

INVESTOR RELATIONS

DELIVERING EFFECTIVE AND OPEN COMMUNICATION

The F&N Group is committed to maintaining effective, open and consistent communication with all stakeholders. Guided by the Group's Investor Relations ("IR") Policy, we aim to engage shareholders and the investment community openly and regularly to foster a mutual understanding of our respective objectives, while providing timely and transparent updates on our corporate strategies, operations and financial performance.

To achieve this, F&N's IR team leverages multiple communication channels, including investor conferences and meetings, as well as corporate announcements and publications. The corporate website and SGXNet serve as key platforms to keep the market informed of the Group's developments, ensuring that investors have access to relevant and accurate information to make informed investment decisions.

In addition to regular disclosures and announcements, the IR team also addresses investors' queries received via email and the corporate website, and ensures that feedback and market insights are shared with management and the Board where relevant.

ENGAGING WITH THE INVESTMENT COMMUNITY

As the Group continues to advance its regional expansion, F&N's IR team and senior management remain committed to active engagement with the investment community. These interactions provide valuable opportunities to update investors on the Group's business progress and financial performance.

F&N's Annual General Meeting ("AGM") remains a key platform for direct engagement with shareholders. The FY2025 AGM was held in a physical format on 16 January 2025. Shareholders were invited to submit questions in advance or during the meeting, and responses to questions submitted beforehand were published on the corporate website and SGXNet. Shareholders were also able to participate and vote virtually. The AGM continues to be an important event for the Board and management to communicate the Group's latest developments, long-term plans and strategies.

COMMITMENT TO TRANSPARENCY AND GOOD GOVERNANCE

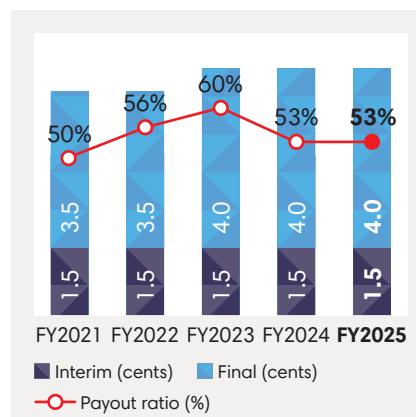
F&N has been recognised multiple times by the Securities Investors Association (Singapore) for its strong commitment to transparency and disclosure, among them the Most Transparent Company Award - Consumer Staples category. These accolades reflect the Group's longstanding dedication to maintaining high standards of corporate governance and disclosure to help investors make informed decisions.

F&N is also a longstanding supporter and participant of the SIAS Corporate Governance Statement of Support, an annual pledge by listed companies to uphold robust governance and sustainability practices. Through this commitment, F&N reaffirms its dedication to transparency, accountability, and governance excellence – principles that underpin our investor relations and corporate reporting practices.

The Group continues to uphold these principles as part of its ongoing commitment to safeguarding shareholders' interests while pursuing sustainable growth.

DIVIDEND

The Group maintains a healthy track record of rewarding shareholders with consistent and attractive dividends. For the financial year ended 30 September 2025, the directors have recommended a final dividend of 4.0 cents per share, which together with the interim dividend of 1.5 cents paid earlier, brings the total dividend for the year to 5.5 cents per share. In line with the Group's dividend policy, the proposed payout represents a distribution of 53% of Group Attributable Profit before fair value adjustment and exceptional items.



For general enquiries on F&N, please contact:

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Financial Calendar: FY2026

Date	Event
27 January 2026	• Annual General Meeting
10 February 2026 (after close of trading) (tentative)	• 1 st Quarter Business Updates
05 May 2026 (after close of trading) (tentative)	• Announcement of Half-Year Results • Declaration of Interim Dividend
07 August 2026 (after close of trading) (tentative)	• 3 rd Quarter Business Updates
10 November 2026 (after close of trading) (tentative)	• Announcement of Full-Year Results • Declaration of Final Dividend