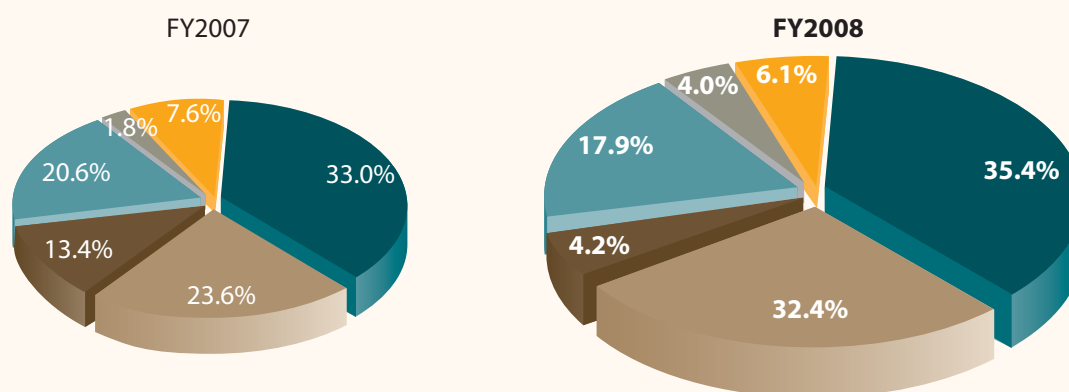


FINANCIAL HIGHLIGHTS

	FY2008	FY2007	FY2006	FY2005
INCOME STATEMENT (US\$ million)				
Revenue	29,145	16,466	7,016	4,652
EBITDA	2,251	1,122	450	153
Profit before tax	1,789	830	289	74
Net profit	1,531	580	216	58
Earnings per share – fully diluted (US cents)	23.98	12.80	9.31	2.67
Dividend per share (Singapore cents)	7.3	2.6	1.3	1.0
CASH FLOW (US\$ million)				
Cash flow from operating activities	3,231	(1,025)	174	(52)
Capital expenditure	1,107	610	368	101
BALANCE SHEET (US\$ million)				
Shareholders' funds	9,606	7,845	857	266
Total assets	17,869	15,507	3,853	1,569
Total liabilities	7,894	7,326	2,871	1,289
Net loans and borrowings	2,390	4,060	1,327	670
Net gearing (x)	0.25	0.52	1.55	2.52
Net asset value per share (US cents)	150.44	122.86	33.86	12.24
Net tangible assets per share (US cents)	88.71	61.26	32.35	10.65

Profit before tax by business segment



- Merchandising & Processing – Palm & Laurics
- Plantations & Palm Oil Mills
- Merchandising & Processing – Oilseeds & Grains
- Others
- Consumer Products
- Associates

Notes :

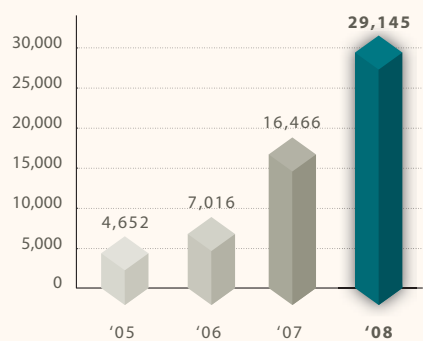
FY2007 and FY2008 – Results include IPT Assets ⁽¹⁾ and KG Acquisition ⁽²⁾

FY2006 – Results restated to include IPT Assets ⁽¹⁾

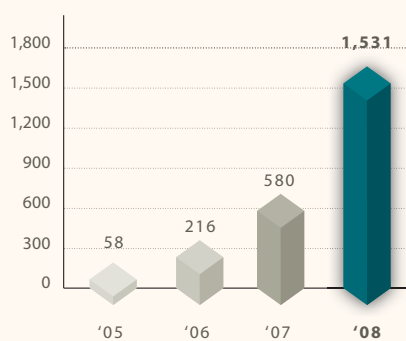
FY2005 – Pre-merger results only

Segmental breakdown calculation excludes unallocated expense and gains from biological assets revaluation.

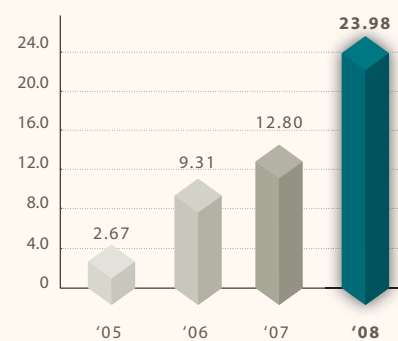
REVENUE
(US\$ MILLION)



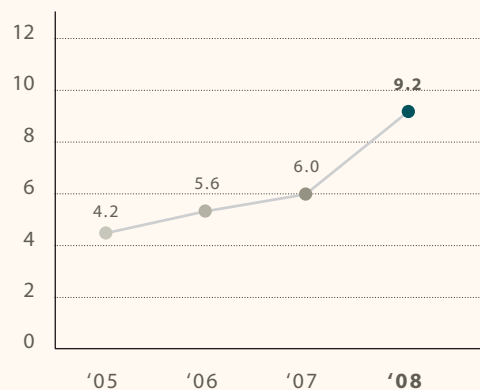
NET PROFIT
(US\$ MILLION)



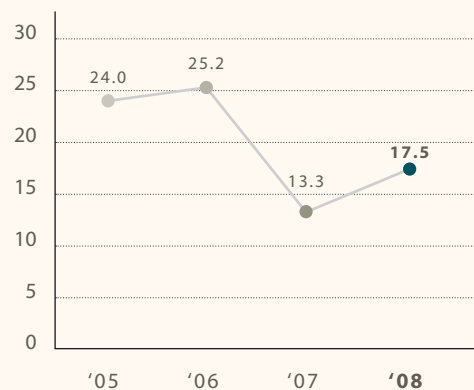
EARNINGS PER SHARE
(US CENTS)



RETURN ON AVERAGE ASSETS (%)



RETURN ON AVERAGE EQUITY (%)



Notes :

Return on Average Equity dropped in FY2007 due to the enlarged equity base arising mainly from the issue of 3.8 billion shares for the merger and acquisition of the IPT Assets⁽¹⁾ and KG Acquisition⁽²⁾ in FY2007.

⁽¹⁾ IPT Assets refer to the edible oils, oilseeds, grains and related businesses of Wilmar Holdings Pte Ltd, a controlling shareholder, including interests held by Archer Daniels Midland Asia Pacific and its subsidiaries.

⁽²⁾ KG Acquisition refers to the Kuok Group's palm plantation, edible oils, grains and related businesses comprising Kuok Oils & Grains Pte Ltd, PGEO Group Sdn Bhd and PPB Oil Palms Berhad.

BOARD OF DIRECTORS



KUOK KHOON HONG

Chairman and Chief Executive Officer

Mr Kuok Khoon Hong, 59, is the Chairman and Chief Executive Officer of the Group. He is in charge of overall management of the Group with a particular focus on new business development. He has extensive experience in the industry and has been involved in the grains, edible oils and oilseeds businesses since 1973. Mr Kuok has completed many projects involving the establishment of oil palm plantations in Asia and the processing of grains, edible oils and oilseeds. He has held several key executive positions in various companies, including General Manager of Federal Flour Mills Bhd from 1986 to 1991, and Managing Director of Kuok Oils & Grains Pte Ltd from 1989 to 1991. Mr Kuok graduated from the then University of Singapore with a Bachelor of Business Administration degree. Mr Kuok was appointed on 24 March 2006 and was re-elected on 28 April 2006.

MARTUA SITORUS

Executive Director and Chief Operating Officer

Mr Martua Sitorus, 49, is the Chief Operating Officer of the Group. He is in charge of the plantation, manufacturing, palm and bio-diesel trading operations of the Group. Mr Sitorus has been instrumental in the development of the Group's business operations in Indonesia. He holds a degree in economics from HKBP Nomensen University in Medan, Indonesia. Mr Sitorus was appointed on 14 July 2006 and was last re-elected on 29 April 2008.

CHUA PHUAY HEE

Executive Director

Mr Chua Phuay Hee, 55, is in charge of Finance and Corporate Services, which include Finance, Corporate Secretarial, Legal, Information Technology, Risk Management and Investor Relations. He joined the Group in 2002. His past positions include Chief Financial Officer and Chief Risk Officer of Keppel TatLee Bank Ltd, Singapore. Prior to that, he spent 9 years with the Monetary Authority of Singapore in various capacities



From left to right:

Standing

*Chua Phuay Hee, Leong Horn Kee,
Lee Hock Kuan, Teo Kim Yong,
Kuok Khoon Ho, Kwah Thiam Hock*

Seated

*Yeo Teng Yang, John Daniel Rice,
Kuok Khoon Hong, Martua Sitorus,
Tay Kah Chye*

relating to insurance regulation, human resource management and securities industry regulation. He is a director of Industrial Bank Co., Ltd., a company listed on the Shanghai Stock Exchange. Mr Chua received his Masters of Science (Actuarial Science) degree from Northeastern University, Boston, USA, and a Bachelor of Science (First Class Honours) degree in Mathematics from the then Nanyang University, Singapore. Mr Chua was appointed on 24 March 2006 and was last re-elected on 29 April 2008.

TEO KIM YONG

Executive Director

Mr Teo Kim Yong, 55, is in charge of commercial activities and the Group's merchandising of palm and lauric oils. Mr Teo joined the Group in 1992 and has extensive experience in the merchandising of edible products. His past positions include Marketing Manager of Sime Darby Edible Products and International Marketing Manager of Hwa Hong Oil Industries. He also served as a director of Gardner Smith, Singapore, Marketing Director of

Keck Seng Pte Ltd and Managing Director of Kimlimco Pte Ltd. Mr Teo graduated from the then University of Singapore with a Bachelor of Business Administration degree. Mr Teo was appointed on 14 July 2006 and was last re-elected on 29 April 2008.

LEE HOCK KUAN

Executive Director

Mr Lee Hock Kuan, 55, is Vice Chairman and Head of Southern Region, China Division and Group Head of Consumer Pack & Specialty Fats. He has been a Director of Kuok Oils & Grains Pte Ltd since 1997. Mr Lee was responsible for starting the Kuok Group's first vegetable oil refinery in China in 1988. He has extensive experience in the overall management and strategic operations in the edible oils, oilseeds and grains businesses, especially in China where he has been posted for almost 20 years. Mr Lee holds a Masters Degree in International Business Management from Australian National University. Mr Lee was appointed on 2 July 2007 and was re-elected on 29 April 2008.

BOARD OF DIRECTORS

KUOK KHOON EAN

Non-Executive Director

Mr Kuok Khoon Ean, 53, is a Director of Kuok (Singapore) Limited, Kuok Brothers Sdn Berhad, Kerry Group Limited and Kerry Holdings Limited. He is the Executive Chairman of Shangri-La Asia Limited, director of SCMP Group Limited and independent non-executive director of The Bank of East Asia, Limited, all of which are listed companies in Hong Kong. He has served on various statutory bodies in Singapore, namely the Sentosa Development Corporation from 1993 to 2000, the Singapore Trade Development Board from 1995 to 1998 and the Singapore Tourism Board from 2000 to 2001. He has also served on the Board of Trustees of the Singapore Management University (SMU) from 2000 to 2005, and was re-appointed a member of the Board from 2006 to 2011. Mr Kuok holds a Bachelor of Economics degree from Nottingham University, UK. Mr Kuok was appointed on 2 July 2007 and was re-elected on 29 April 2008.

KUOK KHOON HO

Non-Executive Director

Mr Kuok Khoon Ho, 58, is the Chairman of Kuok Brothers Sdn Berhad. He has previously held senior management positions with several local and international organizations including being the Managing Director of Television Broadcasts Ltd, Vice-Chairman of Kerry Holdings Limited and Deputy Chairman of Shangri-La Asia Limited. Mr Kuok has extensive international experience in hotel management, property development and corporate management. He holds a Bachelor of Commerce degree from McGill University in Canada. Mr Kuok was appointed on 10 November 2008 and is eligible for re-election at the forthcoming Annual General Meeting of the Company.

JOHN DANIEL RICE

Non-Executive Director

Mr John Daniel Rice, 55, is the Executive Vice President for Commercial and Production of Archer Daniel Midland Company (ADM), a company listed on the New York Stock Exchange. He also serves on ADM's Strategic Planning Committee. Mr Rice joined ADM in 1976 and has more than 30 years of agribusiness experience. Within ADM, he has held various senior management positions within the processing division, including President, North American Oilseeds and Food Oils; Senior Vice President, Global Corn Processing, BioProducts and Food; and Executive Vice President, Global Marketing and Risk Management. He was named Executive Vice President, Commercial and Production in August 2007. He holds a Bachelor of Arts degree from the University of Saint Thomas, USA. Mr Rice is currently a member of the Alfred C. Toepfer International Board. Mr Rice was appointed on 1 January 2008 and was re-elected on 29 April 2008.

YEO TENG YANG

Lead Independent Director

Mr Yeo Teng Yang, 67, is the lead independent director. He currently sits on the boards of various companies as a non-executive director, including United International Securities Ltd, Singapore. Mr Yeo has extensive experience in banking and finance. From 1995 to 2000, he was the Senior Executive Vice-President with United Overseas Bank Ltd, Singapore, and held several responsibilities in the bank's international banking business, treasury, stockbroking, fund management, risk management and corporate services. He also served as a Board Member of Korea First Bank, South Korea, from 2000-2005. Mr Yeo holds a Bachelor of Social Sciences degree from the then University of Singapore and a Masters degree in Economics and Finance from Yale University, USA. Mr Yeo was appointed on 14 July 2006 and was re-elected on 26 April 2007.

LEONG HORN KEE

Independent Director

Mr Leong Horn Kee, 56, has been an independent director since 2000 and was last re-elected on 26 April 2007. He is the Chairman/CEO of Capitalcorp Partners Pte Ltd and the Chairman of PeopleWorldwide Consulting Pte Ltd. He has extensive experience in both the public and private sectors. He has served in the Singapore Government's Administrative Service in the Ministry of Finance and Ministry of Trade and Industry, and has worked in various industries such as investments, venture capital, merchant banking, hotels, food and beverage, and property development. He was a Member of Parliament for 22 years from 1984 to 2006. He is currently Singapore's Non-resident Ambassador to Mexico and a member of the Securities Industry Council. Mr Leong holds a Production Engineering and Management degree (First Class Honours) from Loughborough University, UK; and an Economics (Honours) degree from the University of London, UK; and an MBA from INSEAD, France. In 2008, he completed a degree in Chinese Language and Literature from Beijing Normal University, China.

TAY KAH CHYE

Independent Director

Mr Tay Kah Chye, 62, is currently the Chairman and CEO of Monsoon Investments Holding Private Limited, a regional investment company, headquartered in Singapore. He is also the Honorary Adviser of ASEAN Bankers Association, a regional banking industry group. Prior to his retirement on 31 December 2007, Mr Tay was the President and Chief Executive Officer of ASEAN Finance Corporation Limited, a regional merchant bank based in Singapore and owned by various leading banks and financial institutions in ASEAN since 1991. Mr Tay has vast experience in banking and finance. Mr Tay was with Citibank N.A. Singapore Branch, where he started his banking career in 1973. His last held position in Citibank was Vice President and Head

of its Corporate Marketing Group. During his 18 years with Citibank, he held various positions in banking operations, credit management and marketing. Mr Tay is a member on the board of directors of, among others, Chemical Industries (Far East) Ltd and the Cambodia Mekong Bank Public Limited Company. Mr Tay holds a Bachelor of Social Sciences in Economics degree from the then University of Singapore. Mr Tay was appointed on 14 July 2006 and was re-elected on 26 April 2007.

KWAH THIAM HOCK

Independent Director

Mr Kwah Thiam Hock, 62, sits on the board of various companies including IFS Capital Limited, Select Group Limited, Excelpoint Technology Ltd and SwissCo International Limited. He started his career in 1964 with the Port of Singapore Authority. From 1969 to 1970, he was an Assistant Accountant with the Singapore Textile Industries Limited. Subsequently, he served as the Secretary and Assistant Accountant in Singapore Spinners Private Limited from 1970 to 1973 and later in 1974, he moved on to become the Regional Accountant and Deputy Manager of its related company, IMC (Singapore). Mr Kwah left to join ECICS Holdings Ltd in 1976 and rose to become its President and Chief Executive Officer. He stepped down from ECICS Holdings Ltd in 2003 to assume the position of Principal Officer and Chief Executive Officer of ECICS Limited, a wholly-owned subsidiary of listed IFS Capital Limited. Mr Kwah retired from ECICS Limited in December 2006 but he remains as the Principal Officer/ Adviser to ECICS Limited. He is a Fellow, Certified Public Accountant of Australia, ICPAS and ACCA. He graduated from the then University of Singapore in 1973 with a Bachelor of Accountancy degree. Mr Kwah was appointed on 14 July 2006 and was re-elected on 26 April 2007.

KEY MANAGEMENT TEAM

Mr Kuok Khoon Hong

Chairman and Chief Executive Officer

Mr Martua Sitorus

Executive Director and Chief Operating Officer

Mr Chua Phuay Hee

Executive Director (Finance and Corporate Services)

Mr Teo Kim Yong

Executive Director (Commercial)

Mr Lee Hock Kuan

Executive Director (Vice Chairman and Head of Southern Region, China Division and Group Head of Consumer Pack & Specialty Fats)

Mr Goh Ing Sing

Head of Plantations Division

Mr Matthew John Morgenroth

Group Technical Head

Mr Hendri Saksti

Head of Operations, Indonesia

Mr Yee Chek Toong

Head of Operations, Malaysia

Mr Rahul Kale

Head of Biofuels & Oleochemicals

Mr Mu Yan Kui

Vice Chairman and Head of Northern Region & Grains Trading, China Division

Mr Niu Yu Xin

General Manager and Head of Central Region & Oils Trading, China Division

Mr Francis Heng Hang Song

Chief Financial Officer

Ms Sng Miow Ching

Group Financial Controller

Mr Low Soon Teck

Group Treasurer

Mr Patrick Tan Soo Chay

Head of Internal Audit

Mr Jeremy Goon

Group Head of Corporate Social Responsibility

Captain Kenny Beh Hang Chwee

Managing Director of Raffles Shipping Corporation Pte Ltd

CORPORATE INFORMATION

Board of Directors

Kuok Khoon Hong (Chairman)
Martua Sitorus
Chua Phuay Hee
Teo Kim Yong
Lee Hock Kuan
Kuok Khoon Ean
Kuok Khoon Ho
Appointed on 10 November 2008
John Daniel Rice
Yeo Teng Yang
Leong Horn Kee
Tay Kah Chye
Kwah Thiam Hock

Executive Committee

Kuok Khoon Hong (Chairman)
Martua Sitorus
Chua Phuay Hee
Teo Kim Yong

Audit Committee

Tay Kah Chye (Chairman)
Kwah Thiam Hock
Yeo Teng Yang

Nominating Committee

Kwah Thiam Hock (Chairman)
Kuok Khoon Hong
Tay Kah Chye

Remuneration Committee

Kwah Thiam Hock (Chairman)
Kuok Khoon Ean
Yeo Teng Yang
Leong Horn Kee

Risk Management Committee

Yeo Teng Yang (Chairman)
Kuok Khoon Hong
Leong Horn Kee

Company Secretary

Colin Tan Tiang Soon

Registered Office

56 Neil Road, Singapore 088830
Telephone (65) 6216 0244
Facsimile (65) 6836 1709

Share Registrar

Tricor Barbinder Share Registration Services
8 Cross Street
#11-00 PWC Building
Singapore 048424
Telephone (65) 6236 3333
Facsimile (65) 6236 3405

Auditors

Ernst & Young LLP
One Raffles Quay
#18-01 North Tower
Singapore 048583
(Partner-in-Charge: Mr Max Loh Khum Whai)
Appointed on 14 July 2006

Key Bankers

Agricultural Bank of China
Bank of America, N.A.
Bank of China
Bank of Communications
China Construction Bank
CIMB Bank Berhad
DBS Bank Ltd
Hong Leong Bank Berhad
Industrial and Commercial Bank of China
ING Bank N.V.
Oversea-Chinese Banking Corporation Limited
PT Bank Central Asia, Tbk
PT Bank Mandiri (Persero), Tbk
Rabobank International
Standard Chartered Bank
Sumitomo Mitsui Banking Corporation
The Bank of Tokyo-Mitsubishi UFJ, Ltd
The Royal Bank of Scotland plc