

CEO'S Message

2024 was a year of resilience and strategic progress for the Group as we navigated a complex market landscape characterised by volatile demand-supply dynamics, erratic weather patterns, inflationary pressures, potential tariffs on imports and changing biofuel subsidies. Despite these challenges, we delivered volume growth and improved total operating margin, underscoring our agility and strong market positioning.

The Group achieved revenue of US\$4,782.0 million, an increase of 16.0% from the previous year, led by 10.3% higher sales volume and 5.1% higher average selling prices. In addition, the Group registered a 2.7% increase in total operating margin from US\$201.1 million in 2023 to US\$206.6 million in 2024, though at a lower operating margin per metric tonne ("MT"). The Group's net profit attributable to equity holders of US\$38.8 million for the full year represents a 4.4% contraction from the year before, majorly due to impairment losses provided on property, plant and equipment of US\$15.9 million as further detailed in our financial statements. The Group's performance in this environment demonstrates our ability to adapt to market conditions and capitalise on emerging opportunities.

The Bulk segment registered a sales volume of 3,607,700 MT, a 14.3% increase over 2023 mainly attributed to the commencement of our new refinery in Indonesia during the second half of 2024. Revenue increased 21.9% to US\$3,518.5 million driven by 14.3% higher sales volume and 6.6% higher average selling prices. However, its operating margins contracted by 5.0% year-on-year arising from the challenging market conditions.

While the Bulk segment faced margin pressures, our Consumer Pack segment delivered robust growth underscoring the strength of its diversified portfolio and global distribution capabilities. Consumer Pack segment delivered a record total operating margin of US\$110.3 million in 2024, an increase of 10.6% year-on-year, driven by strong performance across diverse product categories. These included edible oils and fats, dairy-based products and various agri-commodities such as rice, cocoa and cashew nuts.

The Group's financial position remains strong. Our total equity increased to US\$824.5 million in 2024 from US\$786.5 million in 2023. Our cycle time (inventories days add trade receivables days less trade payables days) extended to 69 days from 58 days in the previous year, mainly due to elevated average commodity prices and additional working capital requirements associated with our increased production capacity in Indonesia. Despite this increase, the Group continues to demonstrate efficient working capital management across our operations with our current ratio at 1.52.

As we navigate an evolving landscape, our unwavering focus on operational excellence, sustainable sourcing and product innovation remains central to our strategy. Through prudent risk management, strong supplier partnerships and a diversified product portfolio, we have been able to mitigate volatility and sustain our performance in a dynamic market.

Our commitment to excellence was recognised on multiple fronts. We were honoured with the Singapore Corporate Award's Silver Award for Best Managed Board in the mid-cap category for companies listed on the Singapore Exchange. Additionally, we gained international recognition by ranking 11th in the inaugural Fortune Southeast Asia 500 rankings within the Food, Beverages & Tobacco sector.

These achievements are a testament to the dedication and expertise of our over 4,600-strong permanent and contractual global workforce, whose daily efforts ensure our continued participation in vital global food supply chains. I extend my sincere gratitude to our Board of Directors, Chairman, shareholders, customers, venture partners, suppliers, bankers and other stakeholders for their unwavering support.

Looking ahead, we remain committed to sustainable growth and responsible business practices, shaping a better future through innovation, resilience and collaboration.

MS MICHELLE CHEO HUI NING

*Deputy Chairperson, Executive Director and
Chief Executive Officer*