

SUSTAINABILITY HIGHLIGHTS

SUSTAINABILITY AT F&N



External recognition

- Fraser and Neave Holdings Bhd ("F&NHB") has been a constituent member of the FTSE4Good Bursa Malaysia Index for seven consecutive years, achieving a commendable ESG rating of 4.7 out of 5.0. It has also remained part of the FTSE4Good Bursa Malaysia Syariah Index for the fifth consecutive year
- F&NHB ranked among the top six Beverages companies in its fourth S&P Global CSA, improving its ESG score to 77 (up from 72 in 2023) out of 100. It achieved Top 10 positions across all three dimensions:
 - Social: 4th
 - Environmental: 5th
 - Governance & Economic: 8th
- F&NHB was honoured with the Gold award for the Consumer Products and Services Sector at the Edge ESG Awards 2025, recognising its strong ESG practices
- F&N Foods Pte Ltd ("FNFS") achieved 34th position among more than 2,000 companies in Singapore's Best Employers 2025 study by Statista



Climate-related disclosures were strengthened through the progressive incorporation of IFRS S2 and climate-relevant provisions of IFRS S1



Internal carbon price of \$35 per MT CO₂e was applied in assessing several business investments

BETTER BUSINESS

Responsible Product Stewardship



All F&B manufacturing facilities in Singapore, Malaysia and Thailand are certified with the Halal Standard (or equivalent), and their production processes certified under the Food Safety System Certification 22000 scheme **ACHIEVED**



13% product innovation for commercialised F&N products **ACHIEVED**

Responsible Supply Chain



100% of active key suppliers **ACHIEVED** have accepted and adhered to F&N's Supplier Code of Practice



Purchased physical Roundtable on Sustainable Palm Oil Certified Sustainable Palm Oil to cover 100% of annual palm oil usage



Engaged public and private stakeholders to maintain halal standards

- Through a partnership with the Halal Industry Development Corporation under the Halal Sourcing Partnership Programme, F&NHB provided technical advice and knowledge to SMEs
- Successful engagements with upstream vendors ensured the supply of products adhering to stringent halal standards



BETTER SOCIETY

Creating Value for Society



Portfolio of healthier products, with benefits including:

- Low/Zero-sugar drinks
- Plant-based milk drinks
- Functional beverages
- Micro-nutrients fortified drinks



77% of beverage and dairy products¹ ACHIEVED that met nutritional guidelines were healthier options with reduced sugar



28 annual community programmes ACHIEVED



Human Rights Policy was developed in accordance with international human rights principles. Human Rights Due Diligence and Risk Assessments were also undertaken

Empowering Our People



35% female representation in total workforce



33 training hours per employee ACHIEVED in the Executive category and 18 training hours per employee for the Non-executive category



65% reduction in sugar index

(grams of sugar content per 100 ml) for beverage and dairy products in Singapore and Malaysia since 2004



At least one healthier option

was available in 14 of 15 product categories



100% of operations were included in local community engagement, impact assessments, and development programs



Promoting human rights across our operations. All key operations in Singapore, Malaysia and Thailand conducted Human Rights Risks Assessments

BETTER PLANET

Operational Eco-Efficiency



Reduced total solid waste generated and solid waste sent to landfill by 7% and 66%, from a 2020 baseline, respectively



Reduced greenhouse gas emissions and energy intensity ratio by 17% and 3%, from a 2020 baseline, respectively



Ground-up initiatives from employees to improve water and energy efficiencies

These included enhancing energy or water consumption efficiency of equipment, increasing renewable energy sourcing, and implementing zero-discharge initiatives



All manufacturing plants implemented energy, water and/or waste reduction initiatives

Value Chain Impacts



99% of total packaging was recyclable



Committed to avoid deforestation and protect high biodiversity value areas through stakeholder engagements



28% of beverage and dairy packaging contained recycled materials **ACHIEVED**



F&N is one of the three founding members of the Singapore Beverage Container Recycling Scheme ("BCRS") Ltd.

As one of the founding members, F&N has been helping to establish a sustainable initiative to increase beverage container recycling in Singapore



As one of the founding members of MAREA, F&NHB helped establish a voluntary, industry-led Extended Producer Responsibility group aimed at enhancing circular economy initiatives in Malaysia



Note:

¹ Beverage (excluding cordials) and dairy (excluding canned milk) products (based on formulation) compliant with Nutritional Guidelines