

Our Growth Drivers

F&N's strong performance for the year reflects our strong underlying fundamentals – delivering shareholder value and returns in a responsible and sustainable manner.

- Sharpening capital management and extracting operational efficiencies to enhance shareholder returns
- Harnessing R&D to enhance our innovative edge and deliver quality products in line with current lifestyle trends
- Grooming leaders and developing staff systematically to ensure a continuous pool of talent
- Leveraging on our strong global network to expand our market reach and tap on new business opportunities
- Forging strategic business partnerships and networks to gain entry and build our foundation in new markets

Group Financial Performance

5-Year Statistics

2008 marked another outstanding year for F&N. Despite the impact of higher raw material, packaging and construction costs, we achieved another year of strong earnings growth with profit before interest, taxation, impairment on investments, FRS40 fair value gain of investment properties and exceptional items ("PBIT") of S\$777 million, up 6% over last year. Attributable profit (before exceptional items) grew 15% to reach S\$436 million. Earnings per share grew 9% to 3.4 cents.

Year ended 30 September	2004	2005	2006	2007	2008
Note					
Profit Statement (S\$ million)					
Revenue	2,724	3,488	3,802	4,731	4,951
Profit before taxation					
– before impairment, fair value gain and exceptional items	445	474	537	661	712
– after exceptional items	468	504	571	673	737
Attributable profit					
– before fair value gain and exceptional items	264	271	295	378	379
– after exceptional items	290	296	320	379	436
Balance Sheet (S\$ million)					
3 Net asset value	2,926	3,097	3,600	5,221	5,283
Total assets employed	7,459	8,219	9,667	12,873	13,518
Long-term borrowings	2,114	2,185	2,829	2,477	3,355
Market Capitalisation (S\$ million)					
at close of business on the first trading day after preliminary announcement of results	3,271	3,944	5,231	7,955	4,308
Financial Ratio (%)					
Return on average shareholders' equity					
– profit before impairment, fair value gain, taxation and exceptional items	15.4	15.7	16.0	15.0	13.6
1 – attributable profit before fair value gain and exceptional items	9.2	9.0	8.8	8.6	7.2
2 Gearing ratio					
– without minority interest	84.1	89.7	82.4	72.1	83.3
– with minority interest	72.5	74.7	64.4	59.0	68.6
Per Share					
Profit before impairment, fair value gain, taxation and exceptional items (cents)	38.5	40.8	45.9	50.0	51.3
Attributable profit (cents)					
– before fair value gain and exceptional items	22.8	23.3	25.3	28.6	27.3
– after exceptional items	25.1	25.4	27.3	28.7	31.4
3 Net asset value (S\$)	2.52	2.65	3.07	3.77	3.80
Dividend					
– net (cents)	11.0	11.0	12.0	13.5	13.5
4 – cover (times)	2.1	2.1	2.1	2.1	2.0
Stock Exchange Prices (S\$)					
at close of business on the first trading day after preliminary announcement of results	2.82	3.38	4.46	5.75	3.10

Note:

- 1 Attributable profit before fair value gain and exceptional items: Profit after taxation and minority interest but before fair value gain and exceptional items.
- 2 Gearing ratio: Sum of bank borrowings and term loans, less fixed deposits and cash and bank balances, expressed as a percentage of shareholders' funds.
- 3 Net asset value: Share capital and reserves.
- 4 Dividend cover: Attributable profit before fair value gain and exceptional items per share divided by net dividend per share.
- 5 Pursuant to the approval given by the shareholders at an Extraordinary General Meeting of the Company held on 31 May 2006 each ordinary share was sub-divided into 5 ordinary shares on 4 July 2006. The above ratios for 2003 to 2005 have been adjusted from that previously reported to reflect this sub-division of ordinary shares.