

ANNUAL GENERAL MEETING::VOLUNTARY

Issuer & Securities

Issuer/ Manager

FRASER AND NEAVE LIMITED.

Security

FRASER AND NEAVE, LIMITED - SG1T58930911 - F99

Announcement Details

Announcement Title

Annual General Meeting

Date & Time of Broadcast

27-Jan-2026 07:43:03

Status

New

Announcement Reference

SG260127MEET6Z6V

Submitted By (Co./ Ind. Name)

Jennifer Yu

Designation

Company Secretary

Financial Year End

30/09/2025

Event Narrative

Narrative Type	Narrative Text
Additional Text	Please find attached the presentation slides in relation to the Annual General Meeting ("AGM") to be held on Tuesday, 27 January 2026 at 9.30 a.m..

Event Dates

Meeting Date and Time

27/01/2026 09:30:00

Response Deadline Date

24/01/2026 09:30:00

Event Venue(s)

Place

Venue(s)	Venue details
Meeting Venue	<p>The AGM of the Company will be convened and held at Level 2, Grand Ballroom, 80 Middle Road, Singapore 188966 (Frasers House, a Luxury Collection Hotel (formerly known as InterContinental Singapore)) on Tuesday, 27 January 2026 at 9.30 a.m..</p> <p>There will be no option for shareholders to participate virtually.</p>

Attachments

[FNL AGM 2026 - CEO Presentation.pdf](#)

Total size =4862K MB

STRONGER TODAY



TOMORROW



FRASER AND NEAVE, LIMITED

127th Annual General Meeting

CHIEF EXECUTIVE OFFICER'S
PRESENTATION

IMPORTANT NOTICE

Certain statements in this Presentation constitute “forward-looking statements”, including forward-looking financial information. Such forward-looking statements and financial information involve known and unknown risks, uncertainties and other factors which may cause the actual results, performance or achievements of F&NL, or industry results, to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements and financial information. Such forward-looking statements and financial information are based on numerous assumptions regarding F&NL’s present and future business strategies and the environment in which F&NL will operate in the future. Because these statements and financial information reflect F&NL’s current views concerning future events, these statements and financial information necessarily involve risks, uncertainties and assumptions. Actual future performance could differ materially from these forward-looking statements and financial information.

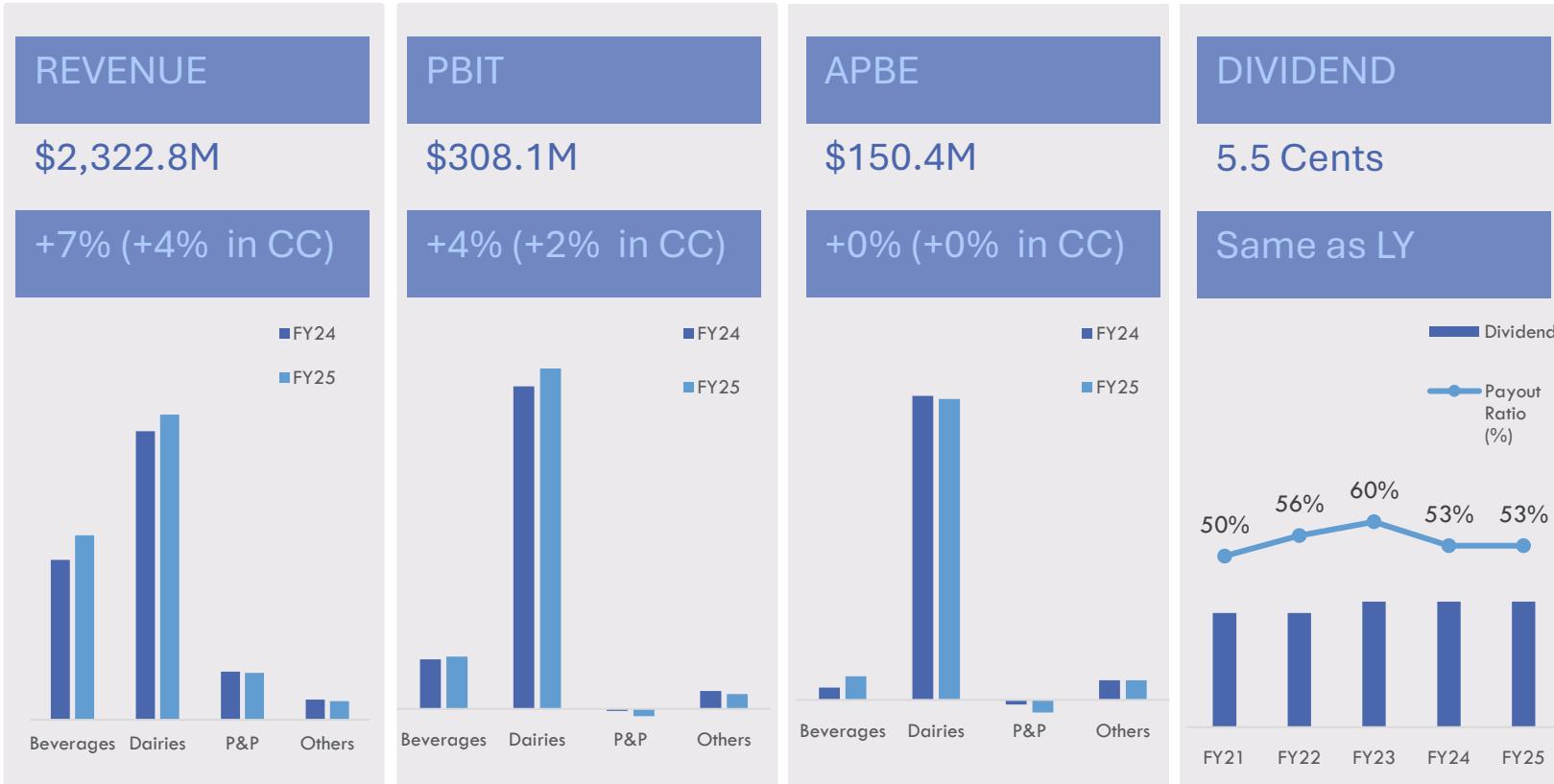
F&NL expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statement or financial information contained in this Presentation to reflect any change in F&NL’s expectations with regard thereto or any change in events, conditions or circumstances on which any such statement or information is based, subject to compliance with all applicable laws and regulations and/or the rules of the SGX-ST and/or any other regulatory or supervisory body or agency.

This Presentation includes market and industry data and forecast that have been obtained from internal survey, reports and studies, where appropriate, as well as market research, publicly available information and industry publications. Industry publications, surveys and forecasts generally state that the information they contain has been obtained from sources believed to be reliable, but there can be no assurance as to the accuracy or completeness of such included information. While F&NL has taken reasonable steps to ensure that the information is extracted accurately and in its proper context, F&NL has not independently verified any of the data from third party sources or ascertained the underlying economic assumptions relied upon therein.

DELIVERING STEADY PERFORMANCE IN A CHANGING ENVIRONMENT

1. FY2025 delivered stable earnings and cash flows.
2. Operating in a volatile macro and geopolitical environment.
3. Long-term focus on disciplined execution and value creation remains unchanged.

PERFORMANCE WAS STABLE, AS DISCIPLINED EXECUTION OFFSET A VOLATILE OPERATING ENVIRONMENT



WHAT DROVE PERFORMANCE

What Went Well

- **Resilient performance from Food & Beverages**, led by the Dairies.
- **Improved operating margins**, supported by favourable commodity and currency trends, alongside disciplined cost management.
- **Disciplined execution** supported stable earnings and shareholder returns.

What Was Challenging

- **Expiry of tax incentives in Thailand**, resulting in a higher effective tax rate and limiting bottom-line growth.
- **Currency volatility and uneven demand recovery** across markets.
- **Continued competitive intensity**, particularly in non-alcoholic beverages.

How We Responded

- **Maintained margin discipline and cost control** to protect profitability.
- **Focused resources on core brands and priority markets**, while continuing product and packaging innovation (incl. health & wellness).
- **Maintained disciplined capital allocation**, balancing reinvestment with shareholder returns.

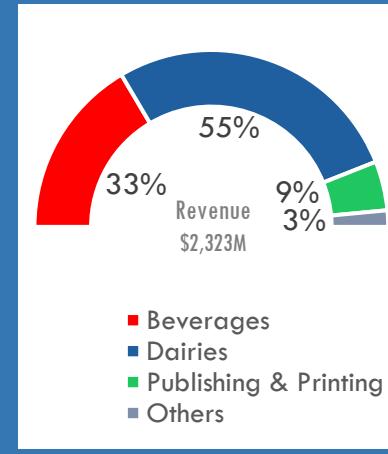
PORTFOLIO STRENGTH:

Revenue resilience anchored by trusted brands



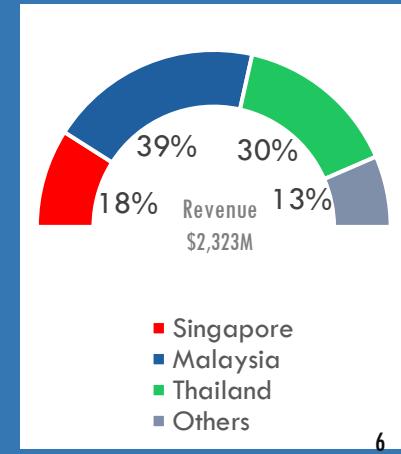
REVENUE RESILIENCE

+7%
year-on-year;
Dairies remain the core
revenue segment



REGIONAL REACH

Sold in
over 130+
countries and territories;
80%+ of revenue
outside SG

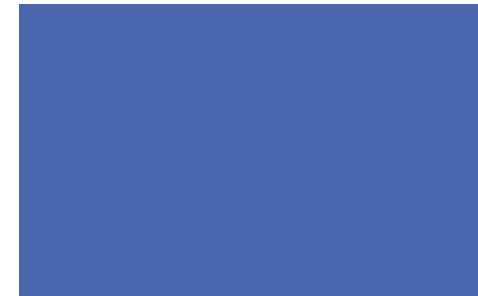


INVESTMENTS FOR LONG-TERM RESILIENCE

1 October 2024 to 30 September 2025

BRAND STRENGTH SUPPORTED BY DISCIPLINED MARKETING & INNOVATION

- **Targeted marketing and consistent brand positioning** across core markets
- Ongoing, **disciplined innovation** with a focus on health and wellness
- Selective limited-editions to sustain **consumer engagement**





Plant Construction Progress 90%

DESIGNED TO IMPROVE SUPPLY
CHAIN RESILIENCE AND COST
EFFICIENCY

New dairy manufacturing facility in Cambodia

- Strengthens regional production footprint to serve Indochina markets more efficiently
- The facility to produce, distribute, and market F&N dairy products, initially focusing on canned milk, with plans to expand into other dairy products in the future

Commissioning expected in

1 Q2026



Smart Automation Meets Skilled Workforce: Butterworth Factory Cuts Costs with Lean, Capable Team

Plant is now producing F&N ICE MOUNTAIN and F&N carbonated soft drinks



Butterworth Plant Opening | 4 August 2025



F & N AGRIVALLEY

INTEGRATED DAIRY FARM
TO STRENGTHEN LONG-TERM SUPPLY SECURITY, QUALITY
CONTROL AND COST EFFICIENCY

DAIRY FARM AT AGRIVALLEY (RECAP)



We aim to build an integrated dairy farm of a herd size of:

> 20,000

at Gemas in the Negeri Sembilan State, Peninsular Malaysia.



It will be a
VERTICALLY INTEGRATED OPERATION from:



Corn
Planting

(the main feedstock
for the cows)



Dairy
Farming



Milk
Processing
& Packaging



Our integrated farm will feature a milk processing capacity of producing

100 mil

litres/annum (Phase 1)

at the same site.

It is likely to be the **LARGEST dairy farm in Southeast Asia.**

Building Momentum, Achieving Milestones...

Our infrastructure is complete and fully operational, delivering efficiency across barns, milking parlours, dormitories, dairy factories, and crop fields. We have turned plans into reality and are ready for sustainable growth.



BARN



MILKING PARLOUR



DORMITORY



DAIRY FACTORY



CROPS

F&N Agrivalley: A Fully Integrated, Large-Scale Dairy Farming Model

Target Achieved:

Over 28 Liters Per Cow Daily
Phase 1 will produce 100mil litres of fresh milk



+7,000

>2,500



500+ Hectares Ready for Planting, We are on the Move

Reducing feed costs is our key success driver, with over 500 hectares in Padang Besar ready for planting by March, we are moving full speed ahead towards sustainable growth.





More Land, Lower Feed Costs, **Londah Development Underway**

With over 500 hectares in Padang Besar ready for planting by March and an additional 500 hectares secured in Londah, we are accelerating efforts to lower feed costs and strengthen sustainability.



Freshness Perfected: Commercial Run Starts January 2026

Our dairy factory is fully licensed and equipped with advanced production lines, ensuring readiness for seamless operations and high-quality output



PUBLISHING & PRINTING

From Structural Decline to
Focused, Sustainable Operations

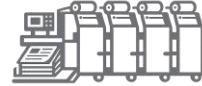


Times Publishing Group

REDEPLOY
RESIZE
REFOCUS



Publishing



Print



Retail & Distribution

- **Structural shifts** in consumer behaviour and technology reshaped parts of the portfolio
- Certain businesses no longer met our return and sustainability thresholds
- Delay would have **increased capital drag** and **execution risk**
- Management made hard decisions early to **protect value** and reposition the Group

Capital Redeployed to Growth Areas



Trade Publishing
(Reduced to core)



Business Directories
(Reduced to core)



Direct Selling
(Closed)



Magazine Distribution
(Rationalised)

EDUCATION



**marshall
cavendish
education**

**A SOLUTIONS-BASED
BUSINESS**



greenlab™
infinite eco-possibilities

**SOUTH-EAST ASIA'S FIRST
EVER ONE-STOP ECO-
SOLUTION PROVIDER**

EXPANSION BEYOND PRINT

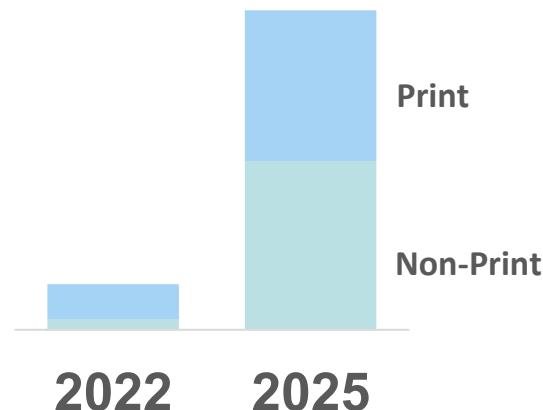
DIGITAL RESOURCES

ARTIFICIAL INTELLIGENCE

ASSESSMENTS

PROFESSIONAL DEVELOPMENT

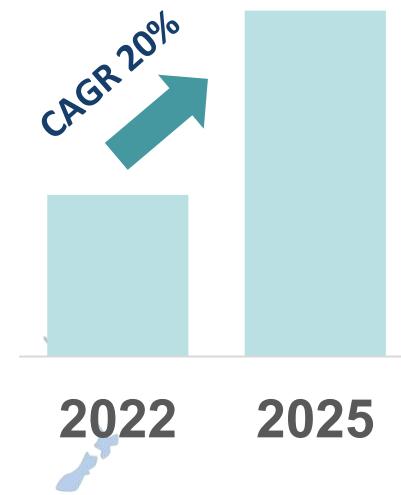
EDUCATION CONSULTANCY



Education: Reduced Reliance on Singapore & US



STRONG INTERNATIONAL GROWTH



**Indonesia
South Korea
India
Central Asia**

Sustainable Packaging: A High-Growth, Scalable Platform



Packaging has emerged as a high-growth, margin-accretive business

1. 3-year exponential growth
2. Food-safety certified, clean-room facility
3. Entry into US market (tariff & supply chain tailwinds)



CASSA180™

Kraft Paper Bag

F&B Consumables

Product Eco-Packaging

Eco-Pillow Pouch

Year 4
(2025-2026)

Sales Trend 2022-2025

Launched Green Lab

June-2022

Year 1
(2022-2023)

Year 2
(2023-2024)

Year 3
(2024-2025)



From Pilots to Scaled International Platform in 3 Years

2022



Credibility & Pilots

Kraft Bags

Cassa180

Folding Cartons

Pillow Pouch

F&B Consumables

2023 -2024



Recurring Orders
& Contracted
Volumes

Kraft Bags

Cassa180

Folding Cartons

Pillow Pouch

F&B Consumables

2025



Kraft Bags as Core
Product Line

Kraft Bags

Folding Cartons

A More Balanced Portfolio

COMBINING STABLE CASH FLOWS WITH SELECTIVE GROWTH AREAS

Growth Engines

- Education
- Packaging (Green Lab)



Stable Cash Generators

- Book Distribution
- Selective Commercial Print



Risk Mitigation Controls

- Market & Product Diversification
- Disciplined Cost Control
- Exit Non-Core



LOOKING AHEAD



FRASER AND NEAVE, LIMITED

FOCUSED ON LONG-TERM VALUE CREATION



Purpose & Portfolio

We own leading brands in attractive categories, anchored by a clear purpose



Capabilities

We continue to execute with discipline at scale across the value chain



People

Experienced leadership, strong governance, long-term mindset

2026

HAPPY NEW YEAR

Thank you for your
continued trust and partnership.
Together, we build a brighter
future for F&N.

