.7	1,781.5	1,752.2	1,547.2	1,870.3
Working Capital	2,791.7	2,694.0	2,466.6	2,504.6	4,182.2
Invested Capital	4,673.4	4,475.5	4,218.8	4,051.8	6,052.5
EBIT/IC	8.4%	7.4%	6.8%		
Adjusted EBIT/IC	8.5%	7.5%	6.9%		

*Includes inter-segmental sales volume and revenue

ofi - Ingredients & Solutions	2021 Restated	2022	2023	H1 2023	H1 2024
Volume*	1,248.4	1,270.3	1,239.3	610.9	629.9
Revenue*	6,612.2	7,532.7	8,285.6	3,872.9	5,300.7
EBITDA	586.2	633.6	788.2	297.7	507.6
EBIT	408.1	407.5	534.1	173.7	369.8
Adjusted EBIT	430.5	443.5	573.1	193.2	389.2
EBIT/MT	327	321	431	284	587
Fixed Capital	3,463.7	3,933.7	4,018.9	4,168.1	4,175.8
Working Capital	2,624.4	3,136.7	3,516.6	3,098.5	6,127.6
Invested Capital	6,088.1	7,070.4	7,535.5	7,266.6	10,303.4
EBIT/IC	8.2%	6.2%	7.3%		
Adjusted EBIT/IC	8.7%	6.7%	7.8%		

*Includes inter-segmental sales volume and revenue

⁵ The excel spreadsheet of the Olam Group segmentals and consolidated financials (2021-H1 2024) can be downloaded from <https://www.olamgroup.com/investors/financials.html>.

Olam Agri	2021	2022	2023	H1 2023	H1 2024
Volume	40,607.1	38,175.6	39,540.7	19,027.1	22,069.9
Revenue	31,276.9	36,904.0	31,319.7	16,287.4	16,731.6
EBITDA	929.7	1,068.2	1,162.6	656.2	604.5
EBIT	752.9	857.7	967.7	559.1	512.0
Adjusted EBIT	760.7	865.9	976.4	563.2	517.4
EBIT/MT	19	22	24	29	23
Fixed Capital	1,874.4	1,861.2	1,845.0	1,669.1	1,930.7
Working Capital	3,367.7	3,262.3	3,612.6	4,168.2	4,932.0
Invested Capital	5,242.1	5,123.5	5,457.6	5,837.3	6,862.7
EBIT/IC	15.9%	16.5%	18.3%		
Adjusted EBIT/IC	16.1%	16.7%	18.5%		

Olam Agri - Food & Feed - Origination & Merchandising	2021 Restated	2022 Restated	2023	H1 2023 Restated	H1 2024
Volume	33,878.1	31,785.7	33,251.3	15,998.6	18,438.0
Revenue	21,952.2	24,811.6	21,731.1	11,286.7	11,816.6
EBITDA	307.0	331.9	288.5	188.0	129.5
EBIT	258.0	251.9	224.4	152.6	105.0
Adjusted EBIT	258.0	252.0	225.0	152.6	105.0
EBIT/MT	8	8	7	10	6
Fixed Capital	191.1	195.8	149.5	178.2	153.4
Working Capital	596.4	1,191.2	1,199.2	1,418.4	2,010.9
Invested Capital	787.5	1,387.0	1,348.7	1,596.6	2,164.3
EBIT/IC	32.2%	23.2%	16.4%		
Adjusted EBIT/IC	32.2%	23.2%	16.4%		

Olam Agri - Food & Feed - Processing & Value-added	2021	2022	2023	H1 2023	H1 2024
Volume	4,500.2	4,031.7	4,135.4	2,004.9	2,433.9
Revenue	4,124.3	4,873.9	4,501.9	2,414.1	2,085.1
EBITDA	357.8	508.2	675.3	323.0	340.2
EBIT	275.1	423.0	591.2	283.3	296.8
Adjusted EBIT	276.4	424.3	591.9	284.0	298.6
EBIT/MT	61	105	143	141	122
Fixed Capital	1,257.7	1,244.7	1,223.0	1,066.2	1,253.9
Working Capital	816.3	1,062.0	972.3	1,222.9	1,043.6
Invested Capital	2,074.0	2,306.7	2,195.3	2,289.1	2,297.5
EBIT/IC	14.0%	19.3%	26.3%		
Adjusted EBIT/IC	14.1%	19.4%	26.3%		

Olam Agri - Fibre, Agri-Industrials & Ag Services	2021 Restated	2022 Restated	2023	H1 2023 Restated	H1 2024
Volume	2,228.8	2,358.2	2,154.0	1,023.6	1,198.0
Revenue	5,200.4	7,218.5	5,086.7	2,586.6	2,829.9
EBITDA	264.9	228.1	198.8	145.2	134.8
EBIT	219.8	182.8	152.1	123.2	110.2
Adjusted EBIT	226.3	189.6	159.5	126.6	113.8
EBIT/MT	99	78	71	120	92
Fixed Capital	425.6	420.7	472.5	424.7	523.4
Working Capital	1,955.0	1,009.1	1,441.1	1,526.9	1,877.5
Invested Capital	2,380.6	1,429.8	1,913.6	1,951.6	2,400.9
EBIT/IC	11.2%	9.6%	9.1%		
Adjusted EBIT/IC	11.6%	10.0%	9.5%		

Remaining Olam Group	2021 Restated	2022	2023	H1 2023	H1 2024
Volume	1,141.3	1,112.6	1,272.4	592.6	534.4
Revenue	1,508.3	1,605.3	1,368.9	695.4	568.1
EBITDA	(25.2)	137.3	111.7	51.0	(31.8)
EBIT	(151.0)	4.5	(25.1)	(16.7)	(99.5)
Adjusted EBIT	(149.8)	4.4	(25.1)	(16.7)	(99.5)
Fixed Capital	2,815.8	2,489.8	2,385.0	2,480.9	2,403.7
Working Capital	192.8	173.3	153.2	174.6	219.7
Invested Capital	3,008.6	2,663.1	2,538.2	2,655.5	2,623.4
EBIT/IC	-4.6%	0.2%	-1.0%		
Adjusted EBIT/IC	-4.6%	0.2%	-1.0%		

Remaining Olam Group - De-prioritised/Exiting Assets	2021 Restated	2022	2023	H1 2023	H1 2024
Volume	195.7	169.4	128.5	55.6	32.4
Revenue	322.4	291.1	205.0	98.7	58.6
EBITDA	(4.5)	28.3	9.4	12.0	(1.9)
EBIT	(26.5)	13.9	(11.3)	2.5	(12.4)
Adjusted EBIT	(25.3)	13.9	(11.3)	2.5	(12.4)
Fixed Capital	532.4	523.8	495.1	536.8	487.2
Working Capital	31.6	27.5	27.9	33.1	37.2
Invested Capital	564.0	551.3	523.0	569.9	524.4
EBIT/IC	-3.6%	2.5%	-2.1%		
Adjusted EBIT/IC	-3.4%	2.5%	-2.1%		

Remaining Olam Group - Continuing/Gestating Businesses	2021 Restated	2022	2023	H1 2023	H1 2024
Volume	898.2	688.2	807.3	324.7	338.6
Revenue	1,163.0	1,213.0	1,004.1	504.2	439.8
EBITDA	54.0	166.1	161.5	68.7	(10.3)
EBIT	(47.5)	52.2	52.8	13.6	(63.0)
Adjusted EBIT	(47.5)	52.2	52.8	13.6	(63.0)
Fixed Capital	2,268.2	1,940.0	1,860.2	1,915.3	1,881.7
Working Capital	162.2	157.5	130.8	146.8	180.6
Invested Capital	2,430.4	2,097.5	1,991.0	2,062.1	2,062.3
EBIT/IC	-1.9%	2.3%	2.6%		
Adjusted EBIT/IC	-1.9%	2.3%	2.6%		

Remaining Olam Group - Incubating Businesses (including corporate adjustments)	2021 Restated	2022	2023	H1 2023	H1 2024
Volume	47.4	255.0	336.6	212.3	163.4
Revenue	22.9	101.2	159.8	92.5	69.7
EBITDA	(74.7)	(57.1)	(59.2)	(29.7)	(19.6)
EBIT	(77.0)	(61.6)	(66.6)	(32.8)	(24.1)
Adjusted EBIT	(77.0)	(61.7)	(66.6)	(32.8)	(24.1)
Fixed Capital	15.2	26.0	29.7	28.8	34.8
Working Capital	(1.0)	(11.7)	(5.5)	(5.3)	1.9
Invested Capital	14.2	14.3	24.2	23.5	36.7
EBIT/IC	n.m	n.m	n.m		
Adjusted EBIT/IC	n.m	n.m	n.m		

Olam Group Consolidated	2021	2022	2023	H1 2023	H1 2024
Volume	45,425.3	42,873.3	44,097.4	21,317.7	24,272.0
Revenue	47,002.0	54,901.0	48,272.0	24,685.1	26,920.3
EBITDA	2,049.9	2,317.7	2,492.8	1,176.3	1,258.1
EBIT	1,422.6	1,608.7	1,771.9	819.6	888.0
Adjusted EBIT	1,459.9	1,658.8	1,825.5	846.2	915.7
EBIT/MT	31	38	40	38	37
Fixed Capital	10,035.6	10,066.2	10,001.1	9,865.3	10,380.5
Working Capital	8,976.6	9,266.3	9,749.0	9,945.9	15,461.5
Invested Capital	19,012.2	19,332.5	19,750.1	19,811.2	25,842.0
EBIT/IC	8.0%	8.4%	9.1%		
Adjusted EBIT/IC	8.2%	8.7%	9.3%		

Invested Capital excludes:	2021	2022	2023	H1 2023	H1 2024
1. Gabon Fertiliser Project	253.7	239.5	244.8	247.0	244.0
2. Long Term Investment	31.3	-	-	-	-

Annex 3: Description of Operating Groups

ofi: Comprising industry-leading Cocoa, Coffee, Dairy, Nuts and Spices businesses, **ofi** is a global leader in ingredients at the forefront of food and beverage consumer trends offering sustainable, natural and plant-based ingredients and solutions and serving large, attractive and high growth end-use categories. **ofi** has built a unique and complementary portfolio across the full ingredients value chain, including its own farms, farm-gate origination, manufacturing facilities and innovation centres. It partners with customers, leveraging its differentiated portfolio of “on-trend” food products, to co-create solutions that anticipate and meet changing consumer preferences as demand increases for healthier food that is traceable and sustainable.

Olam Agri: Consisting of Grains & Oilseeds, Integrated Feed & Proteins, Edible Oils, Rice, Specialty Grains & Seeds, Sugar, Cotton, Rubber, Wood Products and Commodity Financial Services, Olam Agri is a market leading and differentiated food, feed, and fibre global agri-business focused on high-growth emerging end-consumption markets to meet the rising demand for food staples, agri-industrials raw materials and the shift to protein-based diets in these countries. It has built proprietary and differentiated operating capabilities including significant strengths in farming, global origination, processing, trading, logistics (inland and marine), distribution, risk management, and a deep understanding via its on-the-ground presence of these origins and markets over the last 34 years. It supports customers in addressing their growing needs, building on its proven track record, deep supply chain expertise, embedding sustainability and digitalising its business.

Remaining Olam Group: The Remaining Olam Group is responsible for the divestment of non-core assets and businesses (“De-prioritised/Exiting Assets”), nurturing and partially or fully monetising three gestating businesses Olam Palm Gabon, Packaged Foods, and ARISE Ports & Logistics (“Gestating Businesses”) and developing Rusmolco, the Russian dairy farming business (“Continuing Business”). It is also responsible for incubating new sustainability and digital platforms for growth (Nupo Ventures) and providing IT, digital and shared services to the operating groups as well as to third parties (Mindsprint).

Currently, Nupo Ventures is working on three Engine 2 initiatives, including a digital farmer services platform “Jiva”, a B2B smart carbon management platform Terrascope, a carbon trading and sustainable landscapes investment platform, and a food and agri sector Digital and Sustainability platform “TRACT”.

Annex 4: Key Definitions

Sales Volume: Sale of goods in metric tonne (MT) equivalent. There are no associated volumes for CFS and Infrastructure and Logistics businesses.

Revenue: Sale of goods and services

Other Income: Includes sale of scrap materials, commissions and claims income and fair value gain on investments held for trading. Negative goodwill, gain on sale of assets and other non-recurring, exceptional items which are part of Other Income in the Profit & Loss statement on SGXNet are classified as Exceptional Items in the MD&A.

Cost of Sales: Cost of goods sold, shipping and logistics, commissions and claims expenses and the net measurement of derivative assets

Overhead (Selling, General & Administrative) Expenses: Employee benefit costs, manufacturing overheads, travel expenses and other direct expenses

Other Operating Expenses: Unrealised foreign exchange gain/loss and other expenses

Net changes in fair value of biological assets: Records changes in the fair value of agricultural produce growing on bearer plants and livestock

Exceptional Items: One-off, non-recurring items, including negative goodwill and related transaction costs, gain/loss on sale of assets/business, gain/loss on buyback of bonds, impairment loss, finance charges on pre-payment of loans and non-recurring business restructuring expenses. Tax expenses associated with these items are also presented as Exceptional Items.

EBITDA: Earnings Before Interest, Tax, Depreciation and Amortisation, excludes Exceptional Items

EBIT: Earnings Before Interest and Tax, excludes Exceptional Items

Adjusted EBIT: Earnings Before Interest and Tax, excludes Exceptional Items, and adjusted for amortisation of acquired intangibles.

PATMI: Net Profit After Tax (PAT) less minority interest

Operational PATMI: PATMI excluding Exceptional Items

Total Assets: Total assets are net of trade payables and accruals, derivative financial instruments (current liabilities), provision for taxation, other current liabilities and non-current liabilities, and deferred tax liabilities.

Invested Capital (IC): Excludes cash and bank balances, deferred tax assets and liabilities, provision for tax, fixed deposits, other current and non-current assets.

EBIT/IC: EBIT on average invested capital based on beginning and end-of-period invested capital

Net Gearing: Ratio of Net Debt (gross debt less cash) to Equity (before fair value adjustment reserves)

Net Gearing (adjusted): Net gearing adjusted for readily marketable inventories that are liquid, hedged and/or sold forward, operating as near-cash assets on the balance sheet, and secured receivables are supported by letters of credit or documents through banks

Free Cash Flow to Firm (FCFF): Operating cash flow less changes in working capital, cash taxes, capital expenditures and investments

Free Cash Flow to Equity (FCFE): FCFF less net interest paid

Note: Due to rounding, numbers presented throughout this document may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.