

OUR BUSINESS MODEL

Key Risk Categories ➡ Reputational | Strategic | Currency | Operational | Country | Commodity

WHAT GUIDES US

01 ➤



Our Vision

To be a stable, sustainable and profitable Food & Beverage leader in the ASEAN region

Our Strategy

To deliver long-term growth and sustainable value creation:

- Winning with **INNOVATIONS**
- Winning with **BRANDS**
- Winning in **MARKETPLACE**
- Winning with **PEOPLE**

Our Global Values

Collaboration

Creating Value

Caring for Stakeholders

2025 Sustainability Targets¹

Environment

1. Reduce solid waste to landfill by 30%
2. Reduce energy intensity ratio by 8%
3. Reduce GHG emissions intensity ratio by 8%
4. Reduce water intensity ratio by 8%
5. 25% of packaging uses recycled materials

Social

6. Provide an average of at least 18 hours of training to Executives and 11 hours of training to Non-Executives
7. Zero Lost Time Injury Frequency Rate
8. 72% of F&B products to comply with Nutritional Guidelines
9. Increase community engagement programs by 10%

Economic

10. All active key suppliers to accept and comply with F&N's Supplier Code of Practice
11. Rollout 10% new products
12. All plants to be FSSC 22000 and/or halal certified

Note:

- 1 Refer to F&N Sustainability Report 2025 for details

SUSTAINABLE DEVELOPMENT GOALS



VALUE CHAIN

02 ➤



Upstream

Innovation

Our Marketing and R&D teams, combining consumer insights, technical excellence and in collaboration with suppliers, develop products that consumers want and need

Sourcing

We work closely with our suppliers to ensure their goods and services meet quality, environmental and social standards, in addition to our stringent internal standards

Production

We implement a standardised safe production process, in accordance with international standards, throughout most of our operations. We also strive for eco-efficient processes, to provide good value and maximum benefit without polluting the environment

Downstream

Distribution

Our extensive distribution system and network ensure that our products are efficiently distributed to our consumers. Across our operations, we strive to minimise environmental and social impacts from transportation by managing our energy use, while safeguarding the safety of our personnel and local communities

Marketing & Sales

We demonstrate consumer and societal responsibility by providing healthier product options and informative product labels. We also seek feedback from our customers on our products to create sustainable value for consumers and for our business

Post-Consumption Packaging Management

We minimise the impact of post-consumer waste through research and development to deliver innovative and environmental-friendly packaging. We also promote environmental awareness to the communities where we operate

WHAT WE DEPEND ON AND THE VALUE WE CREATE

03 >

Human
Over 7,200 talented people across the Group**By Geography**
Singapore 22% Thailand 19%
Malaysia 51% Others 8%**Intellectual**

Brands, R&D capabilities, and intellectual property set us apart

- 52 brands in 16 F&B categories
- Internally developed systems, customised customer solutions and manufacturing processes

Social & Relationship

Our relationships with governments and other organisations helped drive change in our communities

We collaborated with over 6,700 suppliers to produce products

Manufactured
We operate 19 F&B manufacturing plants and 4 printing plants in Singapore, Malaysia, Myanmar, Thailand, China and Cambodia**Natural**

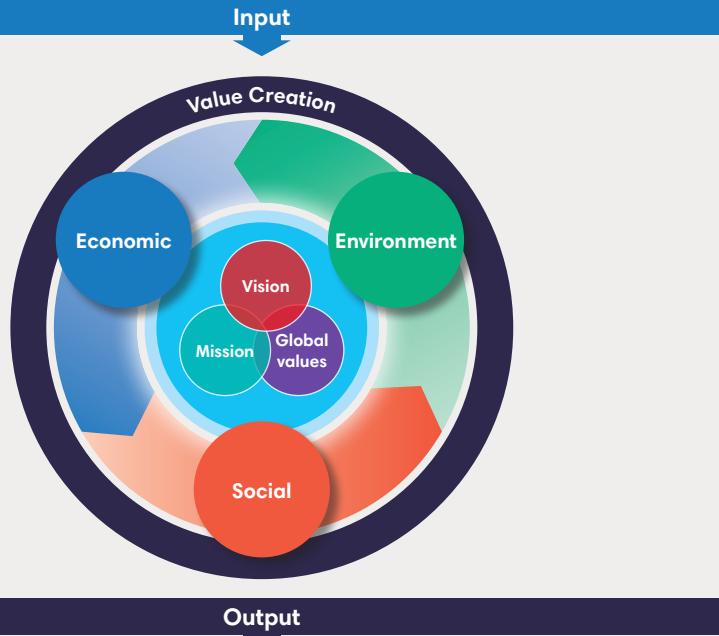
Our operations depend on renewable and non-renewable resources which are produced sustainably:

- >2.1B MJ of energy consumed
- >92.1M MJ of solar energy generated
- >3.2 GL of water consumed

Financial

Appropriate cash, equity and debt to invest for the long-term

- Share Capital: \$866M
- Equity: \$3,320M
- Debt Capital: \$635M

**Human**

- Paid \$248M in remuneration in FY2025
- Female representation:
 - 25% of the Board
 - 35% of total employees
 - 47% of total managerial positions
- Supported employees growth by providing >109,000 training hours

Intellectual

- Continued to fulfill consumers' demand for safe and quality products
- Adopted many channels to make our products available to consumers in over 130 countries
- Introduced 42 innovative products in FY2025 to meet the needs of consumers
- Excited consumers with the rollout of various limited edition beverages

Social & Relationship

- Upheld strong human rights practices in our operations and supply chain
- 87% of our suppliers were local
- \$1.97B paid to suppliers; close to 78% local purchase value
- 100% active key suppliers have accepted F&N's Supplier Code of Practice
- Over 4,000 suppliers were evaluated using social criteria

Manufactured

- All F&B manufacturing facilities certified with the Halal Standard (or equivalent), and their production processes certified under the Food Safety System Certification ("FSSC") 22000 scheme
- 99% of total packaging was recyclable
- 28% of recycled content in packaging

Natural

- Adhered to sustainable practices to protect stakeholders
- Energy intensity (GJ/MT): 1.4
- GHG emissions intensity (MT CO₂e/MT): 0.118
- Water intensity (m³/MT): 3.31
- Solid waste reused, recycled or recovered rate (%): 95

Financial

- Revenue: \$2,323M
- Dividends: \$80M
- APBFE: \$150M
- Economic Value Retained: \$315M

STAKEHOLDERS

04

Internal

**Our People**

We aim to reward people fairly for the work they do, and help them reach their potential

External

**Consumers & Customers**

We aim to provide superior and quality products that promote good health

**Suppliers & Business Partners**

We partner with thousands of suppliers to deliver quality products, and support mutual growth

**Regulators & Communities**

We aim to develop business and social partnerships while managing environmental and other social impacts

**Shareholders**

We aim to maximise financial returns, responsibly, through operating savings, revenue enhancements and high asset utilisation