

CHAIRMAN'S MESSAGE

**SHARPER
STRATEGIES**

**HIGHER
AMBITIONS**



F&N HAS DRAWN STRENGTH FROM ITS 142-YEAR HISTORY AND PROVEN ABILITY TO ADAPT. EACH CHALLENGE HAS REINFORCED THE IMPORTANCE OF EXPERIENCED LEADERSHIP, SOUND GOVERNANCE AND CROSS-BUSINESS COLLABORATION.



Koh Poh Tiong

As Singapore celebrates its 60th year of nationhood, we reflect on F&N's long and deep connection with the nation's journey. Being part of Singapore's landscape before independence, we have grown alongside the country as we adapted, evolved and contributed to its transformation. Our story is intertwined with Singapore's, defined by resilience, enterprise and a shared commitment to progress.

PERFORMANCE AMID A DYNAMIC ENVIRONMENT

FY2025 was a year of steady performance amid a shifting global environment. While inflationary pressures eased and input costs moderated, the operating landscape remained influenced by currency volatility, uneven demand recovery and geopolitical uncertainties. Against this backdrop, F&N demonstrated the strength of its fundamentals, underpinned by prudent management, a diversified portfolio and disciplined capital allocation.

INVESTING FOR LONG-TERM GROWTH

The Board remained focused on positioning F&N for sustainable, long-term growth, balancing near-term resilience with forward investment. Key areas included innovation, digital transformation, sustainability and expanding regional capacity to strengthen the Group's competitive advantage and future readiness. Notably, we advanced our upstream investments in dairy operations with the integrated dairy farm in Malaysia, and a new dairy manufacturing facility in Cambodia. These strategic developments reinforce our supply-chain depth and self-sufficiency, and reflect our commitment to building a more resilient, regionally connected business.

We also strengthened alignment across the Group's businesses, collaborating closely with Thai Beverage Public Company Limited to capture scale efficiencies and synergies that enhance competitiveness domestically and regionally. This collaboration provides

strong momentum as we pursue sustainable growth and margin improvement.

DRAWING STRENGTH FROM HERITAGE AND EXPERIENCE

F&N has drawn strength from its 142-year history and proven ability to adapt. Each challenge has reinforced the importance of experienced leadership, sound governance and cross-business collaboration. These qualities have enabled F&N to weather change, learn from adversity and emerge stronger. Our commitment to responsible stewardship remains unwavering. The same discipline that underpins our governance also guides our approach to sustainability, ensuring that growth today contributes to a more resilient and equitable future.

ADVANCING OUR SUSTAINABILITY AGENDA

Guided by the Board and the Sustainability and Risk Management Committee, F&N completed a double materiality assessment in FY2025 to shape its 2030 sustainability targets and began aligning climate-related disclosures with IFRS S2. We also made tangible progress across our priorities, including expanding the use of renewable energy, promoting circular packaging, introducing healthier products, and enhancing workplace wellbeing. Our integrated dairy farm in Malaysia exemplifies this approach. Designed with circular-economy principles, on-site feed cultivation, and waste-to-energy systems, it supports food security while reducing environmental impact.

DELIVERING VALUE TO SHAREHOLDERS

In line with our commitment to long-term growth and delivering value to shareholders, the Board has proposed a final dividend of 4.0 cents per share for FY2025. Together with the interim dividend of 1.5 cents paid in June, this brings the total dividend for the year to 5.5 cents per share, representing a 53% payout of attributable profit before exceptional items.

This reflects our disciplined approach to capital management, balancing near-term returns to shareholders with reinvestment to support sustainable growth. Subject to approval at the upcoming Annual General Meeting, the final dividend will be paid on 11 February 2026.

ACKNOWLEDGEMENTS

On behalf of the Board, I extend our sincere appreciation to our directors, Mr Chan Heng Wing and Mr Sithichai Chaikriangkrai, who will be retiring at the upcoming Annual General Meeting. Mr Chan will complete a distinguished nine-year tenure as Independent Director, while Mr Sithichai retires by rotation. Both have provided wise counsel and steadfast commitment that have guided F&N through periods of growth and transformation. We thank them for their invaluable contributions and wish them every success in their future endeavours.

This year also marked a leadership transition. On behalf of the Board, I extend our deepest appreciation to Mr Hui Choon Kit for his vision and steady stewardship as Group Chief Executive Officer ("CEO"), which have strengthened F&N's foundations for the future. We wish him continued success. We also welcome Mr Rahul Colaco as Group CEO and have full confidence in his leadership to build upon F&N's legacy and pursue new opportunities with the same enterprising spirit that defines us.

As F&N turns the page to its next chapter, we do so with gratitude for the people who have shaped our journey and confidence in the future that lies ahead. Guided by our long-held values and strengthened by our partnerships, we will continue to grow with purpose and resilience.

Thank you for your continued support and confidence in F&N.

Koh Poh Tiong
Chairman