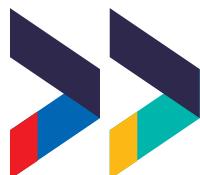


OUR PERFORMANCE

STRONGER PERFORMANCE

BUILT ON
STRENGTH



REVENUE

\$2,323m
↑7%

Led by robust performance
in the F&B segment

DIVIDEND PER SHARE

5.5 cents

Same as FY2024.
Dividend policy unchanged

PROFIT AFTER TAXATION

\$210m
↓4%

Due to the expiry
of a tax incentive
in Thailand, which
increased effective
tax rate

ATTRIBUTABLE PROFIT*

\$150m

Remained steady despite
absence of tax incentives

PROFIT BEFORE INTEREST & TAXATION

\$308m
↑4%

On higher F&B sales,
favourable commodity
and currency environment

EARNINGS PER SHARE

10.3 cents

Unchanged from FY2024



NET ASSET VALUE PER SHARE

\$1.90

Down from \$1.97
in FY2024

* Before fair value adjustment
and exceptional items

NO.1

100PLUS

- No. 1 Isotonic Drink Brand in Malaysia & Singapore



NO.1

F&N NUTRISOY

- No.1 Soya Milk Brand in Singapore



NO.1

BEAR BRAND

- No.1 Sterilised Milk Brand in Thailand



NO.1

F&N ICE MOUNTAIN

- No.1 Water Brand in Singapore



NO.1

CARNATION

- No.1 Condensed Milk Brand in Thailand



NO.2

TEAPOT

- No.2 Condensed Milk Brand in Thailand



NO.2

F&N FUN FLAVOURS

- No.2 Carbonated Soft Drink Brand in Singapore



NO.2

F&N MAGNOLIA

- No.2 Liquid Milk Brand in Singapore

