

## Forward Looking Strategy

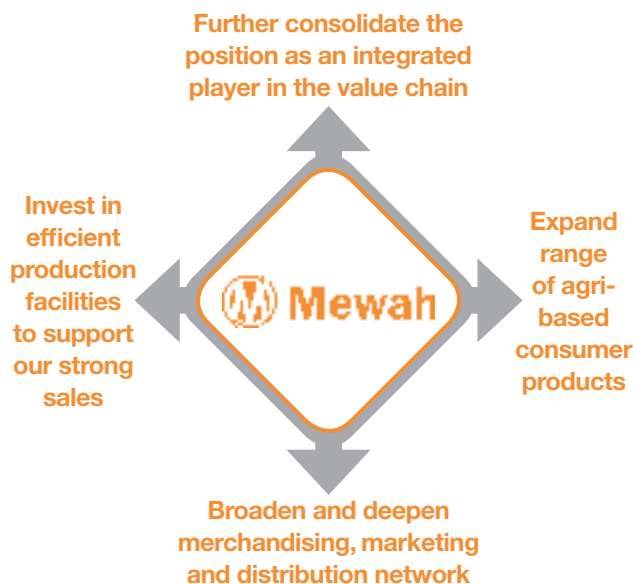


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# Forward Looking Strategy

## Our Strategy

Over the last five decades, we have become a leading integrated edible oils and fats business. We strive to further strengthen our position as agri-based consumer products business by continuing the demand-driven expansion of the business by increasing production capacity and expanding the range of value-added products and distribution network. To meet the objective, we have identified the following specific focused strategies:



In December 2010, the Group completed the acquisition of 52.0% of the issued equity of Molly Foods bvba ("Molly Foods"), a company incorporated in Belgium which, through its wholly owned subsidiary, Bloom Land Enterprises Limited ("Bloom Land"), a company incorporated in Hong Kong, owns 100% of BeCe S.à.r.l. ("BeCe"), a company incorporated in Togo, involved primarily in importing commodities, including edible oils and fats products produced by the Group, for sale in West Africa. The acquisition will help us to consolidate our integrated position in the downstream part of the value chain, broaden and depend our marketing and distribution network and open opportunities for other consumer products having

manufacturing and distribution synergies with our current business.

We have undertaken the following expansion plans in line with our strategy:

- **Increase in Refining Capacity:** We have undertaken to build a refinery with a capacity of 1,500 M.T. per day in Sabah, Malaysia and expect it to be operational by the second half of 2012. We estimate the cost of completing the project to be US\$60.0 million. Our current sales are more than our current refining capacity and we expect to reach high capacity utilisation in a short period.
- **Increase in Specialty Oils and Fats Capacity:** We have undertaken projects at our Westport and Pasir Gudang facilities to expand our specialty oils and fats capacity by 600 M.T. per day. We estimate the cost of completing the projects to be US\$105.0 million and expect the facilities to be operational by the second half of 2011.
- **Facilities to produce Consumer Products:** We are building facilities to produce consumer products such as soap and shortening at our Westport facilities for our consumer pack business. The project at an estimated cost of US\$25.0 million is expected to be completed by the second half of 2011.
- **China expansion:** We plan to build production facilities in Zhangjiagang and Tianjin, China. We plan to start the facilities with setting up of packing plants that are expected to be operational by the second half of 2013. We intend to materialise our plans for other manufacturing facilities in due course of time.

We are exploring other organic and inorganic opportunities to further strengthen our position as an integrated agri-based consumer products business. With our well defined strategy, focused demand-driven expansion of the business, our competitive position in the industry, supported by our strong balance sheet, we are well poised to growth further.