



**A PROMISE OF QUALITY**

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**FMF FOODS LIMITED**

**ANNUAL REPORT  
2025**

October 08, 2025

Dear Shareholder

**Subject: Service of documents viz., Notice of Meetings, Annual Report etc. through electronic mode**

The Companies Act, 2015 permits sending notice by electronic means (e-mail) as nominated by the Member (Section 143) and providing Annual Report to Members by publishing on a website if the Member consents in writing to access such report from a website instead of receiving a hard copy of the documents (Section 400).

Sending the notices and reports through electronic mode will definitely reduce paper consumption to a great extent in addition to allowing online access to documents promptly and without loss in postal transit. Your Company is committed to contribute to a greener environment and we are sure that as a responsible shareholder, you too will support this initiative. We, therefore, seek your written consent to receive future Notice of Meetings and Annual Reports in electronic format and to have access to such documents published on the Company website : [www.fmf.com.fj](http://www.fmf.com.fj) or on the South Pacific Stock Exchange website : [www.spx.com.fj](http://www.spx.com.fj), instead of sending hard copy printed documents by filling in the form attached to this letter.

The completed form could be returned to us as follows:

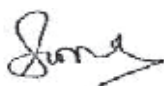
- a) Scanned and emailed to [swastikap@fmf.com.fj](mailto:swastikap@fmf.com.fj); or
- b) Posted / Hand delivered to the address noted below :

**The Company Secretary  
FMF Foods Limited  
P.O.Box 977, Leonidas Street  
Walu Bay  
Suva**

In case you have already sent your consent in the above regard to the Company, you need not send this consent again.

If you do not wish to switch over to the environmentally friendly mode of receiving notice and annual reports by electronic means, no action from you is required to this letter.

Best regards



**Swastika Prasad  
Company Secretary**

**CONSENT FOR RECEIVING NOTICES AND ANNUAL REPORT IN ELECTRONIC MODE**

To

**The Company Secretary**  
**FMF Foods Limited**  
**P.O.Box 977, Leonidas Street**  
**Walu Bay**  
**Suva**

Dear Madam,

I/We shareholder (s) of FMF Foods Limited, agree to receive all notices and documents including the Annual Report, Notice for General Meetings and other Shareholders Communication, from time to time, in electronic mode and to have access to such documents published on the South Pacific Stock Exchange website : [www.spx.com.fj](http://www.spx.com.fj) or on the Company's website : [www.fmf.com.fj](http://www.fmf.com.fj)

I/We request you to kindly register my/our below mentioned email ID in the Company's records for sending such communication through e-mail.

SIN \_\_\_\_\_

Name of the Sole / First Shareholder : \_\_\_\_\_

Name of the Joint Shareholders (if any) : \_\_\_\_\_

\_\_\_\_\_

No. of shares held : \_\_\_\_\_

E-mail ID for receipt of documents  
in electronic mode : \_\_\_\_\_

Date: \_\_\_\_\_

Place: \_\_\_\_\_

Signature: \_\_\_\_\_  
(Sole/ First Shareholder)

## **FMF FOODS LIMITED**

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## **FMF FOODS LIMITED**

### **BOARD OF DIRECTORS**

Mr. Hari Punja ORDER OF FIJI, OBE, - *Chairman Emeritus*

Ms. Jenny Seeto - *Chairperson*

Mr. Sanjay Punja - *Managing Director*

Ms. Leena Punja - *Director*

### **GROUP CHIEF FINANCIAL OFFICER & COMPANY SECRETARY**

Ms. Swastika Prasad

### **AUDITORS**

Grant Thornton,  
Chartered Accountants,  
Suva.

### **SOLICITORS**

M/s Sherani & Co.  
M/s Nambiar Lawyers  
M/s Diven Prasad Lawyers

### **BANKERS**

Australia and New Zealand Banking Group Limited

### **REGISTERED OFFICE**

Lot 2, Leonidas Street,  
Walu Bay, Suva,  
Republic of Fiji.  
Telephone: +679 330 1188  
Email: [swastikap@fmf.com.fj](mailto:swastikap@fmf.com.fj)

### **SHARE REGISTRAR AND SHARE TRANSFER AGENTS**

Central Share Registry Pte Limited  
Shop 1 and 11,  
Sabrina Building, Victoria Parade,  
Suva, Fiji.  
Telephone: +679 330 4130 ; 331 3764  
Email: [registry@spx.com.fj](mailto:registry@spx.com.fj)

## NOTICE OF THE ANNUAL GENERAL MEETING

Notice is hereby given that the 53<sup>rd</sup> Annual General Meeting (AGM) of FMF Foods Limited will be held on **Wednesday, October 29, 2025** at **11.00 a.m.**, at the Training Room, Atlantic & Pacific Packaging Company Limited, Leonidas Street, Walu Bay, Suva, Fiji.

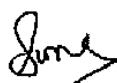
The business to be transacted at the AGM are as follows:

1. To receive and consider the consolidated financial statements of the Group for the year ended June 30, 2025, including the audited statement of financial position as at June 30, 2025, the statement of profit and loss and other comprehensive income for the year ended on that date and the report of the Board of Directors ('the Board') and Auditors thereon.
2. To confirm declaration of Interim dividend of 3.00 cents per share and final dividend of 1.00 cents per equity share, declared by the Company on March 19, 2025 and June 11, 2025 respectively for the financial year ended on June 30, 2025.
3. To appoint a Director in place of Ms. Jenny Seeto, who retires by rotation. Being eligible, she has offered herself for re-appointment as a Director of the Company in accordance with Article 52 of the Articles of Association of the Company. Accordingly, to consider and if thought fit, to pass with or without modification, the following resolution as an ordinary resolution:  
  
"Resolved that pursuant to Article 52 of the Articles of Association of the Company, Ms. Jenny Seeto be and is hereby re-appointed a Director of the Company liable to retire by rotation."
4. To appoint Auditors in accordance with Section 422 of the Companies Act, 2015, to hold office from the conclusion of this meeting until conclusion of the next AGM at a remuneration as may be mutually agreed between the Board and the Auditors. The retiring Auditors M/s. Grant Thornton, Chartered Accountants, being eligible, offer themselves for appointment.

### Any Other Business

Any other business brought up in conformity with the Articles of Association of the Company.

By **Order of the Board of Directors**



**Swastika Prasad**  
Group Chief Financial Officer and Company Secretary

**Registered Office:**  
Leonidas Street,  
Walu Bay, Suva, Fiji

October 07, 2025

### PROXIES

1. A member who is unable to attend the meeting is entitled to appoint a proxy to attend the meeting and vote on his/her behalf. The proxy need not be a member of the company.
2. A proxy form is enclosed with this Annual Report. To be effective the form must reach the registered office of the company, no less than 48 hours before the time for holding the meeting.

**Explanatory Notes:****ORDINARY BUSINESS:****Item No.1**

As required by Section 401 of the Companies Act 2015, the Annual Report of the Company and its subsidiaries (together the 'Group') comprising of the Financial Report, the Directors' Report and the Auditor's Report of the Group for the financial year ended on June 30, 2025 will be laid before the meeting. The audited financial statements of the Group have been prepared and reported based on a consolidated basis as per the International Financial Reporting Standards (IFRS).

In line with the provisions of the Companies Act 2015 and as stipulated by Articles of Association of the Company, the audited financial statements would be laid before the Shareholders present at the AGM for consideration and discussion. Shareholders will be given a reasonable opportunity to ask questions about or make comments on the management of the Company, however, there will be no formal resolution put to the meeting. Questions that cannot be answered at the AGM would be addressed through a market announcement by the Company within a reasonable timeframe.

**Item No.2**

The interim dividend of 3.00 cents per share and final dividend of 1.00 cents per share declared by the Company on March 19, 2025 and June 11, 2025 respectively for the financial year ended on June 30, 2025 be ratified by the shareholders of the Company.

**Item No.3**

In accordance with Article 52 of the Articles of Association of the Company, one third of the Directors, based on serving longest in office since their last appointment, shall retire from office and a retiring Director shall be eligible for re-election. Based on this, Ms. Jenny Seeto would retire by rotation and is eligible to be re-elected.

Ms. Jenny Seeto is a Chartered Accountant, Consultant and Mediator. She retired from PricewaterhouseCoopers in the year 2017 where she held the role of Senior Partner. She has extensive experience in providing assurance, taxation, human resources and advisory services to a diverse range of international, regional and local organizations in multiple sectors. Ms. Seeto currently serves the Company as the Independent Director since March 24, 2021.

Considering the vast knowledge and expertise of Ms. Seeto, the Board recommends the appointment of Ms. Jenny Seeto as an Independent Director of the Company for approval of the Members.

**Item No.4**

The Board proposes that M/s. Grant Thornton, Chartered Accountants be re-appointed as the Auditors of the Company until the conclusion of the next Annual General Meeting and that the Board be authorised to fix their remuneration.

The retiring Auditors M/s. Grant Thornton have consented in writing to act as Auditors and offer themselves for re-appointment.

## Chairperson's Report

Dear Shareholders,

On behalf of the Board of Directors, I am pleased to present the Annual Report and audited financial statements of FMF Foods Limited and its subsidiaries ("FMF Group") for the financial year ended 30 June 2025.

FY2025 was a year of disciplined execution and measured growth for FMF Group. Against a backdrop of moderating commodity prices, persistent logistics variability, and shifting consumer spend, your Group delivered another solid performance with higher revenue and continued investment in our brands and capabilities.

### Financial Performance

For the financial year ended 30 June 2025, the Group recorded revenue of FJ\$348.0 million, an increase from FJ\$334.8 million in the prior year. This growth was driven by stable demand in our core categories of flour, rice, and snacks, complemented by improved operational efficiency and a focused approach to pricing and distribution.

Net profit before tax stood at FJ\$20.9 million compared to FJ\$20.1 million in FY2024, reflecting disciplined cost management and a favourable product mix. Total assets rose to FJ\$269.2 million, while shareholders' equity increased to FJ\$168.9 million, reinforcing the Group's strong balance sheet and capacity to fund future growth.

While profitability improved year-on-year, it is important to note that the Group faced significant cost pressures during FY2025. The year saw stiff competition across key product categories, which limited pricing flexibility and required greater investment in trade and sales-related activities. Additionally, the impact of mandatory wage rate adjusted resulted in staff cost increasing significantly, contributing to overall cost escalation. Despite these pressures, FMF remained focused on operational efficiencies and disciplined cost management, which enabled us to preserve profitability while maintaining market competitiveness.

The Board declared a total dividend of 4.0 cents per share for the year (an interim dividend of 3.0 cents and a final dividend of 1.0 cent), balancing shareholder returns with the need to retain capital for strategic investments and growth initiatives.

### Strategic Progress

Our strategic focus remains centred on strengthening our leadership in core categories, enhancing efficiency across our manufacturing and distribution network, and pursuing selective growth opportunities aligned with FMF's capabilities.

Key achievements during the year include:

- **Operational Efficiency:** Continued investment in process automation and capacity optimisation delivered improved output and reduced production costs across our milling and packaging operations.
- **Brand & Market Development:** Strategic brand-building and product innovation supported volume growth and reinforced our leadership in competitive segments.
- **Route-to-Market Excellence:** Enhanced distribution infrastructure and stronger trade partnerships improved service levels and widened market reach, particularly in regional centres.



## Market Conditions

Global wheat and commodity prices moderated during the year, offering some relief on input costs, though volatility and supply chain disruptions remained key challenges. Consumer spending patterns continued to evolve, with value and affordability driving purchasing decisions. FMF's broad product portfolio and deep customer relationships enabled us to respond effectively and sustain demand across categories.

## Outlook

Looking ahead, we remain confident in FMF's strategic direction and growth potential. Our priorities for FY2026 are clear:

- Defend and grow share in our core categories through targeted innovation, marketing, and channel execution.
- Drive operational excellence through continuous improvement and disciplined cost management.
- Strengthen working capital efficiency to support cash generation and fund growth.
- Advance new growth initiatives, including the EV resale business, in a controlled and value-accretive manner.

While challenges such as commodity volatility, currency fluctuations, and competitive intensity will persist, FMF's robust fundamentals, experienced leadership, and strong balance sheet, position us well to navigate the evolving landscape and capture opportunities ahead.

## Acknowledgements

On behalf of the Board, I extend our appreciation to our management team and employees across all operations for their dedication and hard work. I also thank our customers, suppliers, regulators, and other stakeholders for their continued trust and partnership. Most importantly, I thank you — our shareholders — for your ongoing confidence and support.

We look forward to another year of growth and value creation for all stakeholders.

Sincerely,

A handwritten signature in black ink, appearing to read "Jenny Seeto". The signature is fluid and cursive, with the first letter of the first name being a large, stylized 'J'.

Jenny Seeto  
Chairperson

FMF Foods Limited  
For the Financial Year ended on 30<sup>th</sup> June, 2025

Principle	Requirement	Compliance Status 2025
1. Establish clear responsibilities for board oversight	Separation of duties: Clear separation of duties between Board and Senior Management.	Scripted in Board charter.
	Board Charter: Adopt a Board charter detailing functions and responsibilities of the Board.	In place.
2. Constitute an effective Board	Board Composition: Balanced Board Composition with Executive and Non-Executive directors of which 1/3 <sup>rd</sup> of total number of directors to be independent directors.	Board comprises of 3 Directors out of which 1 Directors are Independent.
	Gender Diversity: Do you have a policy for promoting gender diversity at Board level and have you achieved your policy goals?	At present, the Board comprises two female directors, of which one of them is Independent.  The Board endeavours to have a gender diverse composition whilst ensuring that its skill sets are also diverse enough to allow objective and meaningful deliberations.
	Nomination Committee: Selection, approval, renewal and succession of Directors to be conducted by Nomination Committee in accordance with Articles of Association of the Company and Fit and Proper Policy of Reserve Bank.	Considering its size, the Board directly manages this function.  The Board is actively involved in ensuring good and strategic membership representation is on the Board.  Rotation of Directors is done in accordance with Articles of Association.
	Board Evaluation: Process of evaluation of performance of the Board, its Committees and individual directors. Evaluation to be linked to key performance indicators of the listed entity.	The Board, through the Chair, reviews this regularly.
	Directors Training: Directors' training and induction procedure to be in place to allow new directors to participate fully and effectively.	A formal induction process, as per the Charter, is being followed.  Directors undergo training courses where applicable.
	Board Sub-committees:  Board must have sub-committees which must at a minimum include - <ul style="list-style-type: none"> <li>• Audit Committee;</li> <li>• Risk Management Committee; and</li> <li>• Nomination Committee/Recruitment Committee.</li> </ul>	The Board has an Audit, Finance and Risk Sub-Committee which oversees the Risk Management.  The Board discharges function of Recruitment/ Nomination Committee.

Principle	Requirement	Compliance Status 2025
3. Appointment of Chief Executive Officer/Managing Director	CEO: To appoint a suitably qualified and competent Chief Executive Officer/ Managing Director	The Managing Director appointed in the prior year is still in the position. He is highly qualified with extensive experience in the FMCG sector.
4. Appointment of a Board and Company Secretary	Company Secretary: Board to appoint a suitably qualified and competent Company Secretary, who is accountable to the Board, through Chair, for all compliance and governance issues.	The Company has appointed a suitably qualified and competent Company Secretary who meets all requirements and is fully endorsed by the Board.
5. Timely and balanced disclosure	Annual Reports:  Timely and accurate disclosures are made in Annual reports as per Rule 51 of Listing Rules.	All relevant disclosures as mandated under the SPX Listing Rules and have been complied with.
	Payment to Directors and Senior management:  Sufficient information to be provided to shareholders on remuneration paid to Directors and Senior management.	Relevant disclosures are made in the Annual Financial Statements.
	Continuous Disclosure:  General disclosures or company announcements to be made in a timely manner. The disclosures should be factual without omitting material information and to be expressed in a clear and objective manner to shareholders.	All relevant disclosures and announcements are made in accordance with the SPX Listing Rules.
6. Promote ethical and responsible decision-making	Code of Conduct:  To establish a minimum Code of Conduct of the listed entity applicable to directors, senior management and employees and conduct regular trainings on the same.	Code of Ethics and code of conduct outlines how employees should conduct/ behave themselves and provide specific guidance for handling issues like harassment, work ethics, safety matters, conflict of interest. This policy is explained and made aware to all employees right from induction after joining and is further outlined in the employment contracts. Further, the Board Charter provides the Code of Ethics to be followed by Directors.
7. Register of Interests	Conflicts of Interest:  Transactions with related parties resulting in conflict of interest are disclosed and a register is maintained for this purpose.	The Company maintains a Register of Interest wherein the interests of Directors are noted. This also forms part of the agenda at every Board meeting.  Further, there is a specific policy in place on conflict of interest signed by the employees.
8. Respect the rights of shareholders	Communication with shareholders:  To design communication strategy to promote effective communication with shareholders and encourage their participation. Examples: Communication through Annual Reports, Annual General Meetings, or any other means of electronic communication.	The Board aims to ensure and promotes effective communication with shareholders, principally through issuing market announcements of material information through SPX, publishing half-yearly unaudited financials, audited annual financial statements, annual report including notices of general meetings along with explanatory

Principle	Requirement	Compliance Status 2025
		statement and resolutions passed during general meeting. Shareholders are invited to participate in general meetings and are given an opportunity to communicate with the Board of Directors in that forum.
	Website: To create and maintain a Website of the listed entity to communicate effectively with shareholders and other stakeholders. All matters of importance to be updated regularly on the Website.	Website in place <a href="http://www.fmf.com.fj">www.fmf.com.fj</a>
	Grievance Redressal Mechanism: To establish a Grievance Redressal Mechanism for Shareholders to address shareholders complaints and grievances.	There is an Investor Grievance Redressal Policy in place. The Company Secretary acts as the Compliance Officer for this Policy.
	Shareholders' Complaints: To provide the number of shareholders' complaints received and attended to during the year. Provide reasons if any complaint is unresolved or unattended.	There were no complaints received during the year. Any shareholder complaint would be managed effectively and in a timely manner through the Company Secretary and escalated to the Chair.
	Corporate Sustainability: To adopt a business approach that creates long-term shareholder value by embracing opportunities, managing risks, maximising profits and minimising negative social, economic, and environmental impacts.	The company's vision statement and its policies are aligned to this. This is periodically reviewed as there are changes to respective corporate objectives.
9. Accountability and audit	Internal Audit: To appoint an internal auditor or an alternative mechanism to achieve the objectives of risk management, control and governance.	The company has an in-house internal audit and risk department which evaluates and make recommendations for improvement for the effectiveness of the Company's governance, risk management and internal control processes. The Head of Internal Audit & Risk reports to the Audit & Finance Sub-Committee which also oversees risk. The Chair of the Sub-Committee is a Board member and the committee comprises of the full Board.
	External Audit: To appoint an external auditor who reports directly to the Board Audit Committee.	The external auditors are appointed by the company in its annual general meeting. The Audit and Finance Sub-Committee is responsible for overseeing the financial reporting and disclosure process, performance and independence of the external auditors.
	Rotation of External Auditor: To appoint the external auditor for a fixed term requiring senior partner of the audit firm to rotate once in every three or less financial years.	The signing partner of the external auditors rotates every five years. The Auditors are appointed annually through the AGM

Principle	Requirement	Compliance Status 2025
	<p>Audit Committee:</p> <p>To establish an Audit Committee comprising of at least 3 members of which majority are independent and Chair is not Chair of the Board.</p>	<p>Audit and Finance Sub Committee comprises of three Directors and the chair of the committee is currently vacant. A suitable fit will be identified and appointed.</p>
10. Risk Management	<p>Risk Management Policy:</p> <p>To establish a Risk Management Policy to address risk oversight, risk management and internal control. The Policy to clearly define the roles and responsibilities of the Board, Audit committee, management and internal audit function.</p>	<p>The company has a Risk Management Policy in place. The Board is responsible for oversight and monitoring the effectiveness of risk management by the business and ensuring that appropriate internal control mechanisms are in place. The senior management is responsible for implementing policies and procedures to ensure that key business and operational risks are identified, and appropriate controls are implemented to ensure adequate reporting, management and mitigation of those risks.</p>
	<p>Whistle Blower Policy:</p> <p>As part of risk management strategy, establish a Whistle Blower Policy by creating a mechanism of reporting concerns of unethical behavior, actual or suspected fraud or violation of the listed entity's code of conduct or ethics policy, SPX Rules or Companies Act. [Refer Rule 68 of the Listing Rules]</p>	<p>Whistle Blower Policy in place in addition to Policies which relate to reportable behaviour. The company also has a Policy on Prevention of Insider Trading to manage ethical trading of Company's Securities. This policy is managed through HR and the Board, respectively.</p>

**FMF FOODS LIMITED AND SUBSIDIARIES****FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2025****DIRECTORS' REPORT**

In accordance with a resolution of the Board of Directors, the Directors herewith submit the consolidated statement of financial position of FMF Foods Limited ("the Company") and its subsidiaries (together forming "the Group") as at 30 June 2025 and the related consolidated statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and report as follows:

**1 Directors**

The following were Directors of the Company at any time during the financial year and up to the date of this report:

- Hari Punja Order of Fiji, OBE – Chairman Emeritus
- Jenny Seeto - Chairperson
- Sanjay Punja - Managing Director
- Leena Punja
- Ajai Punja - *Resigned on 6th March 2025*

**2 Principal activities**

The principal activities of the Group comprise milling of wheat and whole dunfield peas, manufacturing of packaging materials including corrugated cartons, assorted containers, egg trays and bags, manufacturing of biscuits and snacks food products, sale of rice, wheat and related products, investments and signage business.

**3 Trading results**

The profit for the year from continuing operations of the Group attributable to the members of the Company for the year was \$16.4m (2024: \$16.1m).

**4 Provisions**

There were no material movements in provisions.

**5 Dividends**

During the year, the Company declared an interim dividend of 3.00 cents per equity share and final dividend of 1.00 cent per equity share (2024: 8.00 cents) entailing outflow of \$6.0m (2024: \$12.0m) for controlling interest. Dividends declared and paid to non-controlling interests was \$0.70m (2024: \$0.70m).

**6 Going concern**

The financial statements have been prepared on a going concern basis. We consider the application of the going concern principle to be appropriate in the preparation of these financial statements as we believe that the Group has adequate funds to meet its liabilities as and when they fall due over the next twelve months from the date of this report.

**FMF FOODS LIMITED AND SUBSIDIARIES****FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2025****DIRECTORS' REPORT (Cont'd)****7           Bad debts and allowance for impairment loss**

The Directors took reasonable steps before the financial statements were made out to ascertain that all known bad debts were written off and adequate allowance for impairment loss was made. At the date of this report, the Directors are not aware of any circumstances which would render the amount written off for bad debts, or the amount of the allowance for impairment loss, inadequate to any substantial extent.

**8           Current assets**

The Directors took reasonable steps before the financial statements were made out to ascertain that the current assets of the Group were shown in the accounting records of the Group at a value equal to or below the value that would be expected to be realised in the ordinary course of the business. At the date of this report, the Directors are not aware of any circumstances which would render the values attributable to the current assets in the financial statements misleading.

**9           Significant events during the year and Events Subsequent to Balance Date**

No charge on the assets of the Group has arisen since the end of the financial year to the date of this report to secure the liabilities of any other person.

No contingent liability has arisen since the end of the financial year to the date of this report.

No contingent or other liability has become enforceable or is likely to become enforceable within a period of twelve months after the date of this report which, in the opinion of the Directors, will or may affect the ability of the Group to meet its obligations as and when they fall due.

**10          Related party transactions**

In the opinion of the Directors all related party transactions have been adequately recorded in the books of the Group.

**11          Other circumstances**

At the date of this report, the Directors are not aware of any circumstances not otherwise dealt with in this report or financial statements which would render any amounts stated in the financial statements misleading.

**FMF FOODS LIMITED AND SUBSIDIARIES****FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2025****DIRECTORS' REPORT (Cont'd)****12 Unusual transactions**

The results of the Group's operations during the year have not in the opinion of the Directors been substantially affected by any item, transaction or event of a material and unusual nature other than those disclosed in the financial statements.

**13 Directors' and executive managements' interests**

Interest of Directors, Executive Management and any additions thereto during the year in the ordinary shares of the Company are as follows:

	<u>Beneficially</u>		<u>Non-Beneficially</u>	
	<u>Additions</u>	<u>Holding</u>	<u>Additions</u>	<u>Holding</u>
Sanjay Punja	-	-	-	141,499,796
Leena Punja	-	-	-	141,499,796
Anuj K Patel	-	17,500	-	-

**14 Directors' benefits**

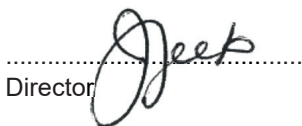
No Director of the Company has, since the end of the previous financial year, received or become entitled to receive a benefit (other than a benefit included in the total amount of emoluments received or due and receivable by Directors as shown in the financial statements) by reason of any contracts made by the Group with the Director or with a firm of which he/she is a Member, or with a company in which he/she has substantial financial interest.

For and on behalf of the Board and in accordance with a resolution of the Directors.

Dated this 18th day of September 2025.



Director



Director



**FMF FOODS LIMITED AND SUBSIDIARIES****FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2025****DIRECTORS' DECLARATION**

The declaration by Directors is required by the Companies Act 2015.

The Directors of the Company have made a resolution that declares:

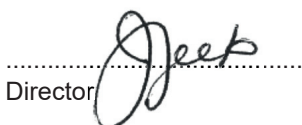
- a) In the opinion of the Directors, the financial statements of the Group for the financial year ended 30 June 2025:
  - i) comply with the IFRS Accounting Standards and give a true and fair view of the financial position of the Group as at 30 June 2025 and of the performance and cash flows of the Group for the year ended 30 June 2025; and
  - ii) have been prepared in accordance with the Companies Act 2015.
- b) The Directors have received independence declaration by auditors as required by Section 395 of the Companies Act 2015; and
- c) At the date of this declaration, in the opinion of the Directors, there are reasonable grounds to believe that the Group will be able to pay its debts as and when they become due and payable.

For and on behalf of the Board and in accordance with a resolution of the Directors.

Dated this 18th day of September 2025.



.....  
Director



.....  
Director

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**Grant Thornton**  
Level 8, Civic Tower  
272 Victoria Pde, Suva, Fiji  
GPO Box 200, Suva, Fiji  
T +679 3313955 / 3315199

## Auditor's Independence Declaration to the Directors of FMF Foods Limited and its Subsidiaries

As auditor for FMF Foods Limited and its Subsidiaries for the financial year ended 30 June 2025, I declare that to the best of my knowledge and belief, there have been:

- (a) no contraventions of the auditor independence requirements of the Companies Act 2015 in relation to the audit; and
- (b) no contraventions of any applicable code of professional conduct in relation to the audit.

This declaration is in respect of FMF Foods Limited and the entities it controlled during the financial year ended 30 June 2025.



**Grant Thornton**  
**Chartered Accountants**

by



**Paritosh Deo**  
**Partner**

**18 September 2025**

# Independent Auditor's Report

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**Grant Thornton**  
Level 8, Civic Tower  
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## To the Shareholders of FMF Foods Limited Report on the audit of the consolidated financial statements

### Opinion

We have audited the accompanying consolidated financial statements of FMF Foods Limited (the 'Company'), and its subsidiaries (together the 'Group'), which comprise the consolidated statement of financial position as at 30 June 2025, and the consolidated statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements give a true and fair view of the financial position of the Group as at 30 June 2025, and of its financial performance and its cash flows for the year then ended in accordance with IFRS Accounting Standards.

### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Independence

We are independent of the Group in accordance with the ethical requirements of the International Ethics Standards Board for Accountant's Code of Ethics for Professional Accountants (IESBA Code) that are relevant to our audit of the consolidated financial statements in Fiji, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

### Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How our audit addressed the key audit matter
<p><b>Timing of recognition for export revenues (Refer also to Note 2.18)</b></p> <p>Timing of recognition for export revenues is considered a key audit matter, as sales into overseas markets represent a significant portion of total Group revenues and the appropriate recognition for export revenues is dependent on export sales terms, shipping arrangements and movements.</p> <p>These terms vary by customer and delivery of goods to customers may take up to a month, thereby increasing the risk of premature recognition of export revenues occurring close to balance date.</p>	<p>Our audit procedures included the following:</p> <ul style="list-style-type: none"> <li>• Understanding and evaluating the appropriateness of the Group's accounting policies, processes and controls over the timing of recognition for export sales.</li> <li>• Testing the timing of recording export sales by selecting a sample of export sale transactions recorded in the accounting records before and after the balance date, and sighting the sales terms and internal and external shipping documents to ensure if the export sales were recorded in the correct accounting period.</li> <li>• Testing a sample of export sale transactions recorded during the year back to supporting details of sales terms and shipping documents.</li> <li>• Obtaining confirmations of accounts receivable balances from a selection of export sale customers as at balance date.</li> </ul>

Key audit matter	How our audit addressed the key audit matter
<p><b>Volume of wheat inventory (Refer also to Notes 2.8 and 13)</b></p> <p>Wheat inventory stored in silos represents a significant portion of the Group's raw materials balance within total inventories. The quantity of wheat inventory on hand at balance date is determined by physical measurement of volume at that date. The measurement of volume of wheat inventory stored in silos involves some judgment and estimates regarding the silos and contents level, and accordingly, the existence of wheat inventory is considered a key audit matter.</p>	<p>Our audit procedures in response to the existence and measurement of volume of wheat inventory included the following:</p> <ul style="list-style-type: none"> <li>• Understanding and evaluating the appropriateness of the Group's accounting policies, processes and controls over the measurement of volume of wheat inventory.</li> <li>• Attending the annual inventory measurement on all silos at balance date and observing the measurements of the silos' contents.</li> <li>• Agreeing assumptions and inputs on the volume calculation models to supporting documentations from the silo manufacturer and externally available industry data and considering their reasonableness.</li> <li>• Reperforming volume calculations performed by management to ensure they were accurate.</li> <li>• Performing sensitivity analysis on the volume calculation models to ascertain whether sensitivities calculated are materially significant.</li> </ul>

### Other Information

Directors and management are responsible for the other information. The other information comprises the information included in the Annual Reports, Directors' Report and the Disclosure Requirements of the South Pacific Stock Exchange for the year ended 30 June 2025, but does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard, except that not all other information was available to us at the date of our signing.

### Responsibilities of Directors and Management for the Consolidated Financial Statements

Directors and management are responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting Standards and with the requirements of the Companies Act, 2015, and for such internal control as the directors and management determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors and management are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors and management either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

The directors and management are responsible for overseeing the Group's financial reporting process.

### Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
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- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors and management.
- Conclude on the appropriateness of the directors' and management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with directors and management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide directors and management with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with directors and management, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

### **Report on Other Legal and Regulatory Requirements**

In our opinion the consolidated financial statements have been prepared in accordance with the requirements of the Companies Act 2015 in all material respects, and;

- a) we have been given all information, explanations and assistance necessary for the conduct of the audit; and
  - b) the Group has kept financial records sufficient to enable the financial statements to be prepared and audited.
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**Restriction on Use**

This report is made solely to the Company's shareholders, as a body, in accordance with Section 396(1) of the Companies Act 2015. Our audit work has been undertaken so that we might state to the Company's shareholders those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's shareholders as a body, for our audit work, for this report, or for the opinions we have formed.



**Grant Thornton**  
**Chartered Accountants**



**Paritosh Deo**  
**Partner**

**18 September 2025**  
**Suva, Fiji**



**STATEMENT OF PROFIT OR LOSS AND  
OTHER COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 30 JUNE 2025**

**FMF FOODS LIMITED AND SUBSIDIARIES**

	<b>Notes</b>	<b>2025 \$'000</b>	<b>2024 \$'000</b>
Revenue	6	347,996	334,802
Other operating income	7	5,175	4,146
Changes in inventories of finished goods and work in progress		(1,427)	4,790
Raw materials and consumables used		(239,924)	(238,861)
Staff costs		(32,751)	(29,999)
Depreciation on property, plant and equipment	18	(9,284)	(9,390)
Depreciation on right-of-use assets	21	(315)	(294)
(Allowance for)/ reversal of impairment loss on trade receivables	4(b)	(545)	(917)
Other operating expenses		<u>(47,084)</u>	<u>(43,105)</u>
<b>Profit from operations</b>		21,841	21,172
Finance income	8	407	270
Finance cost	8	<u>(1,344)</u>	<u>(1,381)</u>
<b>Profit before tax</b>	9	20,904	20,061
Income tax expense	10	<u>(4,554)</u>	<u>(4,010)</u>
<b>Profit for the year from continuing operations</b>		16,350	16,051
<b>Other comprehensive income</b>			
<i>Items that may be reclassified to profit or loss</i>			
Exchange differences on translation of foreign operations		<u>45</u>	<u>45</u>
<b>Total comprehensive income for the year</b>		<u>16,395</u>	<u>16,096</u>
Profit Attributable to:			
- Owners of the parent company		15,058	14,608
- Non-controlling interests		<u>1,292</u>	<u>1,443</u>
		<u>16,350</u>	<u>16,051</u>
<b>Basic and diluted earnings per share (cents)</b>	24	<u>10.04</u>	<u>9.74</u>

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

**FMF FOODS LIMITED AND SUBSIDIARIES****STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2025**

	Notes	2025 \$'000	2024 \$'000
<b>Current assets</b>			
Cash on hand and at bank	12(a)	9,203	15,305
Inventories	13	71,054	79,106
Current income tax assets	10(c)	496	-
Other investments	16	22,228	20,054
Trade receivables	14	52,160	46,794
Prepayments and other receivables	15	14,433	9,501
Amounts owing by related companies	26(c)	23	51
		<u>169,597</u>	<u>170,811</u>
<b>Non-current assets</b>			
Property, plant and equipment	18	85,873	79,347
Right-of-use assets	21(a)	11,714	11,685
Deferred income tax assets	11(a)	1,979	2,027
		<u>99,566</u>	<u>93,059</u>
<b>Total assets</b>		<u>269,163</u>	<u>263,870</u>
<b>Current liabilities</b>			
Bank overdraft	12(a)	59,154	39,038
Trade and other payables	19	18,495	42,397
Current income tax liabilities	10(c)	-	806
Lease liabilities	21(b)	244	136
Amounts owing to related companies	26(d)	3,720	3,260
		<u>81,613</u>	<u>85,637</u>
<b>Non-current liabilities</b>			
Lease liabilities	21(b)	4,724	4,840
Deferred income tax liabilities	11(b)	13,940	14,201
		<u>18,664</u>	<u>19,041</u>
<b>Total liabilities</b>		<u>100,277</u>	<u>104,678</u>
<b>Net assets</b>		<u>168,886</u>	<u>159,192</u>
<b>Equity</b>			
Share capital	22	6,000	6,000
Retained earnings		153,239	144,181
Foreign currency translation reserve		91	46
		<u>159,330</u>	<u>150,227</u>
Non-controlling interests		9,556	8,965
<b>Total equity</b>		<u>168,886</u>	<u>159,192</u>

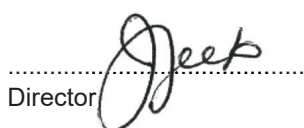
The above statement of financial position should be read in conjunction with the accompanying notes.

For and on behalf of the Board and in accordance with a resolution of the Directors.

Dated this 18th day of September 2025.



Director



Director

**FMF FOODS LIMITED AND SUBSIDIARIES****STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 30 JUNE 2025**

	Attributable to owners of the Group				
	Share capital \$'000	Retained earnings \$'000	Foreign currency translation reserve \$'000	Non - controlling interests \$'000	Total equity \$'000
<b>Balance at 1 July 2023</b>	6,000	141,573	1	8,223	155,797
<b>Comprehensive income</b>					
Profit for the year	-	14,608	-	1,443	16,051
Other comprehensive income	-	-	45	-	45
Total comprehensive income	-	14,608	45	1,443	16,096
<b>Transactions with owners</b>					
Dividends	-	(12,000)	-	(701)	(12,701)
<b>Balance at 30 June 2024</b>	6,000	144,181	46	8,965	159,192
<b>Comprehensive income</b>					
Profit for the year	-	15,058	-	1,292	16,350
Other comprehensive income	-	-	45	-	45
Total comprehensive income	-	15,058	45	1,292	16,395
<b>Transactions with owners</b>					
Dividends	-	(6,000)	-	(701)	(6,701)
<b>Balance at 30 June 2025</b>	6,000	153,239	91	9,556	168,886

The above statement of changes in equity should be read in conjunction with the accompanying notes.

**FMF FOODS LIMITED AND SUBSIDIARIES****STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30 JUNE 2025**

	<b>Note</b>	<b>2025 \$'000</b>	<b>2024 \$'000</b>
<b>Cash flows from operating activities</b>			
Receipts from customers (inclusive of value added tax)		345,750	328,125
Payments to suppliers and employees (inclusive of value added tax)		(340,055)	(290,750)
<b>Cash generated from operations</b>		<b>5,695</b>	<b>37,375</b>
Income taxes paid	10(c)	(6,072)	(2,333)
Interest paid	8	(1,344)	(1,381)
<b>Net cash (used in)/ generated from operating activities</b>		<b>(1,721)</b>	<b>33,661</b>
<b>Cash flows from investing activities</b>			
Payments to acquire right-of-use asset		(196)	-
Proceeds from disposal of property, plant and equipment		32	-
Acquisition of property, plant and equipment		(15,823)	(5,710)
Interest received	8	407	270
Acquisition of other investments	16	(2,174)	(2,176)
<b>Net cash used in investing activities</b>		<b>(17,754)</b>	<b>(7,616)</b>
<b>Cash flows from financing activities</b>			
Repayment of principal lease liabilities	21(d)	(154)	(137)
Dividends paid	23	(6,701)	(12,701)
<b>Net cash used in financing activities</b>		<b>(6,855)</b>	<b>(12,838)</b>
<b>Net (decrease)/ increase in cash and cash equivalents</b>		<b>(26,330)</b>	<b>13,207</b>
<b>Effects of exchange rate changes on cash and cash equivalents</b>		<b>112</b>	<b>45</b>
<b>Cash and cash equivalents at the beginning of the year</b>		<b>(23,733)</b>	<b>(36,985)</b>
<b>Cash and cash equivalents at the end of the year</b>	12	<b>(49,951)</b>	<b>(23,733)</b>

The above statement of cash flows should be read in conjunction with the accompanying notes.

**FMF FOODS LIMITED AND SUBSIDIARIES**

**1 GENERAL INFORMATION**

FMF Foods Limited ('the Company') and its subsidiaries (together forming 'the Group') engage in the milling of wheat and whole dunfield peas, manufacturing of packaging materials including corrugated cartons, egg tray, assorted containers and bags, manufacturing of biscuits and snacks food products, sale of rice, wheat and related products, investments and providing signage services. During the year FMF Snax Pte Limited also started manufacturing extruded products. The Company is a limited liability company incorporated and domiciled in the Republic of Fiji. The Company and two of its subsidiaries, The Rice Company of Fiji Limited and Atlantic & Pacific Packaging Company Limited are listed on the South Pacific Stock Exchange.

These financial statements were authorised for issue by the Board of Board of Directors on 18 September 2025.

**2 SUMMARY OF MATERIAL ACCOUNTING POLICIES**

The principal accounting policies adopted by the Group are stated to assist in a general understanding of these financial statements. These policies have been consistently applied by the Group except where otherwise indicated.

**2.1 Basis of preparation**

The financial statements of the Group have been prepared in accordance with the provisions of the Companies Act 2015 and International Financial Reporting Standards ("IFRS") and IFRS Interpretations Committee (IFRS IC) interpretations. The financial statements have been prepared under the basis of historical costs.

***New standards, interpretations and amendments effective during the year***

The following amendments are effective for periods beginning on or after 1 January 2024:

- Supplier Finance Arrangements (Amendments to IAS 7 Statement of Cash Flows and IFRS 7 Financial Instruments: Disclosures);
- Lease Liability in a Sale and Leaseback (Amendment to IFRS 16 Leases); and
- Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants (Amendments to IAS 1 Presentation of Financial Statements).

***New standards, interpretations and amendments not yet effective***

(a) There are a number of standards, amendments to standards, and interpretations which have been issued by the IASB that are effective in future accounting periods that the company has decided not to adopt early.

The following amendments are effective for periods beginning on or after 1 January 2025:

- Lack of Exchangeability (Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates)

The following amendments are effective for the period beginning on or after 1 January 2026:

- Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 Financial Instruments and IFRS 7 Financial Instruments: Disclosures)

The following new standards are effective for the period beginning 1 January 2024, however adoption in Fiji has been deferred to 1 January 2026 by the Fiji Institute of Chartered Accountants.

- IFRS S1 - General requirements for disclosure of sustainability-related financial information. This standard includes the core framework for the disclosure of material information about sustainability-related risks and opportunities across a Company's value chain.
- IFRS S2 - Climate-related disclosures. This standard sets out requirements for entities to disclose information about climate-related risks and opportunities.

(b) The following amendments are effective for periods beginning on or after 1 January 2027:

- IFRS 18 Presentation and Disclosure in Financial Statements
- IFRS 19 Subsidiaries without Public Accountability: Disclosures

The Group does not expect any other standards issued by the IASB, but not yet effective, to have a material impact on the Group.

**FMF FOODS LIMITED AND SUBSIDIARIES**

**2 SUMMARY OF MATERIAL ACCOUNTING POLICIES (Cont'd)**

**2.2 Principles of consolidation**

*Subsidiaries*

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. The Group recognises any non-controlling interest in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred.

The excess of the:

- consideration transferred,
- amount of any non-controlling interest in the acquired entity, and
- acquisition-date fair value of any previous equity interest in the acquired entity

over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the business acquired, the difference is recognised directly in profit or loss as a bargain purchase.

Inter-company transactions, balances, income and expenses on transactions between group companies are eliminated. Profits and losses resulting from intercompany transactions that are recognised in assets are also eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

**2.3 Segment reporting**

The Executive Management is the Group's chief operating decision-maker. Management has determined the operating segments based on the information reviewed by the Board of Directors for the purposes of allocating resources and assessing performance.

An operating segment is a group of assets and operations engaged in providing products or services that are subject to risks and returns that are different from those of other operating segments. A geographical segment is engaged in providing products or services within a particular economic environment that are subject to risks and return that are different from those segments operating in other economic environments. The Group operates predominantly within one geographical segment, that is, Fiji. For reporting purposes, the Group considers itself to be operating in three business segments as follows:

- (a) food products - manufacture and/or sale of a wide variety of products to its local as well as export market such as biscuits, snacks, peas, flour, etc.;
- (b) packaging materials - production of corrugated cartons as well as plastic pails/buckets and nylon bags, egg trays; and
- (c) properties - leases out properties to related parties.

**FMF FOODS LIMITED AND SUBSIDIARIES**

**2 SUMMARY OF MATERIAL ACCOUNTING POLICIES (Cont'd)**

**2.4 Foreign currency translation**

*(a) Functional and presentation currency*

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The financial statements are presented in Fijian Dollars, which is the Company's functional currency and has been rounded to nearest thousands.

*(b) Transactions and balances*

Foreign currency transactions are translated into the Fijian currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

The assets and liabilities of foreign subsidiaries are translated to Fijian dollars using the exchange rate at the year end. The income and expenses are translated to Fijian dollars at average exchange rates. Foreign currency differences are recognised directly in equity in the foreign currency translation reserve.

**2.5 Financial assets**

*(i) Classification*

The Group classifies its financial assets at amortised cost.

Management determines the classification of its financial assets at initial recognition. The classification depends on the Group's business model for managing the financial assets and the contractual terms of the cash flows. The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

The Group's financial assets measured at amortised cost consist of cash and cash equivalents, trade receivables, other receivables and other investments.

*(ii) Recognition and measurement*

Regular purchases and sales of financial assets are recognised on trade-date – the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from them have expired or where they have been transferred and the Group has also transferred substantially all risks and rewards of ownership.

A financial asset is measured at amortised cost if it meets both of the following conditions:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by any impairment losses. Finance income, gains/(losses) arising from derecognition, foreign exchange gains/(losses) and impairment losses are recognised in profit or loss.

**FMF FOODS LIMITED AND SUBSIDIARIES**

**2 SUMMARY OF MATERIAL ACCOUNTING POLICIES (Cont'd)**

**2.5 Financial assets (Cont'd)**

*(iii) Impairment of financial assets*

The Group assesses on a forward looking basis the expected credit losses (ECLs) associated with its financial assets measured at amortised cost. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Allowance for impairment for trade receivables are recognised based on the simplified approach permitted by IFRS 9 which requires lifetime ECL to be recognised from the initial recognition of the receivables. The Group establishes a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to its customers and the economic environment.

Allowance for impairment for amounts owing by related parties are assessed individually.

The Group considers a financial asset to be in default when:

- the borrower is unlikely to pay its credit obligations to the Company in full, without recourse by the Company to actions such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

The Group considers a financial instrument to have low credit risk when its credit risk rating is equivalent to the globally understood definition of 'investment grade'. The Group considers this to be Baa3 or higher per rating agency Moody's or BBB- or higher per rating agency Standards & Poor's.

Impairments on cash and cash equivalents and other investments have been measured on the 12-month ECL basis and reflects the short maturities of the exposures. The Group considers that its cash and cash equivalents and other investments have low credit risk based on the external credit ratings of the counterparties.

Allowance for impairment on financial assets carried at amortised cost are presented as net impairment allowance within operating profit. For presentation in the statement of financial position, the related allowance is deducted from the gross carrying amount of the financial asset.

*(iv) Write-off*

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. For individual customers, the Group makes an assessment with respect to the timing and amount of write-off based on whether there is a reasonable expectation of recovery. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.

**2.6 Cash and cash equivalents**

In the statement of cash flows, cash and cash equivalents includes cash on hand, cash at bank, deposits held at call with banks and bank overdraft. In the statement of financial position, bank overdraft is shown in current liabilities.



**FMF FOODS LIMITED AND SUBSIDIARIES**

**2 SUMMARY OF MATERIAL ACCOUNTING POLICIES (Cont'd)**

**2.7 Trade receivables**

Trade receivables are recognised initially at fair value of the underlying transaction and subsequently measured at amortised cost using the effective interest method less any allowance of impairment. Refer to Note 2.5 for accounting policy in relation to impairment.

**2.8 Inventories**

Inventories are stated at the lower of cost and net realisable value. Cost is determined using the weighted average cost (WAC) method. The cost of finished goods and work in progress comprises design costs, raw materials, direct labour, other direct costs and related production overheads (based on normal operating capacity). It excludes borrowing costs. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

Inventory quantities are regularly reviewed and an allowance is recorded for any slow moving and/or obsolete inventory based on future demand forecasts, production and servicing requirements, technological changes and other factors.

**2.9 Property, plant and equipment**

Property, plant and equipment are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.

Depreciation is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful lives, as follows:

Buildings	-	2% - 10%
Plant and machinery	-	4% - 33%
Motor vehicles	-	25%
Furniture, fittings & office machines	-	6.7% - 25%
Computers	-	33%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

**2.10 Impairment of non-financial assets**

Non financial assets, except inventories, are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and the value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

**FMF FOODS LIMITED AND SUBSIDIARIES**

**2 SUMMARY OF MATERIAL ACCOUNTING POLICIES (Cont'd)**

**2.11 Financial liabilities**

*(i) Classification and subsequent measurement*

Financial liabilities are classified at amortised costs, except for:

- Financial liabilities arising from the transfer of financial assets which did not qualify for derecognition, whereby a financial liability is recognised for the consideration received for the transfer. In subsequent periods, the Group recognises any expense incurred on the financial liability; and
- Financial guarantee contracts and loan commitments.

*(ii) Derecognition*

Financial liabilities are derecognised when they are extinguished (i.e. when the obligation specified in the contract is discharged, cancelled or expired). The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value. On de-recognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

**2.12 Trade payables**

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade payables are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised at amortised cost.

**2.13 Borrowings**

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost.

General and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation. All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

**2.14 Offsetting financial instruments**

Financial assets and liabilities are offset when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

**2.15 Current and deferred income tax**

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the balance date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulations is subject to interpretation and establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

**2 SUMMARY OF MATERIAL ACCOUNTING POLICIES (Cont'd)****2.15 Current and deferred income tax (Cont'd)**

Deferred income tax is recognised using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. However, the deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the balance date and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

**2.16 Provisions**

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

**2.17 Share capital**

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

**2.18 Revenue recognition**

Revenue is measured based on the consideration specified in a contract with a customer. The Group recognises revenue when it transfers control over a product or service to a customer. Revenue is presented net of value-added tax and discounts.

The Group's revenues consist of sale of food products and packaging materials and associated freight charges. Revenue is recognised at a point in time upon the passing of control of goods to the customer. For local sales, revenue is recognised when invoicing takes place as it is assumed that the deliveries are received by the customer on the same invoice date. For export sales, revenue is recognised in accordance with shipping terms with the customer.

The Group arranges for shipping of goods to its export customers. The Group has assessed that control over goods does not pass to the customer before shipment, and therefore records any applicable freight charges at a point in time when control of the goods transfers to the customer in accordance with shipping terms with the customer.

Revenue transactions are settled in one of the following three ways:

- (a) Cash on delivery - Customers are mostly over the counter customers who come to buy the goods from the Group's premises by themselves and are not bound by any contract apart from the requirement to pay before taking possession of the goods and to take those goods on the same day before close of business.

**FMF FOODS LIMITED AND SUBSIDIARIES**

**2 SUMMARY OF MATERIAL ACCOUNTING POLICIES (Cont'd)**

**2.18 Revenue recognition (Cont'd)**

- (b) Advance paying customers - similar treatment to cash on delivery customers.
- (c) Credit customers - Customers purchase goods on credit account and shall pay in full at the approved credit period which is normally 30 to 60 days. The maximum credit limit is mutually agreed between the Group and the customer at the time of application for credit account, however the Group reserves the right to vary the credit limit at its discretion.

**2.19 Leases and right-of-use assets**

*As a lessee*

Assets and liabilities arising from a lease are initially measured on a present value basis.

Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payments that are based on an index or a rate
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option.

The Group does not have leases which contain the following:

- amounts expected to be payable by the lessee under residual value guarantees.

The lease payments are discounted using the interest rate implicit in the lease, if that rate can be determined, or at the Group's incremental borrowing rate.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs.

Right-of-use assets and lease liabilities arising from operating lease contracts are initially measured on a present value basis. Lease liabilities include the present value of all fixed payments (less any lease incentives receivable), variable lease payments that are based on an index or rate, any amounts expected to be paid under residual value guarantees, the exercise price of any purchase options that are reasonably certain to be exercised and any payments for terminating a lease if the lease term reflects the exercise of that termination option. The lease payments are discounted using the discount rate implicit in the lease, if that rate can be determined, or the company's incremental borrowing rate. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to interest expense so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Payments associated with short term leases of 12 months or less and leases of low value assets (less than USD 5,000) are recognised as an expense on a straight line basis. Variable lease payments that are not based on an index or rate are recognised as an expense as incurred.

Cash payments for the principal portion of the lease liabilities are presented as cash flows from financing activities. Cash payments for the interest portion are presented as cash flows from operating activities, consistent with presentation of other interest payments. Short-term lease payments, payments for leases of low-value assets and variable lease payments that are not included in the measurement of the lease liabilities are presented as cash flows from operating activities.

**FMF FOODS LIMITED AND SUBSIDIARIES**

**2 SUMMARY OF MATERIAL ACCOUNTING POLICIES (Cont'd)**

**2.19 Leases and right-of-use assets (Cont'd)**

*As a lessee (Cont'd)*

The Group presents right-of-use assets and lease liabilities as separate line items in the statement of financial position.

Extension options

Extension options are included in a number of property leases. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension options held are exercisable only by the Company and not by the respective lessor.

Critical judgements in determining the lease term

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option. Extension options are only included in the lease term if the lease is reasonably certain to be extended.

The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee. The Group leases premises for its production locations and therefore expects to exercise extension options for all leases that contain such options.

*As a lessor*

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

If an arrangement contains lease and non-lease components, the Group applies IFRS 15 to allocate the consideration in the contract.

Lease income from operating leases where the Group is a lessor is recognised in income on a straight-line basis over the lease term. The respective leased assets are included in the balance sheet based on their nature.

The Group's leasing activities are carried out by its subsidiary, FMF Investment Company Pte Limited, which also leases property to other subsidiaries within the Group. Revenue and expenses associated with leasing activities are eliminated on consolidation.

**2.20 Employee benefits**

Liabilities for employees' entitlements to wages and salaries, annual leave and other current employee entitlements (that are expected to be paid within twelve months) are accrued at undiscounted amounts, calculated at amounts expected to be paid as at balance date.

**FMF FOODS LIMITED AND SUBSIDIARIES**

**2 SUMMARY OF MATERIAL ACCOUNTING POLICIES (Cont'd)**

**2.21 Dividend distribution**

Dividend distribution to the shareholders is recognised as a liability in the financial statements in the period in which the dividends are declared by the Directors.

**2.22 Earnings per share**

*Basic earnings per share*

Basic earnings per share (EPS) is determined by dividing profit after income tax attributable to shareholders of the parent by the weighted-average number of ordinary shares as at balance date.

*Diluted earnings per share*

Diluted EPS is the same as the basic EPS as there are no potential ordinary shares which are considered dilutive.

**2.23 Comparative figures**

Where necessary, amounts relating to prior years have been reclassified to facilitate comparison and achieve consistency in disclosure with current year amounts.

**3 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Except for extension options included under lease terms in property leases and rates for discounting (Note 2.19), the Group does not have any significant areas of estimation uncertainty and critical judgments in applying accounting policies that have a significant effect on the amounts recognised in the financial statements.

**4 FINANCIAL RISK MANAGEMENT**

The Group's activities expose it to a variety of financial risks: market risk (including currency risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and commodity prices and seeks to minimise potential adverse effects on the Group's financial performance.

Risk management is carried out by the Executive Management. The Executive Management under the directions of the Audit and Finance Committee identifies and evaluates financial and operational risks. The Board provides overall direction in risk management.

**(a) Market risk**

*Foreign exchange risk*

The Group is exposed to foreign exchange risk arising from various currency exposures in respect of purchases of inventory, primarily with respect to the United States and Australian dollar. Foreign exchange risk arises from future commercial transactions and foreign currency denominated assets and liabilities yet to be realised or settled.

**NOTES TO AND FORMING PART OF  
THE FINANCIAL STATEMENTS (cont'd)  
FOR THE YEAR ENDED 30 JUNE 2025**

**FMF FOODS LIMITED AND SUBSIDIARIES**

**4 FINANCIAL RISK MANAGEMENT (Cont'd)**

**(a) Market risk (Cont'd)**

*Foreign exchange risk (Cont'd)*

Management has set up a policy to require the Group to manage its foreign exchange risk against its functional currency, in this case the Fijian dollar. Foreign exchange risk arises when future commercial transactions or recognised assets or liabilities are denominated in a currency other than the Fijian Dollar. For significant settlements, the Group is required to seek quotations from recognised banks and use the most favourable exchange rate for purposes of the settlement. A foreign currency account is also maintained which is used for settlement of foreign currency payments to overseas suppliers.

**Exposure**

The Group's exposure to foreign currency risk at the end of the reporting period, expressed in Fijian dollars, were as follows:

	<b>2025</b>			<b>2024</b>		
	<b>USD \$'000</b>	<b>AUD \$'000</b>	<b>NZD \$'000</b>	<b>USD \$'000</b>	<b>AUD \$'000</b>	<b>NZD \$'000</b>
Trade receivables	439	9,266	581	436	7,870	1,013
Trade payables	(842)	(7,158)	(566)	(1,148)	(4,688)	(415)

**Sensitivity**

As shown above, the group is primarily exposed to changes in FJD/USD and FJD/AUD exchange rates. The sensitivity of profit or loss to changes in the exchange rates arises mainly from the above foreign currency denominated trade payables and receivables.

	<b>Impact on post-tax profit - gain / (loss)</b>			
	<b>2025</b>		<b>2024</b>	
	<b>USD \$'000</b>	<b>AUD \$'000</b>	<b>USD \$'000</b>	<b>AUD \$'000</b>
Exchange rate – increase 10% (2024 – 10%)	39	(659)	66	(608)
Exchange rate – decrease 10% (2024 – 10%)	(48)	804	(81)	742

*Interest rate risk*

The Group's interest rate risk arises from borrowings and bank overdrafts. Borrowings and bank overdraft issued at variable rates expose the Group to cash flow interest rate risk. There are no borrowings issued at fixed rates. All borrowings are in local currency. The Group regularly negotiates its interest rate with the Banks so that the lowest possible rate is available.

As at 30 June 2025, if interest rates on borrowings and bank overdrafts had been 1,000 basis points higher/lower with all other variables held constant, post-tax profit and equity for the year would have been \$129k (2024: \$131k) lower/higher, mainly as a result of higher/lower interest expense on floating rate borrowings and bank overdraft.

**FMF FOODS LIMITED AND SUBSIDIARIES****NOTES TO AND FORMING PART OF  
THE FINANCIAL STATEMENTS (cont'd)  
FOR THE YEAR ENDED 30 JUNE 2025****4 FINANCIAL RISK MANAGEMENT (Cont'd)****(b) Credit risk**

Credit risk is managed by management with board oversight. Credit risk arises from cash and cash equivalents, and deposits with banks and financial institutions, as well as credit exposures to wholesale and retail customers, including outstanding receivables.

As part of its risk control procedures, an assessment of the credit quality of a new customer, taking into account its financial position, past experience and other factors is carried out. Individual credit risk limits are then set based on the assessments done. The utilisation of credit limits is regularly monitored. Sales to credit retail customers are settled in either cash or bank cheques.

For banks and financial institutions, independent credit ratings exist for the Group to assess the credit quality of the counterparties and monitor any credit deterioration.

The maximum exposure to credit risk at the reporting date is the carrying value (which is also the fair value) as noted below. The Group does not hold any collateral as security.

The credit quality of cash and cash equivalents and other investments is as follows:

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Cash</b>		
Bank A	9,203	15,305

Bank A - The Group has cash with the Fiji branch as well as the Australian branch and Papua New Guinea branch of an international bank which has a Moody's credit rating of Aa3 (2024: Aa3).

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Other investments</b>		
Bank B	22,228	20,054
	<u>22,228</u>	<u>20,054</u>

Bank B - At financial year end 2025, the Group has other investments with a local bank which has a Moody's credit rating of Ba3.

The Group applies the IFRS 9 simplified approach to measure expected credit losses for trade receivables.

To measure the expected credit losses, trade receivables have been grouped based on shared risk characteristics and the days overdue. The Group uses the 'roll rate' model based on the probability of trade receivables following the movement of cash outstanding from payment status of current through all delinquency buckets until write-off. Loss rates are based on historical credit losses experienced over the past two years. These rates are then adjusted to reflect current and forward looking information based on macroeconomic factors (i.e. GDP growth rates and inflation rates) and the Group's internal evaluation of trade receivables over their expected lives.



**FMF FOODS LIMITED AND SUBSIDIARIES****NOTES TO AND FORMING PART OF  
THE FINANCIAL STATEMENTS (cont'd)  
FOR THE YEAR ENDED 30 JUNE 2025****4 FINANCIAL RISK MANAGEMENT (Cont'd)****(b) Credit risk (Cont'd)**

Impairments on cash and cash equivalents and other investments have been measured on the 12-month ECL basis and reflects the short maturities of the exposures. The Group considers that its cash and cash equivalents and other investments have low credit risk based on the external credit ratings of the counterparties.

The following table provides analysis about the exposure to credit risk and expected credit losses for trade receivables collectively assessed:

	<b>2025</b>		
	<b>Expected weighted average loss rate</b>	<b>Gross carrying amount \$'000</b>	<b>Allowance for impairment \$'000</b>
Current	0.24%	21,146	25
31 to 60 days overdue	0.38%	16,556	79
61 to 90 days overdue	1.06%	5,740	75
91 to 120 days overdue	3.26%	3,451	102
Over 120 days overdue	13.21%	5,764	216
Debtors individually assessed	100.00%	3,374	3,374
		<b>56,031</b>	<b>3,871</b>
	<b>2024</b>		
	<b>Expected weighted average loss rate</b>	<b>Gross carrying amount \$'000</b>	<b>Allowance for impairment \$'000</b>
Current	0.46%	26,290	122
31 to 60 days overdue	1.41%	11,669	165
61 to 90 days overdue	3.24%	5,074	164
91 to 120 days overdue	8.66%	2,482	215
Over 120 days overdue	15.70%	2,307	362
Debtors individually assessed	100.00%	2,298	2,298
		<b>50,120</b>	<b>3,326</b>

The amounts owing by the related companies arise from normal trading and exposure to credit risk and expected credit losses are separately assessed and no provisions are held at the year end (2024: \$Nil).

Movements in the allowance for impairment of trade receivables are as follows:

	<b>2025 \$'000</b>	<b>2024 \$'000</b>
At 1 July	3,326	2,587
Increase in/ (reversal of) loss allowance recognised in profit or loss	545	1,029
Bad debts written-off	-	(290)
At 30 June	<b>3,871</b>	<b>3,326</b>

**NOTES TO AND FORMING PART OF  
THE FINANCIAL STATEMENTS (cont'd)  
FOR THE YEAR ENDED 30 JUNE 2025**

**FMF FOODS LIMITED AND SUBSIDIARIES**

**4 FINANCIAL RISK MANAGEMENT (Cont'd)**

**(b) Credit risk (Cont'd)**

Impairments on other receivables are assessed on an individual counterparty basis. Any allowance for impairment is deemed immaterial due to their short term maturities and historical lack of default.

**(c) Liquidity risk**

Prudent liquidity risk management implies managing cash generated by its operations combined with bank borrowings. The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of bank overdrafts and borrowings. Management monitors rolling forecasts of the Group's liquidity reserve comprising cash and cash equivalents on the basis of expected cash flows.

The Group's financial liabilities are analysed below into relevant maturity groupings based on the remaining period at balance date to the contractual maturity date, including contractual undiscounted cash flows (consisting of outstanding principal balance plus future interest payments, if any).

	<b>Contractual maturities of financial liabilities</b>					<b>Carrying amount \$'000</b>
	<b>Up to 1 year</b>	<b>1 to 2 years</b>	<b>2 to 5 years</b>	<b>Over 5 years</b>	<b>Total</b>	
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	
<b>As at 30 June 2025</b>						
Bank overdraft	59,154	-	-	-	59,154	59,154
Trade and other payables	18,495	-	-	-	18,495	18,495
Owing to related companies	3,720	-	-	-	3,720	3,720
Lease liabilities	362	313	879	13,327	14,881	4,968
<b>Total</b>	<b>81,731</b>	<b>313</b>	<b>879</b>	<b>13,327</b>	<b>96,250</b>	<b>86,337</b>

	<b>Contractual Undiscounted Cash Flows</b>					<b>Carrying amount \$'000</b>
	<b>Up to 1 year</b>	<b>1 to 2 years</b>	<b>2 to 5 years</b>	<b>Over 5 years</b>	<b>Total</b>	
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	
<b>As at 30 June 2024</b>						
Bank overdraft	39,038	-	-	-	39,038	39,038
Trade and other payables	42,397	-	-	-	42,397	42,397
Owing to related companies	3,260	-	-	-	3,260	3,260
Lease liabilities	343	335	663	13,602	14,943	4,976
<b>Total</b>	<b>85,038</b>	<b>335</b>	<b>663</b>	<b>13,602</b>	<b>99,638</b>	<b>89,671</b>

Letters of credit and guarantees are disclosed in the Note 25.

**d) Regulatory risk**

The Group's profitability can be significantly impacted by regulatory agencies established which govern the business sector in Fiji. Specifically, retail and wholesale prices are regulated by Fijian Competition & Consumer Commission.

**NOTES TO AND FORMING PART OF  
THE FINANCIAL STATEMENTS (cont'd)  
FOR THE YEAR ENDED 30 JUNE 2025**

**FMF FOODS LIMITED AND SUBSIDIARIES**

**5 CAPITAL RISK MANAGEMENT**

The Group's objectives when managing capital is to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

The Group monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings less cash and cash equivalents. Total capital is calculated as equity plus net debt. During 2025, the Group's strategy, which was unchanged from 2024 was to maintain a gearing ratio of up to 30%.

The gearing ratio for the Group was as follows:

	<b>2025 \$'000</b>	<b>2024 \$'000</b>
Lease liabilities (Note 21)	4,968	4,976
Cash and cash equivalents (Note 12)	49,951	23,733
Net debt	54,919	28,709
Equity (as shown in the statement of financial position, including NCI)	168,886	159,192
Total capital	223,805	187,901
Gearing ratio	25%	15%

**Debt covenants**

Under the terms of the major borrowing facilities, the group is required to comply with the following financial covenants:

- the interest coverage ratio must be more than 2.5 times, and
- the ratio of total debt to EBITDA must be not more than 3.5 times.

These financial covenants are consistent with the prior period and managed as part of the Group's capital management. The Group has complied with all its externally imposed capital requirements in the current and prior period.

**6 REVENUE**

	<b>2025 \$'000</b>	<b>2024 \$'000</b>
<i>By category</i>		
Sales of food products	338,179	326,929
Sales of packaging materials	9,817	7,873
	347,996	334,802

**7 OTHER OPERATING INCOME**

	<b>2025 \$'000</b>	<b>2024 \$'000</b>
Exchange gains	4,483	3,987
Rental Income	129	131
Sundry Receipts	503	28
Gain on disposal of property, plant and equipment	60	-
	5,175	4,146

**NOTES TO AND FORMING PART OF  
THE FINANCIAL STATEMENTS (cont'd)  
FOR THE YEAR ENDED 30 JUNE 2025**

**FMF FOODS LIMITED AND SUBSIDIARIES**

**8 NET FINANCE COST**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Finance income</b>		
Interest income on term deposits	398	270
Interest income on intercompany advances	1	-
Interest income on customer overdue accounts	8	-
	<u>407</u>	<u>270</u>
<b>Finance costs</b>		
Interest expense on lease liabilities	(211)	(209)
Interest expense on overdraft and borrowings	(1,133)	(1,172)
	<u>(1,344)</u>	<u>(1,381)</u>
Net finance cost	<u>(937)</u>	<u>(1,111)</u>

**9 PROFIT BEFORE TAX**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Included in profit before tax are the following items of revenues and expenses:		
<b>Expenses</b>		
Auditors' remuneration		
- Grant Thornton (Principal auditors)	140	140
- Other auditors	47	47
Directors' emoluments		
- Directors' fees	44	29
Foreign exchange loss	891	730

**10 INCOME TAX EXPENSE**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
a)		
Current tax:		
Current tax on profits for the year	4,770	4,350
Adjustments in respect of prior year	-	10
Total current tax	<u>4,770</u>	<u>4,360</u>
Deferred tax:		
Origination and reversal of temporary differences	(236)	(205)
Adjustments in respect of prior year	20	(145)
Total deferred tax	<u>(216)</u>	<u>(350)</u>
Income tax expense	<u>4,554</u>	<u>4,010</u>

**NOTES TO AND FORMING PART OF  
THE FINANCIAL STATEMENTS (cont'd)  
FOR THE YEAR ENDED 30 JUNE 2025**

**FMF FOODS LIMITED AND SUBSIDIARIES**

**10 INCOME TAX EXPENSE (Cont'd)**

- b) The prima facie income tax expense on pre-tax accounting profit is reconciled to the current income tax asset as follows:

	<b>2025 \$'000</b>	<b>2024 \$'000</b>
Profit before tax	20,904	20,061
Prima facie income tax expense at 25% (2024: 25%)	5,509	5,047
Tax effects of:		
- Non-deductible and items not subject to tax (net)	(480)	(612)
Tax losses not recognised	(333)	(280)
Export Incentive	(162)	-
Prior year adjustments	20	(145)
<b>Income tax expense</b>	<b>4,554</b>	<b>4,010</b>
c)		
Opening current tax assets	(806)	1,221
Add: Current Income tax expense	(4,770)	(4,360)
Add: Taxes paid	6,072	2,333
Current income tax assets/ (liabilities) - 30 June	496	(806)

**11 DEFERRED INCOME TAXES**

**(a) Deferred income tax assets**

	<b>Tax losses \$'000</b>	<b>Other \$'000</b>	<b>Total \$'000</b>
At 30 June 2023	218	1,471	1,689
Charged to profit or loss statement	(26)	364	338
At 30 June 2024	192	1,835	2,027
Charged to profit or loss statement	(192)	144	(48)
At 30 June 2025	-	1,979	1,979

**(b) Deferred income tax liabilities**

	<b>Property, plant &amp; equipment \$'000</b>	<b>Other \$'000</b>	<b>Total \$'000</b>
At 30 June 2023	10,114	4,098	14,212
Charged to profit or loss statement	87	(98)	(11)
At 30 June 2024	10,201	4,000	14,201
Charged to profit or loss statement	(803)	542	(261)
At 30 June 2025	9,398	4,542	13,940

Unused tax losses of a subsidiary for which no deferred income tax asset has been recognised amounted to Nil as at 30 June 2025 (2024: \$1.02m).

**NOTES TO AND FORMING PART OF  
THE FINANCIAL STATEMENTS (cont'd)  
FOR THE YEAR ENDED 30 JUNE 2025**

**FMF FOODS LIMITED AND SUBSIDIARIES**

**12 CASH AND CASH EQUIVALENTS**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Cash on hand and at bank	9,203	15,305

(a) The above reconciles to the amount of cash shown in the statement of cash flows at the end of the financial year as follows:

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Cash on hand and at bank	9,203	15,305
Bank overdraft	(59,154)	(39,038)
Cash and cash equivalents	(49,951)	(23,733)

(b) Financing facilities

Bank overdraft facility from ANZ totalling \$60m (2024: \$60m) on net basis is available to the Group and interchangeable amongst the Group companies. Refer to Note 20 for securities provided.

**13 INVENTORIES**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Finished products	13,036	13,808
Raw and packaging materials	42,987	32,749
Spares	8,097	5,143
Work in progress	1,167	1,822
(Less): Allowances for inventory obsolescence	(2,564)	(3,062)
	62,723	50,460
Goods in transit	8,331	28,646
	71,054	79,106

**14 TRADE RECEIVABLES**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Gross carrying amount	56,031	50,120
Less: Allowances for impairment	(3,871)	(3,326)
Trade receivables - net	52,160	46,794

**15 PREPAYMENTS AND OTHER RECEIVABLES**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Deposits	494	499
Prepayments	7,322	5,529
VAT receivable	6,617	3,473
	14,433	9,501

**NOTES TO AND FORMING PART OF  
THE FINANCIAL STATEMENTS (cont'd)  
FOR THE YEAR ENDED 30 JUNE 2025**

**FMF FOODS LIMITED AND SUBSIDIARIES**

**16 OTHER INVESTMENTS**

	2025 \$'000	2024 \$'000
<b>Current</b>		
Term deposit	22,228	20,054

**17 INVESTMENTS IN SUBSIDIARIES**

(a) The Group's principal subsidiaries at year end are set out below. They have share capital consisting solely of ordinary shares that are held directly by the Group, and the proportion of ownership interests held equals the voting rights held by the Group. The country of incorporation or registration is also their principal place of business.

	Country of incorporation	% Interest 2025	2024	Principal activities
Pea Industries Pte Limited	Fiji	100	100	Pea milling
Biscuit Company (Fiji) Pte Limited	Fiji	100	100	Biscuit manufacture and sale
DHF Pte Limited	Fiji	100	100	Wheat and bakery ingredients sale
FMF Investment Company Pte Limited	Fiji	100	100	Property management
FMF Snax Pte Limited	Fiji	100	100	Snacks manufacture and sale
The Rice Company of Fiji Limited	Fiji	75	75	Rice sale
Atlantic & Pacific Packaging Company Limited	Fiji	60	60	Packaging materials manufacture and sale, signage
FMF Foods PNG Limited	PNG	100	100	Trading
FMF Foods New Zealand Limited	NZ	100	100	Trading
London Pet Food Company Pte Limited	Fiji	100	100	Pet food manufacture (Dormant)
London Car Company Pte Limited	FIJI	100	100	Car Sale (Dormant)

(b) The financial statements of the subsidiaries, The Rice Company of Fiji Limited, FMF Snax Pte Limited and FMF Investment Company Pte Limited are audited by BDO Chartered Accountants.

(c) The operations of London Pet Food Pte Ltd was discontinued in January 2021.

(d) Material non-controlling interests

The two material subsidiaries with non-controlling interests are The Rice Company of Fiji Limited (RCF) and Atlantic & Pacific Packaging Company Limited (ATPACK) with 25% and 40% ordinary shares held by non-controlling interests respectively.

The total non-controlling interest at year end was \$9.5m (2024: \$9.0m), of which \$3.6m (2024: \$3.7m) was for RCF and \$5.9m (2024: \$5.3m) was attributed to ATPACK.

The profit allocated to non-controlling interest for the year was \$1.29m (2024: \$1.44m), of which \$0.47m (2024: \$0.71m) was for RCF and \$0.82m (2024: \$0.73m) was attributed to ATPACK.

The dividends paid to non-controlling interest during the year was \$0.71m (2024: \$0.71m), of which \$0.53m (2024: \$0.53m) was paid by RCF and \$0.18m (2024: \$0.18m) was paid by ATPACK.

**FMF FOODS LIMITED AND SUBSIDIARIES****NOTES TO AND FORMING PART OF  
THE FINANCIAL STATEMENTS (cont'd)  
FOR THE YEAR ENDED 30 JUNE 2025****17 INVESTMENTS IN SUBSIDIARIES (Cont'd)**

Set out below are the summarised financial information for each subsidiary that has non-controlling interests that are material to the Group.

**Summarised statements of financial position**

	RCF		ATPACK	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
<u>Current</u>				
Assets	15,996	22,873	12,586	11,163
Liabilities	1,606	8,268	4,594	3,359
Current net assets	14,390	14,605	7,992	7,804
<u>Non-current</u>				
Assets	150	145	8,487	7,609
Liabilities	-	-	1,681	2,222
Non-current net assets	150	145	6,806	5,387
Net assets	14,540	14,750	14,798	13,191

**Summarised statements of profit or loss and other comprehensive income**

	RCF		ATPACK	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Revenue	54,515	50,986	21,224	20,825
Profit before income tax	2,520	3,807	2,705	2,395
Income tax expense	(630)	(952)	(658)	(570)
Net profit	1,890	2,855	2,047	1,825
Other comprehensive income	-	-	-	-
Total comprehensive income	1,890	2,855	2,047	1,825

**Summarised cash flows**

	RCF		ATPACK	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities	(1,669)	(566)	(965)	3,448
Cash flows from investing activities	129	-	(2,431)	(1,517)
Cash flows from financing activities	(2,100)	(2,100)	(904)	(926)
Net increase / (decrease) in cash and cash equivalents	(3,640)	(2,666)	(4,300)	1,005



**NOTES TO AND FORMING PART OF  
THE FINANCIAL STATEMENTS (Cont'd)  
FOR THE YEAR ENDED 30 JUNE 2025**

**FMF FOODS LIMITED AND SUBSIDIARIES**

**18 PROPERTY, PLANT AND EQUIPMENT**

	<b>Buildings \$'000</b>	<b>Freehold land &amp; building \$'000</b>	<b>Motor vehicles \$'000</b>	<b>Plant, furniture &amp; equipment \$'000</b>	<b>Work - in progress \$'000</b>	<b>Total \$'000</b>
<b>At 01 July 2023</b>						
Cost	54,292	4,599	10,319	147,010	842	217,063
Accumulated depreciation	(15,333)	(423)	(7,398)	(110,881)	-	(134,036)
<b>Net book amount</b>	<b>38,959</b>	<b>4,176</b>	<b>2,921</b>	<b>36,129</b>	<b>842</b>	<b>83,027</b>
<b>For the year ended 30 June 2024</b>						
Opening net book amount	38,959	4,176	2,921	36,129	842	83,027
Additions	252	-	1,131	2,086	2,323	5,792
Disposals	-	-	(64)	-	-	(64)
Transfers	-	205	-	1,491	(1,714)	(18)
Depreciation charge	(1,312)	(23)	(1,089)	(6,966)	-	(9,390)
<b>Closing net book amount</b>	<b>37,899</b>	<b>4,358</b>	<b>2,899</b>	<b>32,740</b>	<b>1,451</b>	<b>79,347</b>
<b>At 30 June 2024</b>						
Cost	54,544	4,804	11,386	150,587	1,451	222,772
Accumulated depreciation	(16,645)	(446)	(8,487)	(117,847)	-	(143,425)
<b>Net book amount</b>	<b>37,899</b>	<b>4,358</b>	<b>2,899</b>	<b>32,740</b>	<b>1,451</b>	<b>79,347</b>
<b>For the year ended 30 June 2025</b>						
Opening net book amount	37,899	4,358	2,899	32,740	1,451	79,347
Additions	200	65	871	4,078	10,610	15,824
Disposals	-	-	(14)	-	-	(14)
Transfers	284	71	74	2,170	(2,599)	-
Depreciation charge	(1,316)	(31)	(1,478)	(6,459)	-	(9,284)
<b>Closing net book amount</b>	<b>37,067</b>	<b>4,463</b>	<b>2,352</b>	<b>32,529</b>	<b>9,462</b>	<b>85,873</b>
<b>At 30 June 2025</b>						
Cost	55,028	4,940	12,317	156,835	9,462	238,582
Accumulated depreciation	(17,961)	(477)	(9,965)	(124,306)	-	(152,709)
<b>Net book amount</b>	<b>37,067</b>	<b>4,463</b>	<b>2,352</b>	<b>32,529</b>	<b>9,462</b>	<b>85,873</b>

**FMF FOODS LIMITED AND SUBSIDIARIES****NOTES TO AND FORMING PART OF  
THE FINANCIAL STATEMENTS (cont'd)  
FOR THE YEAR ENDED 30 JUNE 2025****19 TRADE AND OTHER PAYABLES**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Trade payables	10,657	32,806
Other payables and accruals	6,087	7,602
Staff leave accruals	1,751	1,989
	<b>18,495</b>	<b>42,397</b>

**20 BANK OVERDRAFT AND BORROWING SECURITIES**

The secured borrowings and bank overdrafts of the Group are secured by a first registered mortgage debenture over all the assets of the Group including uncalled capital and unpaid premiums, cross guarantees by the subsidiaries, and a negative pledge by a subsidiary, Atlantic & Pacific Packaging Company Limited, not to lend or grant security to another party.

**21 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES**

The Group has leased various land under the crown lease agreements ranging from 60 to 99 years from the Government of Republic of Fiji.

Information about leases for which the Group is a lessee is presented below.

(a) The statement of financial position shows the following amounts relating to right-of-use assets:

	<b>Land</b>	<b>Building</b>	<b>Total</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Balance as at 1 July 2024	8,490	3,195	11,685
Additions	270	108	378
Disposal	-	(34)	(34)
Depreciation charge for the year	(33)	(282)	(315)
Balance as at 30 June 2025	<b>8,727</b>	<b>2,987</b>	<b>11,714</b>

(b) Lease liabilities included in the statement of financial position as at 30 June 2025 consist of:

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Current	244	136
Non-current	4,724	4,840
Total lease liabilities as at 30 June	<b>4,968</b>	<b>4,976</b>

**FMF FOODS LIMITED AND SUBSIDIARIES****NOTES TO AND FORMING PART OF  
THE FINANCIAL STATEMENTS (cont'd)  
FOR THE YEAR ENDED 30 JUNE 2025****21 RIGHT-OF-USE ASSETS AND LEASE LIABILITIES (Cont'd)**

(c) The statement of profit or loss and other comprehensive income shows the following amounts relating to leases:

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Depreciation charge of right-of-use assets	315	294
Interest expense (included in finance cost)	211	209

(d) Cash outflow for leases:

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Repayment of principal lease liabilities	154	137
Interest expense	211	209
Total	<u>365</u>	<u>346</u>

**22 SHARE CAPITAL**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Issued and fully paid: 150,000,000 ordinary shares	<u>6,000</u>	<u>6,000</u>

The company's capital comprises ordinary shares only and these carry the same rights, preferences and restrictions.

**23 DIVIDENDS**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Dividends declared (Dividend per share 2025: \$0.04/ 2024: \$0.08)	<u>6,000</u>	<u>12,000</u>

During the year, dividends declared by other group entities and payable to controlling and non-controlling interests was \$0.70m (2024: \$0.70m).

**24 EARNINGS PER SHARE**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Profit after tax attributable to the equity holders of the Company	15,058	14,608
Number of ordinary shares issued ('000)	150,000	150,000
Basic and diluted earnings per share (cents)	<u>10.04</u>	<u>9.74</u>

**FMF FOODS LIMITED AND SUBSIDIARIES****NOTES TO AND FORMING PART OF  
THE FINANCIAL STATEMENTS (cont'd)  
FOR THE YEAR ENDED 30 JUNE 2025****25 CONTINGENCIES AND COMMITMENTS**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
(a) Liabilities in respect of shipping documents surrendered where suppliers' account not yet credited:		
Letters of credit	8,007	3,289
(b) Gurantees or undertakings given by the banks on behalf of the Group:		
Guarantees and bonds	576	398

**26 RELATED PARTIES****(a) Directors**

The following were Directors of the Company at any time during the financial year and up to the date of this report:

- Hari Punja Order of Fiji, OBE – Chairman Emeritus
- Jenny Seeto - Chairperson
- Sanjay Punja - Managing Director
- Leena Punja
- Ajai Punja - *Resigned on 6th March 2025*

**(b) Immediate and ultimate holding company**

The immediate and penultimate holding company is Hari Punja and Sons Pte Limited (HPS). The ultimate holding company is Hari Punja Nominees Pte Limited.

**(c) Amounts owing by related companies**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Penultimate holding company	8	36
Fellow subsidiaries	15	15
	<hr/> 23	<hr/> 51

The receivables from related parties arise mainly from sale transactions and are due within two months of sale. The receivables are unsecured in nature and bear no interest. No provisions are held against receivables from related parties (2024: \$Nil).

**FMF FOODS LIMITED AND SUBSIDIARIES****NOTES TO AND FORMING PART OF  
THE FINANCIAL STATEMENTS (cont'd)  
FOR THE YEAR ENDED 30 JUNE 2025****26 RELATED PARTIES (Cont'd)**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
(d) <b>Amounts owing to related companies</b>		
Penultimate holding company	153	57
Fellow subsidiaries	470	201
Other related entities	3,097	3,002
	<u>3,720</u>	<u>3,260</u>

The payables to related parties bear no interest and payables arising from purchases are due within two months of purchases.

**(e) Related party transactions**

Significant transactions during the year with related parties were as follows:

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Income</b>		
- Sales to fellow subsidiaries	71	48
- Administration income from fellow subsidiaries	4	4
- Rent received from fellow subsidiaries	14	11
<b>Expenses</b>		
- Management fees to penultimate holding company	1,433	1,384
- Purchase of consumables from fellow subsidiaries	4,103	2,858
- Purchases of raw materials, consumables and packing materials from other related entities	34,846	34,698
- Staff cost to fellow subsidiary	25	27
- Rent to fellow subsidiary	24	92
- Advertising to other related entity	4	682
- Commission to other related entity	588	673
<b>Dividends</b>		
Dividend paid to penultimate holding company	4,305	8,562

The management fees are paid to HPS by the Holding Company and its subsidiaries in accordance with a management agreement the entities have with HPS. Sales, administration fees and purchase of consumables transactions are with the fellow subsidiaries of the Holding Company and its subsidiaries.

Dividends are paid to HPS by the Holding Company and its subsidiaries, namely Atlantic & Pacific Packaging Company Limited and the Rice Company of Fiji Limited.

During the year, interest-bearing advances were made within the Group.

**FMF FOODS LIMITED AND SUBSIDIARIES****NOTES TO AND FORMING PART OF  
THE FINANCIAL STATEMENTS (cont'd)  
FOR THE YEAR ENDED 30 JUNE 2025****26 RELATED PARTIES (Cont'd)****(f) Key management personnel**

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any Director (whether executive or otherwise) of that entity.

During the year the executives identified as key management personnel, with the greatest authority and responsibility for the planning, directing and controlling the activities of the Company were the Managing Director, the Group Chief Financial Officer (CFO) and the Group General Manager.

The amount of compensation of the key management personnel borne by and included in the Group is as follows:

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Salaries and other short term benefits	1,191	930

**27 SIGNIFICANT EVENTS DURING THE YEAR AND EVENTS SUBSEQUENT TO BALANCE DATE**

No charge on the assets of the Group has arisen since the end of the financial year to the date of this report to secure the liabilities of any other person.

No contingent liability has arisen since the end of the financial year to the date of this report.

No contingent or other liability has become enforceable or is likely to become enforceable within a period of twelve months after the date of this report which, in the opinion of the Directors, will or may affect the ability of the Group to meet its obligations as and when they fall due.

**28 REGISTERED OFFICE AND SHARE REGISTER****Registered Office**

2 Leonidas Street  
Walu Bay  
Suva  
Republic of Fiji

**Share Register**

Central Share Registry Pte Limited  
South Pacific Stock Exchange  
Shop 1 and 11 Sabrina Building  
Victoria Parade, Suva.  
Republic of Fiji

**29 SEGMENT INFORMATION****(a) Secondary reporting – geographical segments**

The Group operates in the geographical segments of Fiji and Papua New Guinea. Management has assessed that the Papua New Guinea segment is not a reportable segment. The subsidiary in New Zealand was not operational during the year.

**FMF FOODS LIMITED AND SUBSIDIARIES****NOTES TO AND FORMING PART OF  
THE FINANCIAL STATEMENTS (cont'd)  
FOR THE YEAR ENDED 30 JUNE 2025****29 SEGMENT INFORMATION (Cont'd)****(b) Primary reporting - business segments 2025**

	<b>Food products \$'000</b>	<b>Packaging \$'000</b>	<b>Properties \$'000</b>	<b>Inter-segment elimination \$'000</b>	<b>Total \$'000</b>
External sales	338,179	9,817	-	-	347,996
Intersegment sales	32,305	11,407	-	(43,712)	-
Sales	370,484	21,224	-	(43,712)	347,996
Other operating income	15,899	547	3,280	(14,551)	5,175
	386,383	21,771	3,280	(58,263)	353,171
Changes in inventories of finished goods and work in progress	(1,736)	309	-	-	(1,427)
Raw materials and consumables	(270,933)	(12,143)	-	43,152	(239,924)
Staff costs	(29,824)	(2,927)	-	-	(32,751)
Depreciation/ Amortisation	(10,251)	(1,686)	(782)	3,120	(9,599)
Impairment loss on trade receivables	(561)	16	-	-	(545)
Other operating expenses	(50,933)	(2,658)	(539)	7,046	(47,084)
Segment result before income tax and finance income/(costs)	22,145	2,682	1,959	(4,945)	21,841
Finance Income	702	111	183	(589)	407
Finance cost	(1,893)	(88)	(184)	821	(1,344)
<b>Segment profit before tax</b>	20,954	2,705	1,958	(4,713)	20,904
Income tax expense	(3,400)	(658)	(496)	-	(4,554)
<b>Profit after tax for the year from continuing operations</b>	17,554	2,047	1,462	(4,713)	16,350
Segment assets	240,947	20,879	38,384	(33,026)	267,184
Deferred income tax assets	1,785	194	-	-	1,979
<b>Total assets</b>	242,732	21,073	38,384	(33,026)	269,163
Segment liabilities	40,137	2,889	2,123	(17,966)	27,183
Deferred income tax liabilities	8,674	1,189	4,077	-	13,940
Bank overdraft	53,605	2,197	3,352	-	59,154
<b>Total liabilities</b>	102,416	6,275	9,552	(17,966)	100,277
Acquisition of property, plant and equipment	12,399	2,574	851	-	15,824
Depreciation expense	10,251	1,686	782	(3,120)	9,599
Net cash flows from operating activities	(836)	(965)	2,522	(2,441)	(1,720)

**FMF FOODS LIMITED AND SUBSIDIARIES****NOTES TO AND FORMING PART OF  
THE FINANCIAL STATEMENTS (cont'd)  
FOR THE YEAR ENDED 30 JUNE 2025****29 SEGMENT INFORMATION (Cont'd)****(b) Primary reporting - business segments 2024**

	<b>Food products \$'000</b>	<b>Packaging \$'000</b>	<b>Properties \$'000</b>	<b>Inter-segment elimination \$'000</b>	<b>Total \$'000</b>
External sales	326,929	7,873	-	-	334,802
Inter-segment sales	33,917	12,952	-	(46,869)	-
Sales	360,846	20,825	-	(46,869)	334,802
Other operating income	13,717	236	3,303	(13,110)	4,146
	374,563	21,061	3,303	(59,979)	338,948
Changes in inventories of finished goods and work in progress	4,634	156	-	-	4,790
Raw materials and consumables	(272,981)	(11,896)	-	46,016	(238,861)
Staff costs	(27,577)	(2,422)	-	-	(29,999)
Depreciation/ Amortisation	(10,341)	(1,508)	(779)	2,944	(9,684)
Created of impairment loss on trade receivables	(838)	(191)	-	-	(1,029)
Other operating expenses	(45,428)	(2,819)	(499)	5,753	(42,993)
Segment result before income tax and finance income/(costs)	22,032	2,381	2,025	(5,266)	21,172
Finance Income	557	62	117	(466)	270
Finance cost	(1,703)	(48)	(192)	562	(1,381)
<b>Segment profit before tax</b>	20,886	2,395	1,950	(5,170)	20,061
Income tax expense	(2,948)	(570)	(492)	-	(4,010)
<b>Profit after tax for the year from continuing operations</b>	17,938	1,825	1,458	(5,170)	16,051
Segment assets	243,926	18,581	37,066	(37,730)	261,843
Deferred income tax assets	1,836	191	-	-	2,027
<b>Total assets</b>	245,762	18,772	37,066	(37,730)	263,870
Segment liabilities	67,662	4,328	2,058	(22,609)	51,439
Deferred income tax liabilities	9,110	1,253	3,838	-	14,201
Bank overdraft	35,238	-	3,800	-	39,038
<b>Total liabilities</b>	112,010	5,581	9,696	(22,609)	104,678
Acquisition of property, plant and equipment	4,135	1,579	78	-	5,792
Depreciation expense	10,341	1,508	779	(2,944)	9,684
Net cash flows from operating activities	31,001	3,448	1,818	(2,606)	33,661



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**Grant Thornton**  
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## Disclaimer on Unaudited Supplementary Information

### FMF Foods Limited and Subsidiaries

For the year ended 30 June 2025

The additional unaudited supplementary information presented on page 45 to 48 is compiled by the Board of FMF Foods Limited. Accordingly, we do not express an opinion on such financial information and no warranty of accuracy or reliability is given.

We advise that neither the firm nor any member or employee of the firm accepts the responsibility arising in any way whatsoever to any person in respect of such information, including any errors or omissions therein, arising through negligence or otherwise however caused.



**Grant Thornton**  
**Chartered Accountants**

by



**Paritosh Deo**  
**Partner**

**18 September 2025**  
**Suva, Fiji**

**FMF FOODS LIMITED**  
**LISTING REQUIREMENTS OF SOUTH PACIFIC STOCK EXCHANGE**  
**(UNAUDITED AND NOT INCLUDED ELSEWHERE IN THE ANNUAL REPORT)**

**(a) Schedule of each class of equity security in compliance with listing requirements under 51.2 (v):**

<b>NAME</b>	<b>Number of Shares</b>	<b>%</b>
HARI PUNJA & SONS LIMITED	106,424,847	70.95
THE FIJI NATIONAL PROVIDENT FUND BOARD	6,675,157	4.45
BSP LIFE (FIJI) LIMITED	5,741,439	3.83
UNIT TRUST OF FIJI (TRUSTEE COMPANY) LTD	5,187,006	3.46
FHL TRUSTEES LIMITED ATF FIJIAN HOLDINGS UNIT TRUST	2,976,355	1.98
GARY CALLAGHAN	1,700,225	1.13
CARLISLE (FIJI) LIMITED	1,487,240	0.99
FIJIAN HOLDINGS LTD	1,298,200	0.87
JITENDRA KUMAR M NARSEY	1,090,450	0.73
SUNIL JAYANTILAL RATANJI AND ANJNA SUNIL RATANJI	707,775	0.47
ESTATE OF VENILAL MAGANLAL NARSEY	675,950	0.45
BECHARBHAI HOLDINGS LTD	499,950	0.33
JITENDRA THAKORLAL NARSEY	388,437	0.26
KANTI LAL PUNJA	375,000	0.25
HARI KRISHNA NARSEY	369,937	0.25
INDRAVADAN NARSEY	369,937	0.25
BIPIN CHANDRA	318,700	0.21
SHANTILAL PATEL	279,900	0.19
SURESH CHANDRA	274,950	0.18
VIJAY KUMAR	274,950	0.18
VIJAYKUMAR PATEL	274,950	0.18
BHIKABHAI SUNDARJI BHINDI, DESMUKH BHAI BHINDI, SANJAY BHINDI	258,450	0.17
EST. KHUSHALBHAI NATHUBHAI PATEL	249,950	0.17

**(b) Schedule of each class of equity security in compliance with listing requirements under 51.2 (vi):**

Distribution of ordinary shareholders:

<b>No. of Shareholders</b>	<b>Shareholding</b>	<b>Total % Holding</b>
69	0 to 500 shares	0.01
123	501 to 5,000 shares	0.25
61	5,001 to 10,000 shares	0.35
67	10,001 to 20,000 shares	0.71
42	20,001 to 30,000 shares	0.69
18	30,001 to 40,000 shares	0.45
22	40,001 to 50,000 shares	0.72
32	50,001 to 100,000 shares	1.80
42	100,001 to 1,000,000 shares	6.63
9	Over 1,000,000 shares	88.39
<b>485</b>	<b>Total</b>	<b>100.00</b>

**FMF FOODS LIMITED****LISTING REQUIREMENTS OF SOUTH PACIFIC STOCK EXCHANGE (Cont'd)****(UNAUDITED AND NOT INCLUDED ELSEWHERE IN THE ANNUAL REPORT)****(c) Composition of Board and Committee Members and Attendance during the year under 51.2 (vii/viii)**

<b>Name of Director</b>	<b>Number of Meetings Held</b>	<b>Number of Meetings Attended</b>	<b>Apologies</b>
Mr. Hari Punja (Chairman Emeritus)	-	-	-
Ms. Jenny Seeto - Chairperson	4	4	N/A
Mr. Sanjay Punja - Managing Director	4	4	N/A
Ms. Leena Punja	4	4	N/A
<b>Audit &amp; Finance Sub-Committee</b>			
Ms. Jenny Seeto (Chairperson)	4	4	N/A
Mr. Sanjay Punja	4	4	N/A
Ms. Leena Punja	4	4	N/A

**(d) Disclosure under section 51.2 (x):**

<b>Subsidiaries information:</b>		
Names of the subsidiaries dealing in food products	1	Pea Industries Pte Limited
	2	DHF Pte Limited
	3	FMF Snax Pte Limited
	4	The Rice Company of Fiji Limited
	5	Biscuit Company (Fiji) Pte Limited
	6	London Pet Food Company Pte Limited (Dormant)
	7	FMF Foods New Zealand Limited (Dormant)
	8	FMF Foods (PNG) Limited
Name of the subsidiary dealing in packaging materials	9	Atlantic & Pacific Packaging Company Limited
Name of the subsidiary having property investments	10	FMF Investment Company Pte Limited
Name of the subsidiary dealing in cars	11	London Car Company Pte Limited (Dormant)
Principal country of operation	1 - 6, 9 - 11	Republic of Fiji
	7	New Zealand
	8	Papua New Guinea
Country of incorporation	1 - 6, 9 - 11	Republic of Fiji
	7	New Zealand
	8	Papua New Guinea

**FMF FOODS LIMITED****LISTING REQUIREMENTS OF SOUTH PACIFIC STOCK EXCHANGE (Cont'd)  
(UNAUDITED AND NOT INCLUDED ELSEWHERE IN THE ANNUAL REPORT)****(d) Disclosure under section 51.2 (x) (Cont'd):**

	<b>Food products \$'000</b>	<b>Packaging \$'000</b>	<b>Properties \$'000</b>
Turnover	187,099	21,224	-
Other income	1,759	658	3,463
	<u>188,858</u>	<u>21,882</u>	<u>3,463</u>
Depreciation	(3,814)	(1,686)	(782)
Interest expense	(705)	(88)	(184)
Other expenses	<u>(171,378)</u>	<u>(17,403)</u>	<u>(539)</u>
Profit before tax	12,961	2,705	1,958
Income tax expense	<u>(2,679)</u>	<u>(658)</u>	<u>(496)</u>
Net profit after tax	<u>10,282</u>	<u>2,047</u>	<u>1,462</u>
Total assets	<u>100,635</u>	<u>21,073</u>	<u>38,384</u>
Total liabilities	<u>35,403</u>	<u>6,275</u>	<u>9,552</u>
Shareholders' equity	<u>65,232</u>	<u>14,798</u>	<u>28,832</u>

**(e) Disclosure under Section 51.2 (xiv):****Summary of key financial results for the previous five years for the Group:**

	<b>2025</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Net Profit after Tax	16,350	16,051	8,506	9,908	9,196	12,393
Current Assets	169,597	170,811	160,038	150,539	124,282	129,076
Non - Current Assets	99,566	93,059	96,455	94,130	92,456	94,691
Total Assets	269,163	263,870	256,493	244,669	216,738	223,767
Current Liabilities	81,613	85,637	81,576	75,724	51,390	59,187
Non -Current Liabilities	18,664	19,041	19,120	14,949	16,010	19,303
Total Liabilities	100,277	104,678	100,696	90,673	67,400	78,490
Shareholders' Equity	168,886	159,192	155,797	153,996	149,338	145,277

**FMF FOODS LIMITED****LISTING REQUIREMENTS OF SOUTH PACIFIC STOCK EXCHANGE (Cont'd)**  
**(UNAUDITED AND NOT INCLUDED ELSEWHERE IN THE ANNUAL REPORT)****(f) Disclosure under Section 51.2 (xv) (a):****Dividend declared per share:**

	<b>2025</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
<b>Cents per share</b>	4.00	8.00	4.00	3.00	3.00	2.00

**(g) Disclosure under Section 51.2 (xv) (b):****Group earnings per share:**

	<b>2025</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
<b>Cents per share</b>	10.04	9.74	4.98	6.23	5.20	7.36

**(h) Disclosure under Section 51.2 (xv) (c):****Group net tangible assets per share:**

	<b>2025</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
<b>Cents per share</b>	112.59	106.13	103.86	102.66	99.56	96.85

**(i) Disclosure under Section 51.2 (xv) (d):**

<b>Share price during the year</b>	<b>2025</b> <b>\$</b>	<b>2024</b> <b>\$</b>
Highest	1.78	1.89
Lowest	1.69	1.78
On 30th June	1.77	1.78

## PROXY FORM

[Pursuant to Section 157 and 158 of Companies Act 2015]

Name of the Member: \_\_\_\_\_

Registered Address: \_\_\_\_\_

SIN: \_\_\_\_\_

I/We, being the member(s) of \_\_\_\_\_ shares of **FMF Foods Limited**, hereby appoint:

1. Name \_\_\_\_\_, of \_\_\_\_\_

or failing that;

2. Name \_\_\_\_\_, of \_\_\_\_\_

as my/our proxy to attend and vote on a show of hands and poll on my/our behalf at the Annual General Meeting of the Company, to be held on Wednesday, October 29, 2025 at 11.00 a.m. at the Training Room, Atlantic & Pacific Packaging Company Limited, Leonidas Street, Walu Bay, Suva, Fiji and at any adjournment thereof in respect of such resolutions and in such manner as are indicated below:

Resolution/ Agenda Item No.	Business / Resolution	*Optional [Mark X]		
		For	Against	Abstain
	<b>Ordinary Business</b>			
1.	Consideration of Financial Statements			
2.	Confirmation of Interim Dividend			
3.	Re-appointment of Director - Ms. Jenny Seeto			
6.	Re-appointment of Auditors : - M/s. Grant Thornton			

Signed this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_.

Signature of Member(s) \_\_\_\_\_

1. \*It is optional to put a 'X' in the appropriate column against the Resolutions indicated in the Box. If you leave the 'For'/'Against'/'Abstain' column blank against any or all Resolutions, your Proxy will be entitled to vote in the manner as he/she thinks appropriate.
2. If you mark the Abstain box for a particular Item, you are directing your proxy not to vote on your behalf on a show of hands or on a poll and your votes will not be counted in computing the required majority to conduct a poll.
3. If a representative of the corporation is to attend the meeting, "Appointment of Corporate Representative" should be filled in. If the Corporate Representative wishes to appoint a Proxy, this Form must be duly filled in.
4. This Proxy Form must be received by the Company at P.O.Box No.977, Leonidas Street, Walu Bay, Suva, Fiji or email to [swastikap@fmf.com.fj](mailto:swastikap@fmf.com.fj) before **11.00 a.m, October 27, 2025**, being not later than 48 hours before the commencement of the meeting. Any Proxy Form received after that time will not be valid for the scheduled meeting.

**For office use only:**

Proxy received on .....at .....am / pm by .....

## APPOINTMENT OF CORPORATE REPRESENTATIVE

[Pursuant to Section 160 of Companies Act 2015]

**This form may be used by a company or other body corporate which is a security holder or which has been appointed as a proxy by a security holder.**

*Insert the name of the body corporate making the appointment*

Hereby appoints

*Insert the name of the appointee. Please note that multiple representatives can be appointed but only one representative may exercise the body corporate's powers at any one time.*

to act as its representative at ☐ all meetings **OR** ☐ the meeting to be held on \_\_\_\_\_ (Date)

Of

**FMF FOODS LIMITED**

SIGNATURES- THIS MUST BE COMPLETED

<div style="border: 1px solid black; padding: 10px; min-height: 100px;">           Common Seal (if applicable)         </div>	Director	Sole director & Sole Secretary
	<div style="border: 1px solid black; height: 25px; width: 100%;"></div>	<div style="border: 1px solid black; height: 25px; width: 100%;"></div>
	Director/ Company Secretary	Date
	<div style="border: 1px solid black; height: 25px; width: 100%;"></div>	<div style="border: 1px solid black; height: 25px; width: 100%;"></div>

### Information

In order to be effective, the form must be received by Company at P.O.Box No.977, Leonidas Street, Walu Bay, Suva, Fiji or email to [swastikap@fmf.com.fj](mailto:swastikap@fmf.com.fj) within the time limit (if any) specified in the relevant company's Articles of Association for receipt of Corporate Representative Appointments. The original of the form will be retained by the company.

A body corporate may appoint an individual as a representative to exercise all or any of the powers the body corporate may exercise at meetings of a company's members, creditors or debenture holders. The appointment maybe by reference to a position held provided that the appointment identifies the position.



The appointment must be executed in accordance with the body corporate's Articles of Association and (if applicable) Section 53 of the Companies Act 2015. An appointment may be a standing one, which will continue until revoked.

If more than one representative is appointed, only one representative may exercise the body corporate's power at any one time.

**For office use only:**

Form received on .....at .....am / pm by .....