

Management Discussion & Analysis

The Group's principal activities are organised in four (4) divisions: manufacturing, plantation, bulking and food. The businesses are spread across Malaysia, Indonesia, and Papua New Guinea. The Group currently employs 3,178 people.

The purpose of this review is to highlight and provide brief insights on key financial and operating information at Group level. A more detailed explanation on operating performance is covered under the respective business segment reports.

Group Strategic Overview

The Group remains focused on providing sustainable value to our shareholders through three (3) core objectives – to grow profitable revenue, to generate solid returns on capital employed and cash generation.

3 Key Performance Objectives



Profitable Revenue Growth

The Group aims to grow revenue in a sustainable manner through expansion of existing operations, products and services, growth in market share and expanding into new market



Solid Returns on Capital Employed

Long-term contracts, investment and ownership of productive assets with continued focus on efficiencies, cost structures and improved returns on capital employed



Strong Cash Generation

Operational strategies are necessary elements for a business and are directed towards cash generation
Expansion and growth are focused towards high quality investment with steady cash flows

These objectives are enabled and supported by the four (4) strategic drivers which provide a competitive advantage to the Group and act as a guideline to direct strategy formulation and implementation by the businesses within the Group.

4 Strategic Drivers



Maintain Prudent Financial Profile



Strengthen Core Businesses



Leverage on Market Opportunities



Establish Strong Pillars For Future Growth