



SUSTAINABILITY
REPORT
2024

For
SOCIETY
&
PLANET



FOR SOCIETY & PLANET

The theme, “For Society & Planet”, encapsulates our commitment to creating value for every individual and community we serve. It reflects our focus on delivering innovative, trusted products that not only meet the diverse needs of consumers but also promote sustainability and inclusivity. We believe in a future where the benefits of our exceptional brands are shared by all – enriching lives, fostering well-being, and supporting a healthier planet. Our dedication to sustainability and inclusivity is at the heart of our business, ensuring that every product we offer is a step toward a better tomorrow. As we continue to grow, we remain steadfast in our mission to build a legacy that benefits everyone, now and for generations to come... *For Society & Planet.*



#GOPAPERLESS

- 1 In line with the Group's efforts towards greater environmental conservation, we have elected for electronic transmission of our Annual Report and Sustainability Report. The electronic version of our Annual Report 2024 is available on Fraser and Neave, Limited's website (<https://fraserandneave.com/investor-relations/annual-reports>). Shareholders and other interested parties who wish to receive a printed copy may order it through the website (www.fraserandneave.com/contact-us/request-annual-report), e-mail (ir@fraserandneave.com) or telephone ((65) 6318 9393). Our Sustainability Report 2024 is only available in electronic version, and can be downloaded at www.fraserandneave.com/investor-relations/corporate-sustainability.
- 2 These reports cover the period from 01 October 2023 to 30 September 2024, unless otherwise stated.
- 3 Unless specifically stated otherwise, all figures in these reports are quoted in Singapore Dollars.
- 4 Due to rounding, numbers and percentages in these documents may not always add up precisely to the totals or absolute figures stated.

ABOUT US

Established in 1883, F&N is a leading Southeast Asian consumer group with expertise and prominent standing in the Food & Beverage and Publishing & Printing industries. Leveraging its strengths in marketing and distribution, research and development, brands and financial management, F&N provides key resources and sets strategic directions and objectives for its subsidiaries.

Listed on the Singapore Stock Exchange, F&N ranks as one of the most established and successful companies in the region with an impressive array of renowned brands that enjoy strong market leadership. F&N is present in 12 countries spanning Asia and the Americas, and employs over 7,300 people worldwide.

VISION

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

MISSION

To be ASEAN's leading owner and provider of quality and innovative products that consumers choose and trust. To support our mission, we are guided firmly by our commitment to create value, the community, diversity and the environment.

VALUES

Collaboration • Creating Value • Caring for Stakeholders

OUR REPORTING SUITE

Our annual reporting suite comprises two reports – the Annual Report 2024 and Sustainability Report 2024. Each includes content tailored to its specific audience and cross-references to the other reports where relevant.



F&N Annual Report 2024 is the primary report to our stakeholders, detailing our strategies and business activities, as well as initiatives toward sustainable value creation.

The Sustainability Report 2024 carries an assurance statement by LRQA on selected indicators. Prepared in accordance with the GRI Universal Standards 2021 and SGX Listing Rules 711A and 711B, it details F&N's efforts and commitment toward creating a sustainable business, and positioning the company for long-term success.



F&N Sustainability Report 2024 can be downloaded at www.fraserandneave.com/investor-relations/corporate-sustainability

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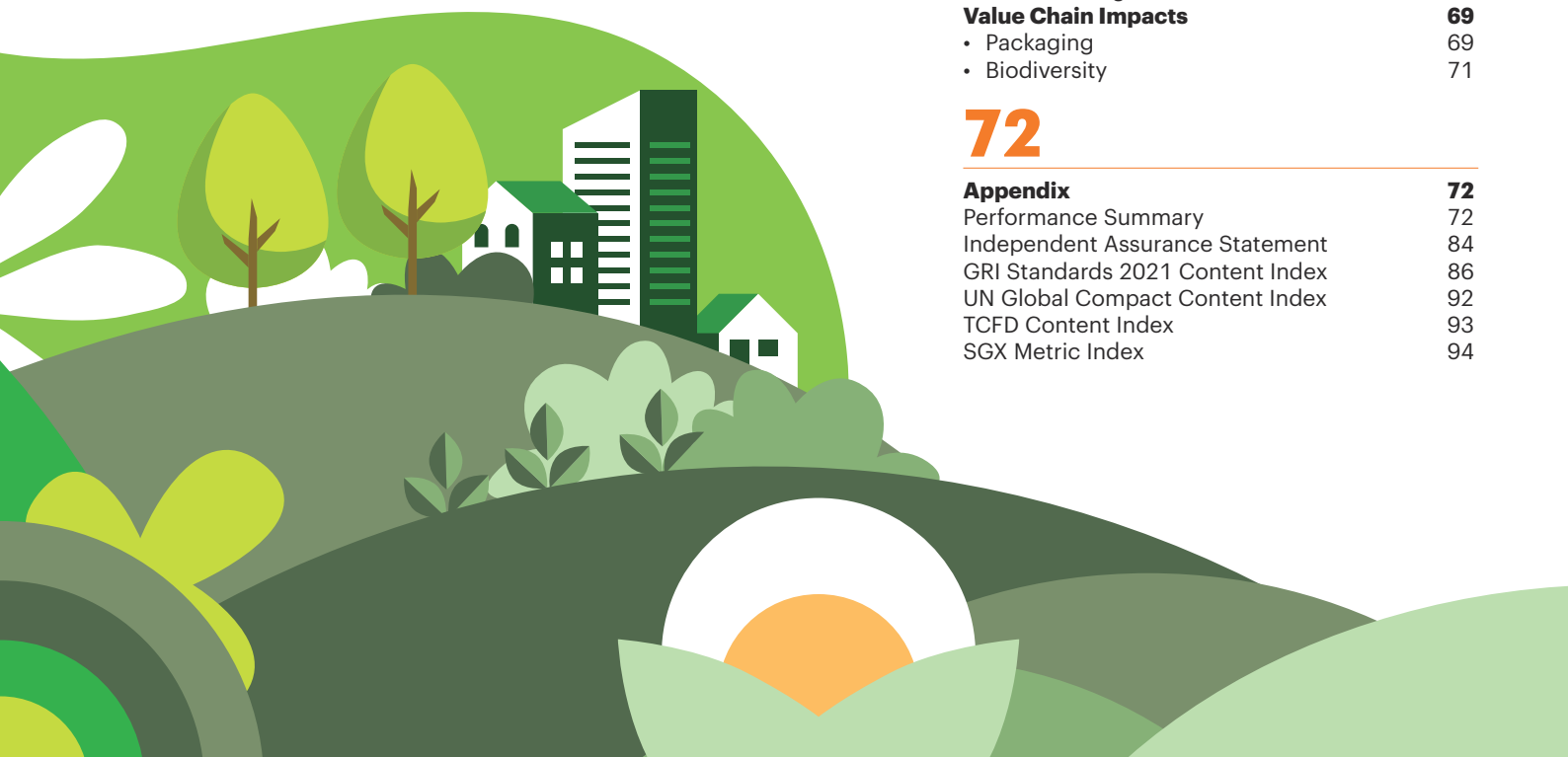
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BOARD STATEMENT

INTRODUCTION

The Board is pleased to present Fraser and Neave, Limited's ("F&N" or the "Group") Sustainability Report ("Report") for the fiscal year ("FY") covering the period from 1 October 2023 to 30 September 2024. This report offers a comprehensive overview of the Group's performance in key Environmental, Social, and Governance ("ESG") sustainability topics.

REPORT COMPLIANCE

This Report has been prepared in accordance with the Global Reporting Initiative ("GRI") Universal Standards 2021 and the Singapore Exchange's ("SGX") Listing Rules 711A and 711B. It aligns with SGX's core ESG metrics and incorporates the SGX mandated climate reporting requirements based on the recommendations of the Task Force on Climate-Related Financial Disclosures ("TCFD"). The scope of the Report includes the Group's operations, focusing on 13 manufacturing sites across Singapore, Malaysia, and Thailand.



The Board plays a pivotal role in shaping the Group's sustainability strategy by identifying key ESG topics, overseeing their implementation and monitoring their performance. Additionally, the Board is instrumental in our sustainability reporting framework, ensuring that this Report and all related disclosures reflect our commitment to transparency and accountability.

SUSTAINABILITY GOVERNANCE

The Board plays a pivotal role in shaping the Group's sustainability strategy by identifying key ESG topics, overseeing their implementation and monitoring their performance. Additionally, the Board is instrumental in our sustainability reporting framework, ensuring that this Report and all related disclosures reflect our commitment to transparency and accountability.

The Sustainability and Risk Management Committee ("SRMC") supports the Group's sustainability efforts and reports directly to the Board. The SRMC is further supported by the Sustainability Development Committee ("SDC"), chaired by Mr. Hui Choon Kit, the Chief Executive Officer. The SDC oversees the Group's sustainability priorities and initiatives, ensuring their effective execution to meet our 2025 sustainability targets. To adopt a holistic approach to sustainability, the SDC includes management representatives from various divisions, including Finance, Operations, Human Capital, Research and Development, Marketing, Communications, and Risk Management.

SHARPENING OUR SUSTAINABILITY EFFORTS

This year, we reviewed our 2023 materiality matrix and reaffirmed our 2025 sustainability targets to address the evolving landscape of sustainability challenges and opportunities. Reviewed by the SDC, endorsed by the SRMC, and approved by the Board, they remain unchanged. Further details regarding our materiality matrix and sustainability targets can be found on pages 15 and 18 to 19 of this Report.



ENHANCING CLIMATE-RELATED DISCLOSURES

In response to the escalating challenges posed by climate change, we have further enhanced our climate reporting. This year, we included the quantification of a key climate-related opportunity, alongside our ongoing disclosures on climate-related physical and transition risks. Detailed results and insights can be found on pages 24 to 31 of this Report. The Group remains committed to aligning its climate reporting with the International Financial Reporting Standards (“IFRS”) S2, underscoring our dedication to sustainability and responsible governance.

CELEBRATING SUSTAINABILITY ACHIEVEMENTS

We are proud that F&N Foods Pte Ltd (“**FNFS**”), a subsidiary of the Group, ranked 37th out of over 2,000 companies in Statista’s study on Singapore’s Best Employers 2024. Additionally, F&N Holdings Bhd (“**F&NHB**”) received precious accolades for its sustainability practices, including the Top 50 Excellence Award at the National Corporate Governance and Sustainability Awards 2024 and the Gold Award for the Consumer Products & Services Sector at The Edge ESG Awards 2023.

These recognitions reaffirm F&N’s commitment to sustainability and inspire us as we continue advancing our sustainability journey.

CLOSING REMARKS

While we are proud of the progress made in embedding sustainability across our business, we acknowledge the importance of continuously refining our ESG priorities and strategies. This includes implementing effective climate actions to secure a sustainable future for our planet, our people and our organisation.



We are proud that F&N Foods Pte Ltd (“**FNFS**”), a subsidiary of the Group, ranked 37th out of over 2,000 companies in Statista’s study on Singapore’s Best Employers 2024. Additionally, F&N Holdings Bhd (“**F&NHB**”) received precious accolades for its sustainability practices, including the Top 50 Excellence Award at the National Corporate Governance and Sustainability Awards 2024 and the Gold Award for the Consumer Products & Services Sector at The Edge ESG Awards 2023.



CHIEF EXECUTIVE OFFICER'S MESSAGE

LEADER & TRAILBLAZER

Industry Leader, Established Trailblazer



In 2024, F&N has focused on reinforcing our sustainability commitment through key initiatives that prioritise environmental performance, and the well-being of our people and communities, supporting our mission to create a sustainable future.

At F&N, sustainability is always at the top of our minds. It drives our operations, shapes our strategic vision, and inspires us to innovate for a better future. As we present F&N's 2024 Sustainability Report, we are excited to share our achievements and progress toward sustainable growth and transformation. Prepared in accordance with the GRI Universal Standards 2021, this report offers valuable insights into our sustainability performance and outlines our ongoing efforts to achieve key targets. Since 2022, we have aligned our climate reporting with TCFD recommendations, in line with the updated SGX sustainability reporting guidelines.

To enhance our sustainability practices, we benchmarked our sustainability performance against industry leaders, including our parent company, Thai Beverage Public Company Limited ("**ThaiBev**"). ThaiBev's sustainability excellence was recognised in the S&P Global Sustainability Yearbook 2024 for achieving a top 1% score in the Beverages industry within the S&P Global 2023 Corporate Sustainability Assessment ("**CSA**"). Leveraging their expertise, we have integrated ThaiBev's well-developed and systematic reporting parameters into our data collection processes.

THE YEAR IN REVIEW

In 2024, F&N has focused on reinforcing our sustainability commitment through key initiatives that prioritise environmental performance, and the well-being of our people and communities, supporting our mission to create a sustainable future:

HUI CHOON KIT

Economic

A. Reporting on Climate-Related Opportunity:

Since 2022, F&N has implemented phased climate reporting based on TCFD recommendations. In 2022 and 2023, we conducted a qualitative assessment of climate-related risks and opportunities and quantified the business impact of three key climate-related physical and transition risks: Flooding, Water Scarcity, and Carbon Pricing. This year, we assessed the business impact of a key climate-related opportunity: Low Carbon Technology – Renewable Energy. These assessments allow us to evaluate the impact and effectiveness of our mitigation measures. The TCFD narrative has been updated to incorporate these outcomes and included in the Report.

B. Internal Carbon Pricing:

F&N has introduced internal carbon pricing to incorporate the anticipated cost of carbon emissions into our new business investments, encouraging greener decisions and enhancing resilience to regulatory climate policies. The shadow price of SGD 35 per MT CO₂e has been reviewed by the SDC, endorsed by the SRMC and is being progressively rolled out across our Business Units.

Environment

C. Green Energy and Energy Efficiency:

As part of our decarbonisation strategy, F&N has been progressively installing rooftop solar panels across our plants in Singapore, Malaysia, and Thailand to increase renewable energy usage in our operations. This year alone, we estimated that we have avoided over 8,790 MT CO₂e, equivalent to the average annual GHG emissions of over 4,600 four-room HDB households in Singapore¹. With additional installations planned for our plants in Shah Alam and Pulau Indah, we expect to further reduce GHG emissions.

To support the Paris Agreement's goal of achieving net zero by 2050 to limit global warming to 1.5°C – 2°C above pre-industrial levels, F&N implemented innovative solutions to reduce GHG emissions. One such example was the utilisation of heat wave radiation in the sterilisation process at our dairy plant in Thailand, which had an annual reduction of around 1,250 MT CO₂e. More information can be found on pages 64 to 65 of this Report.

D. Environmentally-Friendly Packaging:

F&N is committed to reducing the use of virgin materials and packaging waste to support a circular economy. We have achieved this through lightweighting and increasing

the recycled content in our packaging. Collaborating with suppliers, we reached 25% recycled content – achieving our 2025 target ahead of schedule. Additionally, through our Green Lab eco-solutions facility, we partnered with various companies, including Ninja Van, to develop sustainable packaging solutions.

Demonstrating our commitment to environmental responsibility, F&N has partnered with Coca-Cola Singapore Beverages Pte Ltd and Pokka Pte Ltd to form Beverage Container Return Scheme Ltd (“BCRS Ltd”), a not-for-profit company limited by guarantee. Licensed by the National Environment Agency, BCRS Ltd is tasked with designing and operating Singapore's Beverage Container Return Scheme. This initiative aligns with Singapore's Extended Producer Responsibility approach to managing packaging waste, further reinforcing F&N's dedication to reducing waste and promoting recycling, supporting our efforts to achieve our sustainability goals

Social

E. Healthier Products for Consumers:

In line with our commitment to “PURE ENJOYMENT. PURE GOODNESS.”, nutrition remains a core focus of our sustainability efforts. This year, we launched innovative and healthier products, such as F&N MAGNOLIA Salted Caramel Low Fat Flavoured Milk and F&N FRUIT TREE FRESH Muscat Grape Juice Drink with Aloe Vera Bits, both recognised with the Healthier Choice Symbol by the Singapore Health Promotion Board. Additionally, over 76% of our ready-to-drink (“RTD”) products in Singapore and Malaysia now contain less than 5g of sugar per 100ml.

F. Safeguarding Our People:

F&N prioritises the well-being of our workforce and reviews our medical benefits to provide comprehensive coverage. Last year, we expanded our benefits to include mental wellness and alternative medicine, such as Traditional Chinese Medicine. As one of the founding members of the MindForward Alliance Singapore, we are dedicated to promoting a workplace culture that supports mental health.

TOWARDS F&N'S 2025 SUSTAINABILITY AMBITIONS

As F&N progresses on its sustainability journey, we remain committed to identifying opportunities that drive sustainable transformation and create value for all stakeholders. Our 2025 sustainability targets will continue to guide our efforts, and we look forward to sharing our progress in the coming year.

Note:

¹ Calculated based on average annual four-room HDB household electricity consumption of 4,548 kWh as at Jun 2024, as per the EMA website.



SUSTAINABILITY HIGHLIGHTS



SUSTAINABILITY AT F&N



External recognition

- ★ Fraser & Neave Holdings Bhd (“**F&NHB**”) has been a constituent member of the F4GBM Index for six consecutive years, achieving a commendable ESG rating of 4.5 out of 5.0. It has also remained part of the F4GBMS Index for the fourth consecutive year
- ★ F&NHB was honoured with the Gold award for the Consumer Products and Services Sector at the Edge ESG Awards 2023, recognising its strong ESG practices
- ★ F&N Foods Pte Ltd (“**FNFS**”) achieved an impressive 37th position among more than 2,000 companies in Singapore’s Best Employers 2024 study by Statista



Climate-related disclosures were enhanced, in line with TCFD recommendations, to include the quantification of a key climate-related opportunity



Internal carbon price of SGD 35 per MT CO₂e was introduced to guide the evaluation of new business investments



BETTER BUSINESS

Responsible Product Stewardship Responsible Supply Chain



All manufacturing facilities are certified with the Halal Standard (or equivalent), and 73% have their production processes certified under the Food Safety System Certification (“FSSC”) 22000 scheme



6% product innovation for commercialised F&N products



98% of active key suppliers have accepted and comply with F&N’s Supplier Code of Practice



Purchased physical Roundtable on Sustainable Palm Oil (“RSPO”) Certified Sustainable Palm Oil (“CSPO”) and RSPO Credits 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 have ensured the supply of specific products that adhere 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
- ★ Micro-nutrients fortified drinks


 **76% of beverage and dairy products¹** that comply with Nutritional Guidelines are healthier options with reduced sugar

 **Achieved 63% 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** is available in 14 out of 15 product categories


 **25 annual community programmes**


 **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


 **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

 **34% female** representation in total workforce


 **49% female** representation in managerial positions

 **35 training hours per employee** in the Executive category and 13 training hours per employee for the Non-executive category


 **16% reduction** in Lost Time Injury Frequency Rate from a 2020 baseline year


BETTER PLANET


Operational Eco-Efficiency

 **Reduced total solid waste generated and solid waste sent to landfill by 4% and 33%,** from a 2020 baseline, respectively

 **F&NHB is one of the ten founding members of the MAREA** – a voluntary, industry-led Extended Producer Responsibility group of companies focused on driving initiatives to promote circular economy


 **Reduced greenhouse gas (“GHG”) emissions and energy intensity ratio by 13% and 2%,** 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

 **25% of beverage and dairy packaging** contains recycled materials

Value Chain Impacts

 **99% of total packaging** is recyclable

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

 **F&N is one of the three founding members of the Singapore Beverage Container Recycling Scheme (“BCRS”) Ltd.**
BCRS is a sustainability initiative aimed at increasing beverage container recycling through a 10-cent refundable deposit scheme, managed by BCRS Ltd.

Note:

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

ABOUT THIS REPORT

GRI INDEX: GRI 2-2, GRI 2-3, GRI 2-5, GRI 3-1, GRI 3-2, GRI 3-3

THE MANAGEMENT FOCUS FOR SR2024

This Report aims to provide our stakeholders updates on our ESG performance for the past reporting year – FY2024. It highlights our ESG strategy, achievements, progress toward our 2025 sustainability targets, and also outlines sustainability-related risks and opportunities facing our business and forward-looking action plans to address them.

The report is structured around three primary themes of sustainable value creation:



This Report, best read together with the F&N 2024 Annual Report, provides a comprehensive picture of integrating F&N’s financial goals with social and environmental imperatives. For specific references to our F&N 2024 Annual Report, refer to our GRI Index on pages 86 to 91.

REPORTING FRAMEWORK AND INDICES

F&N is proud to continue our sustainability journey, continuing to report in accordance with the GRI Universal Standards 2021 and SGX Listing Rules 711A and 711B. This year, we had enhanced our climate-related disclosures, based on the recommendations by TCFD, by quantifying a key climate-related opportunity. We look to address the gaps in our sustainability performance by referencing the DJSI criteria, amongst other international frameworks, while benchmarking ourselves against industry leaders, such as ThaiBev.

Our subsidiary, F&NHB, continues to be included as a constituent member of the F4GBM and F4GBMS Indexes, for the sixth and fourth year running, respectively. This year, F&NHB had once again been invited to submit a response to the S&P Global CSA for inclusion in the S&P ESG Index. They were ranked as one of the top five companies in the Beverages industry, achieving a 96th percentile ranking, an improvement from the 95th percentile ranking last year.



This year, we had enhanced our climate-related disclosures, based on the recommendations by TCFD, by quantifying a key climate-related opportunity.

REPORTING PERIOD AND BASIS OF SCOPE

This is F&N’s eighth annual stand-alone Report. Its reporting period of 01 October 2023 to 30 September 2024 is aligned with our financial reporting period. This Report is published on 24 December 2024.

The Report covers the activities of the Group’s operations in Singapore, Malaysia and Thailand. The environmental performance data covers 13 manufacturing sites across these three countries, excluding Yoke Food Industries Sdn. Bhd, and Cocoland in Malaysia, and Print Lab Pte. Ltd. in Singapore. More information on F&N’s operations and footprint is available in the ‘About F&N’ section of the Report.



Entities within the reporting scope provide sustainability performance data across all our material topics. Sustainability data consolidated across our operations, through a single shared approach led by our sustainability data coordinators, is given equal weightage.

ASSURANCE STATEMENT

F&N's policy is to align the reporting of non-financial information with the most up-to-date international standards and protocols available at the beginning of our FY. The Group believes in reporting reliable data and strives to continuously improve the quality of non-financial disclosures.

External assurance of sustainability data disclosed in this Report serves to ensure accuracy and credibility of reported data. Approved by the F&N SRMC, external assurance on sustainability data disclosed in this Report was completed by an independent assurance provider, Lloyd's Register Quality Assurance ("LRQA"). The external assurance scope and outcome is reported at the respective F&N SRMC and SDC meetings to keep them updated on the status.

LRQA's independent status is assured by legislation and professional ethics, and guided by their internal guidelines, LRQA had conducted a limited external assurance on selected Health, Safety and Environment disclosures, based on professional judgement of the verifier using the International Standard on Assurance Engagements 3000, to ensure credibility of reported data. Read more about LRQA's assurance statement on pages 84 and 85 of this Report.

FORWARD-LOOKING STATEMENT

Certain statements in the report are "forward-looking statements" that reflect F&N's current views regarding future events. These views inherently involve risks, uncertainties and assumptions which may cause actual future performance or achievements of F&N or the industry to be materially different from those expressed or implied by such forward-looking statements and financial information.

F&N expressly disclaims the obligation to publicly release any updates or revisions to any forward-looking statement to reflect any change in F&N's expectations when conditions or circumstances, on which any such statement or information is based on, has changed.



SINGAPORE

- F&N Foods Pte Ltd ("FNFS")
- F&N Interflavine Pte Ltd
- F&N Treasury Pte Ltd
- F&N Global Marketing Pte Ltd
- F&N Creameries (S) Pte Ltd
- Times Publishing Group
 - Times Printers Pte Ltd ("TP")

MALAYSIA

- Fraser & Neave Holdings Bhd ("F&NHB")
 - F&N Beverages Manufacturing Sdn Bhd ("F&NBM")
 - F&N Dairies Manufacturing Sdn Bhd ("F&NDM")
 - F&N Beverages Marketing Sdn Bhd
 - Fraser & Neave (Malaya) Sdn Bhd
 - Borneo Springs Sdn Bhd
- F&N Creameries (M) Sdn Bhd ("F&NCM")
- Times Publishing Group
 - Times Offset (Malaysia) Sdn Bhd ("TOM")

THAILAND

- Fraser & Neave Holdings Bhd ("F&NHB")
 - F&N Dairies (Thailand) Limited ("F&NDT")
- F&N United Limited ("F&NUL")

POINT OF CONTACT

F&N values and appreciates all feedback that contributes to improving the relevance of our future Reports to meeting our stakeholders' needs. Any questions pertaining to our sustainability initiatives or reporting, as well as comments and feedback, can be directed to:

Department: F&N Sustainability Reporting

Email: sustainability@fngroup.com.sg

Phone Number: +65 6318 9393

Mail: Sustainability Reporting Department
438 Alexandra Road, #07-00 Alexandra Point,
Singapore 119958



THIS IS F&N

Fraser and Neave, Limited (“**F&N**” or the “**Group**”) originated more than a century ago from the spirited decisions of two enterprising young men, John Fraser and David Neave, who diversified from their printing business to pioneer the aerated water business in Southeast Asia (“**SEA**”) in 1883.

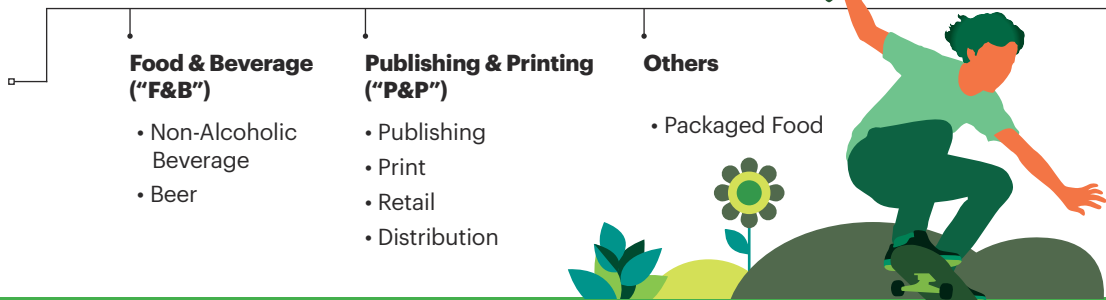
The entrepreneurial spirit, embodied by our founders, remains in today’s F&N. As a soft drink company, F&N seized the opportunity and ventured into the beer brewing business in 1931 in partnership with The Heineken Company and built a very successful beer empire in Asia Pacific – through its joint venture company, Asia Pacific Breweries Limited (“**APB**”). In 1959, it entered the Dairies business by forming a canned milk joint venture with Beatrice Foods of Chicago, and in 2006, it acquired Nestle’s liquid canned milk business in Thailand, Malaysia, Singapore and

Brunei, and accelerated its growth in the dairy business. Today, F&N is the largest canned milk producer in SEA. In 1985, the Group diversified into the real estate business. Starting with the redevelopment of its soft drinks and brewery sites in Singapore, F&N soon grew its property arm – Frasers Centrepoint Limited (“**FCL**”, now known as Frasers Property Limited) to become one of the leading property companies in Singapore with multi-national businesses in residential, hospitality, retail, commercial and industrial properties.

In 2012, F&N divested its equity stake in APB, unlocking substantial value and distributing \$4.7 billion to shareholders. In 2014, the Group further enhanced shareholder value by demerging FCL, transferring \$6.2 billion in net asset value through a listing on the Singapore Stock Exchange.

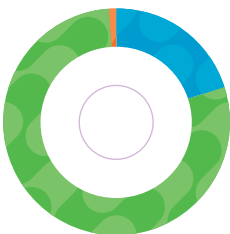
Today, F&N is a leading Southeast Asian consumer group with expertise and prominent standing in the Food & Beverage and Publishing & Printing industries. Leveraging its strengths in marketing and distribution, research and development, brands and financial management, as well as years of acquisition experience, the Group provides key resources and sets strategic directions for its subsidiary companies across both industries.

Listed on the Singapore Stock Exchange, F&N ranks as one of the most established and successful companies in the region with an impressive array of renowned brands that enjoy strong market leadership. F&N is present in 12 countries spanning Asia and the Americas, and employs over 7,300 people worldwide.



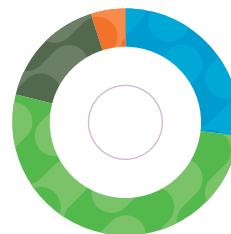
Employee Job Status and Category

Contract
1,500+



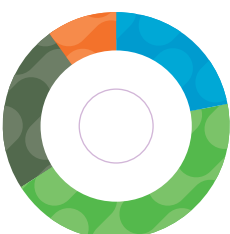
Geography	Percentage
SINGAPORE	20%
THAILAND	0%
MALAYSIA	79%
OTHERS	1%

Executive
2,200+



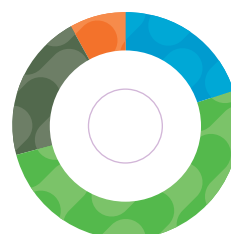
Geography	Percentage
SINGAPORE	27%
THAILAND	16%
MALAYSIA	52%
OTHERS	5%

Permanent
5,700+



Geography	Percentage
SINGAPORE	22%
THAILAND	25%
MALAYSIA	44%
OTHERS	9%

Non-executive
5,100+



Geography	Percentage
SINGAPORE	20%
THAILAND	21%
MALAYSIA	51%
OTHERS	8%



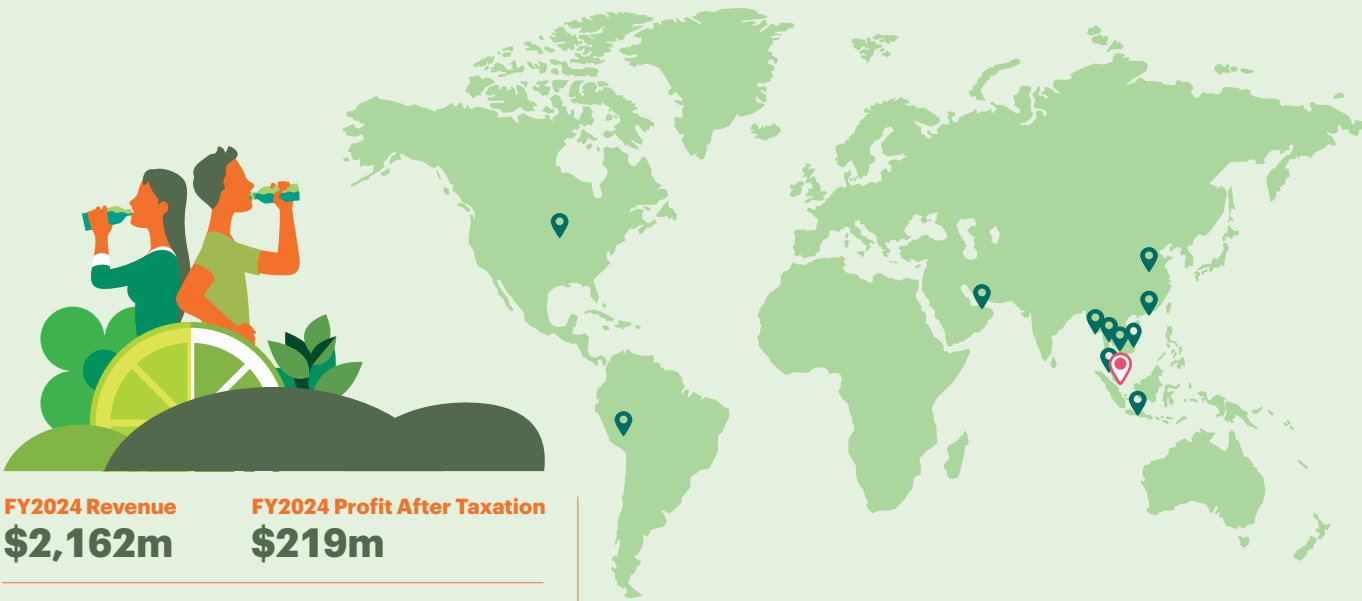


Our Global Values serve as a compass for our actions and describe how we behave in our organisation

Collaboration
We leverage our inherent strengths and diversity to create synergies and commit to team goals

Creating Value
We are passionate about applying new ideas and grasping opportunities to make a positive impact on our organisation and the world

Caring for Stakeholders
We embrace our stakeholders' perspectives with good intentions and right mindsets to create long-term, sustainable partnerships



FY2024 Revenue
\$2,162m

FY2024 Profit After Taxation
\$219m

Employees
7,300+

Female 34%
Male 66%

By Geography

Singapore	22%
Malaysia	51%
Thailand	19%
Others	8%

90+
Offices, Manufacturing and Warehousing Facilities in 12 Countries

of which

- 28 offices in 12 countries
- 24 manufacturing facilities in 6 countries
- 40 warehousing facilities in 4 countries

50+
F&B and P&P Brands

of which

- F&B owns 76% brands
- P&P owns 24% brands

130+
Export Markets

Key Export Markets

- Africa
- Australia
- China
- Hong Kong
- Indonesia
- Middle East
- Philippines

Singapore	Malaysia	Thailand	Vietnam ¹	Other Countries
Revenue \$436m	Revenue \$838m	Revenue \$677m	Revenue \$0m	Revenue \$211m
PBIT (\$4m)	PBIT \$73m	PBIT \$132m	PBIT \$95m	PBIT \$0m
APBFE (\$28m)	APBFE \$24m	APBFE \$63m	APBFE \$95m	APBFE (\$4m)
Total Assets \$568m	Total Assets \$1,414m	Total Assets \$577m	Total Assets \$2,351m	Total Assets \$292m
<p>F&N HQ</p>				

Legend:

Manufacturing Plants
● Dairies ● Soft Drinks ● Beer ● Packaged Food ● Publishing & Printing

Offices
■ Dairies ■ Soft Drinks ■ Beer ■ Packaged Food ■ Publishing & Printing

Note:
1 Through F&N's 20.4% investment in Vinamilk

OUR BUSINESS MODEL



WHAT GUIDES US

Our Vision	Our Strategy	Our Global Values
To be a stable, sustainable and profitable Food & Beverage leader in the ASEAN region	To deliver long-term growth and sustainable value creation: Winning with INNOVATIONS Winning with BRANDS Winning in MARKETPLACE Winning with PEOPLE	Collaboration Creating Value Caring for Stakeholders

SUSTAINABLE DEVELOPMENT GOALS

Primary: 2 ZERO HUNGER, 8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Secondary: 1 NO POVERTY, 3 GOOD HEALTH AND WELL-BEING, 4 QUALITY EDUCATION, 5 GENDER EQUALITY, 6 CLEAN WATER AND SANITATION, 7 AFFORDABLE AND CLEAN ENERGY, 10 REDUCED INEQUALITIES, 15 LIFE ON LAND, 16 PEACE, JUSTICE AND STRONG INSTITUTIONS, 17 PARTNERSHIPS FOR THE GOALS

VALUE CHAIN

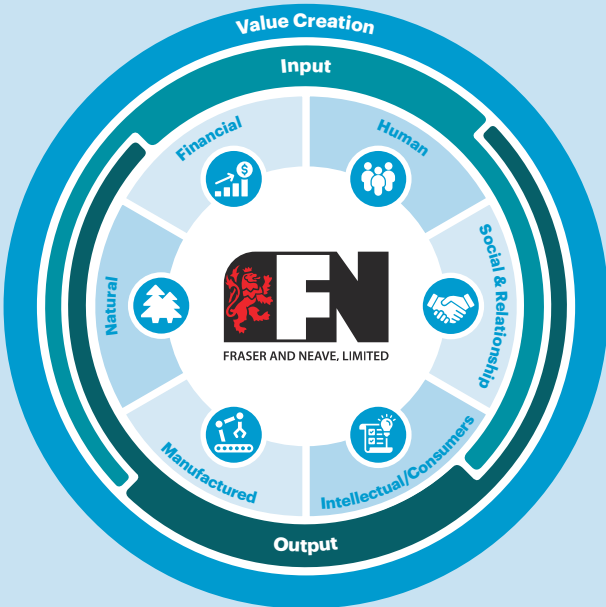
Upstream

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

WHAT WE DEPEND ON AND THE VALUE WE CREATE



Input	
Human	Intellectual
Over 7,300 talented people across the Group	Brands, R&D capabilities, and intellectual property set us apart
By Geography	<ul style="list-style-type: none"> • 38 brands in 16 beverage categories • Internally developed systems, customised customer solutions and manufacturing processes
Singapore 22%	
Malaysia 51%	
Thailand 19%	
Others 8%	
Social & Relationship	Manufactured
Our relationships with governments and other organisations helped drive change in our communities	We operate 20 F&B manufacturing plants and 4 printing plants in Singapore, Malaysia, Myanmar, Thailand, China and Cambodia
We collaborated with over 3,750 suppliers to produce products	
Natural	Financial
Our operations are dependent on renewable and non-renewable resources particularly land, water, forests and soils	Appropriate cash, equity and debt to invest for the long-term
	<ul style="list-style-type: none"> • Share Capital \$866M • Equity \$3,381M • Debt Capital \$1,165M

Creating Shared Value

Communication Through
Stakeholder Engagement

Understanding Societal Needs, Environmental Challenges
and Stakeholder Expectations

Addressing Stakeholder
Concerns

Sustainability Targets



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 2024 for details

STAKEHOLDERS

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

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

Output

Human

- Paid **\$266M** in remuneration in FY2024
- Female representation:
 - **22%** of Board
 - **34%** of total employees
 - **49%** of total managerial positions
- Supported employees growth by providing **>94,000** training hours

Social & Relationship

- Upheld strong human rights practices in our operations and supply chain
- **82%** of our suppliers were local
- **\$1.8B** paid to suppliers; close to **71%** local purchase value
- **98%** active key suppliers have accepted F&N's Supplier Code of Practice
- Over **3,750** suppliers were evaluated using social criteria

Natural

- Adhered to sustainable practices to protect stakeholders

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 **25** innovative products in FY2024 to meet the needs of consumers
- Excited consumers with the rollout of various limited edition beverages

Manufactured

- All manufacturing facilities certified with the Halal Standard (or equivalent), and **73%** have their production processes certified under the Food Safety System Certification ("FSSC") 22000 scheme
- **99%** of total packaging is recyclable
- Reduction in greenhouse gas emissions and solid waste

Financial

- Revenue **\$2,162M**
- Dividends **\$80M**
- APBFE **\$150M**
- Economic Value Retained **\$294M**

ABOUT THIS REPORT

OUR SUPPLY CHAIN

The preparation, production, and packaging of F&N's F&B products and consumables for printing require a range of raw materials, equipment, and other goods and services. In FY2024, the Group engaged with over 3,750 global and local suppliers across its supply chain including manufacturers, wholesalers, retailers, importers/merchants, contractors, and professional services providers, spending over SGD 1.8 billion on products and services.

The stages of our supply chain are as follows:






More information on the various stages of our supply chain can be found on pages 12 to 13 of this Report.

Further details on how we demonstrate supply chain stewardship can be found in the 'Supply Chain Stewardship' section of this Report.

OUR SUSTAINABILITY APPROACH

MATERIALITY ASSESSMENT METHODOLOGY

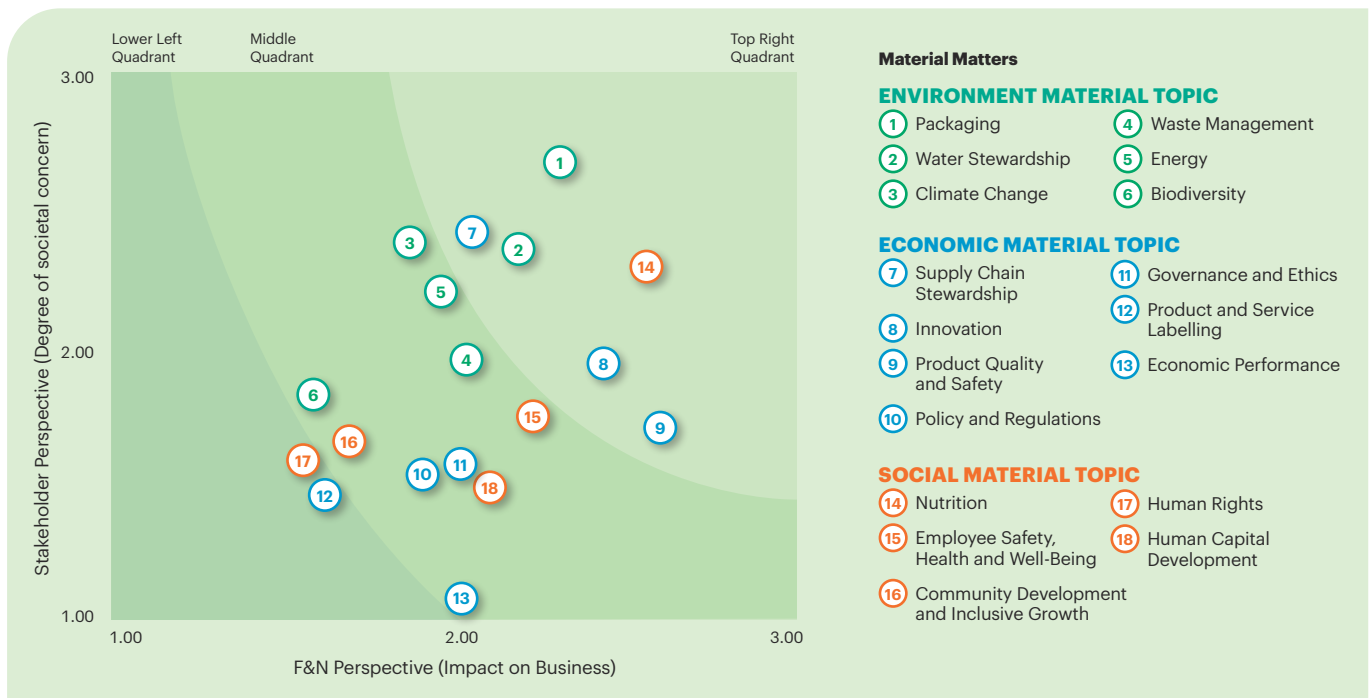
Understanding the priorities and evolving concerns of our stakeholders is important to us. In 2020, with support from an external consultant, F&N overhauled its materiality matrix by undertaking an extensive materiality assessment. Internal and external stakeholders were engaged to gain insights into their primary concerns regarding sustainability at F&N. The process is summarised in the table below:

<p>Step 1 Identification Develop long list of topics</p> <ul style="list-style-type: none"> • Peer Benchmarking • External Trends Analysis <p>18 material topics were identified through external trends analysis, survey of peer best practices and review of global initiatives and frameworks. Materiality is considered based on the interactions between F&N's value chain and the physical environment and social community and its governance.</p> 	<p>Step 2 Prioritisation Interviews, Engagements and Analysis</p> <ul style="list-style-type: none"> • Stakeholder Interest • Business Impact <p>Internal and external stakeholders were engaged to prioritise the material topics to consider the relevance to the business, strategy, business model, and key stakeholders across the value chain. They were then plotted in a matrix, reflecting their priority to stakeholders (external) and the business (internal), ranging from 'moderate' to 'high'.</p> 	<p>Step 3 Prioritisation Final Materiality Matrix</p> <ul style="list-style-type: none"> • F&N Material Matters <p>The materiality matrix was reviewed and endorsed by the F&N SDC and approved by the F&N SRMC.</p> 
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Our material topics are closely aligned with our sustainability strategy and 2025 sustainability goals. We refresh them and our materiality matrix annually to reflect updates in the sustainability landscape, regulatory requirements and evolving needs of our stakeholders. This refresh involves desktop research on key trends in external sustainability landscape, stakeholders' key expectations and established standards/frameworks, such as GRI, SGX metrics, FTSE4Good,

S&P Global CSA, related to our material topics, and validating the revised materiality topics and rankings with internal stakeholders comprised of senior management. This year, we completed a high-level materiality assessment. The material topics remained unchanged from 2023. "Packaging" and "Nutrition" continue to be top priorities, particularly for our customers and consumers, presenting opportunities for positive business impact.

F&N MATERIALITY MATRIX



MATERIAL ISSUES AND ASSOCIATED ESG RISKS AND OPPORTUNITIES

Material Sustainability Issues of F&N	Opportunities for F&N If issue is addressed	Potential Risks for F&N If issue is not addressed
RESPONSIBLE BUSINESS FUNDAMENTALS		
Governance and Ethics Business policies and practices to ensure ethical, transparent and responsible governance.	<ul style="list-style-type: none"> Upholding F&N's reputation as a responsible business maintains trust amongst all stakeholders 	<ul style="list-style-type: none"> Failing to establish transparent and robust governance practices poses reputational risk
Policy and Regulation Regulatory compliance across our operations and engaging with policymakers in a responsible and transparent manner.	<ul style="list-style-type: none"> Engaging with regulators allows F&N to prepare for emerging legislation and ensure compliance Operational cost savings 	<ul style="list-style-type: none"> Risk of being unprepared to comply with emerging regulations Failing to establish transparent and robust governance practices poses reputational risk
Economic Performance Financial performance to deliver shareholder value and secure long-term viability of the company.	<ul style="list-style-type: none"> Sustainable financial performance creates long-term value for all stakeholders 	<ul style="list-style-type: none"> Hinder F&N's business continuity
Product Quality and Safety Delivering products to consumers which meet the highest quality and safety standards.	<ul style="list-style-type: none"> Deliver F&N brand promise to consumers through product excellence Retain and increase market share through product range expansion and portfolio diversity 	<ul style="list-style-type: none"> Reputational risk and customer claims from supply chain disruption or compromised products Specific regulatory changes that may affect F&N product recipe and/or packaging
Product and Service Labelling Labelling our products and services in a responsible and transparent way for consumers.	<ul style="list-style-type: none"> Meet regulatory requirements Meet consumer expectations relating to product and ingredient communication 	<ul style="list-style-type: none"> Failure to meet stakeholders' expectations for product transparency

OUR SUSTAINABILITY APPROACH

MATERIAL ISSUES AND ASSOCIATED ESG RISKS AND OPPORTUNITIES

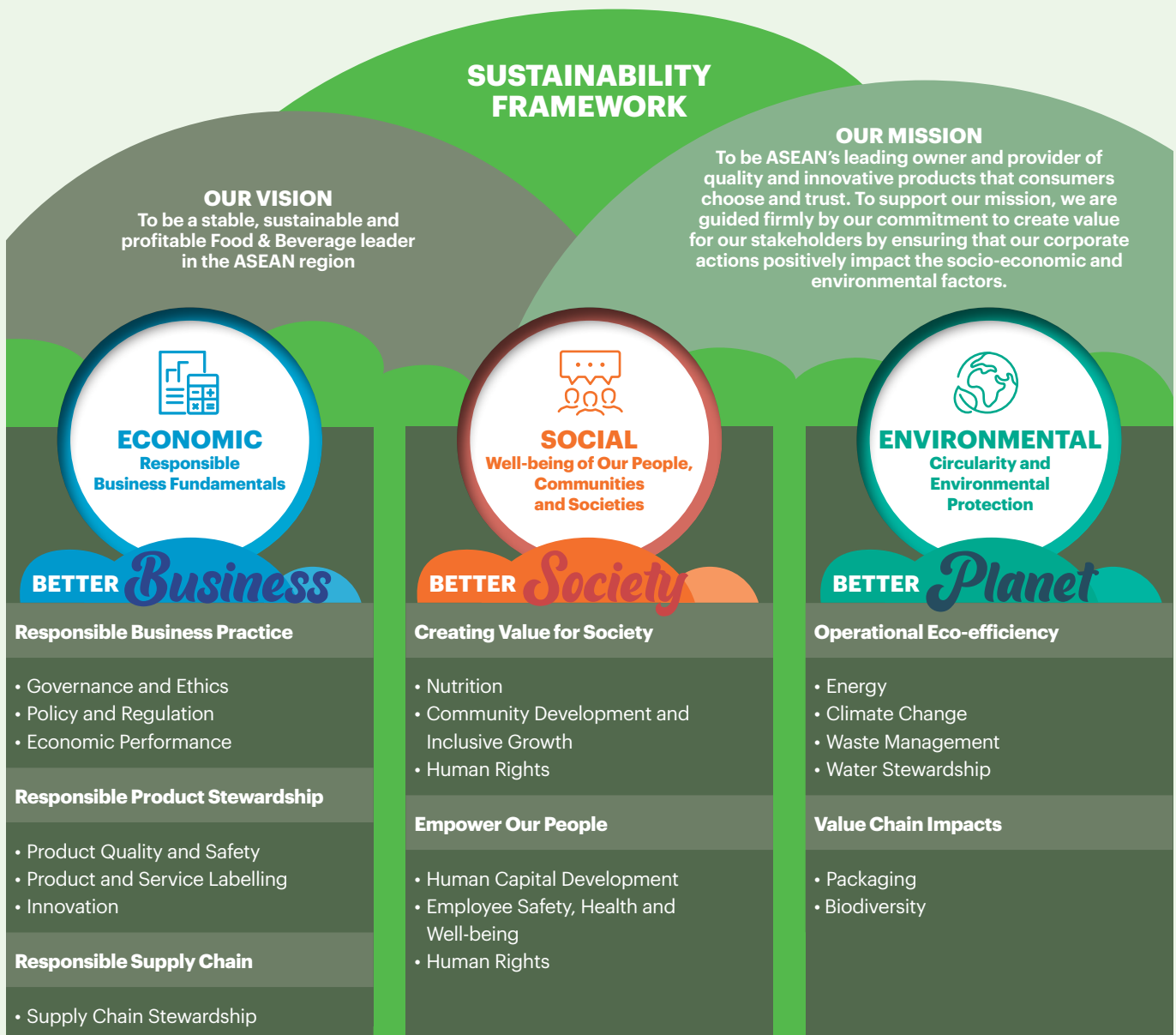
Material Sustainability Issues of F&N	Opportunities for F&N If issue is addressed	Potential Risks for F&N If issue is not addressed
RESPONSIBLE BUSINESS FUNDAMENTALS		
Innovation Building competitive advantage through innovative products and solutions to meet consumer and societal needs.	<ul style="list-style-type: none"> Meet customer and consumer demands and stay relevant Adoption of emerging and disruptive technologies increases competitive edge 	<ul style="list-style-type: none"> Future high R&D and equipment cost with uncertain commercial returns Risk losing market share by changing consumer preferences and/or being outcompeted
Supply Chain Stewardship Procurement policies, contractor management and supplier relationships which address material issues across the value chain.	<ul style="list-style-type: none"> Elevate vendors' productivity and performance in sustainability practices and compliance with food safety standards Cost savings through improved collaboration Implement robust policies and systems to ensure competitive pricing and safeguard vendors from corruption and malpractice 	<ul style="list-style-type: none"> Expose F&N's supply chain to various ESG risks (e.g. human rights, product quality); unethical practice leads to regulatory violations, monetary fines and reputational risk Disruption to operations Price fluctuation as a result of global economic performance and foreign exchange exposure
WELL-BEING OF OUR PEOPLE, COMMUNITIES AND SOCIETY		
Nutrition Helping consumers' lead healthy lives by developing nutritious and accessible products.	<ul style="list-style-type: none"> Innovation opportunity to meet customer and consumer demands Offer healthier options that contribute to consumers' well-being 	<ul style="list-style-type: none"> Regulatory risks (e.g. sugar tax) in markets F&N operates in
Community Development and Inclusive Growth Supporting economic development and creating positive social impact for communities connected to our business activities.	<ul style="list-style-type: none"> Invest in communities to support social and economic development and ensures F&N grows alongside the society we operate in Work with communities to strengthen our relationships, credibility and presence 	<ul style="list-style-type: none"> Impacts F&N's reputation as a corporate citizen and potentially affect employees' morale Potential financial implications when there are imbalance social, economic and environmental needs
Human Rights Upholding strong human rights practices in our operations and supply chain.	<ul style="list-style-type: none"> Proactively identify and address human rights risks to create a safe workforce in F&N operations and supply chain Reduce inequalities (e.g. gender inequality) Improve productivity and resource efficiency 	<ul style="list-style-type: none"> Human rights violations in operations and supply chain leads to regulatory risks, monetary penalties and reputational risks Disruption to operations Unmotivated and unproductive workforce
Human Capital Development Attracting, developing, and retaining high-performing employees, creating an inclusive and diverse culture.	<ul style="list-style-type: none"> Remain competitive with skilled and diverse employees A high-performance culture through effective training and upskilling programmes Provide job opportunities for the local communities where we operate 	<ul style="list-style-type: none"> Challenge to attract and retain talent Financial implications when F&N workforce is not developed to meet the evolving market demands
Employee Health and Safety Improving and maintaining the health, safety and wellbeing of our employees.	<ul style="list-style-type: none"> Increased productivity in F&N operations Improvements in talent acquisition and retention Positive employer branding 	<ul style="list-style-type: none"> Injuries, occupational hazards, lost days and fatalities will result in productivity loss and reputational risk that affects the company's license to operate Financial and reputational risks
CIRCULARITY AND ENVIRONMENTAL PROTECTION		
Packaging Developing sustainable packaging solutions to reduce the impact of packaging on the environment.	<ul style="list-style-type: none"> Meeting customer and consumer demands for sustainable packaging Improve packaging resource efficiency and saves cost Reduce reliance on virgin materials 	<ul style="list-style-type: none"> Failure to meet stakeholders' expectations in managing packaging pose reputational risks Losing market share and relevance if F&N is outcompeted
Energy Minimising GHG emissions and energy use in our operations in line with global climate goals.	<ul style="list-style-type: none"> Reduce energy usage and emissions which saves costs Pre-empt future regulation (e.g. carbon tax) Align with targets of governments and customers 	<ul style="list-style-type: none"> Public pressure resulting in reputation risks Rise in operational costs with stricter regulations and energy sourcing changes
Climate Change Adapting our business model to ensure resiliency to climate-related risks.	<ul style="list-style-type: none"> Meet growing expectations of investors and regulators to assess climate-related risks and opportunities, e.g. supply chain disruption, market shifts or extreme weather events 	<ul style="list-style-type: none"> Costly damages on F&N physical assets from extreme weather events due to climate change Failure to meet stakeholders' expectations in managing climate change
Water Stewardship Protecting and preserving shared water resources.	<ul style="list-style-type: none"> Cost saving opportunities with efficient water management Enhance water security for suppliers, increasing supply chain resilience 	<ul style="list-style-type: none"> A direct impact on F&N as water is a key resource for our operations Regulatory risks around water as an important national resource

MATERIAL ISSUES AND ASSOCIATED ESG RISKS AND OPPORTUNITIES

Material Sustainability Issues of F&N	Opportunities for F&N If issue is addressed	Potential Risks for F&N If issue is not addressed
CIRCULARITY AND ENVIRONMENTAL PROTECTION		
Waste Management Minimising waste and safely disposing of hazardous materials.	<ul style="list-style-type: none"> Reducing and reusing waste supports operational efficiency, which is cost saving Inculcate sustainable practices and values in employees and communities 	<ul style="list-style-type: none"> Reputational risk from the failure to meet stakeholders' expectations in managing our waste
Biodiversity Sourcing raw materials responsibly, protecting biodiversity and eliminating deforestation from our supply chain.	<ul style="list-style-type: none"> Mitigate reputational risks of negative environmental practices, particularly in our supply chain Create a sustainable business operation without exploitative processes 	<ul style="list-style-type: none"> Reputational risk from the failure to meet stakeholders' expectations

SUSTAINABILITY FRAMEWORK

The 18 material topics are mapped onto the seven core areas of our Sustainability Framework, aligning our business and sustainability goals to more effectively create value for each material topic.



OUR SUSTAINABILITY APPROACH

2025 SUSTAINABILITY TARGETS AND FOCUS AREAS

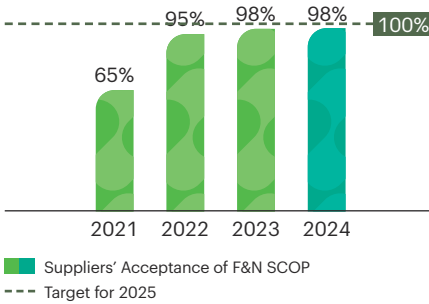
In 2020, we set sustainability performance targets for 2025, focusing on our 12 highest-priority material issues. These strategic goals serve as foundation for driving F&N’s sustainability efforts, underscoring our commitment to creating meaningful, long-term value for our stakeholders.

Material Issue
Supply Chain Stewardship



Target
100% of active key suppliers accept and comply with F&N’s Supplier Code of Practice (“SCOP”) by 2025

Progress

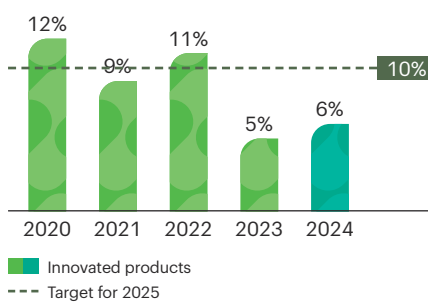


Material Issue
Innovation



Target
10% product innovation for commercialised F&N products by 2025

Progress



Material Issue
Product Quality and Safety



Target
Food Safety System Certification (“FSSC”) scheme 22000 and Halal Standard (or equivalent) certification for all plants by 2025

Progress



Material Issue
Human Capital Development




Target
Provide an average of at least 18 hours of training to Executives and 11 hours of training to Non-executives by 2025

Progress

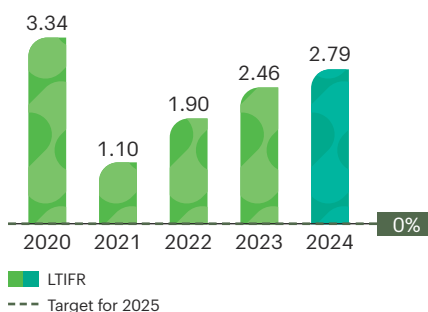


Material Issue
Employee Safety, Health and Well-being




Target
Reduce the Lost Time Injury Frequency Rate (“LTIFR”) to 0

Progress

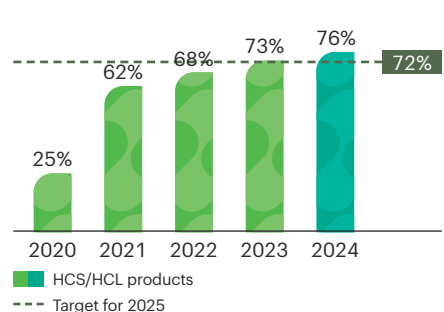


Material Issue
Nutrition



Target
72% of beverage and dairy products³ comply with the Nutritional Guidelines by 2025


Progress



Note:
3 based on formulation, excluding canned milk and cordials

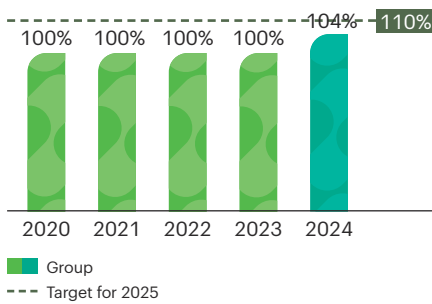
As we approach the culmination of these 2025 targets, we prepare to evaluate our progress and align with broader ESG targets set by our parent company, ThaiBev. This ensures our sustainability journey continues to evolve, further embedding responsible practices into our operations and amplifying positive impact across our value chain.

Material Issue
Community Development and Inclusive Growth



Target
10% increase in the number of community programmes F&N provides (from a 2020 baseline) by 2025

Progress

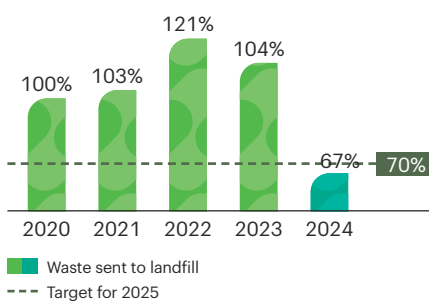


Material Issue
Waste Management




Target
Reduce the solid waste sent to landfill (from a 2020 baseline) by 30% by 2025

Progress



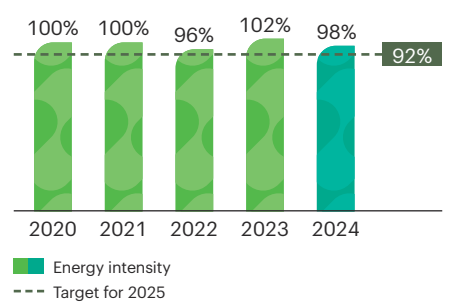
Material Issue
Energy




Target
Reduce the Group's energy intensity ratio at our plants (from a 2020 baseline) by 8% by 2025

* Excludes trial and commissioning data from F&NHB Shah Alam plant

Progress



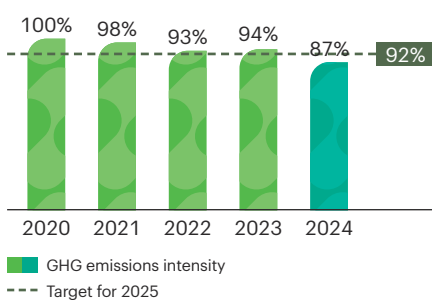
Material Issue
Climate Change



Target
Reduce the Group's GHG emissions intensity ratio at our plants (from a 2020 baseline) by 8% by 2025

* Excludes trial and commissioning data from F&NHB Shah Alam plant

Progress

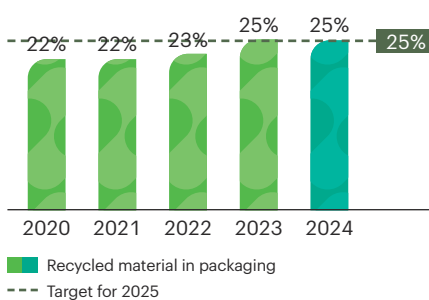


Material Issue
Packaging



Target
25% of beverage and dairy packaging to contain recycled materials by 2025

Progress



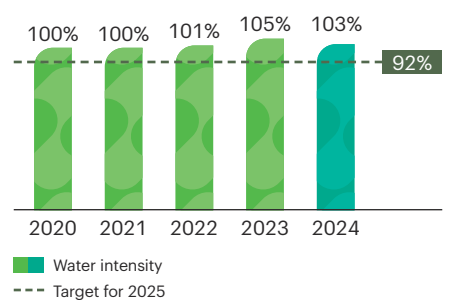
Material Issue
Water Stewardship



Target
Reduce the Group's water intensity ratio at our plants (from a 2020 baseline) by 8% by 2025

* Excludes trial and commissioning data from F&NHB Shah Alam plant

Progress



OUR SUSTAINABILITY APPROACH

ALIGNMENT TO UN SDGS

Through our sustainability framework and targets, our business contributes to the UN Sustainable Development Goals (“SDGs”), particularly towards SDG 2, 8, 9 and 12. Our business also contributes to SDG 1, 3, 4, 5, 6, 7, 10, 15, 16 and 17.

Below we summarise our business contribution to the specific SDG targets across our material topics:

	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS	
ECONOMIC PILLARS																
Material Issues																
Governance & Ethics										10.2 10.3		13.2			16.5 16.6	
Policy & Regulations			3.9												16.5 16.6	
Economic Performance								8.1 8.2	9.2							
Product Quality & Safety		2.1	3.4													
Product & Service Labelling			3.4								12.3 12.8					
Innovation		2.1 2.2	3.4			6.4	7.3	8.1 8.2	9.4		12.5					
Supply Chain Stewardship		2.3 2.4				6.a		8.1 8.2 8.7 8.8	9.2 9.4		12.2		15.2 15.5		17.16	
SOCIAL PILLARS																
Material Issues																
Nutrition		2.1 2.2	3.4													
Community Development & Inclusive Growth	1.4	2.2	3.4	4.1 4.7 4.b				8.6		10.2	12.8					
Human Rights								8.6 8.7 8.8		10.2 10.3						
Human Capital Development				4.1 4.7	5.5			8.2							17.16	
Employee Safety, Health & Well-being			3.4 3.8					8.7 8.8								
ENVIRONMENT PILLARS																
Material Issues																
Energy & Climate Change							7.2 7.3	8.2 8.4	9.2 9.4		12.2	13.2			17.16	
Water Stewardship			3.9			6.3 6.4 6.a		8.2 8.4	9.2 9.4		12.2				17.16	
Waste Management								8.2 8.4	9.2 9.4		12.2 12.5					
Packaging		2.1									12.2 12.3 12.5					
Biodiversity													15.5			

2025 SUSTAINABILITY TARGETS AND FOCUS AREAS

In 2020, F&N had set sustainability performance targets, on the 12 highest priority material topics, to be achieved by 2025. The 2025 sustainability targets enable the Group to monitor our actual sustainability performance across our economic performance, impact on the environment and people. These 2025 sustainability goals strengthen our commitment to creating long-term value for our stakeholders.

SGD	Targets most relevant to F&N, in summary	SGD	Targets most relevant to F&N, in summary
Material Issues			
	1.4 Provide access to basic services for vulnerable group		8.1 Sustain economic growth 8.2 Diversify, innovate and upgrade for economic productivity 8.4 Improve resource efficiency in consumption and production 8.6 Promote youth employment, in education and training 8.7 End modern slavery, trafficking, and child labour 8.8 Protect labour rights and promote safe working environments
	2.1 Improve access to safe and nutritious food 2.2 Improve nutrition for society 2.3 Improve productivity and incomes of small-scale food producers 2.4 Promote sustainable food production and resilient agricultural practices		9.2 Promote inclusive and sustainable industrialisation, raise share of employment in manufacturing 9.4 Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes
	3.4 Promote mental health and well-being through prevention 3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all 3.9 Reduce deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination		10.2 Empower and promote social and economic inclusion 10.3 Equal opportunity and reduce inequalities by eliminating discriminatory policies and practices and promoting appropriate policies
	4.1 Equal access to free equitable education at primary and secondary education 4.4 Promote relevant skills development 4.7 Promote sustainable development education and global citizenship 4.b Expand higher education scholarships for developing countries		12.2 Sustainable management and use of natural resources 12.3 Reduce food waste at production, supply chain, and retail and consumer levels 12.5 Substantial reduction waste generation 12.8 Promote and provide information about sustainable lifestyles
	5.5 Provide women full and effective participation and equal opportunities for leadership		13.2 Integrate climate change measure into policies, strategies and planning
	6.3 Improve water quality, reduce pollution, enhance wastewater treatment and improve water circularity 6.4 Increase water-use efficiency and ensure sustainable use of freshwater 6.7 Expand water and sanitation support to developing countries		15.2 Promote sustainable forest management and reduce ecosystem degradation 15.5 Reduce degradation of natural habitats, halt the loss of biodiversity and, protect and prevent the extinction of threatened species
	7.2 Increase use of renewable energy 7.3 Improve energy efficiency		16.5 Reduce corruption and bribery 16.6 Effective, accountable and transparent institutions
			17.16 Multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology and financial resources, to support the achievement of the SDGs

OUR SUSTAINABILITY APPROACH

Partnerships, Memberships and Certifications GRI Index: GRI 2-28

Collaborative efforts and shared commitments are essential for addressing complex environmental and societal challenges.

F&N is aligned with sustainability guidelines, principles, and standards, including the United Nations SDGs, GRI, and the International Integrated Reporting Council. Additionally, we collaborate with and seek guidance from global organisations and thought leaders in sustainability. F&N takes pride in being a member of the RSPO and the Singapore Alliance for Sustainable Palm Oil.

In Malaysia, F&NHB teamed up with key industry leaders to establish the Malaysian Recycling Alliance (“**MAREA**”), a voluntary initiative aiming to enhance collection and recycling of packaging focusing on Extended Producer Responsibility. The alliance is the first of its kind in Malaysia that focuses on improving collection and recycling of post-consumer packaging. The alliance set a target to recycle a minimum of 25% of its members’ packaging volume by 2025.

MAREA launched curb side plastic collection projects in Langkawi last year.

Additionally, F&NHB is also part of the CEO Action Network capacity building work stream that aims to uplift the sustainability capacity in supply chains and business ecosystems by facilitating peer sharing on topics, such as Energy Management and Labour Practices.

The achievements of our subsidiary, F&NHB, toward environmental excellence was acknowledged through different prestigious awards, such as being presented with the Gold award for Consumer Goods and Services Sector at The Edge Malaysia ESG Awards 2023. This award was presented to public limited companies with the highest overall ESG score amongst all companies in Bursa Malaysia’s Consumer Goods and Services sector.

F&N participated in external sustainability ratings to communicate our commitment to our stakeholders, and to identify strengths and opportunities to improve our sustainability performance.

F&NHB was invited to participate in the S&P Global CSA for the third time in 2023 and was ranked as one of the top 5 companies in the Beverages industry globally, placing in the 96th percentile (improving from last year’s 95th percentile)

F&NHB received the FTSE4Good Bursa Malaysia Index rating for another consecutive year, scoring 4.5 (out of 5.0) and placing in the 99th percentile (improving from last year’s 97th percentile).

Working with our Stakeholders GRI Index: GRI 2-29

F&N’s stakeholders include any individual or group who is impacted by or interested in our activities, and vice versa. We strive to build and maintain strong relationships, based on trust and respect, with our stakeholders to flag out potential negative impacts our business might unintentionally cause, and implement mitigating measures to minimise the impact to

a reasonable level, as determined through engagements with our stakeholders.

We engage stakeholder groups based on their level of interest and/or influence over the functioning of our business, and tailor our engagement approach accordingly. We are open to feedback from our stakeholders beyond our engagements with them. A summary of our engagement approach for different stakeholder groups is below.

	Engagement Channels	Key Concerns	How F&N Creates Value for this Stakeholder	Related Sustainability Issues
Investment Community	<ul style="list-style-type: none"> • General meetings of Shareholders (AGM & EGM) • Regular face-to-face meetings & conference calls • Office/plant visits, as and when required • Investor days/briefing • Website and SGXNET announcements, presentations, press releases • Annual reports 	<ul style="list-style-type: none"> • Transparent & accurate disclosure • Return on investment • Disclosure on relevant information to shareholders 	<ul style="list-style-type: none"> • Managing resources effectively to maximise profits • Maintaining a strong balance sheet 	<ul style="list-style-type: none"> • Governance & Ethics • Economic Performance





	Engagement Channels	Key Concerns	How F&N Creates Value for this Stakeholder	Related Sustainability Issues
Employees	<ul style="list-style-type: none"> Biennial employee engagement survey Robust compensation and benefits framework Annual CEO town hall/ roadshow Annual gatherings Sports tournaments Communique, iConnect (intranet), F&N BITES (news update), monthly email news highlights, digital TV, Fraserians Connect (mobile app), F&N Voice WhatsApp channel 	<ul style="list-style-type: none"> Engagement with employees Learning & development opportunities Equitable rewards & recognition Safe and healthy work environment 	<ul style="list-style-type: none"> Career advancement and ability to reach individual potential Boosting earning potential of employees with training and development Strict hygiene practices and sanitary environment in the workplace 	<ul style="list-style-type: none"> Human Capital Development Employee Safety, Health and Well-being Human Rights
Distributors & Trade Customers	<ul style="list-style-type: none"> Annual customer meetings Annual factory visits Annual business planning Regular business development activities Joint supply chain meetings Quarterly business reviews Customer appreciation events 	<ul style="list-style-type: none"> Supply chains disruptions Latest consumer & shopper trends Product innovation Customer relationship management Shopper loyalty programmes Business practices & ethics Efficient delivery systems COVID-19 related payment challenges 	<ul style="list-style-type: none"> Partnering with retailers on shared opportunities Source of income and job creation at our distributors Case-to-case flexible payment method, if necessary 	<ul style="list-style-type: none"> Innovation Nutrition Product Quality & Safety Product Labelling
Consumers	<ul style="list-style-type: none"> Marketing & sales promotions Brand communication through advertising On-going social media interactions On-ground events & activities Dedicated consumer hotline 	<ul style="list-style-type: none"> Product quality & safety Consumer health & safety Fair & reasonable product pricing Social & community engagement Environmentally friendly packaging 	<ul style="list-style-type: none"> Launching innovative products Fulfilling consumers' demand for safe and quality products Providing accessible products through an extensive distribution network coverage 	<ul style="list-style-type: none"> Innovation Nutrition Product Quality & Safety Product Labelling
Communities	<ul style="list-style-type: none"> Collaborations & partnerships Outreach programmes Meetings/dialogues with community representatives Leadership programmes Sponsorship of sporting events Donation of food and beverages to the less privileged and elderly 	<ul style="list-style-type: none"> Social & environmental responsibility Job opportunities for locals Promotion of good health & quality of life Skill development in sports & leadership Stimulating local economies 	<ul style="list-style-type: none"> Social investment in community projects Advocating active lifestyles via sports events and activities Supporting beneficiaries from vulnerable communities 	<ul style="list-style-type: none"> Community Development and Inclusive Growth Human Rights
Regulators	<ul style="list-style-type: none"> Active collaborations e.g. Singapore's Health Promotion Board; Federation of Malaysian Manufacturers Meetings with government agencies and statutory bodies Collaboration & partnerships with local councils 	<ul style="list-style-type: none"> Good governance Fair labour practices Safety at work Compliance with laws & regulations Water & waste management Environmentally friendly labelling & packaging GHG emissions Recycling awareness COVID-19 standard operating procedures 	<ul style="list-style-type: none"> Compliance with regulation to mitigate against systemic risks Adhering to sustainable practices to protect stakeholders Active industry collaboration and knowledge exchange Adhering to COVID-19 guidelines and social distancing measures 	<ul style="list-style-type: none"> Policy & Regulation
Suppliers	<ul style="list-style-type: none"> Supplier meetings Annual audits Tender Management System 	<ul style="list-style-type: none"> Fair & robust procurement system Support of local businesses Social & environmental responsibility Ethics - anti-bribery & corruption 	<ul style="list-style-type: none"> Working with local suppliers Partnering with suppliers on shared opportunities 	<ul style="list-style-type: none"> Supply Chain Stewardship Biodiversity

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Climate change requires F&N to swiftly transform its operations and build its resilience against the adverse anticipated effects of physical and transition risks. By proactively assessing and managing these risks, F&N can unlock new business opportunities while protecting stakeholders’ interests.

F&N is committed to exploring effective and sustainable pathways to reduce its carbon emissions and support the Paris Agreement’s goal of limiting global temperature rise to between 1.5°C and 2°C above pre-industrial levels.

Since 2022, F&N had embarked on a journey to understand its potential climate-related risks and opportunities by conducting scenario analysis for short-, medium-, and long-term time horizons. This is the third consecutive year that F&N is publishing climate-related disclosures in alignment with recommendations of the TCFD. A TCFD Index is included on page 92 of this Report.

We have undertaken the following initiatives to strengthen our understanding and management of our material climate-related risks:

- Quantify anticipated financial effects of key physical risks, Flooding and Water Scarcity, on F&N’s key financial metrics;
- Quantify anticipated financial effects of key transition risk, Carbon Pricing, and opportunity, Low Carbon Technologies, on F&N’s future operating profit; and
- Develop a Group-level decarbonisation roadmap for Scope 1 and 2 GHG emissions.



F&N will continue to deepen its understanding of its material climate-related risks and opportunities. The outcome would be considered in formulating the F&N Group-wide climate strategy and integrated into our business processes.

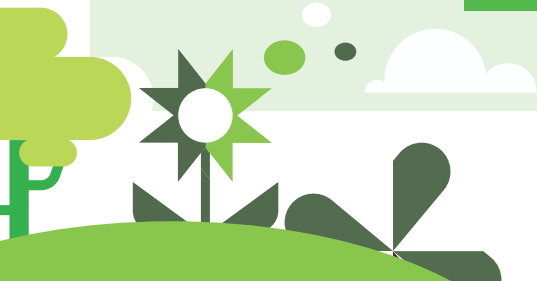
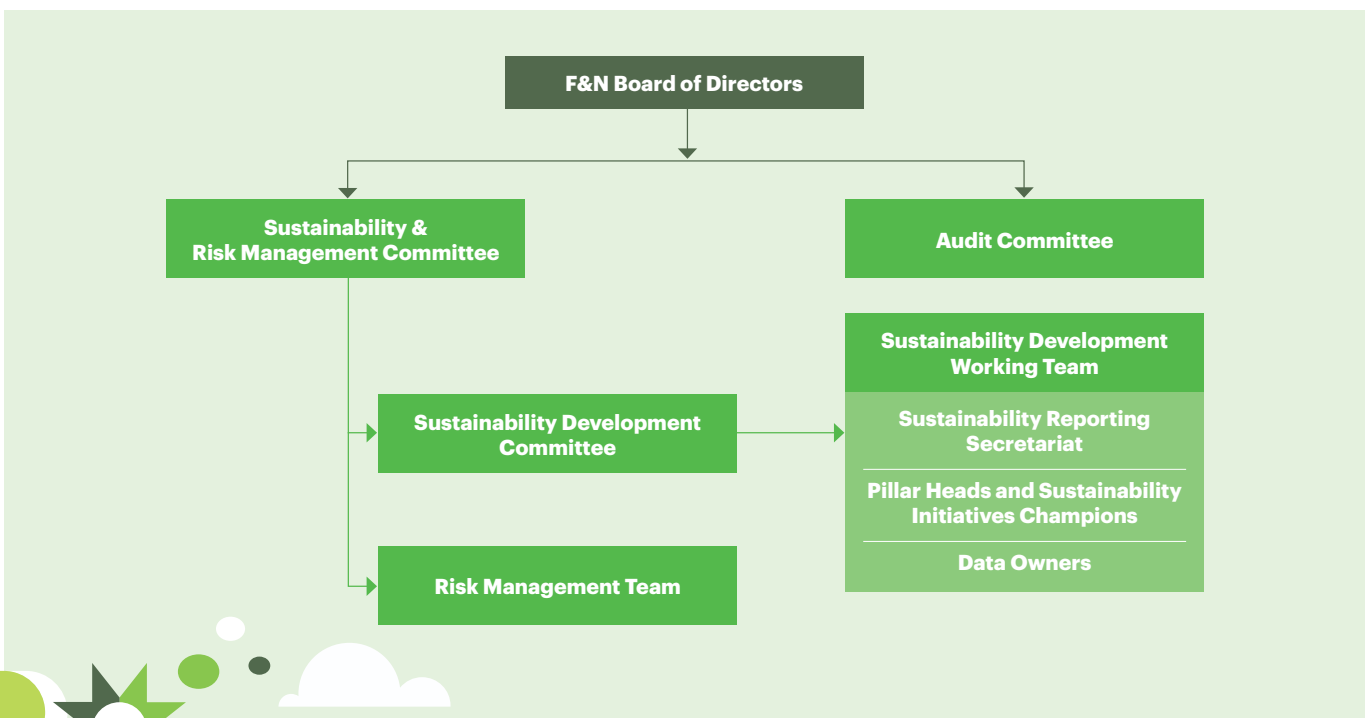
F&N will continue to enhance its assessment of material climate-related risks and opportunities. The outcome will be considered in formulating the F&N Group-wide climate strategy and integrated into our business processes.

In the following sections, we describe how we manage our material climate-related risks and opportunities, structured around the TCFD four key pillars: Governance, Strategy, Risk Management, and Metrics and Targets.

TCFD PILLAR – GOVERNANCE

Recognising the role and responsibility that F&N has in driving climate action and the shift to a low-carbon economy, climate-related responsibilities have been incorporated into F&N’s governance structure across the Board, Board Committees, Sustainability-related Committees and working teams. A structure of these dedicated roles and responsibilities is described below:

F&N GROUP SUSTAINABILITY DEVELOPMENT AND RISK MANAGEMENT GOVERNANCE STRUCTURE



F&N'S CLIMATE GOVERNANCE ROLES AND RESPONSIBILITIES



F&N Functions	Climate-Related Roles and Responsibilities	Meeting Frequency
Board of Directors	<ul style="list-style-type: none"> Oversees material sustainability issues and impacts, including environmental and climate-related risks and opportunities, as part of F&N Group's overall strategy planning and risk management. Approves F&N's sustainability-related goals, targets, strategy, and management plans, aligning with the Group's risk appetite and tolerance, in pursuit of its strategic objectives. Approves sustainability report which includes climate-related disclosures and performance metrics endorsed by the SRMC. 	Five times a year
Board Committee: Sustainability and Risk Management Committee	<ul style="list-style-type: none"> Supports the Board in reviewing and monitoring material sustainability and climate-related risks and opportunities, providing strategic direction on managing the associated impacts as part of the Group's Enterprise-wide Risk Management ("F&N ERM") framework. Ensures management of material risks arising from the Group's ERM assessment, including escalating sustainability and climate-related risks and opportunities to the Board for their information. Endorse development of sustainability and other risk management strategies and related policies that advance sustainability objectives and consider sustainability factors in decision making process. Endorse sustainability report which includes climate-related disclosures and performance metrics. 	Three times a year
Board Committee: Audit Committee	<ul style="list-style-type: none"> Assists the Board in reviewing and monitoring the effectiveness of the Group's internal control system, audit process and compliance with relevant policies, laws and regulations. Reviews key risks and recommendations from the SRMC, including sustainability and climate-related matters, and provides advice to the Board annually. 	<p>Four times a year</p> <p>One time a year</p>
Sustainability Development Committee	<ul style="list-style-type: none"> Headed by the Chief Executive Officer ("CEO"), Fraser and Neave, Limited and comprised of CEOs and senior executives from various F&N businesses across different functions. Identifies and assess material sustainability topics, including climate-related risks and opportunities, and monitor the progress of implementing sustainability activities. Reviews and validates climate scenario analysis, risk assessment and disclosure in line with relevant sustainability reporting standards and frameworks and makes recommendations to the SRMC. Recommend appropriate goals and targets, mapped to the material sustainability topics, for endorsement by SRMC and monitor progress toward these targets. Engage sustainability consultants on various climate-related topics, such as risks and opportunities identification, impact assessment and decarbonisation strategies, as part of ongoing knowledge building efforts. 	Three times a year
Sustainability Development Working Team	<ul style="list-style-type: none"> Consist of cross-functional representatives from each Business Unit who take on the role of Sustainability Reporting Secretariat, Pillar Heads and Sustainability Initiative Champions, and/or Data Owners. Develop sustainability and climate-related projects and initiatives that align with the five pillars of F&N Climate Strategy (i.e. energy efficiency, renewable energy, carbon reduction, route planning and exposure to climate change risks). Engage internal and external stakeholders to drive the implementation of sustainability and climate-related strategies at the operational level. Collect and analyse primary inputs from respective Business Units' Data Owners to track progress towards achieving the Group's sustainability and climate-related goals and prepare periodic reports to SDC and SRMC. 	Ad-Hoc
Risk Management Team	<ul style="list-style-type: none"> Risk discussion, including climate-related risks, with Business Units and corporate office as part of the Risk Management system. Organise climate-related risks and opportunities engagements with Business Units. 	<p>Three times a year</p> <p>Ad-Hoc</p>

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

TCFD PILLAR – STRATEGY

Climate change presents ongoing challenges for F&N, as transition to a low-carbon economy and changing climate patterns intensify risks. However, these challenges also provide opportunities for cost savings and improved alignment with customers’ expectations. By understanding its material climate-related risks and their financial impacts, F&N is focused on strengthening its climate resilience through effective adaptation and mitigation measures.

F&N will continue to reduce GHG emissions by adopting renewable energy and implementing energy efficiency initiatives.

Identifying Climate-related Risks and Opportunities

Since 2023, we expanded our understanding of key climate-related risks and opportunities by assessing their anticipated financial effects on the business in a forward-looking way.

Assessing Climate-Related Risks and Opportunities with Scenario Analysis

Building on our qualitative climate-related risks and opportunities assessment in 2022, F&N expanded its assessment to include a group-wide scenario analysis to quantify the anticipated financial effects of selected key drivers, focusing on physical risks (water scarcity and flooding) and transition risks (carbon pricing) in 2023 and opportunities (low-carbon technologies) in 2024. In line with recommendations by TCFD, our scenario analysis

explores different global temperature pathways, providing forward-looking insights into how climate-related risks and opportunities could impact our business. The insights are based on climate research, estimates, projections, and assumptions under selected climate scenarios across different time horizons.

Outcomes of the quantitative assessments will enable the Group to update its business strategy, ensuring resilience to climate-related risks, while leverage on climate-related opportunities. The Group aims to strengthen its management of these key climate-related risks by considering the range of possible impacts and embedding effective climate initiatives into F&N’s existing Energy and Climate strategy.

1. Time Horizons

Climate-related issues can manifest over short-, medium- and long-term time horizons. F&N has identified timeframes for climate-related risks and opportunities in line with the timeframes used for business and financial planning. These timeframes are defined as short term (1-3 years), medium term (3-10 years) and long-term (>10 years).

Our selection of scenario time horizons, 2030 and 2050, aligns with the most ambitious net zero target set in the countries we operate, facilitating assessment of anticipated future business impacts of identified climate-related risks and opportunities. The 2030 short-to-medium term time horizon also aligns with our parent company, ThaiBev’s PASSION 2030 roadmap, which sets the Group’s goals for the next phase of growth.

	Short-to-Medium term	Long-term
Scenario Time Horizon for Physical and Transition Risk Assessment	2030	2050
Year	The range of the time period is represented by ‘2030’	The range of the time period is represented by ‘2050’

2. Climate Scenarios

Two sets of climate scenarios were used to assess the possible business impacts from climate-related risks and opportunities.

The climate scenarios used in quantitative modelling of transition risks were referenced from the International Energy Agency (“IEA”) World Energy Outlook (“WEO”) 2023 Report. These selected scenarios for transition risks assessment were aligned with recommendations of the TCFD, to minimally consider a scenario that limits global temperature rise to 2°C above pre-industrial levels by 2100.

	Low Carbon Pathway	Business-as-Usual Pathway
Description	Global temperature rise of <2.0°C by 2100	Global temperature rise between 2.7 - 3.3°C by 2100
IEA Scenario Name	Announced Pledges Scenario (APS)	Stated Policies Scenario (STEPS)
Key Assumptions	All climate commitments, including Nationally Determined Contributions and long-term net zero targets, will be fully met in time. In 2100, the median global temperature rise is projected to be “below 2°C”, in line with the goal of the Paris Agreement.	A high emissions business-as-usual global warming scenario which considers existing climate policies without implementation of additional policies.

The impacts of physical climate change on F&N’s businesses were modelled using climate scenarios from the latest Intergovernmental Panel on Climate Change (“IPCC”) Sixth Assessment Report.

SSP1-2.6 scenario signifies alignment with upper boundaries of combined Paris Agreement pledges from all participating countries. The High Carbon Emission Pathway, SSP 5–8.5, assumes no additional climate policies would be enacted. This scenario was included to stress test the climate resilience of business which could potentially be challenged by severe outcomes arising from climate-related physical risks.

	Baseline	Low Carbon Emissions Pathway	High Carbon Emissions Pathway (Business-As-Usual)
Description	Scenario based on the historical data of climate change on F&N assets	Global temperature rise of 1.8°C by 2100	Global temperature rise of 4.4°C by 2100
IPCC Scenario	N. A.	SSP1-2.6 ^[Note]	SSP5-8.5
Key Assumptions	The present-day exposure risk of F&N’s key assets to selected material natural hazards, with consideration of their respective geographical locations.	A low carbon emissions scenario which keeps global warming below 2°C by 2100. It aligns with current commitments under the Paris Agreement.	A high carbon emissions scenario with no additional climate policy. There is limited coordinated action, leading to temperature rise of 2.4°C by mid-century and reaching 4.4°C by 2100.

[Note]:

F&N used SSP2-4.5 as the low carbon emission pathway in its 2022 qualitative risk assessment as it was considered a more realistic scenario for the geographies of its operations, given the current climate policy landscape back then. However, SSP2-4.5 was replaced by SSP1-2.6 in our 2023 quantitative risk assessment in view of increasingly ambitious climate action in the region, to align with Paris Agreement goals, as well as mainstream use of SSP1-2.6 as the low carbon emission pathway by many companies across the world.

CLIMATE-RELATED TRANSITION RISKS AND OPPORTUNITIES

In 2022, F&N identified material climate-related transition risks and opportunities through engagement with key internal stakeholders, from corporate, business and operational functions, across F&N’s business divisions – Non-alcoholic Beverages, and Printing and Publishing. The drivers identified and assessed remain relevant to F&N. The four types of transition risks and opportunities, namely policy and legal, technology, market, and reputation, were assessed, as recommended by TCFD.

In the next two years, F&N conducted a quantitative assessment of the financial impacts of its most material transition risk (carbon pricing) and its most promising transition opportunity (low carbon technologies). Through scenario analysis, we gained a forward-looking view of potential increases in operating costs due to carbon pricing regulations, as well as potential cost savings from increasing adoption of renewable electricity, the most widely available and effective low-carbon technology for F&N’s manufacturing sites.

1. Financial Impact of Transition Risks and Opportunities

To account for varying levels of climate ambitions in countries where F&N operates, scenario data used in the quantitative model, such as CO2 prices, power generation mix, levelized cost of electricity, and grid electricity prices, were sourced from the IEA WEO 2023 report and the Network for Greening the Financial System (NGFS) Phase 4 database.

a. Carbon Pricing

To support the Paris Agreement goal, carbon pricing is implemented to encourage businesses to reduce GHG emissions by internalising external costs of GHG emissions.

Under STEPS, quantitative modelling projects that incremental operating costs from carbon pricing schemes accounts for approximately 2.4% of the Group’s annual operating profit in 2030. This impact is considered manageable as F&N is already investing in GHG reduction solutions, such as installation of solar panels. The effect of carbon pricing is anticipated to decrease over time as F&N continues to reduce its GHG emissions.

b. Low-Carbon Technologies

F&N has also explored alternative operating solutions to reduce energy usage and GHG emissions, such as investing in energy efficient systems. To reduce its Scope 2 GHG emissions, the Group increased its installation of rooftop solar panels across most of its manufacturing plants in Singapore, Malaysia, and Thailand. There are plans to expand solar panel installations at the manufacturing plants, as far as possible.

Under STEPS, assuming governments manage to increase share of solar energy in total power generation mix, as projected by the IEA, and F&N gains access to the renewable electricity market; the quantitative assessment projected that operating cost savings from using renewable electricity (compared to fully using grid electricity) would account for approximately 4.9% of the Group’s projected annual profit in 2030. These savings would more than offset incremental costs from carbon pricing regulations, contributing to a net positive impact on F&N’s financial performance.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

	RISK	OPPORTUNITY
	Carbon Pricing	Low Carbon Technologies (i.e., renewable electricity)
Description	Carbon pricing is planned to be introduced for selected sectors in Malaysia and Thailand in the short term, while Singapore has implemented carbon tax for selected sectors. Carbon pricing could increase and/or be enforced in the short- to medium-term in these geographies where F&N operates.	Renewable electricity is the most widely available and effective low-carbon technology in all countries where F&N operates. IEA data suggests that renewable electricity will become cost competitive against grid electricity (which is partially fed by fossil fuel sources) in future as renewables become more available.
Business Implications	Gradual increase in operating costs over time.	<ul style="list-style-type: none"> Increase in capital expenditure for self-owned solar installations in the short term. Decrease in operating costs due to energy savings, anticipated in medium- to long-term, driven by lower levelized costs of electricity from renewable sources (primarily solar energy in the context of Southeast Asia) compared to grid electricity (which is not fully renewable).
Anticipated Financial Effects	Carbon pricing will potentially reduce profit by 2.4% of Group's annual profit in the short-term (2030) under the Business-As-Usual scenario.	Cost savings from using solar energy will potentially increase profit by up to 4.9% of Group's annual profit in the short term (2030) under the Business-As-Usual scenario.
Methodology	Using F&N's historical Scope 1 and 2 GHG emissions to project future GHG emissions, with inputs which include IEA carbon pricing forecasts.	Using F&N's anticipated electricity consumption, with inputs from IEA's projections of power generation mix, levelized cost of electricity for solar energy, and NGFS's data on grid electricity prices. Further adjustments were made based on F&N's actual electricity costs.
Management Response	<ul style="list-style-type: none"> In the short-term, F&N will closely monitor developments in carbon pricing across key jurisdictions where we operate. Most sites have invested in on-site solar energy, increasing the use of renewable energy, and will continue to expand renewable energy investments, where applicable. Focus on energy efficiency in operations and tracking our GHG emissions against our emission reduction targets. 	<ul style="list-style-type: none"> F&N has invested or planned to invest in rooftop solar systems at most of our manufacturing sites. F&N will continue to explore other renewable energy procurement options, prioritising those that result in actual reduction in GHG emissions (e.g., direct power purchase agreement).

2. Resilience to Transition Risks

To effectively manage short-term impact of carbon pricing, F&N will continue to monitor climate change regulations, specifically carbon taxes in key jurisdictions where the Group operates. In addition to installing solar panels at selected sites, F&N has conducted an in-depth study of the decarbonisation options for its different business divisions. These efforts aim to mitigate additional costs from carbon taxes. F&N is progressively integrating internal carbon pricing in its investment decisions and strategic planning.

Over the medium-term, F&N plans to assess anticipated financial effects of other material climate-related risks and opportunities, such as increasing customer demand for sustainably produced products, if possible.

CLIMATE-RELATED PHYSICAL RISKS

Physical risks from climate change can be acute (event driven), such as extreme weather events, and/or chronic (longer-term shifts in climate patterns).

A site's vulnerability and exposure to these risks depend on factors, like geographical location, infrastructure and other environmental conditions. Proactive adaptation measures implemented by F&N and/or local authorities will enhance a site's climate resilience. However, as climate change increases frequency, intensity and duration of extreme weather events over coming decades, resulting impacts may potentially exceed current or planned resilience efforts, posing future risks.



We used scenario analysis to assess anticipated effects of water-related hazards, water scarcity and flooding, identified as material risks for the Group. F&N identified 13 sites across Singapore, Malaysia, and Thailand with relatively higher risks of coastal, river and extreme rainfall flooding. These assets were prioritised based on their significance to the Group's business, providing a meaningful representation of the anticipated financial effects of climate hazards. Key internal stakeholders from corporate, business and operational functions participated in validating the risk impact assessment.

1. Financial Impact of Physical Risks

The quantitative model projected anticipated effects on the Group's assets and revenue based on historical data and predictive scenarios from the IPCC, which outlines future climate conditions for Asia Pacific region (i.e. business-as-usual or high-carbon emissions pathway).



	RISK	OPPORTUNITY
	Water Scarcity	Flooding (Coastal, River & Extreme Rainfall)
Description	Water availability is critical to F&N's business as a F&B company. Water scarcity occurs when depleting water supply cannot meet demands. This could be exacerbated by rising global temperatures.	Climate projections indicate an increasing trend in sea level rise and extreme rainfall under future climate change scenarios. This may elevate risk of flooding, causing significant damage to equipment, other assets, and disrupt our operations.
Business Implications	<ul style="list-style-type: none"> Increase in operating costs due to higher water tariffs; and Decrease in revenue and profit from business disruptions 	<ul style="list-style-type: none"> Increase in capital and operating costs for assets damage and repair; and Decrease in revenue and profits from business disruptions.
Financial Impacts	Minimal impact anticipated in short-term (2030) in countries where F&N operates.	Actual damage from flash floods in Malaysia in December 2021 was approximately 5% of the Group's operating profits. This included inventories and property damage, repairs, and other related costs. The damage was mitigated by insurance claims.
Methodology	Internal data, such as annual revenue, water usage and adaptation measures, were used with external data which included water stress data from the World Resources Institute ("WRI"), climate trend and academic research data.	Internal data, such as asset replacement value, net insurance coverage, annual revenue and adaptation measures, were mapped against flood projections (e.g. flood depth) from Fathom, coupled with assumptions based on research by EU Joint Research Centre and the Federal Emergency Management Agency of the United States.
Management Response	<ul style="list-style-type: none"> Regularly review water risks at key sites using WRI data. Optimise water circularity for sustainable management, improving water efficiency to meet our water intensity target. Expand water storage systems, as needed. 	<p>Our efforts to mitigate the risk impact include:</p> <ul style="list-style-type: none"> Equipping key sites with physical infrastructure (e.g. flood barriers, pumps and drainage solutions) with supporting administrative controls (e.g. emergency response plans) Raising new assets to a minimum height above the surrounding areas Continuously strengthen flooding risk assessments and mitigation measures



TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

a. Water Scarcity

Water is an essential resource for F&N's manufacturing operations. Factors, such as population growth, economic development and climate change, could exacerbate water scarcity by increasing demand for clean water while supply continues to diminish, limiting its availability.

To anticipate the financial effects on the Group's operations, the quantitative modelling considered revenue, water usage and adaptation measures at each selected site. This internal data was augmented with widely recognised scientific databases, such as the WRI Aqueduct, to project potential business disruptions, and impact of rising water tariffs – a measure implemented by authorities to manage water scarcity. Using water risk indicators from the latest WRI Aqueduct 4.0 version, F&N anticipates minimal financial impact from water scarcity across all key operating facilities in the short-term (2030) under both climate scenarios.

b. Flooding (Coastal, River & Extreme Rainfall)

Flooding can compromise water quality by introducing contaminants, reducing the availability of clean water. It can also potentially lead to loss of life, property damage, crop destruction and health issues from waterborne diseases. The latest scientific assessment of climate change projected that it will increase frequency and severity of flooding events. Sites near rivers, lakes and low-lying coastal areas are expected to face higher risks of riverine and coastal flooding, respectively.

To mitigate these risks, F&N has implemented measures, such as flood barriers, pumps, or drainage systems, at key operating sites exposed to flooding. The Group will continue to review these measures to strengthen its resilience against flooding impacts.

To further enhance management of flooding risk, F&N conducted a forward-looking scenario analysis to anticipate its financial effects. Data from Fathom and the EU Joint Research Centre were used to project flood depths and flood damage function. Without mitigation measures, flooding may potentially have the highest financial effects on capital and operating expenditure, in terms of asset replacement or repair.

2. Resilience to Physical Risks

The response measures to enhance the Group's resilience against flooding risk in the short- and medium- term are summarised on page 29. The results from the quantitative flooding risk assessment will be integrated into the Group's future investment decisions and strategic planning, where applicable.

Internal Carbon Pricing ("ICP")

In FY2024, F&N introduced an internal carbon price of SGD 35 per MT CO₂e, when evaluating new major capital investment decisions. Considering the impact of carbon emissions through ICP will guide the Group's business decisions and preparation for future climate-related transitions.

TCFD PILLAR – RISK MANAGEMENT

As part of the Group's risk management, F&N has embedded climate-related risks and opportunities into its overall F&N

ERM framework by identifying, assessing, and managing them across all Business Units. The material climate-related risks and opportunities are identified, and their impacts assessed across different climate-related scenarios, using inputs from a wide range of sources. The F&N ERM framework also guides the Group in prioritising and managing its strategic and operational risks, in relation to the Group's strategic objectives, within the acceptable risk appetite and tolerance levels. Refer to the chart below for more details on F&N's climate risk management process.

Each business unit at F&N will identify, assess, prioritise and monitor its climate and other organisational risks through a risk register using a risk matrix to evaluate the likelihood and potential impact of each risk, considering both qualitative and quantitative factors. Respective management teams and committees regularly review and monitor the top organisational risks with material impact, as well as the progress of implementing measures. There is no significant change to the process used to identify, assess, prioritise and monitor climate-related risks and opportunities, compared with the previous reporting period.

F&N integrates sustainability-related strategic initiatives and associated resources into its annual business planning and budgeting process to effectively manage its anticipated risk exposure.

As continuous engagement and communication is integral to effective risk management, internal stakeholder discussion sessions were conducted to support scenario analysis for the climate-related issues. Key Heads of Departments from corporate, business and operational functions across F&N's business divisions – Non-Alcoholic Beverages and Printing and Publishing – collaborated in evaluating material climate-related physical and transition risks, as well as opportunities. Input data, quantification methodology, projected impact and disclosures related to climate risks were validated by these internal stakeholders.

At the end of the financial year, the Board receives assurance from key management that risk management and internal control systems are adequate and effective in addressing material risks, including key climate-related risks and opportunities, identified by the Group.

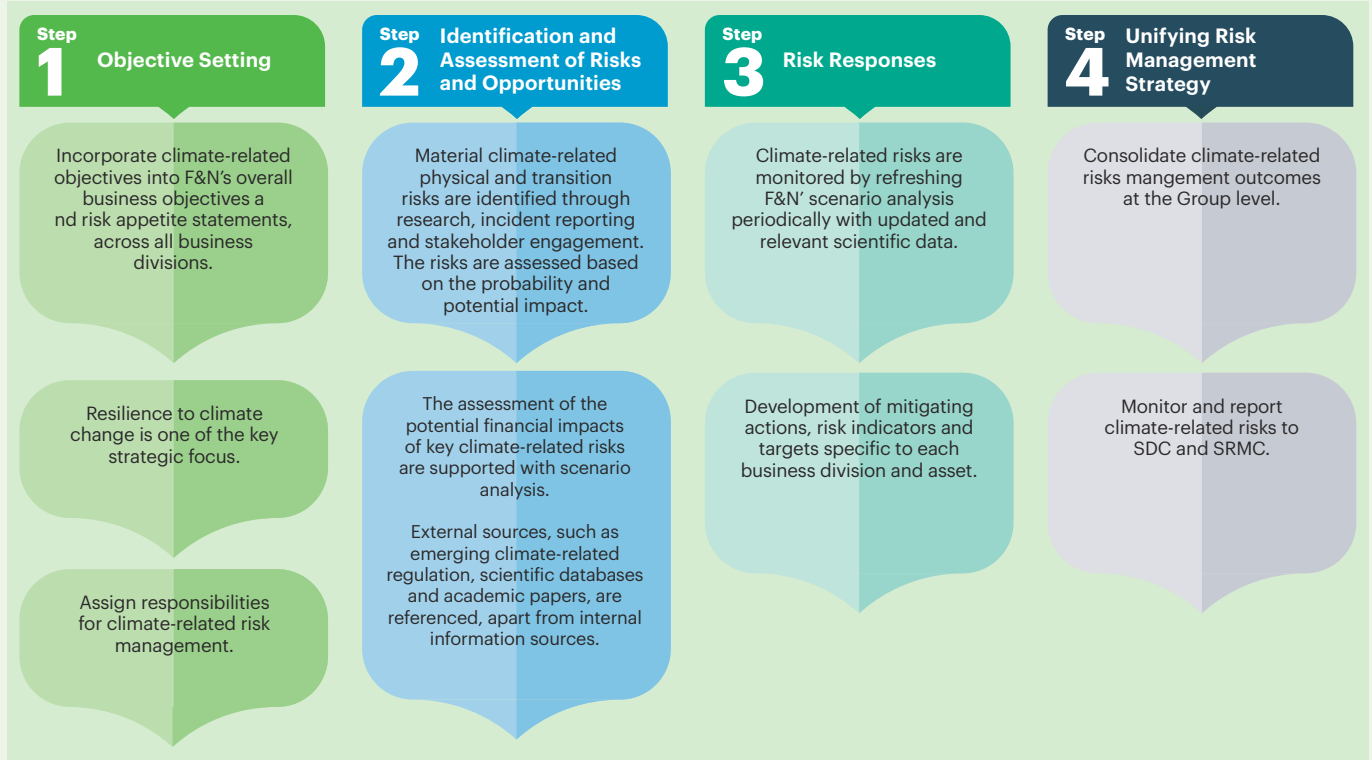
TCFD PILLAR – METRICS AND TARGETS

F&N is committed to mitigating material climate-related risks while leveraging on opportunities. To support this commitment, the Group established climate-related targets for 2025, along with relevant metrics, to track progress. Group level environmental targets, such as reducing Scope 1 and 2 GHG emissions, as well as energy, and water intensities, were disclosed over the past years. Additional details of these climate-related targets for 2025 can be found on page 29 of this Report.

The relevant climate-related metrics and targets are mapped to the corresponding climate-related risks and opportunities on the next page.

Through continuous monitoring and reporting of climate-related metrics and targets, F&N aims to identify areas for improvement to advance its climate resilience journey. To calculate its carbon emissions, F&N takes guidance from the operational control approach defined in the GHG Protocol Corporate Standard.

CLIMATE RISK MANAGEMENT PROCESS INTEGRATED INTO F&N-ERM



CLIMATE-RELATED METRICS AND TARGETS

Metric	2025 Target (2020 Baseline)	Progress (FY2024)	F&N's Climate Risk or Opportunity										
			Carbon Pricing	Low Carbon Refrigerant	Water Tariff	Low carbon Land Transport	Sustainable Inks	Low Carbon Technology	Reduction of Virgin Packaging	Demand for Sustainably Produced Products	Reputation	Physical Risks	
Group GHG emissions intensity at plants	8% reduction	13% reduction	✓	✓			✓	✓				✓	
Group's energy intensity at plants	8% reduction	2% reduction	✓					✓				✓	
Group's water intensity at plants	8% reduction	3% increase			✓							✓	✓
Average recycled content in beverage and dairy packaging	25% recycled content	25% recycled content							✓	✓	✓		

Next Steps

Building on the efforts to project the anticipated financial effects of climate-related risks and opportunities on our business, F&N will continue to refine its climate scenario analysis and expand its climate-related disclosures in line with the IFRS Sustainability Disclosure Standards.

Our commitment to continuous improvement will enable F&N to identify key areas for strategic focus and leverage opportunities for our business growth. We will strengthen our resilience against the adverse effects of climate change, while working towards achieving F&N's climate-related targets.

Introduction to Economic Pillar

RESPONSIBLE BUSINESS FUNDAMENTALS



F&N recognises the scale of the impact our business has on the societies and environments in which we operate. It is our responsibility as a prominent food and beverage organisation in Southeast Asia, to make informed decisions by weighing social, environmental, and financial value creation impacts.

We strive to be a regional leader in by embedding Responsible Business Fundamentals in the way we do business, including:

Responsible Business Practice

- Governance and Ethics
- Policy and Regulation
- Economic Performance

Responsible Product Stewardship

- Product Quality and Safety
- Product and Service Labelling
- Innovation

Responsible Supply Chain

- Supply Chain Stewardship

2025 SUSTAINABILITY TARGETS AND FOCUS AREAS



PRODUCT QUALITY AND SAFETY

FSSC scheme 22000 and Halal Standard (or equivalent) certification for all plants by 2025



INNOVATION

10% product innovation for commercialised F&N products by 2025



SUPPLY CHAIN STEWARDSHIP

100% of active key suppliers accept and comply with F&N's SCOP by 2025

Contributing to SDGs

Primary

2 ZERO HUNGER	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
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Secondary

3 GOOD HEALTH AND WELL-BEING	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
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RESPONSIBLE BUSINESS PRACTICE

Our business is built on the foundation of upholding responsible business practices. We communicate our robust governance policies and standards of ethical behaviour transparently, to maintain trust with our stakeholders. These practices flow into every part of F&N, including our financial performance, risk management, and our interactions with suppliers and customers.


In this chapter, we elaborate on how we support responsible business practices in the organisation:

- Governance and Ethics
- Policy and Regulation
- Economic Performance

ESG issues are incorporated in the formulation of F&N's business strategy. The Board has ultimate oversight of sustainability issues, and as part of the Board's Conduct

of Affairs, the Board "considers sustainability issues such as environmental and social factors as part of its strategic formulation".

As a Board level committee, the F&N SRMC is responsible for steering the Group's on-going sustainability efforts. This committee ensures sustainability risks and opportunities are considered at the highest level of F&N by providing strong support to the management team. The SRMC has the responsibility to approve all strategic initiatives and policies related to sustainability in F&N.

<h3>GOVERNANCE AND ETHICS</h3> <p>GRI Index: GRI 2-9, GRI 2-12, GRI 2-13, GRI 2-14 GRI 2-15, GRI 2-16, GRI 205-3</p>	<p>SDG:</p> 
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The F&N SDC supports the overall direction of the SRMC by monitoring and reporting the progress of F&N's sustainability projects. The SDC is supported by the Sustainability Development Working Team which consists of cross-functional representatives who monitor the performance of designated goals, drive initiatives at an operational level,

and gather data for reporting. In FY2024, the SRMC and SDC convened on sustainability matters three times each. For further information on the Sustainability Development & Risk Management Governance Structure, refer to "TCFD & Climate Risk Management Summary", on page 24 of this Report.



RESPONSIBLE BUSINESS PRACTICE

Approach

RISK MANAGEMENT

Each business division has a dedicated risk coordinator to conduct risk analyses with management, compile and submit the report to the division heads, and conduct briefings on risk policies and practices. Management identifies risks through the Enterprise Risk Management (“ERM”) process by assessing the likelihood of the risks’ occurrences and their potential impact on business. The outcomes of identified risks are consolidated in a Corporate Risk Scorecard. Risk appetite and risk tolerance statements are reviewed by the SRMC and approved by the Board annually.

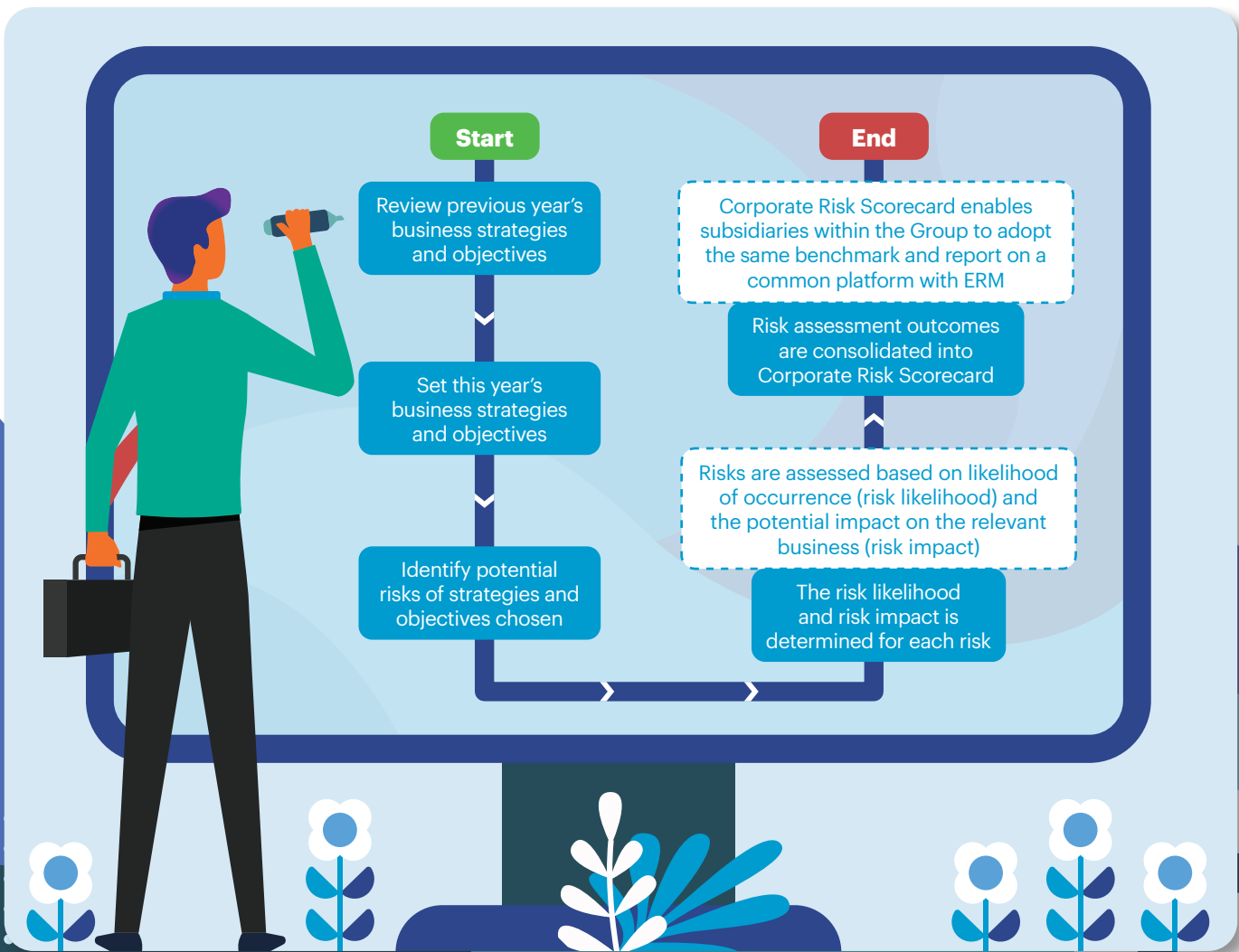
The adequacy and effectiveness of F&N’s risk management and internal control systems in addressing identified key risks, including key climate-related risks and opportunities, is reviewed by the CEO of the company, Senior Director, Group Finance, Business Unit CEOs, Chief Financial Officer, and other key management responsible for each of the Group’s business divisions. The Board is also informed of potential or identified negative ESG impacts raised by stakeholders. In FY2024, zero of such cases were reported.

Key priorities for sustainability issues, including related risks and opportunities, have been identified and integrated into our overall risk management framework. Three perspectives were considered in assessing the sustainability risks:

- Review risks from external sources. For example, environmental trends, consumer trends, stakeholders’ expectations, and legal and regulatory developments;
- Review potential impact which F&N products might have on the environment; and
- Review new and emerging risks from external sources as well as within the organisation

Some examples of key sustainability-related risks F&N had identified were:

- Increasing awareness of sugar consumption among consumers
- Plastic usage and its impact on health and the environment
- Supply chain management
- Talent management
- Product quality and safety
- Human rights
- Climate change



CORPORATE GOVERNANCE

F&N’s governance system is supported by policies and frameworks to ensure relevant controls and processes are in place. The Group supports the UN Guiding Principles on Business and Human Rights, International Labour Organisation (“ILO”) guidelines, Thailand’s Labour Protection Act and Malaysia Employment Act 1955, and has covered these guidelines and legal requirements in our internal policies.

List of policies

- Anti-Bribery Policy
- Human Rights Policy
- Supplier Code of Practice
- Code of Business Conduct
- Personal Data Protection Policy
- Whistle-Blowing Policy
- Workplace Safety, Health & Security Policy

The F&N Code of Business Conduct states the principles upheld by F&N, which are related to integrity, respect, and excellence. This Code is communicated to our employees and is made available on our intranet. To disclose possible conflicts of interest with F&N, an annual acknowledgement and declaration by employees is required.

Violations of any codes can be reported through any of these mechanisms:

1. Email to fnlwhistleblowing@fngroup.com.sg
2. Contact us at +65 6273 6789
3. Any reporting mechanism provided in existing F&N policies

To ensure adequate understanding of governance and integrity-related matters, F&N Executives went through training on risk management, ESG, anti-bribery, whistleblowing, and business ethics.

The Board sets good principles of ethics and values for the Group, ensures proper accountability within the Group, and seeks to ensure that obligations to shareholders and other stakeholders are understood and met. In FY2024, 100% of our operations were assessed for corruption, and there were no known substantiated bribery and corruption cases.

POLICY AND REGULATION

SDG:

GRI Index:

GRI 2-23, GRI 2-24, GRI 2-26, GRI 2-27



F&N places high importance on regulatory compliance across our operations and engages with policymakers in a responsible and transparent manner.

Ensuring halal compliance and maintaining halal integrity is of utmost importance in Malaysia, a pre-dominantly Muslim country. It is F&N’s imperative to ensure strict adherence and implementation of halal standards throughout our supply chain, to provide confidence to our Muslim consumers.

Approach

HALAL POLICY

Halal integrity is maintained throughout F&N’s supply chain, to meet the needs and provide confidence to our local and global Muslim consumers, by scrutinising handling process of ingredients throughout our supply chain to prevent mixing of non-halal ingredients with halal ingredients.

F&NHB has adopted a 2-tier halal management structure to drive halal development:

- Establishing a Group Halal Council, with support from the Halal Affairs Department, to determine policies and strategies; and
- Establishing an internal Halal Committee at each manufacturing facility to be responsible for all matters pertaining to Halal compliance throughout the supply chain.

F&N is awarded with product halal certifications by complying with the halal audit requirements by regulatory authorities, such as the Department of Islamic Development Malaysia (JAKIM) and other relevant Islamic certification authorities, such as MUI, CICOT, MUIS, and adherence to the Good Halal Manufacturing Practices.



It is F&N’s imperative to ensure strict adherence and implementation of halal standards throughout our supply chain, to provide confidence to our Muslim consumers.



RESPONSIBLE BUSINESS PRACTICE

HALAL STANDARDS

F&NHB's products are halal certified by JAKIM and other relevant authorised Islamic certification bodies, in accordance with the Halalan Toyyan standards and the Islamic Shariah Law requirements.

F&NHB contributes to developing halal-related standards with the Federation of Malaysian Manufacturers ("FMM") and JAKIM through trade associations, such as the Sertu standards and Malaysian Standard 1514 Good Manufacturing Practice (GMP for food).

F&N commits to adhering to the halal standards and requirements by strengthening our employees' awareness and understanding through the following initiatives:

- Regular halal awareness training programme
- Auditing our distributors and training transporters to actively ensure the downstream of our supply chain is halal compliant
- Perform Sertu (ritual cleansing) on our second-hand machines brought into our factories
- Strictly prohibit non-halal food/drinks within factory premises, including the office and canteen.

Performance

F&N is an apolitical company and does not contribute in any way to any political party or activity.

We are an active member of various trade associations such as FMM, Thai Chamber of Commerce, Federation of Thai Industry and Thai Dairy Industry Association.

POLICY AND REGULATORY BODY ENGAGEMENTS

Product and Service Labelling

We ensure that our marketing and advertising activities do not violate any ethical standards. F&NHB adheres to the Malaysian Code of Advertising Practice in Malaysia and the Consumer Protection Act of B.E. 2522 (1979) in Thailand. In Malaysia, F&NHB is a signatory to the 'Responsible Advertising to Children' initiative and has pledged to restrict marketing to children under 12 years of age.

Quality Management

We adhere to all health and safety regulations applicable to the F&B industry for the markets in which we operate. All F&N products are manufactured under stringent international quality and food safety standards. Every stage of our production processes is subjected to rigorous quality control procedures.

Nutrition

F&N has collaborated with authorities like Singapore's Health Promotion Board, Singapore Food Agency, Ministry of Health, and FMM to adhere to food safety regulations.

Employee Safety, Health and Well-being

Safety is integrated across our operations through the implementation of Environmental, Safety and Health ("ESH") systems and monitoring processes. All employees, workers and activities are covered by our ESH systems, and all workers receive adequate training and appropriate safety equipment, where applicable. We also align with international standards, such as ISO 14001 and ISO 45001, at our major sites to enhance our safety practices.

Environmental Compliance and Management

The F&B manufacturing process involves generation of liquid (effluent) and solid wastes. We strive to improve our waste management by identifying key waste streams which we can recycle to reduce waste.

Our ESH Policy and adherence to circular economy principles guides waste management at F&N. We apply strict standards to our waste management and continuously explore alternative uses for 'waste' from our operations.

New SGX Sustainability Reporting Guidelines

SGX had updated the Sustainability Reporting guidelines to also mandate listed companies on the following:

- Internal review of the sustainability reporting process by the internal audit ("IA") function;
- All Board directors to undergo sustainability training; and
- Incorporation of IFRS Sustainability Disclosure Standards for reports published at the beginning of FY2025, with greater emphasis on climate-related disclosures.

Since FY2023, F&N's IA Department had commenced internal review of the Group's sustainability reporting process for selected business units included in the approved IA plan. The review focused on design of internal controls and compliance with policies and procedures to ensure data accuracy and integrity.

F&N had also ensured that all Board Directors had attended and completed the recommended sustainability training courses, as prescribed by SGX.



All employees, workers and activities are covered by our ESH systems, and all workers receive adequate training and appropriate safety equipment, where applicable.



ECONOMIC PERFORMANCE

GRI Index:
GRI 201-1

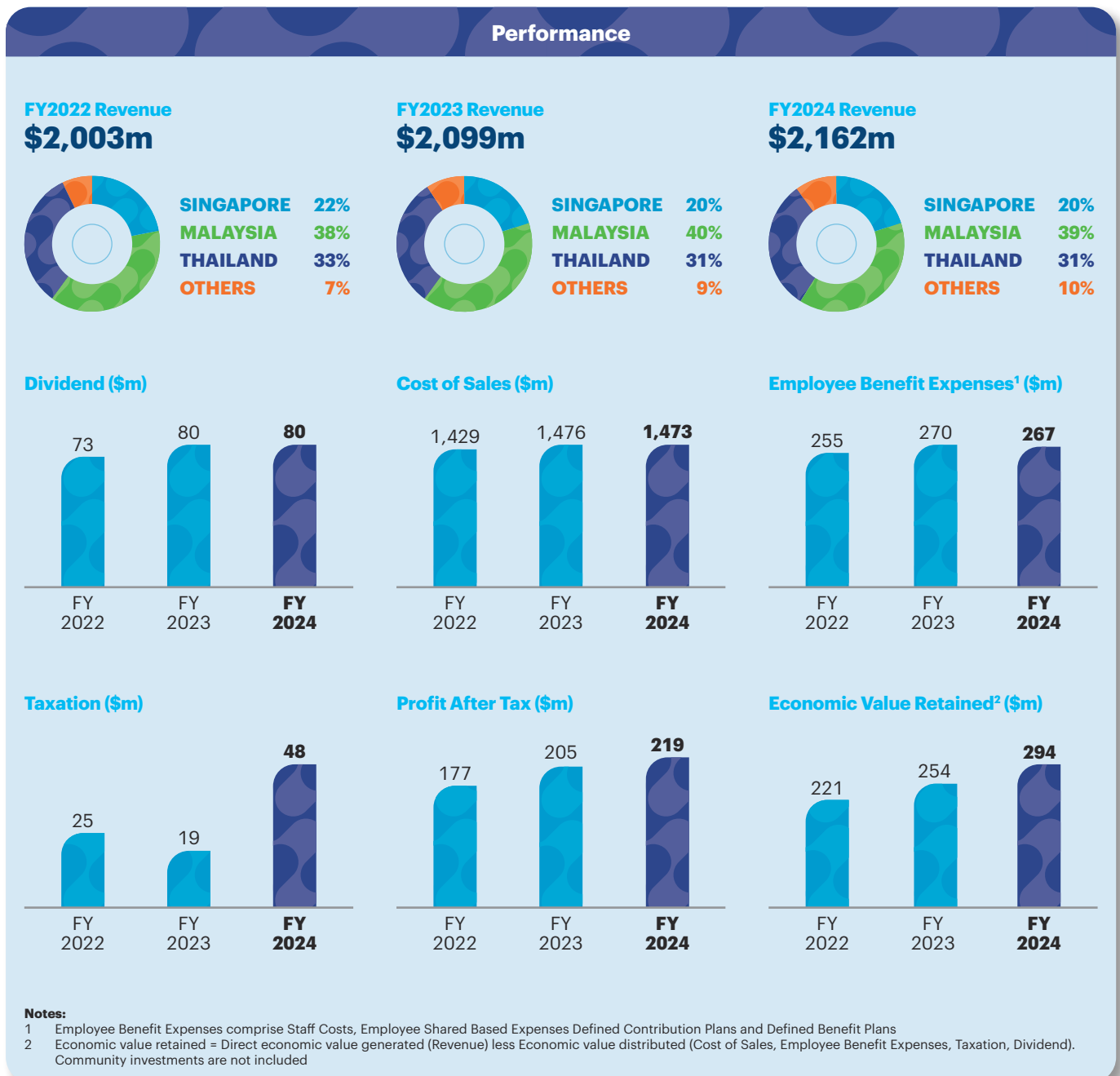
F&N's business success is based upon long-term value creation for our stakeholders. This is achieved by maintaining leadership in our core markets, leveraging innovative technologies, engaging our employees' expertise to meet consumers' evolving demands, and to enter new markets.

The F&N Business Model is explained in detail on pages 12 and 13 of this Report. F&N's economic performance depends upon

six capitals – Financial, Manufactured, Intellectual, Human, Social and Relationship, and Natural. Our sustainability initiatives support F&N's abilities to create financial value.

Our full economic performance can be found in our audited financial statements, as part of our FY2024 Annual Report:

- Group Financial Highlights, pages 10 to 11
- Group Financial Statements, pages 110 to 117



RESPONSIBLE PRODUCT STEWARDSHIP

Our philosophy ‘Pure Enjoyment. Pure Goodness’ is our commitment to consumers to deliver good quality products that adhere to safety standards. Putting our customers first in our product stewardship approach, we are committed to provide product information that is viewed as important by our customers. We also continuously innovate to meet the changing needs and wants of our customers.

In this chapter, we elaborate on how responsible product stewardship is ensured:

- Product Quality and Safety
- Product and Service Labelling
- Innovation

PRODUCT QUALITY AND SAFETY	SDG:
GRI Index: GRI 416-2	

Product Quality and Safety is a core principle embedded in F&N’s culture. Our 141 years of success is built on offering products that earned the trust, created the satisfaction, and considered the well-being of our consumers.

Approach

F&N adheres to all health and safety regulations applicable to the F&B industry for the markets we operate in. Our plants are certified with international standards – FSSC 22000, ISO 22000 and HACCP Food Safety management systems, and our production processes at all stages are subjected to rigorous quality control procedures. The F&N SRMC regularly reviews the key risks related to product quality and safety.

All critical suppliers were audited on food safety regulations and standards, and none were found to be non-compliant this year. We assess a range of quality assurance and food security criteria to safeguard the health of consumers and the safety of workers in our supply chain. Our suppliers are assessed on the basis of: the implementation and monitoring of good manufacturing processes, use of protective clothing, food safety management systems, and chemical management.

We obtained local and international certifications, such as:			
FNFS	F&NHB (including F&NDT)	F&NUL	F&NCM
<ul style="list-style-type: none"> • FSSC 22000 – Food Safety System Certificate • Halal certification 	<ul style="list-style-type: none"> • ISO 22000:2005 0 – Food Safety Management System • FSSC 22000 – Food Safety System Certificate • Halal certification • Food Safety According to Hazard Analysis and Critical Control Point (HACCP) System MS 1480:2007 • Good Manufacturing Practice 	<ul style="list-style-type: none"> • ISO 22000:2005 0 – Food Safety Management System • FSSC 22000 – Food Safety System Certificate • Halal certification 	<ul style="list-style-type: none"> • FSSC 22000 – Food Safety System Certificate • Halal certification • Food Safety According to HACCP System MS 1480:2007 • Veterinary Health Mark (VHM) Certification (required for the export of dairy products)

Our production facilities follow strict operational procedures to ensure our products are stored and transported in good condition, e.g., appropriate temperature range, lighting, and stress on packages.

At F&N, we believe listening and acting on customers’ feedback is critical to the customer experience. We provide multiple communication channels for customers to connect with us and share their feedback or enquiries – our product website, email address, or F&N’s social media accounts like Facebook and Line. In Singapore, we have a hotline for customers to contact us directly.



2025 Target

Target

FSSC scheme 22000 and Halal Standard (or equivalent) certification for all plants by 2025

Performance

At the end of FY2024, 100% of our plants are halal certified, with 73% certified with FSSC 22000.

Performance

GRI 416-2

All product categories comply with product labelling requirements

Zero incidents of non-compliance concerning the health and safety impacts of products and services.

PRODUCT AND SERVICE LABELLING

GRI Index:

GRI 417-1, GRI 417-2, GRI 417-3

SDGs:



We communicate information about our product quality, nutrition, safety, and disposal methods by means of our packaging and labelling. It is essential that our labelling is comprehensive, accurate and clear for our consumers to make informed purchasing decisions.

2522 (1979) in Thailand. In Malaysia, F&NHB is a signatory to the 'Responsible Advertising to Children' initiative and pledged to restrict marketing to children under 12 years of age. F&NHB adopts the guidelines by the Malaysian Advertisers Association, which pledges to ethical marketing standards, on a voluntary basis. F&N ensures its employees are aware and up to date with its stance on marketing ethics through annual refresher training for existing employees and marketing ethics training for new marketing and communication hires.

Approach

Our comprehensive processes and controls ensure our labelling adheres to Singapore Food Regulations and to guidelines set by the Singapore Food Agency. F&N also adheres to the Food Act in Malaysia and all requirements of the Food and Drug Administration in Thailand. Information disclosed on our labels are regularly reviewed by internal experts, and the labels are then submitted to government authorities for verification and endorsement.

F&N goes beyond mandatory labelling requirements by including comprehensive information, such as the back-of-pack Nutrition information panel, the HCS and Healthier Choice Logo ("HCL") for relevant products in Singapore and Malaysia, respectively, and the front-of-pack energy icon for selected products in Malaysia. Our Halal certified products also display the Halal logo for our Muslim consumers to easily identify suitable products meeting their diet requirements.

We strictly adhere to marketing and advertising policies – the Singapore Code of Advertising Practice, Malaysian Code of Advertising Practice and the Consumer Protection Act of B.E.



It is essential that our labelling is comprehensive, accurate and clear for our consumers to make informed purchasing decisions.



RESPONSIBLE PRODUCT STEWARDSHIP

Performance

GRI 417-1 (2016) Requirements for product and service information and labelling



The sourcing of components of the product or service



Content, particularly with regard to substances that might produce environment or social impact



Safe use of the product or service



Disposal of the product and environmental/social impacts



Other such as Halal logo, Certification on HACCP, Nutritional information

All product categories comply with product labelling requirements

GRI 417-2 (2016) Incidents of non-compliance concerning product and service information and labelling

Throughout our product information, labelling and marketing communications efforts in FY2024, to the best of our knowledge, there was no incident of non-compliance with regulations or voluntary codes resulting in a fine, penalty or warning.

GRI 417-3 (2016) Incidents of non-compliance concerning marketing communications

In FY2024, we recorded zero incidents of non-compliance concerning marketing communications.

INNOVATION **SDGs:**

<p>2 ZERO HUNGER</p>	<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>6 CLEAN WATER AND SANITATION</p>	<p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>
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Innovation plays a pivotal role in F&N's long-term business success and serves as a proactive approach to address growing concerns surrounding societal and environmental issues. F&N evolves to deliver new and innovative product offerings, catering to consumers' changing needs and improving production efficiency, and is guided by the circular economy principles, driving us to innovate continually to extend product shelf life and enhance recyclability of our packaging to minimise waste.

“Innovation plays a pivotal role in F&N's long-term business success and serves as a proactive approach to address growing concerns surrounding societal and environmental issues.”

Approach

The F&N Research and Development (“R&D”) Unit in Singapore, with support from Malaysia and Thailand R&D teams, leads efforts for driving continuous improvements to our product formulations, in alignment with consumer preferences and regulatory requirements, while exploring innovative approaches to enhance our products' functional benefits and shelf life.

F&N engages with Nanyang Technological University (“NTU”) through the F&N-NTU Food & Beverage Innovation Lab based in Singapore. This collaboration aims to nurture research endeavours focused on advancing food packaging technology and converting waste from food processing into valuable resources for the future. This year, our Group R&D team had also co-authored two innovation-related research papers around the topic of food nutrition.

Our Innovative Framework



Priority Areas

Continuous improvement to deliver high-quality innovative beverage products to consumers.

More new products to expand our target consumer groups.



External Collaboration

Collaborate with authorities such as Singapore's Health Promotion Board, Singapore Food Agency ("SFA"), Ministry of Health ("MOH"), Federation of Malaysian Manufacturers and Thailand's Food and Drug Administration to adhere to food safety regulations and support national health priorities.

Collaborate with research institutes to access cutting-edge research and scientific studies to discern the efficacy of our products.



Innovation Culture

Develop products based on scientific research, consumer insights and tastes relevant to evolving Asian lifestyles.

Constantly refine our products to meet the changing needs of consumers and ensure consistent delivery of good taste and the right nutritional values.



2025 Target

Target

10% product innovation for commercialised F&N products by 2025

Performance

At the end of FY2024, we achieved 6% product innovation for commercialised F&N products.

CONSUMER-FOCUSED PRODUCT INNOVATION

Innovation in F&N is guided by changing consumer demands with regards to – Health & Wellness, Convenience, and Sustainability. These concerns are addressed by F&N in the following ways:

Convenience – The F&N flagship online store, F&N Life, launched in January 2020 in Malaysia and November 2021 in Singapore, allows consumers to order F&N products in bulk at competitive prices, with delivery to their homes. F&N Life offers product details and nutritional values, recipes, and loyalty programmes.

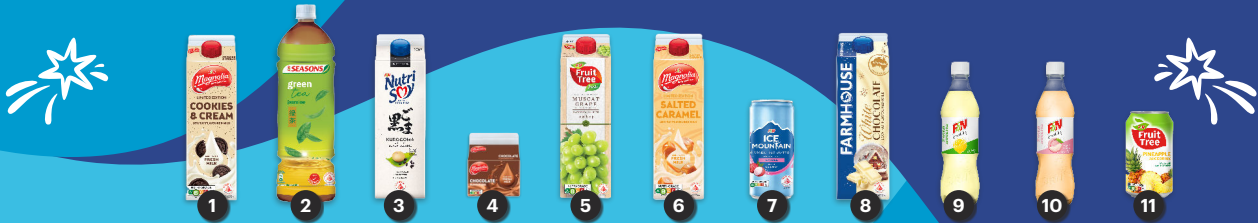
Health & Wellness – Developing healthy and nutritious products that our consumers love. More details can be found in the 'Nutrition' section of this Report.

Sustainability – Choosing materials sourced sustainably. More details can be found in the 'Supply Chain Stewardship' section of this Report.



RESPONSIBLE PRODUCT STEWARDSHIP

Innovative beverage and dairy products: KEY LAUNCHES IN SINGAPORE AND MALAYSIA IN FY2024



SINGAPORE

- | | | |
|---|--|--|
| 1. F&N MAGNOLIA Cookies & Cream Low Fat Flavoured Milk – 946ml | 5. F&N FRUIT TREE FRESH Muscat Grape Juice Drink with Aloe Vera Bits – 946ml | 8. FARMHOUSE White Chocolate Low Fat Flavoured Milk – 946ml (LE) |
| 2. F&N SEASONS Jasmine Green Tea – 1.5L | 6. F&N MAGNOLIA Salted Caramel Low Fat Flavoured Milk – 946ml | 9. F&N Sparkling Zero Lemonade – 500ml |
| 3. F&N NUTRISOY Fresh Soya Milk Kurogoma with Real Black Sesame (Limited Edition) – 946ml | 7. F&N ICE MOUNTAIN Sparkling Water Lychee – 325ml | 10. F&N Sparkling Zero Korean Peach – 500ml |
| 4. F&N MAGNOLIA Chocolate Fresh Milk – 200ml | | 11. F&N FRUIT TREE Pineapple – 300ml |



MALAYSIA

- | | | |
|---|---|---|
| 1. 100PLUS Zero – 325ml | 4. F&N SEASONS Barley – 300ml | 12. F&N Sweetened Condensed Milk with Calcium – 1kg pouch |
| 2. BORNEO SPRINGS Natural Mineral Water – 330ml | 5. F&N SEASONS Botanicals Hibiscus – 300ml | 13. F&N Orange Crush – 180ml |
| 3. F&N SEASONS Apple Flavoured Drink – 1L | 6. F&N SEASONS Botanicals Lemongrass Ginger – 300ml | 14. OYOSHI Original Green Tea – 250ml |
| | 7. F&N SEASONS Ice Lemon Tea – 1.5L | |
| | 8. F&N SEASONS Ice Lemon Tea Zero – 1.5L | |
| | 9. F&N SEASONS Lychee Flavoured Drink – 1L | |
| | 10. F&N SEASONS Rose Soya – 1L | |
| | 11. F&N Sarsi Classic – 180ml | |



EMPLOYEE-DRIVEN PROCESS INNOVATION

At F&N, the two aspects of employee-driven process innovation are:

Cost and eco-efficiency – F&N reviews the current system processes to improve efficiency in our plants through innovation – enabling water savings, reduction in GHG emissions and minimising resource consumption. We leverage on circular economy principles to reuse and recycle wastewater where possible. More details can be found in ‘Energy and Climate Change’ and ‘Water Stewardship’ section of this Report.

Cultivating an innovative mind-set – We encourage a ground-up empowerment of employees throughout our Business Units by cultivating an innovative culture. Our F&NDT team organised its annual World Class Manufacturing – Excel as One Convention 2024, where manufacturing teams were encouraged to propose and implement innovative and cost-saving initiatives. Innovative ideas initiated through the convention have resulted in cost savings of around THB 35 million (about SGD 1.36 million).

RESPONSIBLE SUPPLY CHAIN

Collaborating with upstream value chain partners is key to mitigating supply chain risks. More importantly, working with suppliers help drive efficiencies and provide better insights into our supply chain, thereby amplifying our operational strengths, allowing identification of areas for improvement and forming a resilient and robust supply chain, which is essential for business success.

In the following chapter, we elaborate on how F&N engages and works with suppliers to reduce environmental and social impacts of its products.

SUPPLY CHAIN STEWARDSHIP	SDG:
GRI Index: GRI 204-1, GRI 308-1, GRI 414-1	    

Climate-related supply chain disruptions are projected to intensify in coming years as global warming continues. Other key supply chain risks include regulatory changes imposed by the government and human rights risks – poor working conditions and forced and child labour. Building a resilient and sustainable supply chain enables us to mitigate the impacts of such risks and forms a crucial part of our sustainability strategy.

Approach

We maintain ongoing collaborations with our supply chain counterparts, including business partners, suppliers, and vendors, to understand their needs and challenges, and provide sustainable solutions to foster enduring value for all parties involved. We actively promote the enhancement of sustainability performance among our stakeholders within the supply chain, whenever feasible, and set the standard through our own actions.

The cornerstones to our Supply Chain Stewardship are as follows:

- Sustainable Sourcing
- Sustainable Supply Chain Policies
- Supplier Management
 - Identify Risks: Screening and Critical Suppliers Identification
 - Manage Risks: Supplier Capacity Building and Partnerships
 - Monitor Risks: Monitoring, Auditing and Corrective Action Planning

Building a resilient and sustainable supply chain enables us to mitigate the impacts of such risks and forms a crucial part of our sustainability strategy.

2025 Target

Target	100% of active key suppliers accept and comply with F&N's SCOP by 2025
Performance	As of September 2024, 98% of key active suppliers have accepted and complied with F&N's SCOP

Performance

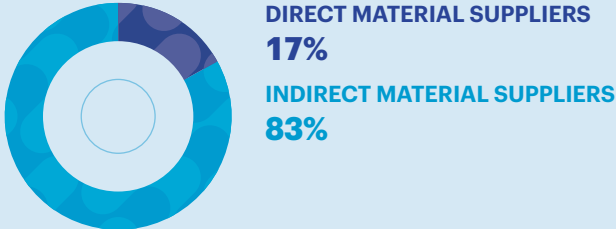
GRI 204-1 Proportion of spending on local suppliers ¹	GRI 308-1 New suppliers that were screened using environmental criteria	GRI 414-1 New suppliers that were screened using social criteria
F&N works with about 82% local suppliers ¹ , where possible, representing over 71% of our purchase value expenditures.	Over the year, a total of over 213 new suppliers were screened using the environmental criteria.	Over the year, a total of over 213 new suppliers were screened using the social criteria.

Notes:

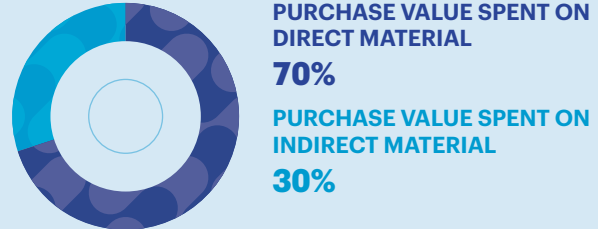
¹ Local suppliers refer to suppliers who conduct their businesses within the respective countries where F&N's operations (as covered in this report) are based, namely Singapore, Malaysia and Thailand.

RESPONSIBLE SUPPLY CHAIN

Group Suppliers by Supplier Category



Proportion of Spending on Materials



Notes:

- 1 Direct suppliers refer suppliers who supply materials that are related to the production of finished goods.
- 2 Indirect suppliers refer to suppliers who supply materials that are not related to the production of finished goods.

INITIATIVES

Sustainable Sourcing

As a F&B business, we depend on a steady supply of raw materials for our production processes. As part of our sustainable supply chain strategy, we aim to source raw materials certified with eco-credentials, including RSPO and FSC, whenever possible.

1. Sustainable Palm Oil

As palm oil is a key raw material in our supply chain, F&N understands the importance of its actions and business practices pertaining to the support of sustainable palm oil production. F&N became an ordinary member of the RSPO, in August 2017, to reiterate our support for the use of CSPO in products. Currently, 100% of palm oil used at F&N is RSPO certified. As of September 2024, we had achieved our interim target, to purchase 80% physical⁴ RSPO CSPO and 20% RSPO credits for our palm oil consumption, for 2024.

2. Sustainable Paper

Paper is another essential component in F&N's operations. We understand that it is essential to source paper sustainably and support sustainable forest management.



Our SCOP includes the following requirements: business ethics, whistle blowing, communications, competitors, environmental management, human rights, and occupational health and safety. Suppliers are expected to treat their employees equally, with respect and dignity, in accordance with the ILO standards and applicable labour laws under the SCOP.

Since 2009, Times Publishing Group, our subsidiary firm, has been certified with the Programme for the Endorsement of Forest Certification ("PEFC") Chain of Custody, which tracks forest-based products from sustainable sources to the finished product. Each step of its operation process is closely assessed through independent auditing to ensure compliance with the PEFC Chain of Custody standard.

Our beverage and dairy paper carton packaging carries the FSC certification, ensuring that the paper used to produce them comes from responsibly managed forests that provide environmental, social, and economic benefits.

Sustainable Supply Chain Policies

To underscore our dedication to sustainable sourcing, F&N supports the UN Guiding Principles on Business and Human Rights while F&NHB is a member of the Supplier Ethical Data Exchange, a global platform for ethical supply chain management.

Our SCOP includes the following requirements: business ethics⁵, whistle blowing, communications, competitors, environmental management, human rights, and occupational health and safety. Suppliers are expected to treat their employees equally, with respect and dignity, in accordance with the ILO standards and applicable labour laws under the SCOP. This covers child and compulsory labour, equality, human capital development, layoff practices, wages, and benefits, and working hours. Our 2025 target is to ensure that suppliers are compliant with the F&N SCOP, of which, by the end of FY2024, 98% were compliant.

Supplier Management

1. Identify Risks

a. Screening

F&N has a systematic screening process for all new suppliers on environmental and social criteria. These criteria reflect the commitments towards the environment (such as reducing waste, pollution and water usage) and society (including human rights and labour practices).

⁴ As calculated by calendar year in alignment with the RSPO Annual Communication of Progress.

⁵ Antitrust, business gift, legal compliance, confidentiality and conflict of interest.



Suppliers are assessed annually to verify if they have:

- Implemented an environmental policy
- Undertaken audits to monitor environmental performance and compliance
- Maintain an ISO14001 compliant Environmental Management System

During the pre-qualification screening of suppliers, we assess our suppliers on delivery capacity, technical capabilities, ESG company policies and certifications.

b. Critical Suppliers Identification

- Critical suppliers are active direct (tier 1) material suppliers with a sales value greater than MYR 1 million per annum (for F&NHB suppliers) and/or irreplaceable suppliers, such as single-source suppliers
- Direct material suppliers are those who supply packaging materials, raw ingredients and auxiliary materials.

We conduct a vendor performance evaluation for critical suppliers annually and consider their sustainability performance.

2. Manage Risks

a. Supplier Capacity Building and Partnerships

In FY2024, we partnered over 3,750 global and local suppliers across our supply chain, including manufacturers, wholesalers, retailers, importers/merchants, contractors and professional service providers, to procure raw materials for our operations.

To strengthen partnerships with suppliers by supporting their growth and helping them to build capacity, since 2022, F&NHB organised the F&N Business Partner Award Programme to recognise suppliers demonstrating outstanding performance, to encourage service improvements, especially in ESG factors. The programme objectives include:

- Strengthening strategic partnerships to foster strong and productive collaboration
- Encouraging suppliers to pursue excellence in their products, service levels, and operational efficiency
- Driving performance in key areas such as delivery, quality, price, project development, and sustainability

Additionally, this year, F&NNT supported the Thai-Danish Lam Phaya Klang Dairy Cooperative in Saraburi Province by providing a Somatic Cell Counter to test the fresh milk. This ensured that good quality fresh milk would be supplied to F&N, while also helping to improve the farmers' production standards, making sure higher quality products are available for our consumers.

3. Monitor Risks

b. Monitoring, Auditing and Corrective Action Planning

The Group works closely with our suppliers and conducts regular audits to ensure standards and practices for food safety and the environment are maintained throughout the value chain. Non-compliant or underperforming suppliers must demonstrate their commitment to taking necessary corrective actions within a predefined period, or risk having contracts terminated.

F&N is exploring the update of the evaluation checklist to include additional ESG criteria, such as corporate governance and human rights.



The Group works closely with our suppliers and conducts regular audits to ensure standards and practices for food safety and the environment are maintained throughout the value chain.



Introduction to Social Pillar

WELL-BEING OF OUR PEOPLE, COMMUNITIES AND SOCIETIES



F&N's successes over the last 141 years were made possible through the commitment of our people, the contributions of our consumers, and the support of communities in which we operate. Continuing to cultivate a collaborative relationship with our stakeholders is imperative for our sustained success and growth. These relationships foster trust, innovation, and resilience and require ongoing efforts and adaptability to changing needs and help in ultimately driving our shared success.

We do so by offering a strong portfolio of good quality and nutritious products for consumers, providing vulnerable groups with the support they need, empowering our employees by providing tools for long-term growth and rewarding work environments, and respecting the human rights of all stakeholders.

Creating Value for Society

- Nutrition
- Community Development and Inclusive Growth
- Human Rights

Empowering Our People

- Human Capital Development
- Employee Safety, Health and Well-being

2025 SUSTAINABILITY TARGETS AND FOCUS AREAS



NUTRITION

72% of beverage and dairy products (based on formulation), excluding canned milk and cordials, comply with the Nutritional Guidelines by 2025



COMMUNITY DEVELOPMENT AND INCLUSIVE GROWTH

10% increase in the number of annual community programmes F&N provides (from a 2020 baseline) by 2025



HUMAN CAPITAL DEVELOPMENT

Provide an average of at least 18 hours of training to Executives and 11 hours of training to Non-executives by 2025



EMPLOYEE SAFETY, HEALTH AND WELL-BEING

Reduce the LTIFR to 0

Contributing to SDGs

Primary



Secondary



CREATING VALUE FOR SOCIETY

F&N believes that as a corporate citizen, value should be created for our consumers, and the communities in our operational markets. As a leader in the F&B industry, F&N is committed to enhancing societal well-being by offering healthier products for our consumers, supporting local communities, and advocating for human rights.



Our efforts are further elaborated in the following sections:

- Nutrition
- Community Development and Inclusive Growth
- Human Rights

Our philosophy of 'Pure Enjoyment. Pure Goodness' reflects our commitment to deliver delicious, good-quality products that are rich in nutritional benefits. F&N remains dedicated

to providing affordable nutritious products that satisfy our consumers and enhance their health and well-being.

Our commitment to innovating healthier products is driven by a keen awareness of the evolving microenvironment. By understanding the needs and preferences of societies in countries where we operate, we tailor development of our new products to healthier choices that resonate with our consumers. This approach reflects our responsiveness to changing market dynamics and reinforces our dedication to offering products that promote our consumers' well-being.






<p>NUTRITION</p> <p>GRI Index: GRI 416-1, GRI 416-2</p>	<p>SDGs:</p>  
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Approach

With global consumer F&B trends evolving to demand affordable nutritious products, F&N constantly reinvents, reformulates, and releases new and improved innovative products to expand the availability of our affordable nutritional drinks to cater to the dynamic needs of our consumers.

The F&N Nutrition Charter outlines our commitment to developing healthy products for consumers and guides us through our product development:

THE F&N NUTRITION CHARTER

<p>OUR PROMISE</p> <p>Led by our brand promise of 'Pure Enjoyment. Pure Goodness' to consumers - to deliver products which are not only great-tasting but also packed with nutritional goodness</p> 	<p>GOVERNANCE</p> <p>To actively self-regulate and ensure accountability via strong corporate governance</p> 	<p>QUALITY</p> <p>To provide safe, high-quality and affordable products to all our consumers</p> 
<p>DEVELOPMENT</p> <p>To develop products based on proven scientific evidence and research, and consumer insights and tastes relevant to evolving Asian lifestyles</p> 	<p>INNOVATION</p> <p>To innovate and constantly refine our products to meet the changing needs of all our consumers and ensure consistent delivery of good taste and the right nutritional values</p> 	

CREATING VALUE FOR SOCIETY

Approach

Our increasing health and nutrition ambition focuses on:

- Reducing sugar levels
- Catering to diverse dietary preferences and needs of consumers
- Fortifying our products with micronutrients

F&N's product development team continues to expand the health and nutritional profile of our portfolio, taking care to ensure that alternative healthier options offered do not compromise on taste, maintaining our consumers' enjoyment. A list of the key products launched in FY2024 can be found in the 'Innovation' chapter of this Report.

2025 Target

Target

72% of beverage (excluding cordials) and dairy (excluding canned milk) products (based on formulation) in compliance with Nutritional Guidelines

Performance

In FY2024, 76% of beverage (excluding cordials) and dairy (excluding canned milk) products (based on formulation) are in compliance with Nutritional Guidelines.

Performance

GRI 416-1 (2016)

Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.

100% of significant product categories for which health and safety impacts were assessed for improvement.

GRI 416-2 (2016)

Incidents of non-compliance concerning the health and safety impacts of products and services

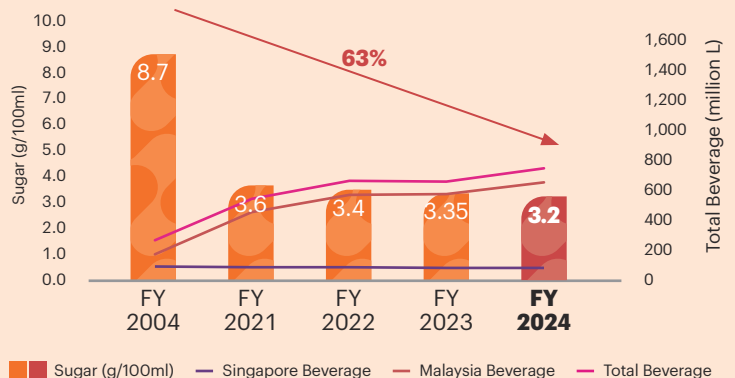
In FY2024, we maintained our health and safety standards with no significant incidents of non-compliance with regulations resulting in fine, penalty or warning.

Initiatives

Reducing Sugar Levels

Since 2004, F&N has taken deliberate steps to reduce the sugar content of our RTD products and achieved a reduction of 63% in the sugar index (grams of sugar content per 100ml) across our range of RTD beverage products in Singapore and Malaysia.

Sugar Index: Total Beverages (SG & MY) with Water



CATERING TO DIVERSE DIETARY PREFERENCES AND NEEDS OF CONSUMERS

F&N provides alternate healthier options across its portfolio of products for consumers with dietary preferences and/or needs. Some examples include:

- Lactose-free: F&N MAGNOLIA Lactose Free Milk
- Plant-based: F&N NUTRISOY range of products, such as F&N NUTRISOY Omega High Calcium No Sugar added Fresh Soya Milk
- Reduced or zero sugar: 100PLUS Zero Sugar, F&N SEASONS Lemon Tea Zero, F&N ICE MOUNTAIN Sparkling Water Grapefruit, F&N Sparkling Zero Korean Peach, F&N FRUIT TREE FRESH Reduced Sugar Soursop Juice Drink with Nata De Coco, F&N NUTRISOY High Calcium Reduced Sugar Fresh Soya Milk

F&N increased its healthier products, those certified with HCS, HCL or NutriGrade A/B, from around 50 in FY2020 to over 151 in FY2024, to cater to the increasing preference for healthier products from consumers.

FORTIFYING OUR PRODUCTS WITH MICRONUTRIENTS

F&N offers a range of products fortified with micronutrients, including F&N NUTRISOY Omega High Calcium No Sugar Added Fresh Soya Milk, F&N NUTRISOY High Calcium Reduced Sugar Fresh Soya Milk with Oats & Quinoa and 100PLUS Pro High Protein.

COMMUNITY DEVELOPMENT AND INCLUSIVE GROWTH **SDGs:**

GRI Index:
GRI 413-1

1
NO
POVERTY


2
ZERO
HUNGER


3
GOOD HEALTH
AND WELL-BEING


4
QUALITY
EDUCATION


8
DECENT WORK AND
ECONOMIC GROWTH


10
REDUCED
INEQUALITIES


12
RESPONSIBLE
CONSUMPTION
AND PRODUCTION


The scale of our operations extends beyond consumers. Community is an essential component of our stakeholder network and significantly influences our business operations and achievements. We build strong relationships within these communities, fostering social inclusion and bridging different cultures.

Approach

In every market F&N operates in, we undertake several short and long-term programmes that serve to create greater social equity. Our community programmes focus on four key areas:

- Strengthening Vulnerable Groups
- Promoting Environmental Consciousness
- Spreading Festive Cheer
- Promoting Active Lifestyles

2025 Target

Target

10% increase in the number of community programmes F&N provides from 2020 by 2025

Performance

In FY2024, number of community programmes F&N provided was 25.

Performance

GRI 413-1 (2016)
Operations with local community engagement, impact assessments and development programmes

100% of our operations have implemented local community engagement, impact assessments and development programmes.

CREATING VALUE FOR SOCIETY

Initiatives

STRENGTHENING VULNERABLE GROUPS

We prioritise empowering vulnerable groups through education and providing support to those in need. Through these efforts, we aim to foster resilience, promote social equity, and build a more inclusive community.

1. Malaysia: International Computer Driving License (“ICDL”) Certification Course for Montfort Boys Town

The ICDL course has been a core part of F&NHB's IT Corner programme. Tailored to various levels of digital literacy, it enables students to build or strengthen foundational computer skills for real-world applications. This year, the programme was expanded to support 54 students, providing them with a comprehensive six-to-eight-month course recognised by governments, international organisations, and corporations globally.

2. Singapore: Assisi Fun Day 2024

Over 25 volunteers consisting of F&N staff from Singapore, family members and friends spent 09 June 2024 morning with 20 seniors from Lions Befrienders at the Assisi Fun Carnival to raise funds for Assisi Hospice. Each senior received goodies bag containing useful items and vouchers worth SGD 20 to purchase food, drinks, apparels, handicrafts, shoes, books and many other interesting items from the Carnival stalls.

PROMOTING ENVIRONMENTAL CONSCIOUSNESS

Our primary focus is building partnerships within communities to promote environmental consciousness. As we progress toward a circular economy model, we exchange knowledge with communities and learn from them to improve our initiatives.

1. Malaysia and Thailand: Tree Planting

This year, in Kuching, F&NHB employees participated in a tree planting event as part of the Sports Club's outing during Malaysia's weekend celebration, which also served as the symbolic launch of our water conservation programme at Bung Jagoi. In Thailand, our F&NDB team strengthened our commitment to the environment by collaborating in a tree planting initiative at Salakpra Wildlife Sanctuary in Kanchanaburi province, planting over 400 trees and 1,000 seeds.

2. Singapore: Recycle N Save

Recycle N Save is a joint initiative by F&N and the National Environment Agency (“NEA”) of Singapore. To date, the initiative saw the collection of more than 16.5 million aluminium cans and PET bottles for recycling. More details can be found in the ‘Packaging’ section of this Report on pages 69 to 70.

SPREADING FESTIVE CHEER

Our community development programme aligns with our F&N brand promise – “Pure Enjoyment. Pure Goodness” by encouraging communities to connect with each other through spreading festive cheers and strengthening relationships across different cultures.

1. Malaysia: F&NHB Celebrates Hari Raya with Underprivileged

F&NHB joined Bursa Malaysia for their annual ‘Rewang Ramadan’ 2024 event at PPR Seri Alam, Kuala Lumpur. Our volunteers collaborated with Bursa Malaysia's volunteers to prepare and distribute ‘Bubur Lambuk,’ a cherished dish traditional served during Ramadan. This year's initiative provided essential support to 1,600 families in the community, featuring 1,600 servings of ‘Bubur Lambuk’ and 1,600 food bags sponsored by F&NHB.

2. Malaysia: F&NHB Celebrates Chinese New Year with Underprivileged

F&NHB reaffirmed its longstanding commitment to spread joy during the Chinese New Year by going to 10 homes across Malaysia, visiting more than 500 individuals, including orphans, disabled children, and senior citizens. During these visits, F&NHB distributed nearly RM85,000 (about SGD 25,600) worth of F&N food and beverages, essential household items, personal care products, and angpows to the residents.

PROMOTING ACTIVE LIFESTYLES

F&N has a long and proud tradition of promoting active lifestyles in the community, from grassroots developments to elite levels. We believe sports play an important role in societies and serve as a powerful tool to support nation-building.

Lowering barriers of access to sports and encouraging participation among youth is vital as it imparts core values like cooperation and respect, while instilling discipline and confidence. This is why 100PLUS is passionate in supporting schools and grassroots sports programmes, especially in football and badminton, to play its part in nurturing the future generations of champions.

1. Long-term Partnerships with Sporting Associations (Grassroots programmes)

F&NHB has been a long-term partner of the Football Association Malaysia, Badminton Association of Malaysia, Malaysian Hockey Confederation and the National Sports Council through our 100PLUS brand. 100PLUS is also the official beverage partner of the Johor Darul Takzim and Selangor Football Club. In addition, 100PLUS works closely with the Sportswriters Association of Malaysia (SAM) and is the primary sponsor for the annual SAM 100PLUS Awards.

F&NHB's allocation of investment in sports development is as follows:



2. Advocating for Healthy and Active Lifestyle

F&N continues our commitment to encourage our consumers to lead an active lifestyle by supporting major runs, marathons and sports activities, such as SGX Cares Bull Charge Charity Run 2024, Great Eastern Women's Run Singapore 2024, Standard Chartered Singapore Marathon 2024, Tour de France Prudential Singapore Criterium 2024, Standard Chartered Kuala Lumpur Marathon 2024 and Bursa Bull Charge 2024. These initiatives are synonymous with our brand essence to advocate an active lifestyle amongst our consumers.

HUMAN RIGHTS

SDGs:

GRI Index:

GRI 2-24, GRI 2-25, GRI 2-30, GRI 412-1



At F&N, our business activities are guided by a strong commitment to good governance, ensuring that we uphold the highest standards of human rights across our operations and

supply chain. We are dedicated to improving the health and well-being of our stakeholders while treating them with dignity, respect, and fairness.

Approach

HUMAN RIGHTS DUE DILIGENCE (“HRDD”) PROCESS

F&N is committed to protecting and promoting human rights for all stakeholders. In 2021, we launched a HRDD process to identify and address actual and potential human rights challenges within our stakeholder groups. The detailed process deepens our understanding and helps create environments that enable the respect and advancement of human rights.



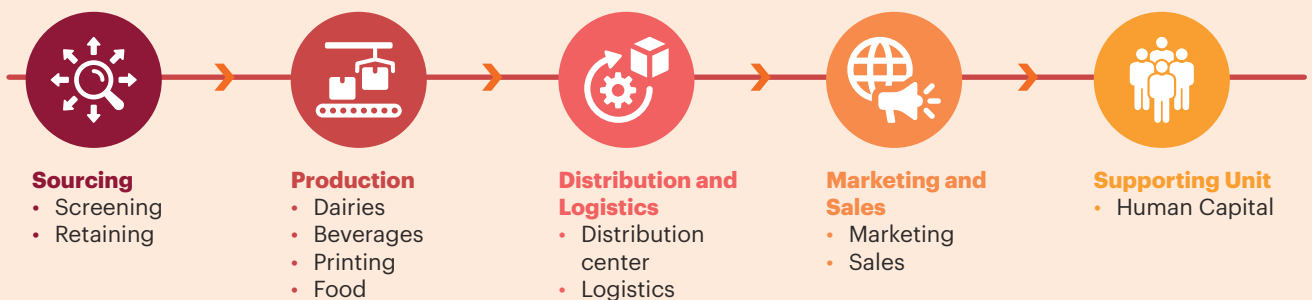
Collective bargaining agreements encompass more than 21% of our full-time employees. For those employees not covered by such agreements, F&N strictly adheres to the prevailing local labour laws and international safety standards. Furthermore, we regularly assess compensation and benefits in alignment with the current local market rates and practices.

HUMAN RIGHTS RISK ASSESSMENT (“HRRR”)

Scope of HRRR

The scope of our HRRR is in harmony with the scope of this Report. It encompasses significant F&N business operations in Singapore, Malaysia, and Thailand, across all segments of the value chain, as well as the supporting Human Capital function.

F&N Group Value Chain Model



- Sourcing**
- Screening
 - Retaining

- Production**
- Dairies
 - Beverages
 - Printing
 - Food

- Distribution and Logistics**
- Distribution center
 - Logistics

- Marketing and Sales**
- Marketing
 - Sales


- Supporting Unit**
- Human Capital

CREATING VALUE FOR SOCIETY

The HRRRA considered existing and potential human rights concerns across F&N's value chain. It also pinpointed specific considerations related to vulnerable groups with whom F&N collaborates.

- Consideration of actual and potential human rights issues:

Labour Rights	Community Health and Safety	Supplier Rights	Customer Rights
<ul style="list-style-type: none"> • Working conditions and fair remuneration • Health and safety • Freedom of association and rights to collective bargaining • Discrimination and harassment • Illegal forms of labour (including child labour, forced labour and human trafficking) 	<ul style="list-style-type: none"> • Community health and safety • Community standard of living • Community access to water and sanitation • Land acquisition 	<ul style="list-style-type: none"> • Supplier data privacy • Supplier discrimination 	<ul style="list-style-type: none"> • Consumer health and safety • Customer data privacy • Customer discrimination



- Consideration of employees and at risk or vulnerable groups:

Women/ Pregnant women	Migrant Workers
LGBTQI+	Children
3 rd party contracted labour	People with Disabilities
Indigenous Peoples	Local Communities
Elderly	Other minorities (e.g. stateless, refugee)

Methodology of HRRRA

- #### Human Rights Issues Identification

Identify human rights issues for F&N Group's own operations, value chain and new business relations by considering impact to business and potential rights holders.
- #### Inherent Risk Ranking

Rank risks of identified human rights issues that do not have controls and/or measures in place.
- #### Residual Risk Ranking

Rank risks of identified human rights issues that exist even with controls and/or measures.
- #### Risk Prioritisation

Prioritise salient human rights issues, and issues with high residual risk.

Results of HRRRA

9 SALIENT HUMAN RIGHTS ISSUES WERE IDENTIFIED FOR F&N.

Severity	2 8	1 3 4 5 9	
		6 7	
	Likelihood		

Human Rights Issues (F&N)

1. Employee Health and Safety
2. Community Health and Safety
3. Working Condition
4. Community Standard of Living
5. Community Access to Water & Sanitation
6. Consumer Health and Safety
7. Consumer Discrimination
8. Customer/Consumer Data Privacy
9. Employee Discrimination

POLICY COMMITMENT

F&N human rights policy applies to its employees, suppliers and business partners. The policy describes our commitments, particularly in the following areas:

- Prohibition of child labour, forced labour, human trafficking, and discrimination and harassment.
- Respecting and promoting fairness, diversity, the right to freedom of association and collective bargaining, fair remuneration and fair working conditions.
- Respect and promote health and safety, data privacy and the environment of our stakeholders.

F&N human rights policy was developed in accordance with related human rights principles under international standards – UN Universal Declaration of Human Rights, UN Guiding Principles on Business and Human Rights, UN Global Compact, International Bill of Human Rights and International Labour Organization’s Declaration on Fundamental Principles and Rights at Work. The policy upholds under domestic and international laws, rules, and regulations and extends to all companies under F&N Group.

INTEGRATE FINDINGS AND POTENTIAL IMPACTS

F&N designs and implements mitigation measures with preventive and corrective actions to reduce actual and potential impacts of human rights issues.

Examples of Salient Human Rights Issues and Mitigating Measures Identified

Employee Health & Safety	
Actual Issues	Mitigation Measures
<ul style="list-style-type: none"> • <i>Marketing & Sales</i>: Client-focused departments have an increased risk of contracting the COVID-19 virus during work hours since they meet people in high frequencies • <i>Production + Human Capital</i>: Minor work injuries and accidents • <i>Logistics</i>: Road accidents during transportation, minor vehicle malfunction (e.g. flat tires) 	<ul style="list-style-type: none"> • Compliance with Public Health Regulations on COVID-19 measures, e.g. face masks, hand sanitizers, temperature checks • Approved paid leaves for vaccinations and launched a vaccination program for employees • Track employees’ vaccination progress • Offer doctor consultations and in-house panel clinics in large-scale production plants • Increased safety training and safety briefing to identify potential risks at the start of the workday
Community Health and Safety & Community Standard of Living	
Actual Issues	Mitigation Measures
<ul style="list-style-type: none"> • <i>Marketing & Sales</i>: Spread of COVID-19 virus from employees infecting members of the community, e.g. during large scale events • <i>Marketing & Sales</i>: Road accidents will increase health and safety risks for community members • <i>Marketing & Sales</i>: Reckless driving complaints of the distributor in the local area 	<ul style="list-style-type: none"> • Compliance with Public Health Regulations • Provide personal protective equipment (PPE), such as face masks, face shield, hand sanitizers, to employees • Increased safety training and safety briefings to identify potential risks at the start of the workday • F&N Voice channel available for employees to report on safety risks and concerns
Employee Discrimination	
Actual Issues	Mitigation Measures
<ul style="list-style-type: none"> • <i>Human Capital</i>: An employee felt uncomfortable to report a case of verbal harassment until after resigning from the company 	<ul style="list-style-type: none"> • Inform employees the various channels and measures available to raise discrimination and harassment issues anonymously, e.g. welfare committee, reporting channel, mental health hotline • Implement additional trainings for supervisors on preventing discrimination and harassment of employees
Customer/Consumer Discrimination	
Potential Issue	Mitigation Measures
<ul style="list-style-type: none"> • Discrimination by prioritising against certain groups of customers/ consumers 	<ul style="list-style-type: none"> • Ensure F&N’s products are targeted to all consumers • Marketing strategies are suitable for a multi-racial society and ensure no content are inappropriate or discriminatory against one’s gender, race, culture, etc.

CREATING VALUE FOR SOCIETY

TRACK AND COMMUNICATE PERFORMANCE

The Group continuously tracks, monitors, and assesses our human rights risks to stay informed on issues and concerns relating to human rights violations. We promote and support cooperation from all directors, executives, employees, and stakeholders within the business value chain to report any suspected human rights incidents or violations arising from business operations through established and dedicated communication channels. Feedback from these channels is used to consider improvements and develop appropriate mitigation and remediation measures. Our human rights performance will be reported annually in our Report.

F&N communicates and educates all employees on our human rights practices. Last year, we conducted a virtual interactive Human Rights Awareness training for all Executives to enhance their understanding and awareness on human rights and how it is applicable to people. The session covered, among others, the International Human Rights Standards established by the United Nations through the Universal Declaration of Human Rights.

REMEDiate ADVERSE IMPACTS

F&N recognises our business activities may potentially contribute to or be linked with human rights violations of

relevant stakeholders. F&N is committed to mitigate such potential human rights risks and violations.

Our ongoing commitment is supported through a revised assessment of human rights risks within an appropriate timeframe. Additional mitigation measures will be established to remediate and reduce the possibility of human rights violations caused or endorsed by business activities of F&N.

There were no human rights violation cases in 2024. Thus, no remediation measures were taken.

Performance

GRI 412-1
Operations that have been subject to human rights reviews or impact assessments

100% of our material operations in Singapore, Malaysia and Thailand have been subjected to human rights reviews or impact assessments.

EMPOWERING OUR PEOPLE

F&N recognises the pivotal role our employees play in our enduring success. Consequently, we actively promote continuous learning and development among our workforce through comprehensive Group-wide learning initiatives. Additionally, F&N places a strong emphasis on the well-being of our employees, striving to foster a safe and healthy workplace environment for all.

Our efforts are further elaborated in:


- Human Capital Development
- Employee Safety, Health and Well-being

HUMAN CAPITAL DEVELOPMENT


GRI Index:
GRI 2-7, GRI 401-1, GRI 401-2, GRI 401-3, GRI 404-1, GRI 404-2, GRI 404-3, GRI 405-1

SDGs:


4 QUALITY EDUCATION




5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



Through ongoing investments in training, education, and professional development, we empower our employees to drive innovation, embrace sustainability, and promote a culture of continuous learning while helping them to remain employable, relevant, and competitive by equipping them with important skills.

We regularly engage with our employees through various communication channels, including town hall meetings, engagement surveys, recognition events, the intranet, and periodic performance reviews.

As of 30 Sep 2024, F&N has over 7,300 employees across all operations, with about 20% of all hires working under temporary contracts. The employees consolidated at the end of this reporting period is about 1% more as compared to our previous reporting period. Over 26% of F&N employees have been with the company for over a decade. This year's employee turnover rate sits at less than 20%.

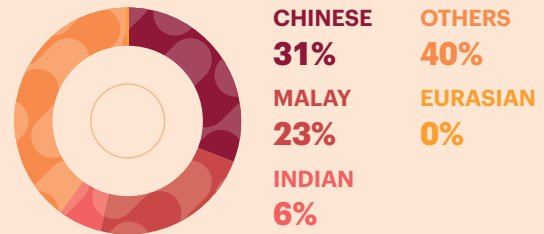


DIVERSITY AND INCLUSION

F&N strives to offer equal opportunities for all, regardless of gender, age, ethnicity, race, sexual orientation, and disability, and any other attributes unrelated to employment requirements. Our goal is to cultivate a genuinely diverse workforce and foster an inclusive culture, to create a workplace environment that is devoid of discrimination, harassment, and retaliation.

Over the past few years, significant strides have been made to promote gender equality within F&N. This year, women comprise about 34% of our total workforce. Within our managerial ranks, female professionals occupy 49% of leadership positions.

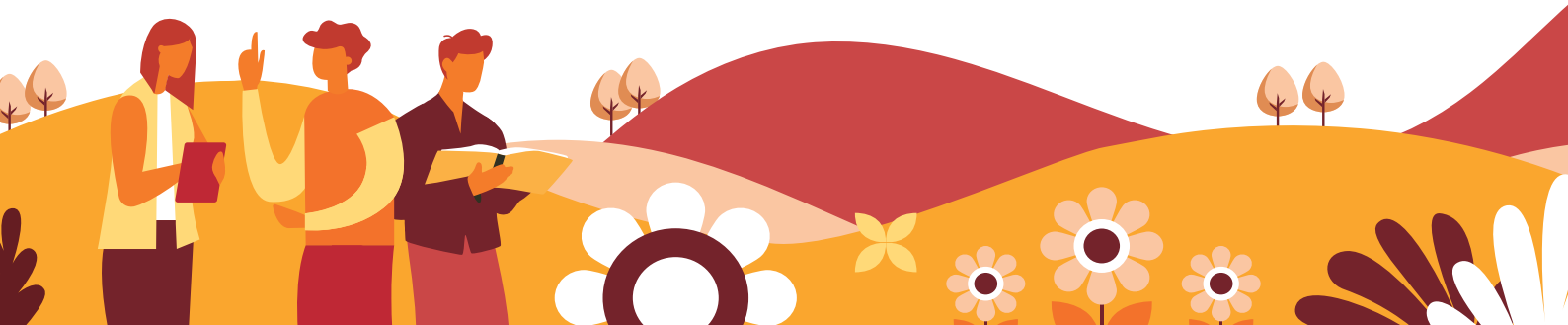
Employees diversity



HUMAN CAPITAL ROADMAP AND STRATEGY

Apart from Diversity and Inclusion, a Human Capital Roadmap has been developed to guide the formulation of strategy for grooming our employees. The seven modules for strategic human capital transformation are as follows:

VISION	Best Employer in ASEAN Fully Enabling Business Vision						
MISSION	Creating and Sharing the Value of Growth						
STRATEGIC INTENTS	Ensure Business Continuity		Create Sense of ONENESS			Build Transformation & Expansionist Mindset	
STRATEGIC INITIATIVES	Module 1: Clear Structure and Roles	Module 2: Market-oriented Compensation and Benefits	Module 3: Recognition-based Performance Management	Module 4: Holistic People Development	Module 5: Proactive Succession Planning	Module 6: Engaging Corporate Values	Module 7: Strategic Talent Acquisition and Onboarding
KEY PRINCIPLE	Implement right structures for enabling business opportunities & effectiveness with right numbers of workforce	Segmentise approach to Compensation & Benefits for recognising talent and promoting collaboration with right behaviour	Drive performance excellence through recognition based performance management and recognition programme	Identify future skills with holistic people development programme to support employee future growth and meet future business needs	Ensure talent pipeline with younger generation and global/regional leader profile to drive ASEAN expansion. Strengthen global succession pipeline in critical roles	Promote ONENESS through Global Values and build innovative culture	Strengthen employer branding for local and ASEAN labour market to attract qualified calibers and promote "Limitless Opportunities" across company
ORGANISATION CAPABILITIES	HC Transformation: Organisation, People, Process and Systems						
	Embracing Technology		Strong R&D		Brand Portfolio Management		Multi-channel Management
	Sustainable Growth		Developing and Retaining Talents		Collaboration		Result-driven



EMPOWERING OUR PEOPLE

CLEAR STRUCTURE AND ROLES

F&N adopts the ‘Beverest’ system to integrate our Human Capital processes and systems across the Group – from recruitment and on-boarding to performance reviews and career development. The system ensures that the expectations and responsibilities of each employee are well-communicated.

MARKET-ORIENTATED COMPENSATION AND BENEFITS

F&N ensures employees are fairly rewarded with competitive pay and benefits, regularly reviewing remuneration in line with market rates and industry peers.

Full-time employees receive benefits including life insurance, health care, disability and invalidity coverage, parental leave, retirement provision, and stock ownership options (share-based incentive plans). To promote better work-life balance, F&N implemented flexible working hours for office employees.



F&N ensures employees are fairly rewarded with competitive pay and benefits, regularly reviewing remuneration in line with market rates and industry peers.

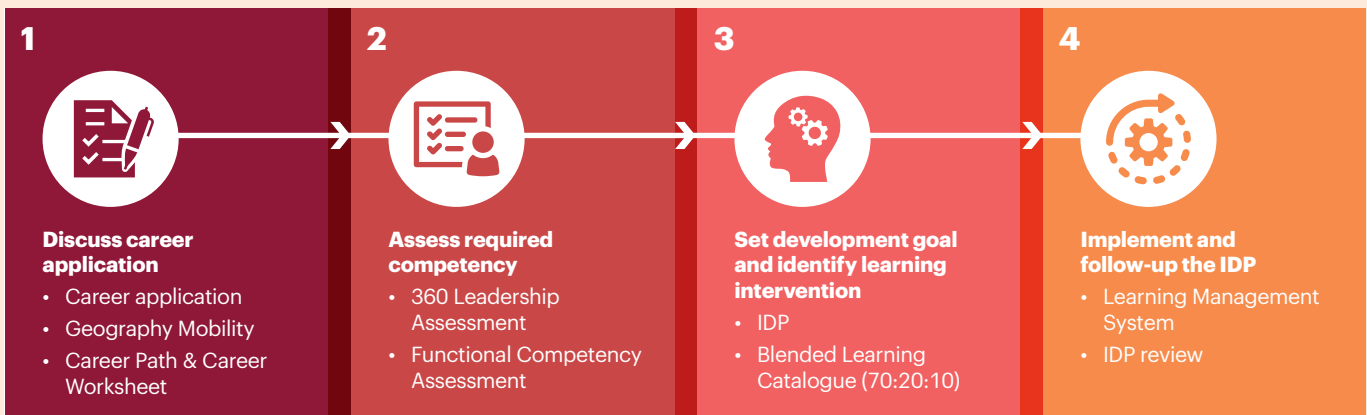
	Singapore	Malaysia	Thailand
Life insurance	Yes, by job level	Yes, by job grade	Yes, by job grade
Health care	Yes, by staff category and/or job level	Yes, by age, staff category and/or job grade	Yes, by age, staff category and/or job grade
Disability and invalidity coverage	Yes, by job level	Yes, by job grade	Yes, by job grade
Parental leave	Maternity and shared parental leave	Maternity and paternity leave	Maternity and paternity leave
Retirement provision	No, (as per statutory requirements)	Yes, for certain categories of employees	Yes, for certain categories of employees
Stock ownership	Yes, for eligible executives only	Yes, by job grade	No
Others	1. Company product/allowance (Non-Executives only) 2. Long- Service Awards 3. Annual Membership Subscription to Professional Body (Executives Only) 4. Mobile Line Subsidy (selected departments / employees only)	1. Car Loan (Executives only) 2. Long Service Award (All employees) 3. Annual Membership Subscription to Professional Body (executives only) 4. Phone Subsidy (selected departments / employees only) 5. Festive Drinks (All departments)	1. Provident fund

RECOGNITION-BASED PERFORMANCE MANAGEMENT

Performance Assessment Reviews are conducted annually, allowing employees to evaluate their achievements and discuss development opportunities with their supervisors. Employees are assessed against well-defined KPIs, that are in sync with

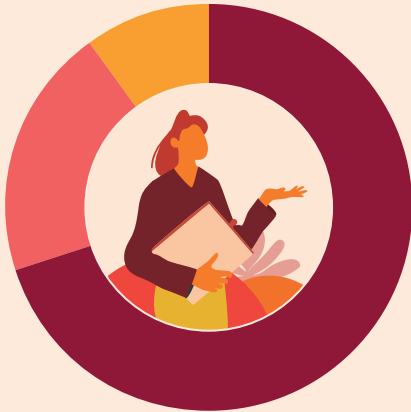
business plans. This year, 100% of employees received their assessment reviews.

Our policy supports the provision of ‘Limitless Opportunities’ to employees. Employees develop their Individual Development Plans (“IDP”) through four stages:



HOLISTIC HIGH PERFORMER RETENTION AND DEVELOPMENT

F&N encourages internal career growth by providing online and on-the-job training opportunities and development courses, to support our employee’s professional development through upskilling and reskilling them, following the 70/20/10 Learning Model.



70/20/10 Learning model

70% from job

- On-the-Job Training
- Challenging Project
- Job Rotation
- Cross Functional Job Training

20% from people

- Knowledge sharing
- Coaching
- Mentoring

10% from Course

- Training Program
- Further Education
- Self-Development
- E-Learning

We are committed to supporting our employees’ lifelong learning journey. As such, F&N’s 2025 target is to increase the average training hours to 18 hours for Executives and 11 hours for Non-Executives.

The key development programmes for F&N this year included topics around digitalisation, leadership, and corporate governance. Some key training courses are outlined below:

Theme	Program	Employees Targeted
Functional / Technical	Cyber Security	All employees
	How to Build Excel Interactive Dashboards	
	Co-Pilot Microsoft 365	
	Operational Technology Threat Modelling Training	Executives
	Setting Key Performance Indicators and Beverest Training	Executives and Sup-con
	Sales Development Program for Non-Alcoholic Beverage Van Sales	Bargainable
	Occupational First Aid Course	Sup-con and Bargainable
Operate Forklift Course		
Health and Safety	Food Safety Course	Executives
	ISO Internal Quality Audit	Executives and Sup-con
	WSH Risk Assessment Leader	
Compliance	Corporate Governance Seminar	Executives
	REFRESH – Orientation Program for new employees	Executives and Sup-con
Soft Skills	Developing Emotional Intelligence	All employees
	Growth Mindset	
	C-Suite Presentation Skills	Executives
Leadership	Delegation Skills Workshop for People Managers	Managers
	Career Development Training for Managers	Executives
	ThaiBev Group Business Acumen	
	Advanced Management Development Program	



EMPOWERING OUR PEOPLE

PROACTIVE SUCCESSION AND WORKFORCE PLANNING

With the support of F&N's Talent Management Team, we cultivate future leaders by offering high-potential employees opportunities, such as job rotations and transfers, to further develop their understanding of our operations.

ENGAGING CORPORATE CULTURE

F&N promotes a culture of engagement and inclusion. At the heart of this is our Global Values which emphasise on optimal outcomes when we work together. More details on our Global Values, can be found on page 11.

F&N collaborates with external parties to initiate activities, including exercise sessions and team-building events, such as Food Fairs, to enhance employee engagement. F&N also co-founded MindForward Alliance, alongside renowned organisations like Goldman Sachs, and adopted its widely used mental wellness framework, aiming to cultivate a culture of well-being, foster a healthy work environment, and ensure accessible resources are available to support employees, with strong support from its leadership team. Some activities implemented to promote mental wellness include lunchtime talks and collaborations with the Health Promotion Board.

STRATEGIC TALENT ACQUISITION AND ON-BOARDING

To optimise opportunities accessible to our internal talent pool and actively support upward progression of employees, we nurture our workforce to advance their career within F&N. When internal candidates are not suitable, our Human Capital team applies a fair and rigorous recruitment process to source appropriate candidates. We aim to attract, hire, develop, and retain the right candidates to contribute positively to our mission.

We ensure that every new hire experiences a thorough and uniform onboarding program. This comprehensive program incorporates a blend of self-paced e-learning modules and personalised one-on-one support to facilitate a smooth transition into the organisation.

1 Sourcing

- Campus recruitment efforts
- Past interns / contract staff
- Outstanding F&N scholarship recipients

2 Selection

- Rigorous selection process
- Multi-level assessment approach

3 Programme Structure

- Duration: 2 years
- 2 Tracks:
 - Generalist
 - Specialist
- Rotation after 1st year
- Assign coach and mentor

4 Talent Pool

- Career Progression
- Talent Mobility Programme
- Development / Managerial Programme

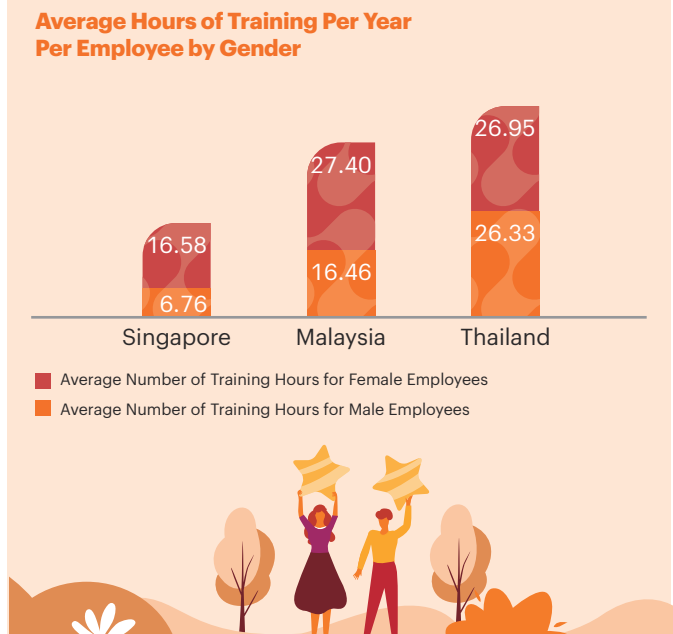
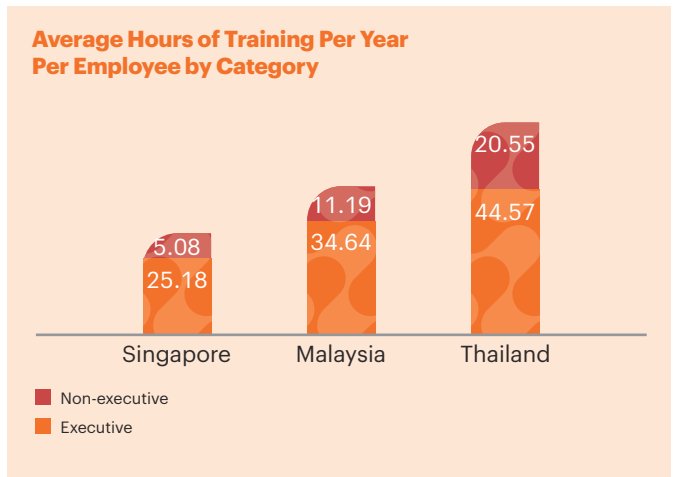
2025 Targets

Target

Provide an average of at least 18 hours of training to Executives and 11 hours of training to Non-Executives by 2025

Performance

In FY2024, 35.33 training hours were provided to Executives and 12.74 training hours were provided to Non-Executives



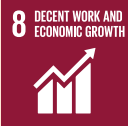
Performance

<p style="text-align: center;">GRI 401-1</p> <p style="text-align: center;">New employee hires and employee turnover</p> <p style="text-align: center;">See 'Performance Summary' section in this Report on pages 74 to 75</p>	<p style="text-align: center;">GRI 404-1</p> <p style="text-align: center;">Average hours of training per year per employee</p> <p style="text-align: center;">See 'Performance Summary' section in this Report on page pages 74 to 75</p>
<p style="text-align: center;">GRI 401-2</p> <p style="text-align: center;">Benefits provided to full time employees not provided to temporary or part-time employees</p> <p style="text-align: center;">See page 56</p>	<p style="text-align: center;">GRI 404-2</p> <p style="text-align: center;">Programmes for upgrading employee skills and transition assistance programmes</p> <p style="text-align: center;">See page 57</p>
<p style="text-align: center;">GRI 401-3</p> <p style="text-align: center;">Parental Leave</p> <p style="text-align: center;">See 'Performance Summary' section in this Report on pages 74 to 75</p>	<p style="text-align: center;">GRI 404-3</p> <p style="text-align: center;">Percentage of employees receiving regular performance and career development reviews</p> <p style="text-align: center;">See 'Performance Summary' section in this Report on pages 76 to 77</p>
<p>GRI 405-1</p> <p>Diversity of governance bodies and employees</p> <p>See 'Performance Summary' section in this Report on pages 76 to 77</p>	

EMPLOYEE SAFETY, HEALTH AND WELL-BEING

GRI Index:
GRI 403-1, GRI 403-2, GRI 403-3, GRI 403-4, GRI 403-5, GRI 403-6, GRI 403-7, GRI 403-8, GRI 403-9, GRI 403-10

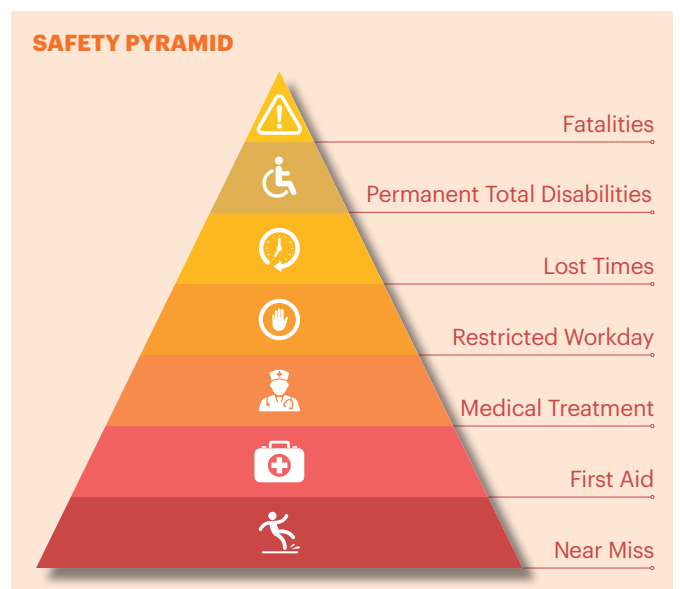
SDG:



Prioritising the well-being of employees is essential in establishing sustainable organisations, enhancing business performance, and showcasing value to shareholders. To achieve zero LTIFR, we cultivate a proactive 'safety-first' culture that emphasises employee awareness of their responsibilities towards themselves and their colleagues. With this approach, we instilled a culture of behavioural change aimed at eradicating unsafe practices, through proactively implementing preventive measures and stringent procedures, to ensure physical well-being of on-site employees and enhance mental health of remote-working staff.

Approach

Prioritising the safety of our employees and contractors, we conduct appropriate safety training programmes, tailored to their specific roles and responsibilities, to ensure that they align with F&N's safety protocols, to establish a secure work environment.



EMPOWERING OUR PEOPLE

CREATING A SAFETY CULTURE

F&N strictly adheres to the ILO guidelines, Singapore’s Workplace Safety and Health (“**WSH**”) Council WSH guidelines, Thailand’s Labour Protection Act and Malaysia Employment Act 1955. We also comply with ISO 14001 and ISO 45001 at our major sites. These policies and legal obligations, integrated into our operations through implementation of ESH systems and monitoring processes, covers all employees, workers and activities. F&N also ensures availability of adequate training and appropriate safety equipment, when necessary.

Every plant has a Safety Committee, which includes representatives from management and workers. The main objective of these committees is to oversee F&N’s safety systems and programmes to ensure their effectiveness. This is supported by:

- Periodical meetings to discuss accidents or near-misses and determine appropriate corrective actions
- Audits of ESH systems
- Development of annual safety plans
- Initiating programmes to increase awareness of health and safety issues among employees

On the ground, our Company Emergency Response Teams are trained to mobilise quickly and attend to any incidents.

F&N frequently checks on its employees to detect early onset symptoms from potential hazards in their day-to-day work. Annual audiometric tests are conducted for all at-risk workers, with follow-up doctor consultations when hearing impairments are identified.

Employees are encouraged to report potential risks or hazards by informing their safety representative or supervisor, or through a formal channel to safety committees with an option to remain anonymous.

EMPLOYEE SAFETY TRAINING AND AWARENESS

In FY2024, our manufacturing staff underwent training on various safety topics, which encompassed areas such as noise exposure and the use of personal hearing protection, plant safety awareness, chemical handling, first aid, ergonomics, and more.

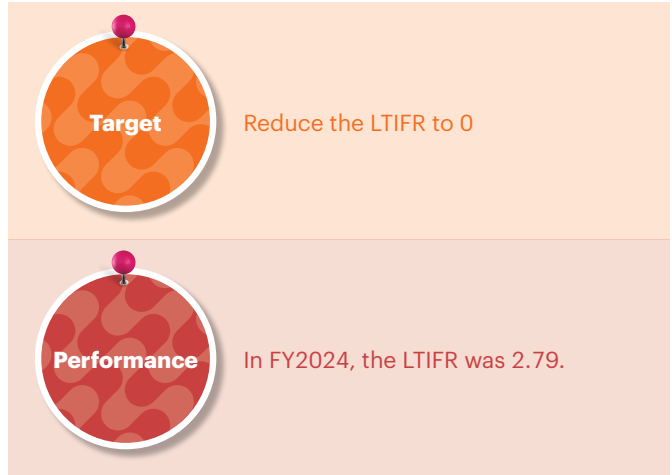
Our safety trainings remained effective with over 485, 3,775 and 747 attendees participating in over 1,040, 7,210 and 2,724 hours of safety trainings in Singapore, Malaysia and Thailand, respectively.

CONDUCTIVE WORKING ENVIRONMENT

The Safety Committees, supported by accredited Occupational Health and Safety (“**OHS**”) consultants, are staffed with skilled personnel trained to assess areas with potential health risks. All employees and contractors have access to comprehensive OHS services that cater to their specific job roles, including hygiene services, ergonomic tools, protective equipment, and first aid kits. We also extend healthcare insurance coverage to our employees and facilitate annual health screenings.

Air quality, brightness, temperature, and noise levels are monitored in all F&N’s facilities. Regular monitoring of noise levels at our facilities ensure that noise levels are within the recommended range. Where workers are exposed to high noise levels, hearing protection equipment is provided.

2025 Targets



Performance

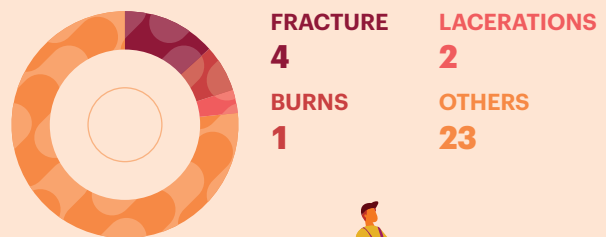
GRI 403-9 Work-related injuries

See ‘Performance Summary’ section in this Report on pages 76 to 77 for Employment Work-related Injury Rate

In FY2024, there were no non-employee work-related injuries.

In FY2024, there were 30 employee work-related injuries. 1 incident was a high-consequence work-related injury. There was no resulting fatality.

Employees Work-related Injuries by Type



GRI 403-10 Work-related ill health

There were zero incidents of work-related ill health at F&N in FY2024.

Introduction to Environment Pillar

CIRCULARITY AND ENVIRONMENTAL PROTECTION



At F&N, we fully recognise and embrace the significant responsibility our business bears in safeguarding the environment. We are acutely aware of the pivotal role we play in preserving and nurturing our natural surroundings for the benefit of current and future generations.

Within our operations, we prioritise and champion circularity and environmental efficiency by effectively managing energy, water, and waste resources. Shifting towards a circular economy opens prospects for enhancing business value and also serves as a means to mitigate environmental consequences.

We recognise the interaction of the F&B sector with biodiversity and are committed to sourcing ingredients with respect of their impacts on the ecosystem.

Operational Eco-Efficiency

- Energy and Climate Change
- Water Stewardship
- Waste Management

Value Chain Impacts

- Packaging
- Biodiversity

2025 SUSTAINABILITY TARGETS AND FOCUS AREAS



ENERGY AND CLIMATE CHANGE

- Reduce the Group's energy intensity ratio at our plants (from a 2020 baseline) by 8% by 2025
- Reduce the Group's GHG emissions intensity ratio at our plants (from a 2020 baseline) by 8% by 2025



WASTE STEWARDSHIP

Reduce the Group water intensity ratio at our plants (from a 2020 baseline) by 8% by 2025



WASTE MANAGEMENT

Reduce the solid waste sent to landfill (from a 2020 baseline) by 30% by 2025



PACKAGING

25% of beverage and dairy packaging to contain recycled materials by 2025

Contributing to SDGs

Primary



Secondary



OPERATIONAL ECO-EFFICIENCY

F&N recognises that our operations create environmental impacts through energy, water and resource consumption. To reduce our environmental impacts, we explore avenues to improve our manufacturing processes, through innovative initiatives and resourceful strategies, to optimise eco-efficiency to minimise our environmental footprint and align our operations more closely with sustainable practices.

Details on how we approach each environmental impact are elaborated in the following sections:

- Energy and Climate Change
- Water Stewardship
- Waste Management

ENVIRONMENT, SAFETY AND HEALTH POLICY

Guided by our ESH policy, F&N implements environmentally sustainable business practices, aligned with our core values and the circular economy principles. It serves as a framework for F&N's decisions across our value chain. We work with local communities to protect and preserve the environment and strive for zero waste and zero pollution, where possible.

OUR ENVIRONMENTAL SAFETY & HEALTH POLICY

All of our operations in Singapore, Malaysia and Thailand are guided by the following principles, to:



Comply with applicable environmental, safety & health, legal and other requirements and also work with relevant statutory bodies to provide and maintain a safe, green working environment



Provide and maintain relevant training, instruction, information, resources and supervision to our employees about our commitments and encourage their involvement in Environmental, Safety & Health Programmes



Develop review and carry out Environmental Impacts and Occupational Risk Assessments to take appropriate control measures for prevention of pollution, injury and illness



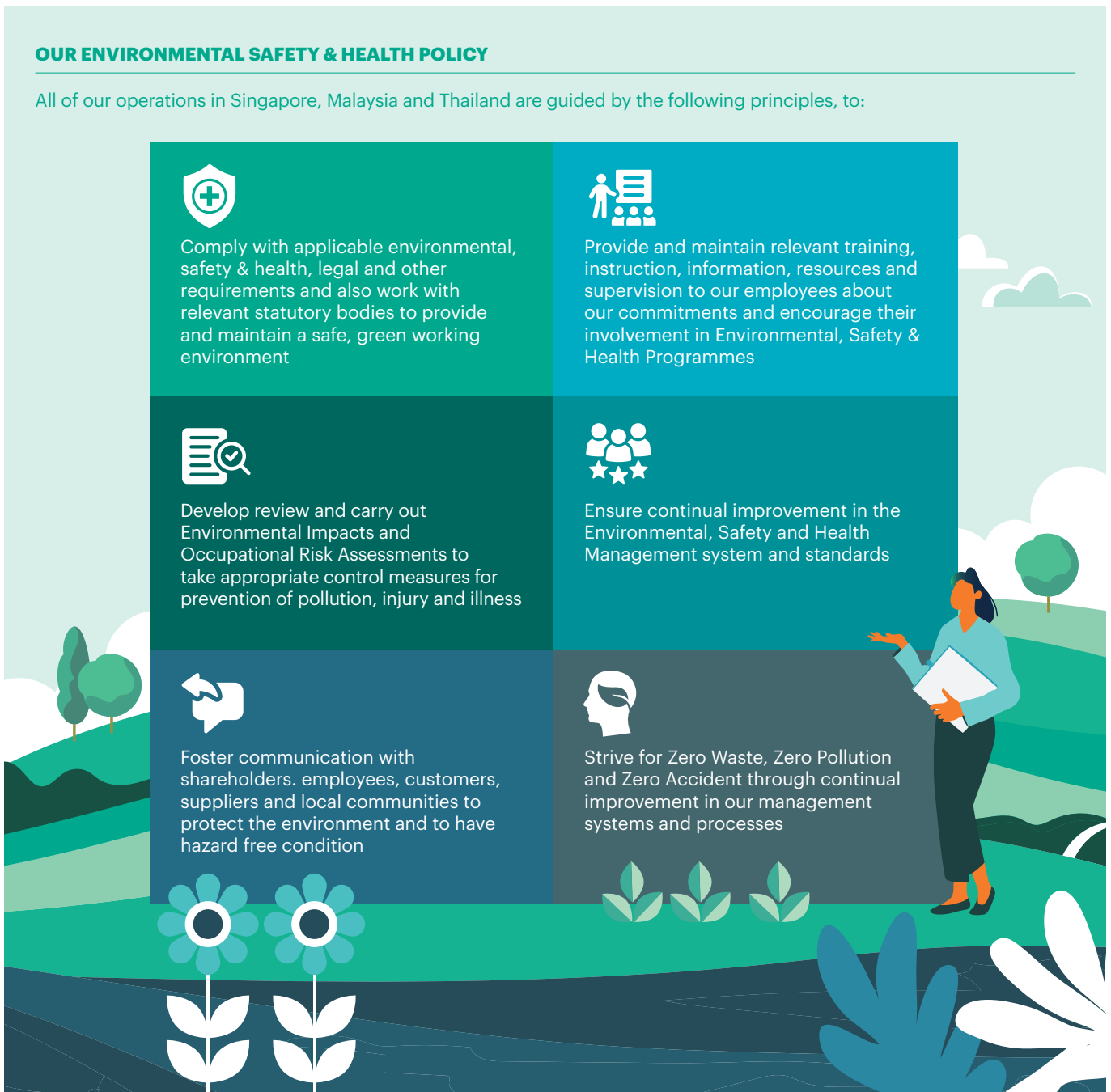
Ensure continual improvement in the Environmental, Safety and Health Management system and standards



Foster communication with shareholders, employees, customers, suppliers and local communities to protect the environment and to have hazard free condition



Strive for Zero Waste, Zero Pollution and Zero Accident through continual improvement in our management systems and processes



ENERGY AND CLIMATE CHANGE

SDGs:

GRI Index:

GRI 302-1, GRI 302-3, GRI 305-1, GRI 305-2, GRI 305-4

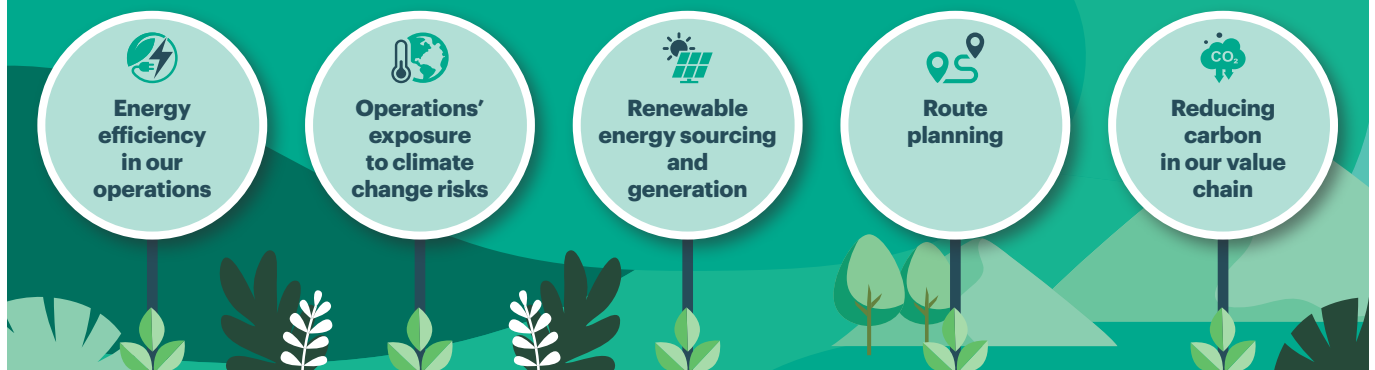


Climate change pressures production processes and introduces climate-related risks, such as raw material price fluctuations and water resource access issues. However, it also offers climate-related opportunities, such as cost savings and meeting consumers' expectations. For a more detailed focus on climate-related risks and opportunities, refer to the 'TCFD and Climate Risk Management' chapter of this Report.

F&N is committed to reducing the energy and GHG emission intensities of our plants, as per our 2025 sustainability targets. We assume the responsibility to minimise our carbon footprint across our value chain.

Approach

F&N's approach is guided by the five principles of the Energy and Climate Change Strategy:



2025 Targets

<p>Target</p> <p>Reduce the Group's energy intensity ratio at our plants (from a 2020 baseline) by 8% by 2025</p>	<p>Performance</p> <p>In FY2024, our energy intensity ratio decreased by 2% from 2020, due to various energy efficiency initiatives at our plants.</p>
<p>Target</p> <p>Reduce the Group's GHG emissions intensity ratio at our plants (from a 2020 baseline) by 8% by 2025</p>	<p>Performance</p> <p>In FY2024, our GHG emissions intensity ratio decreased by 13% from 2020, due to the increased use of renewable energy at our plants.</p>

OPERATIONAL ECO-EFFICIENCY

Performance

GRI 302-1

Energy consumption within the organisation

See 'Performance Summary' section in this Report on pages 78 to 79

GRI 305-1

Direct (scope 1) GHG gas and CO₂ emissions (CO₂e)

See 'Performance Summary' section in this Report on pages 78 to 79

GRI 302-3

Energy intensity ratio

See 'Performance Summary' section in this Report on pages 78 to 79

GRI 305-2

Energy Indirect (scope 2) and CO₂ emissions (CO₂e)

See 'Performance Summary' section in this Report on pages 78 to 79

GRI 305-4

GHG emissions intensity ratio at plants

See 'Performance Summary' section in this Report on pages 78 to 79

Initiatives

ENERGY EFFICIENCY IN OUR OPERATIONS

Enhancing energy efficiency in our operations is both a smart business move and a way to lessen our environmental impact. F&N is committed to expanding our GHG reduction initiatives by boosting energy efficiency across our operations and supply chain.

1. Thailand: F&NDT – Innovative Heat Wave Radiation

We eliminated natural gas usage at one production line at our F&NDT Rojana plant by replacing our gas flame system, for sterilising steel cans, with an innovative heat wave radiation system. This was done by switching to Ultraviolet Germicidal Irradiation ("UVGI"), which uses Ultraviolet-C light to disinfect steel cans, instead of using gas flames, which is generated by burning natural gas at a temperature of 150°C. Regular real time reading and online control of the UVGI heatwave intensity ensures it remains at a level sufficient to effectively sterilise our steel cans, before interlocking the filling machine function and automating it. This reduced F&NDT's natural gas consumption by up to 11%, creating cost savings of about THB 7.4 million (about SGD 290,000), and resulted in around 1,250 MT CO₂e GHG emissions avoided each year.

2. Malaysia: F&NHB – Reduced Energy Used for PET Bottle Dry Blowing

By updating our compressed air PET bottle drying process with Paxton blowers at our F&NHB Shah Alam plant, there was a reduced electricity consumption by about 228,000 kWh annually. This means an estimated cost savings of around MYR 81,000 (about SGD 23,100), and a reduction of GHG emissions by around 133 MT CO₂e per year. The added benefit is that Paxton blowers also generate a lower level of noise.

RENEWABLE ENERGY SOURCING AND GENERATION

Renewable energy sourcing and generation initiatives will be key for our progress toward our 2025 GHG emissions intensity reduction sustainability goals.

1. Singapore, Malaysia and Thailand: FNFS, TPL, F&NHB and F&NDT – Installation of Solar Panels

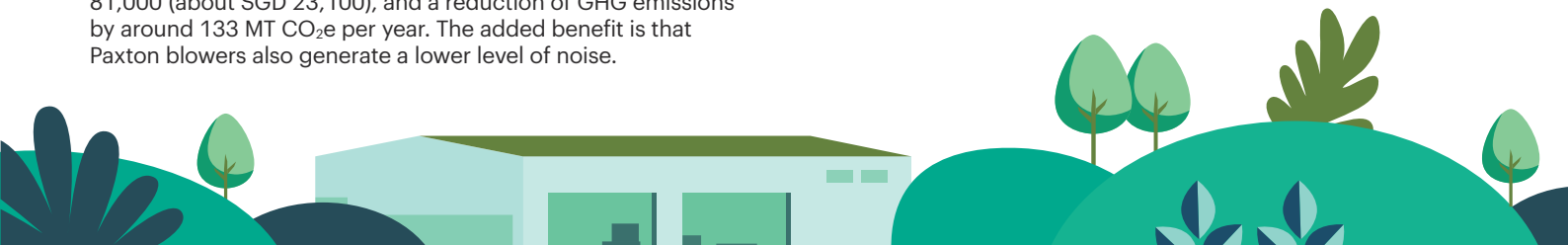
Across the Group's operations in Singapore, Malaysia and Thailand, solar panels are being progressively installed across the rooftops of plants. It is expected to reduce grid electricity usage by over 19 million kWh annually, and result in an estimated 9,700 MT CO₂e GHG emissions avoided each year. Further installations have been planned at our plants in Malaysia in 2025.

ROUTE PLANNING

Optimal route planning can help reduce GHG emissions. In the last few years, we have continued to streamline our distribution networks.

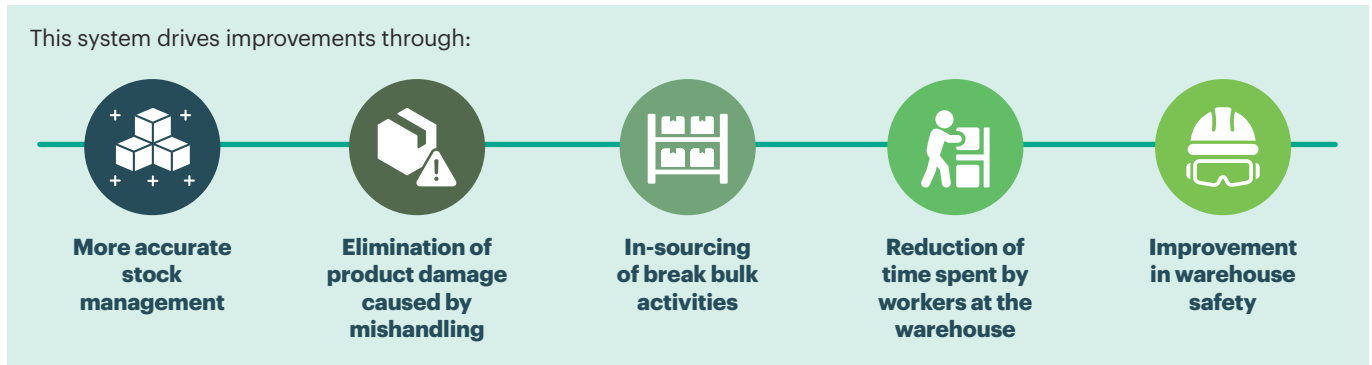
1. Singapore, Malaysia and Thailand: FNFS, F&NHB and F&NDT – Automated Storage and Retrieval System ("ASRS")

F&N has strategically decentralised its distribution network to curtail GHG emissions. This decentralisation aligns with the Total Supply Chain Management (TSCM) principles and extends to logistics management.



One key technological advancement is the ASRS, fully operational in integrated warehouses located in plants in Singapore, Malaysia and Thailand, which has revolutionised our operations by automating processes, allowing for handling higher daily loads. As a result, forklift usage is optimised and substantially reduced, by up to 40%, saving both time and

energy by minimising trips down storage aisles. Another notable benefit of implementing the ASRS is a need for less external warehouses rentals, leading to more than 15% reduction in transportation annually, saving time and energy and contributing to reduced GHG emissions.



LOW CARBON PRODUCT

1. Thailand: F&NDT – CARNATION Extra Non-dairy Half Creamer for Cooking and Baking

The CARNATION Extra Non-dairy Half Creamer for Cooking and Baking (385g) is F&NDT's first low-carbon product certified by Thailand Greenhouse Gas Management Organisation ("TGO"). The product's carbon footprint of 295g CO₂e successfully meets the requirements of the TGO Carbon Footprint Reduction Label scheme. F&N is working towards having more products certified by TGO under the Carbon Footprint Reduction Label scheme.

OPERATIONS EXPOSURE TO CLIMATE CHANGE RISKS

The increasingly visible impacts of climate change around the globe are disrupting societies and businesses. Climate-related risks, from extreme temperatures to floods and drought,

have the potential to interrupt our operations and disrupt our supply chain.

1. Singapore, Malaysia and Thailand: Group – Climate-Related Risks and Opportunities Assessment

In 2022 and 2023, we conducted inaugural climate-related risks and opportunities assessments to identify climate-related physical and transition risks and opportunities and quantify the business impact of three key physical and transition risks. This year, to gain more insight into the potential business impacts of our identified climate-related opportunities, we had continued to conduct a quantitative climate-related opportunity assessment on a key opportunity. For more details, refer to the 'TCFD and Climate Risk Management' chapter of this Report. The outcome would be integrated into the organisation's overall ERM framework and monitored, to drive strategic decisions for managing them.

WATER STEWARDSHIP

GRI Index:
GRI 303-3, GRI 303-4, GRI 303-5

SDGs:

6 CLEAN WATER AND SANITATION

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Reliable supply of water and effective water management is crucial to F&N as water is used extensively in our products and operational processes. With climate change expected to intensify the severity of flooding and water scarcity in the near future, we are committed to responsible water stewardship by managing our water use to safeguard the availability of clean water for local communities in the markets we operate.



OPERATIONAL ECO-EFFICIENCY

Approach

Guided by the F&N ESH Policy and the principles of circular economy, F&N has organised initiatives to increase water security and reduce water consumption. Water-related risks and opportunities are identified and addressed by collaborating with relevant stakeholders to create shared value projects.

To reduce risks towards our water supply, we utilised a range of internal water assessments and have deployed action policies in all our facilities:

- F&N conducted a quantitative climate-related risks assessment to determine potential business impact of water scarcity and flooding on key sites identified with medium to high exposure to them.
- The sustainability team utilises publicly available tools such as the World Resources Institute Aqueduct and World Wildlife Fund Water Risk Filter to evaluate water-stress areas.
- F&N has an established system within all operations for systematic daily and monthly tracking and monitoring of water consumption and effluent quality.

2025 Target

Target

Reduce the Group's water intensity ratio at our plants by 8% from a 2020 baseline by 2025

Performance

In FY2024, our group water intensity ratio increased by 3% because of a lower production volume at some of our plants.



Performance

GRI 303-3 Water withdrawal

See 'Performance Summary' section in this Report on pages 78 – 79

GRI 303-4 Water discharge

See 'Performance Summary' section in this Report on pages 80 – 81

GRI 303-5 Water consumption

See 'Performance Summary' section in this Report on pages 80 – 81

Initiatives

WATER STEWARDSHIP IN OUR OPERATIONS

F&N implemented various water saving initiatives to further improve our water efficiency. Our plant engineers explore closing the loop for our water systems by treating wastewater and using it for general cleaning and cooling purposes. We also collaborate with stakeholders in our value chain to develop water management strategies.

1. Thailand: F&NDT – Innovative Water Recycling System

F&NDT implemented a robust water recycling system at the Rojana plant. The wastewater is treated by utilising Ultra Filtration combined with Reverse Osmosis membrane technology, to achieve drinking water quality, before channelling to the Evaporative Condenser and Cooling Tower for further use. Treated wastewater which does not meet the required quality, kept separate from good quality treated wastewater, is used for watering plants in the garden or transferred to the Rojana industrial park's wastewater treatment plant for further treatment. It is estimated to reduce water consumption by over 83,000 m³ each year, achieving annual cost savings of over THB 1.6 million (over SGD 61,600).

2. Singapore: FNFS – Optimisation of Water Usage in Production Process

FNFS conducted employee education and awareness about water efficiency, and streamlined its operations, such as general cleaning, soya drinks production, Clean-In-Place, Filling and Homogeniser, by modifying equipment and systems and/or updating processes, to optimise water usage. This has resulted in an estimated over 70,000 m³ reduction in water consumption each year, achieving annual cost savings of over SGD 220,000.

WASTE MANAGEMENT

SDGs:

GRI Index:

GRI 306-1, GRI 306-2, GRI 306-3, GRI 306-4,
GRI 306-5, GRI 306-6



To support our commitment to shape a future devoid of waste, we adopt the circular economy approach, aiming to minimise waste and promote a sustainable use of natural resources by repurposing it as input for other processes. Proficient waste management strengthens our resource efficiency and diminishes our environmental footprint, while also allowing for potential cost savings for our business.

collaborate with stakeholders along our supply chain to identify opportunities to embrace circular practices in their operations, working together to achieve resource-efficient practices.

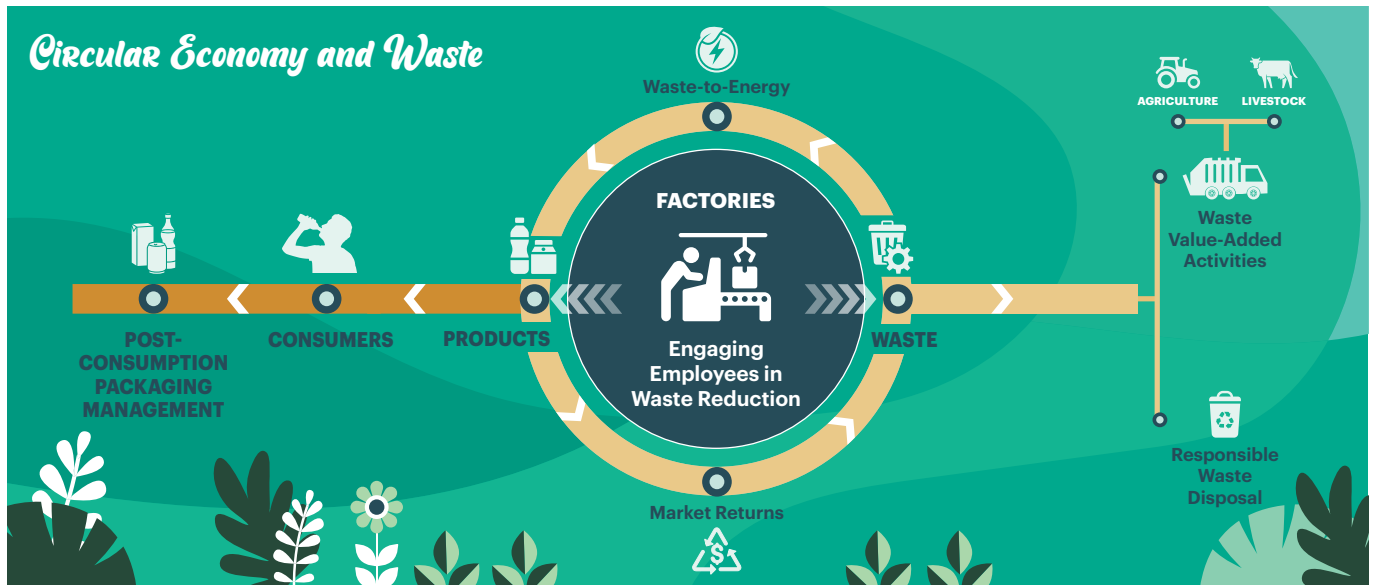
We prioritise environmentally responsible practices for different types of waste, underscoring our commitment to sustainable waste management practices:

- Non-hazardous waste is predominantly recycled to maximise resource utilisation and minimise environmental impact. Those which cannot be recycled are directed towards power plant waste-to-energy facilities, where possible, to contribute to energy recovery and reduce waste to landfill.
- Hazardous waste, though minimal, is properly disposed by licensed waste contractors, adhering to stringent regulatory standards.

Approach

Waste generation occurs at various points within the production process, spanning the supply chain and our operational activities. F&N focuses on efficient waste management by minimising and redirecting our operational waste through applying innovation and discovering opportunities to close the loop in the material cycle. We also

Under our ESH Policy, we promote employee awareness on responsible consumption and the importance of effective waste management across our business activities.



2025 Target

Target

Reduce the solid waste sent to landfill (from a 2020 baseline) by 30% by 2025

Performance

In FY2024, the total solid waste sent to landfill decreased by 33% from a 2020 baseline year due to our sustainable waste management practices.

OPERATIONAL ECO-EFFICIENCY

Performance

GRI 306-3 (2020)
Waste generated

See 'Performance Summary' section in this Report on pages 80 to 81

GRI 306-4 (2020)
Waste diverted to disposal

See 'Performance Summary' section in this Report on pages 80 to 81

GRI 306-5 (2020)
Waste directed to disposal

See 'Performance Summary' section in this Report on pages 82 to 83

Initiatives

OPTIMISING WASTE REDUCTION THROUGH INTERDEPARTMENTAL COLLABORATION

Collaborations across departments are done to enhance product demand and planning to improve product quantity forecasting precision and reduce occurrence of unsold products, ultimately, reducing waste generated. To support this initiative, strategic investments have been made in software tools to facilitate tracking of returned SKU, improve forecast predictions, and offer opportunities for continuous enhancement in demand planning. In addition, support from sales teams, through insights and feedback, is used to refine the forecasting process.

TRANSFORMING MARKET RETURNS INTO COST-EFFECTIVE SOLUTIONS

To address the issue of waste from unrecyclable market returns, FNFS is exploring an initiative to combine these with okara and repurpose it as feed for black soldier fly larvae. Black soldier fly larvae can convert it into a by-product known as frass, which can be used to substitute or supplement commercial fertilisers in agriculture or used in poultry and aquaculture animal feed formulations. This approach is an environmentally responsible and sustainable solution that minimises disposed waste.

PLANT MANAGEMENT - ROAD TO ZERO WASTE TO LANDFILL ("ZERO-LANDFILL")

Of our 13 factories, 5⁶ had achieved zero-landfill. As part of this effort, F&NDT's Rojana and Wang Muang plants and F&NHB's Bentong plant had transformed non-recyclable waste into electricity at a waste-to-energy plant, successfully converting more than 310 MT of waste into over 860,000 kWh of electricity. Today, the F&NDT Rojana and Wang Muang plants have 100% of its waste being effectively managed through waste-to-energy conversion methods.





REDUCING FOOD LOSS AND WASTE IN THE VALUE CHAIN

Food loss and waste is a pressing global concern that significantly impact the pursuit of sustainable development goals, with approximately one-third of food produced worldwide either lost or wasted. It causes critical issues, such as food shortages, water stress, biodiversity depletion, and the exacerbation of GHG emissions, thereby underscoring the urgency of addressing this multifaceted challenge.

F&N aspires to minimise food loss and wastage in our entire value chain through

- Reducing our production waste to landfill by 30% by 2025; and
- Collaborating with our business partners to reduce food loss and waste.

F&NHB established a food loss and waste management framework, drawing inspiration from the Food and Drink Material Hierarchy provided by the United Nations' Food and Agriculture Organisation. They actively engage upstream and downstream partners to explore creative solutions aimed at reducing food loss and redirecting food waste throughout their value chain by prevention, optimisation, recycling, and recovery initiatives.

<p>Raw Materials Upstream</p> 	<ul style="list-style-type: none"> • Work closely with suppliers to ensure raw materials are of set standards and quality. • Track, measure and monitor any losses of raw materials on monthly basis to reduce food loss.
<p>Production Processes Within Our Plants</p> 	<ul style="list-style-type: none"> • Track, measure and monitor manufacturing processes. • Improve food loss management by identifying key categories and waste streams. • Reduce impact from operations by complying with, and going beyond, relevant regulations.
<p>Collaboration with Partners</p> 	<ul style="list-style-type: none"> • Team up with partners to look for innovative programmes/initiatives to reduce food loss or reuse food loss for alternative usage.
<p>Managing Food Surplus Downstream</p> 	<ul style="list-style-type: none"> • Regularly track, measure and monitor any food surpluses in retail. • Channel surplus food to organisations and communities.


Various initiatives have been implemented by F&NHB, including collaborating with partners to re-use food loss, such as transforming sludge into fertilisers, and channeling surplus food to charitable organisations, such as the Yayasan Food Bank Malaysia, Yayasan Bursa Malaysia and The Lost Food Project, to benefit the communities in need.

VALUE CHAIN IMPACTS

Our products have implications that go beyond our immediate operations. Raw materials and ingredients sourced for our products and packaging are all part of our business impact. Packaging and biodiversity are therefore considered material issues to F&N. We strive to mitigate these impacts throughout our value chain by enhancing packaging practices and responsibly sourcing raw materials.

More information can be found in the following sections:

- Packaging
- Biodiversity

PACKAGING	SDG:
GRI Index: GRI 301-1, GRI 301-2	

Sourcing unsustainable packaging materials and improper handling of post-consumer packaging have emerged as significant societal concerns. In regions where we operate, governments introduced environmental policies aimed at encouraging companies to reconsider their packaging production methods. Examples include Thailand's 'Roadmap on Plastic Waste Management', and Malaysia's 'Roadmap towards Zero Single-Use Plastics'. Rethinking packaging enables F&N to support current and future policies of respective governments, and address consumers and stakeholders' concerns. We explore sustainable packaging solutions, focusing on design and materials that allow recyclability and promote circularity.

Approach

F&N develops packaging solutions by investing in innovation, integrating principles of circular economy, and working closely with stakeholders, while making sure to keep our packaging designs environmentally friendly.

F&N's packaging approach is centred around several key objectives:

- Reducing amount of materials used in our packaging
- Increasing use of sustainable packaging materials
- Designing packaging to be recyclable

F&N actively works to find solutions to manage post-consumer packaging. We have partnered other organisations to close the loop and also seek to work with new suppliers that meet our sustainable packaging materials requirements.

F&N develops packaging solutions by investing in innovation, integrating principles of circular economy, and working closely with stakeholders, while making sure to keep our packaging designs environmentally friendly.

2025 Target

Target 25% of beverage and dairy packaging to contain recycled materials by 2025

Performance Average recycled content in our packaging has improved from 22% in FY2020 to 25% in FY2024.

Performance

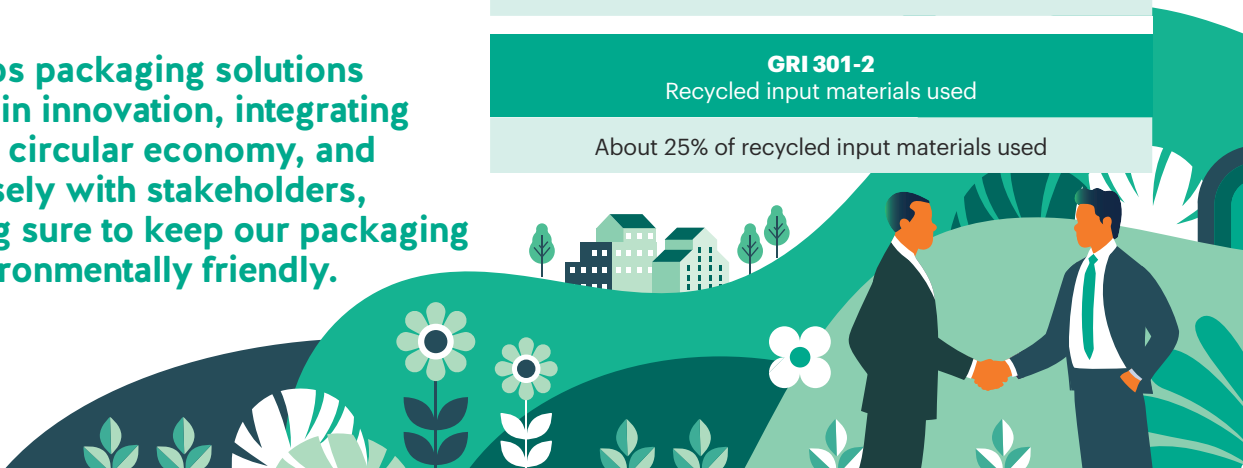
GRI 301-1
Materials used by weight or volume

Over 1.7 million MT of materials used

Note:
1. Materials are sourced from external suppliers
2. Data are sourced from direct measurements

GRI 301-2
Recycled input materials used

About 25% of recycled input materials used



VALUE CHAIN IMPACTS

Initiatives

SUSTAINABLE PACKAGING SOLUTIONS WITH GREEN LAB

Combining Times Printers and Print Lab's expertise and resources, the sustainable packaging business was officially launched under the brand Green Lab in May 2022. Green Lab offers customers sustainable packaging solutions printed with environmentally friendly soy-based printing ink and aims to be Singapore's one-stop eco-solutions provider for business and services alike, supporting them in their quest to meet their ESG objectives.

One example was a key partnership which was signed between Green Lab and Ninja Van Singapore, witnessed by Dr Amy Khor, Senior Minister of State at the Ministry of Sustainability and the Environment. By combining Green Lab's eco-friendly packaging with Ninja Van's logistics expertise, this collaboration streamlines logistics, enhances efficiency and supports merchants' sustainability goals, reducing carbon footprint, waste and environmental impact.

Partnerships to encourage circular economy

Since 2019, F&N spearheaded a joint initiative with the NEA of Singapore to introduce 50 Reverse Vending Machines ("RVMs") across Singapore. The initiative aimed to provide easily available avenues for consumers to deposit selected used plastic bottles and aluminium cans, to encourage

a habit of recycling. This supports the national vision of the Sustainable Singapore Blueprint's goal to increase the national recycling rate to 70% by 2030. As of September 2024, more than 16.5 million aluminium cans and PET bottles have been collected and passed on to recycling facilities.

F&NHB partnered with industry leaders KLEAN, GRAB and Malaysian Research Accelerator for Technology and Innovation, in a pilot project running for nine months, to launch 18 Artificial Intelligence-driven RVMs in strategic locations across the Klang Valley in Malaysia. Each fully operational RVM can also accept plastic food containers, in addition to aluminium cans and PET bottles, for recycling. A certified recycling processor would then collect and recycle the collected packaging into raw materials, such as plastic pallets/flakes, giving them a second life by reusing them in new products, including apparels, furniture fillings and plastic furniture/boxes.

F&N is also part of a consortium, licensed by the NEA of Singapore, BCRS Ltd, tasked with designing and operating Singapore's BCRS, scheduled to launch in April 2026. This scheme aims to increase recycling rate of beverage containers and reduce amount of disposed waste and GHG emissions in Singapore, while raising Singapore consumers' awareness on importance of recycling and encouraging good recycling practices amongst them.



Singapore's Senior Minister of State at the Ministry of Sustainability and the Environment, Dr Amy Khor (center) witnesses the signing of the Memorandum of Understanding between Chief Executive Officer of Green Lab, Mr Muralikrishnan Rangan (far left) and Chief Executive Officer and Co-Founder of Ninja Van Group, Mr Lai Chang Wen (far right). Looking on is Chief Executive Officer of Times Publishing Group, Mr Siew Peng Yim (2nd from left).

BIODIVERSITY

SDG:

GRI Index:
GRI 304-1



A thriving biodiversity, coupled with healthy ecosystems, offers an array of essential benefits to humanity. These encompass the provision of nutrition, habitat, medicinal resources, and even energy sources. The well-being and livelihoods of billions⁷ of people are intricately linked to the prosperity of biodiverse ecosystems.

In recent decades, acceleration in biodiversity loss and ecosystem deterioration was largely driven by overexploitation of resources. Combined with escalating impacts of climate

change, rising demand for resources, and rapid technological advancements, biodiverse ecosystems preservation faces mounting challenges.

At F&N, our operations rely on the natural environment for essential raw materials, such as palm oil, sugar, and paper. Recognising that a decline in biodiverse ecosystems directly impacts our business, we are committed to expanding our efforts beyond sustainable sourcing, and work with our suppliers to safeguard biodiversity in the regions where we operate.

Approach

Our subsidiary, F&NHB, leads the conversation on biodiversity with internal and external stakeholders to develop a direction in biodiversity management. The commitments made in the F&NHB Biodiversity Statement serves as a foundation for their biodiversity initiatives:

- Avoid deforestation in our supply chain.
- Avoid operating and developing in close proximity to nationally, or internationally recognised areas of high biodiversity value, including World Heritage areas, International Union for Conservation of Nature (IUCN) Category I-IV protected areas, RAMSAR Sites and key biodiversity areas.
- In any circumstance where our production sites or a proposed project is located within, or depend upon, areas of high biodiversity value, we will apply the following mitigation hierarchy:

- Avoidance** - Avoid operating and developing in areas of high biodiversity value.
- Minimisation** - Implement measures/initiatives to monitor and minimise impacts on biodiversity from our operations.
- Restoring** - Seek to restore/rehabilitate areas where impacts cannot be prevented.
- Offset** - Consider biodiversity compensation/offsets measures, where there is residual impact

- In managing potential biodiversity risk, we will engage necessary stakeholders, including local authorities and the communities nearby, and ensure appropriate mitigation strategy is developed to minimise impacts to as low as reasonably possible.

This statement is applicable to all current and future F&NHB operational sites.

Initiatives

F&N sources for sustainable palm oil in a bid to contribute to conservation of the ecosystem. As an ordinary member of RSPO, we abide by the RSPO Principles and Criteria 2018 and are committed to sourcing for traceable palm oil that is free from deforestation and conversion through suppliers with a no deforestation, no conversion policy.

We engage our palm oil suppliers to ensure palm oil sourced from them is RSPO certified, sustainable and traceable. Our current palm oil suppliers have *No Deforestation, No Peat, No Exploitation Policies* which they disclose on their websites.



Performance

GRI 304-1

Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.

None of our operational sites are in or adjacent to protected areas and areas of high biodiversity value outside protected areas.

⁷ IPBES (2022). Summary for Policymakers of the Thematic Assessment Report on the Sustainable Use of Wild Species of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services. Fromentin, J.M., Emery, M.R., Donaldson, J., Danner, M.C., Hallosserie, A., Kieling, D., Balachander, G., Barron, E.S., Chaudhary, R.P., Gasalla, M., Halmy, M., Hicks, C., Park, M.S., Parlee, B., Rice, J., Tickin, T., and Tittensor, D. (eds.). IPBES secretariat, Bonn, Germany. <https://doi.org/10.5281/zenodo.6425599>

PERFORMANCE SUMMARY

ECONOMIC PILLAR: RESPONSIBLE BUSINESS FUNDAMENTALS (BETTER BUSINESS)					
GRI Standards	Reference	Unit	FY2021		
			Singapore	Malaysia	Thailand
RESPONSIBLE BUSINESS PRACTICE					
<i>Material Topic: Governance and Ethics</i>					
GRI 205-2 (2016) Communication and training about anti-corruption policies and procedures	Communication				
	F&N Board				
	- Directors				
	Employees				
	- Executive Level				
	- Middle Management				
	- Department Head				
	- Senior Officer				
	- Officer Level				
	Business Partners				
	- Suppliers				
	Training				
	F&N Board				
	- Directors				
Employees					
- Executive Level					
- Middle Management					
- Department Head					
- Senior Officer					
- Officer Level					
<i>Material Topic: Policy and Regulation</i>					
GRI 307-1 (2016) Non-compliance with environmental laws and regulations	Monetary value of significant fines	SGD			
	Non-monetary sanctions				
	Cases brought through dispute resolution mechanisms	case			
GRI 419-1 (2016) Non-compliance with laws and regulations in the social and economic area	Monetary value of significant fines	SGD			
	Non-monetary sanctions				
	Cases brought through dispute resolution mechanisms	case			
RESPONSIBLE SUPPLY CHAIN					
<i>Material Topic: Supply Chain Stewardship</i>					
GRI 204-1 (2016) Proportion of spending on local suppliers	Percentage of local suppliers		76	91	96
	Percentage of purchase value spent on local suppliers	%	31	76	79

Notes for GRI 204-1 (2016):

- Local suppliers refer to suppliers who conduct their businesses within the respective countries where F&N's operations (as covered in this report) are based, namely Singapore, Malaysia and Thailand.

PERFORMANCE SUMMARY

SOCIAL PILLAR: WELL-BEING OF OUR PEOPLE, COMMUNITIES AND SOCIETIES (BETTER SOCIETY)

GRI Standards	Reference	Unit	FY2021				
			Singapore	Malaysia	Thailand		
EMPOWERING OUR PEOPLE							
<i>Material Topic: Human Capital Development</i>							
GRI 401-1 (2016) New employee hires and employee turnover	Total new employee hires	Person	158 (21%)	129 (17%)	457 (61%)		
	- Age under 30 years old		55 (7%)	48 (6%)	293 (39%)		
	- Age between 30 - 50 years old		87 (12%)	71 (10%)	164 (22%)		
	- Age over 50 years old		16 (2%)	10 (1%)	0 (0%)		
	- Male		79 (11%)	84 (11%)	188 (25%)		
	- Female		79 (11%)	45 (6%)	269 (36%)		
	Total employee turnover		261 (21%)	533 (43%)	449 (36%)		
	- Age under 30 years old		82 (7%)	111 (9%)	220 (18%)		
	- Age between 30 - 50 years old		135 (11%)	284 (23%)	216 (17%)		
	- Age over 50 years old		44 (4%)	138 (11%)	13 (1%)		
	- Male		155 (12%)	308 (25%)	191 (15%)		
	- Female		106 (9%)	225 (18%)	258 (21%)		
	GRI 401-3 (2016) Parental Leave		Employees entitled to parental leave	Person	1049	1604	569
			- Male		633	1153	0
- Female		416	451		569		
Employees that took parental leave		9	63		15		
- Male		5	33		0		
- Female		4	30		15		
Employees that returned to work in previous reporting period after parental leave ended		12	63		11		
- Male		8	33		0		
- Female		4	30		11		
Employees that returned to work in current reporting period after parental leave ended		9	63		8		
- Male		5	33		0		
- Female		4	30		8		
Employees that returned to work after parental leave ended that were still employed 12 months after their return to work		12	54		8		
- Male		8	32		0		
- Female		4	22		8		
Return to work rate		%	100		100	53	
- Male			100		100	N.A.	
- Female			100		100	53	
Retention rate	100		86	73			
- Male	100	97	N.A.				
- Female	100	73	73				
GRI 404-1 (2016) Average hours of training per year per employee	Total training hours	Hours	16,724	38,157	18,555		
	- Male	Person	644	1,432	740		
	- Female		441	577	598		
	- Executives		339	722	347		
	- Non-executives		746	1,287	991		
	Average hours of training per employee		15.41	18.99	13.87		
	Average hours of training per Executive across the Group	Hours		26.51			
	Average hours of training per Non-executive across the Group			11.94			

Note for GRI 404-1 (2016) and GRI 404-3 (2016):

1. Data coverage for full-time equivalent employees only

	FY2022			FY2023			FY2024		
	Singapore	Malaysia	Thailand	Singapore	Malaysia	Thailand	Singapore	Malaysia	Thailand
	336 (29%)	259 (22%)	566 (49%)	283 (20%)	715 (49%)	443 (31%)	357 (37%)	456 (44%)	221 (21%)
	155 (13%)	95 (8%)	364 (32%)	123 (9%)	374 (26%)	332 (23%)	113 (12%)	150 (15%)	104 (10%)
	162 (14%)	152 (13%)	202 (17%)	144 (10%)	313 (21%)	111 (8%)	225 (23%)	273 (26%)	117 (11%)
	19 (2%)	12 (1%)	0 (0%)	16 (1%)	28 (2%)	0 (0%)	19 (2%)	33 (3%)	0 (0%)
	225 (19%)	170 (15%)	254 (22%)	183 (13%)	514 (35%)	187 (13%)	212 (22%)	333 (32%)	130 (13%)
	111 (10%)	89 (8%)	310 (27%)	100 (7%)	201 (14%)	256 (18%)	145 (15%)	123 (12%)	91 (9%)
	301 (28%)	350 (32%)	427 (40%)	307 (24%)	513 (39%)	474 (37%)	297 (33%)	423 (45%)	221 (23%)
	103 (9%)	90 (8%)	183 (17%)	100 (8%)	168 (13%)	213 (17%)	94 (10%)	125 (13%)	84 (9%)
	159 (15%)	203 (19%)	228 (21%)	154 (12%)	267 (20%)	242 (19%)	117 (13%)	228 (24%)	122 (13%)
	39 (4%)	57 (5%)	16 (2%)	53 (4%)	78 (6%)	19 (1%)	86 (10%)	70 (7%)	15 (2%)
	106 (10%)	226 (21%)	212 (20%)	199 (16%)	358 (27%)	228 (18%)	176 (19%)	305 (32%)	134 (14%)
	195 (18%)	124 (11%)	215 (20%)	108 (8%)	155 (12%)	246 (19%)	121 (13%)	118 (13%)	87 (9%)
	1056	1766	385	615	1917	271	576	2141	669
	650	1273	0	399	1317	0	264	1346	0
	406	493	385	216	600	271	312	795	669
	15	59	18	34	74	7	87	53	12
	4	39	0	9	47	0	38	33	0
	11	20	18	25	27	7	49	20	12
	16	50	18	26	70	7	49	53	8
	5	30	0	5	44	0	21	33	0
	11	20	18	21	26	7	28	20	8
	15	59	18	18	70	7	48	51	12
	4	39	0	7	44	0	17	31	0
	11	20	18	11	26	7	31	20	12
	16	59	17	29	73	6	60	52	12
	5	39	0	8	46	0	26	33	0
	11	20	17	21	27	6	34	19	12
	100	100	100	53	95	100	55	96	100
	100	100	N.A.	78	94	N.A.	45	94	N.A.
	100	100	100	44	96	100	63	100	100
	100	118	94	112	104	86	122	98	150
	100	130	N.A.	160	105	N.A.	124	100	N.A.
	100	100	94	100	104	86	121	95	150
	13,261	32,363	23,223	10,198	42,210	24,738	10,756	46,107	37,699
	657	1,413	737	654	1,498	509	647	1,769	748
	431	563	596	424	638	633	385	620	668
	286	709	340	311	835	338	270	826	358
	802	1,267	993	767	1,301	1,004	762	1,563	1,058
	12.19	16.38	17.70	9.46	19.76	21.66	10.42	19.30	26.62
		21.11			28.71			35.33	
		13.40			11.24			12.74	

PERFORMANCE SUMMARY

SOCIAL PILLAR: WELL-BEING OF OUR PEOPLE, COMMUNITIES AND SOCIETIES (BETTER SOCIETY)

GRI Standards	Reference	Unit	FY2021		
			Singapore	Malaysia	Thailand
EMPOWERING OUR PEOPLE					
<i>Material Topic: Human Capital Development</i>					
GRI 404-3 (2016) Percentage of employees receiving regular performance and career development reviews	Employees receiving regular performance and career development reviews	%	100	100	100
GRI 405-1 (2016) Diversity and equal opportunity	Total employee breakdown	%	24	45	31
	F&N Board				
	- Male			75	
	- Female			25	
	- Age under 30 years old	%		0	
	- Age between 30 - 50 years old			8	
	- Age over 50 years old			92	
	Male employees				
	- Executive Level		0	0	0
	- Middle Management		1	2	0
	- Department Head	%	1	3	1
	- Senior Officer		2	5	7
	- Officer Level		11	22	9
	Female employees				
	- Executive Level		0	0	0
	- Middle Management		1	1	0
	- Department Head	%	1	2	1
	- Senior Officer		2	5	5
	- Officer Level		6	5	7
	Age under 30 years old				
	- Executive Level		0	0	0
	- Middle Management		0	0	0
	- Department Head	%	0	0	0
	- Senior Officer		1	1	2
	- Officer Level		3	6	7
	Age between 30 - 50 years old				
	- Executive Level		0	0	0
	- Middle Management		1	2	0
	- Department Head	%	2	4	2
	- Senior Officer		2	7	8
	- Officer Level		9	17	7
	Age over 50 years old				
	- Executive Level		0	0	0
	- Middle Management		0	1	0
	- Department Head	%	1	1	0
	- Senior Officer		1	2	1
	- Officer Level		4	4	1
<i>Material Topic: Employee Safety, Health and Well-being</i>					
GRI 403-9 (2018) Work-related injuries	Employees work-related injury rate	incident/million hours	3.57	0.67	0.33
	Non-employees work-related injury rate	incident/million hours	0.00	1.61	0.00
	Work-related Fatalities	incident	0.00	0.00	0.00
	Lost Time Injury Frequency Rate (LTIFR)	incident/million hours	3.57	0.22	0.33
	Group Lost Time Injury Frequency Rate			1.10	

Note for GRI 404-1 (2016) and GRI 404-3 (2016):

1. Data coverage for full-time equivalent employees only

FY2022			FY2023			FY2024		
Singapore	Malaysia	Thailand	Singapore	Malaysia	Thailand	Singapore	Malaysia	Thailand
100	100	100	100	100	100	100	100	100
25	45	30	23	55	22	33	37	30
	75			78			78	
	25			22			22	
	0			0			0	
	8			11			11	
	92			89			89	
0	0	0	0	0	0	0	0	0
1	2	0	1	1	0	1	2	0
1	3	1	1	3	1	1	3	1
1	5	7	3	4	4	3	6	2
12	22	9	9	32	7	14	11	13
0	0	0	0	0	0	0	0	0
1	1	0	1	1	0	1	2	0
1	2	1	2	2	1	2	3	1
2	5	4	5	5	3	4	4	2
6	5	8	2	6	6	6	6	10
0	0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0
1	0	0	0	0	0	0	0	0
1	1	2	2	1	1	1	2	1
4	6	7	2	13	6	4	3	8
0	0	0	0	0	0	0	0	0
1	2	1	1	2	0	1	2	1
1	4	2	1	4	1	2	5	2
2	7	8	4	6	5	4	7	3
9	16	8	6	21	6	11	11	13
1	0	0	0	0	0	0	0	0
1	1	0	1	1	0	1	1	0
1	1	0	1	1	0	1	1	0
1	2	1	2	2	1	2	1	0
4	4	1	3	4	1	4	3	2
2.67	1.70	2.24	6.62	1.63	0.63	7.53	1.90	0.92
8.89	0.34	0.82	0.00	0.00	0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
2.67	1.21	2.24	6.62	1.63	0.63	7.53	1.90	0.92
	1.90			2.46			2.79	

PERFORMANCE SUMMARY

ENVIRONMENT PILLAR: CIRCULARITY AND ENVIRONMENTAL PROTECTION (BETTER PLANET)

GRI Standards	Reference	Unit	FY2021		
			Singapore	Malaysia	Thailand
OPERATIONAL ECO-EFFICIENCY					
<i>Material Topic: Energy, Climate Change</i>					
GRI 302-1 (2016) Energy consumption within the organisation	Total energy consumption within the organisation	'000 MJ	140,028	731,127	405,208
	Fuel consumption from non-renewable fuel sources		140,007	730,192	400,111
	Fuel Type				
	Natural Gas	'000 MJ	8,532	422,674	230,853
	Diesel		39,796	21,446	589
	Liquified Petroleum Gas		0	13,646	21,453
	Gasoline		20,537	0	0
	Fuel Oil		0	0	13,284
	Energy purchased				
	Electricity	'000 MJ	71,142	272,427	133,932
	Steam		0	0	0
	Fuel consumption from renewable fuel sources		20	934	5,097
	Green Electricity		0	0	0
	Solar		20	0	8,021
	Biofuels		0	934	20
	Energy sold				
Solar	'000 MJ	0	0	2,944	
Electricity		0	0	0	
GRI 302-3 (2016) Energy intensity	Production volume	MT	48,484	743,018	372,442
	Total energy intensity ratio	MJ/MT	2,888.12	984.00	1,087.98
	Group total energy intensity ratio			1,096.58	
GRI 305-1 (2016) Direct (Scope 1) GHG emissions (CO₂e)	Total Scope 1 GHG emissions (CO ₂ e)	'000 MT CO ₂ e	5.25	26.06	16.69
GRI 305-2 (2016) Energy indirect (Scope 2) GHG emissions (CO₂e)	Total Scope 2 GHG emissions (CO ₂ e)	'000 MT CO ₂ e	8.07	42.85	21.07
GRI 305-4 (2016) GHG emissions intensity	Total GHG emissions intensity ratio	MT CO ₂ e/MT	0.275	0.093	0.101
	Group total GHG emissions intensity ratio			0.103	
<i>Material Topic: Water Stewardship</i>					
GRI 303-3 (2018) Water withdrawal	Total volume of water withdrawal	MI	309	2,170	778
	Surface water		0	21	23
	Ground water		0	113	267
	Third-Party Water (e.g. municipal water)		309	2,036	487

	FY2022			FY2023			FY2024		
	Singapore	Malaysia	Thailand	Singapore	Malaysia	Thailand	Singapore	Malaysia	Thailand
	133,182	768,429	394,523	131,438	742,165	415,270	133,137	791,133	427,174
	133,162	759,745	385,447	129,741	700,291	400,453	127,055	758,757	404,134
	9,251	436,139	214,817	35,234	409,245	199,435	40,696	443,026	204,764
	57,260	30,639	794	33,098	36,954	852	24,627	31,110	628
	0	14,618	24,204	0	12,586	26,555	0	12,154	26,949
	0	0	0	0	0	0	0	0	0
	0	0	14,251	0	0	37,606	0	0	39,512
	66,651	278,349	131,381	61,409	241,505	136,005	61,732	272,638	132,281
	0	0	0	0	0	0	0	0	0
	20	8,684	9,076	1,697	41,874	14,817	6,083	32,376	23,040
	0	0	0	0	5,256	0	0	0	0
	20	7,341	9,041	2,150	35,243	14,779	6,878	32,526	23,012
	0	1,343	35	0	1,375	38	0	1,363	28
	0	0	0	79	0	0	105	379	0
	0	0	0	374	0	0	691	1,135	0
	43,582	829,575	356,634	35,644	759,478	361,416	32,252	852,822	365,106
	3,055.89	926.29	1,106.24	3,687.47	977.20	1,149.01	4,128.10	935.79	1,170.00
		1,053.95			1,114.42			1,086.64	
	5.10	28.39	15.56	4.49	28.50	16.72	4.73	29.29	16.63
	7.56	43.42	20.67	6.97	37.57	21.40	7.15	42.46	15.71
	0.291	0.087	0.102	0.321	0.087	0.105	0.368	0.085	0.089
		0.098			0.100			0.093	
	287	2,439	752	316	2,216	860	266	2,491	849
	0	0	36	0	28	30	0	43	27
	0	117	260	0	106	271	0	108	269
	287	2,321	455	316	2,082	558	266	2,339	553

PERFORMANCE SUMMARY

ENVIRONMENT PILLAR: CIRCULARITY AND ENVIRONMENTAL PROTECTION (BETTER PLANET)

GRI Standards	Reference	Unit	FY2021		
			Singapore	Malaysia	Thailand
OPERATIONAL ECO-EFFICIENCY					
<i>Material Topic: Water Stewardship</i>					
GRI 303-4 (2018) Water discharged	Total volume of water discharged		248	1,328	291
	Total freshwater (< 1,000 mg/l Total Dissolved Solids) discharge		25	955	291
	Surface water		0	921	60
	Ground water		0	13	0
	Seawater		0	16	0
	Third-Party water treatment and usage	MI	25	4	231
	Total other water (> 1,000 mg/l Total Dissolved Solids) discharge		223	373	0
	Surface water		0	0	0
	Ground water		0	2	0
	Seawater		0	302	0
Third-Party water treatment and usage		223	70	0	
GRI 303-5 (2018) Water consumption	Total volume of water consumed	MI	60	842	487
Water intensity	Water intensity ratio		6.37	2.92	2.09
	Group water intensity ratio	m ³ /MT		2.80	
<i>Material Topic: Waste Management</i>					
GRI 306-3 (2020) Waste generated	Total waste generated	MT	6,516	12,373	2,208
	Waste diverted from disposal				
	Hazardous waste	MT	25	26	5
	Non-hazardous waste		4,935	10,738	2,090
	Waste directed to disposal				
	Hazardous waste	MT	26	44	10
Non-hazardous waste		1,529	1,565	103	
GRI 306-4 (2020) Waste diverted from disposal	Total hazardous waste	MT	25	26	5
	Offsite				
	Preparation for reuse		0	15	5
	Recycling	MT	0	4	0
	Composting (Self-Fertilizer)		0	3	0
	Chemical waste water treatment		25	5	0
	Total non-hazardous waste	MT	4,935	10,738	2,090
	Offsite				
	Preparation for reuse		5	217	0
	Recycling	MT	4,926	5,475	845
Composting (Self-Fertilizer)		4	5,046	1,245	
Chemical waste water treatment		0	0	0	

PERFORMANCE SUMMARY

ENVIRONMENT PILLAR: CIRCULARITY AND ENVIRONMENTAL PROTECTION (BETTER PLANET)

GRI Standards	Reference	Unit	FY2021		
			Singapore	Malaysia	Thailand
OPERATIONAL ECO-EFFICIENCY					
<i>Material Topic: Waste Management</i>					
GRI 306-5 (2020) Waste directed to disposal	Total hazardous waste	MT	26	44	10
	Offsite				
	Landfill		0	2	1
	Incineration (with energy recovery)	MT	26	41	8
	Incineration (without energy recovery)		1	1	0
	Total non-hazardous waste	MT	1,529	1,565	103
	Offsite				
	Landfill		0	1,565	18
	Incineration (with energy recovery)	MT	0	0	86
	Incineration (without energy recovery)		1,529	0	0
Solid waste intensity	Solid waste incinerated, disposed or sent to landfill	'000 kg	1,530	1,568	19
	Solid waste intensity ratio	kg/MT	31.56	2.11	0.05
	Group solid waste intensity ratio			2.68	
Solid waste recycled	Solid waste reused, recycled or recovered	'000 kg	4,986	10,805	2,188
	Solid waste recycled	%	77	87	99
VALUE CHAIN IMPACTS					
<i>Material Topic: Packaging</i>					
GRI 301-1 (2016) Materials used by weight or volume	Materials used to produce and package primary products and services	'000 MT	72	935	608
	Renewable		72	895	566
	Non-renewable		0	39	42
GRI 301-2 (2016) Recycled input materials used[^]	Recycled input materials used to manufacture products and services	%	9	25	16

[^] Data for Packaging materials only

Notes for GRI 302-1 (2016) and GRI 302-3 (2016):

1. There is no heating, cooling and steam sold
2. The data on natural gas and electricity consumption is collected through meter readings and converted to MJ through standard conversion values
3. Energy intensity ratio is calculated based on the total amount of energy consumed (in megajoule, MJ) per metric tonne of product (MT)
4. Energy intensity ratio is for energy consumed within F&N only
5. Natural Gas, Diesel, Fuel Oil, Gasoline, Liquefied Petroleum Gas, Biofuels, Solar and Electricity are included in the energy intensity ratio
6. Excludes trial and commissioning data from F&NHB Shah Alam plant

Notes for GRI 303-3 (2018), GRI 303-5 (2018) and Water intensity:

1. Water withdrawal is not from areas with high water stress
2. All our withdrawn water is freshwater (<1,000 mg/l Total Dissolved Solids)
3. Excludes trial and commissioning data from F&NHB Shah Alam plant

	FY2022			FY2023			FY2024		
	Singapore	Malaysia	Thailand	Singapore	Malaysia	Thailand	Singapore	Malaysia	Thailand
	45	25	5	49	50	10	44	186	6
	0	2	1	0	8	0	0	135	1
	44	22	3	49	42	10	44	45	5
	1	1	1	0	1	0	0	5	0
	1,397	1,762	225	2,485	1,464	505	1,655	903	311
	0	1,762	102	0	1,464	136	0	903	0
	252	0	123	2,485	0	369	1,655	0	311
	1,146	0	0	0	0	0	0	0	0
	1,147	1,765	104	0	1,472	136	0	1,044	1
	26.31	2.13	0.29	0.00	1.94	0.38	0.00	1.22	0.00
		2.45			1.39			0.84	
	4,939	10,249	1,189	7,141	9,071	3,105	6,258	11,159	3,191
	81	85	92	100	86	96	100	91	100
	59	1,299	559	89	1,203	742	77	1,051	589
	59	1,246	516	87	1,153	700	76	999	546
	0	53	43	1	50	42	1	52	43
	8	25	20	4	27	24	2	27	24

Notes for GRI 305-1 (2016), GRI 305-2 (2016) and GRI 305-4 (2016):

- CO₂e emissions are estimated based on the conversion factors from 2006 Intergovernmental Panel on Climate Change (“IPCC”) Guidelines for National Greenhouse Gas Inventories, Institute for Global Environmental Strategies List of Grid Emission Factors v11.4 and Thailand Ministry of Energy Energy Policy and Planning Office using the location-based method
- CO₂, CH₄ and N₂O is included in the calculation of the GHG emissions
- There is no biogenic CO₂ emissions generated from the combustion of biomass
- The base year for the calculations is 2020. It was chosen as the baseline year for the F&N 2025 targets in order to track the performance against the targets over the years
- The Global Warming Potential (“GWP”) value for a time horizon of 100 years based on the IPCC Fifth Assessment Report: Working Group I Report “Climate Change 2013: The Physical Science Basis” (chapter 8) is used in the calculation
- Operational control method is used for the consolidation approach of emissions
- GHG emissions intensity ratio is calculated based on the total amount of CO₂e generated (in metric tonne, MT) per metric ton of product (MT)
- Direct (scope 1) and energy indirect (scope 2) emissions are included in the calculation of the GHG emissions intensity ratio
- CO₂, CH₄ and N₂O is included in the calculation of the GHG emissions intensity ratio
- Excludes trial and commissioning data from F&NHB Shah Alam plant

INDEPENDENT ASSURANCE STATEMENT



LRQA Independent Assurance Statement Relating to Fraser and Neave, Limited's data for selected GRI indicators for the fiscal year 2024 (1st October 2023 – 30th September 2024)

This Assurance Statement has been prepared for Fraser and Neave, Limited in accordance with our contract but is intended for the readers of this Report.

Terms of engagement

LRQA Thailand (Limited) was commissioned by Fraser and Neave, Limited (F&N), to provide independent assurance on its selected GRI indicators ("the data") against the assurance criteria below to a limited level of assurance and at the materiality of the professional judgement of the verifier using LRQA's verification procedure. LRQA's verification procedure is based on current best practice, is in accordance with ISAE 3000¹ and uses the following principles of - inclusivity, materiality, responsiveness and reliability of performance data.

Our assurance engagement covered F&N's operations and activities only in Malaysia, Singapore and Thailand specifically the following requirements:

- Confirming whether the selected economic, environmental and social indicators below were compiled with reference to GRI's Standard 2021.
- Evaluating the reliability of data and information for only the selected environmental and social indicators listed below:

Economic

- GRI 201-1 Direct economic value generated and distributed (Community investment)

Environmental

- GRI 302-1 Energy consumption within the organization
- GRI 302-3 Energy intensity
- GRI 303-3 (2018 edition) Water withdrawal
- GRI 303-4 (2018 edition) Water discharge
- GRI 303-5 (2018 edition) Water consumption
- GRI 305-1 Direct (Scope 1) GHG emissions
- GRI 305-2 Energy indirect (Scope 2) GHG emissions
- GRI 305-4 GHG emissions intensity
- GRI 306-3 (2020 edition) Waste generated
- GRI 306-4 (2020 edition) Waste diverted from disposal
- GRI 306-5 (2020 edition) Waste directed to disposal

Social

- GRI 403-8 (2018 edition) Workers covered by an occupational health and safety management system
- GRI 403-9 (2018 edition) Work-related injuries
- GRI 403-10 (2018 edition) Work-related ill health
- GRI 404-1 Average hours of training per year per employee
- GRI 404-3 Percentage of employees receiving regular performance and career development reviews
- GRI 413-1 Operations with local community engagement, impact assessments, and development programs

Our assurance engagement excluded the data and information of F&N's suppliers, contractors and any third parties mentioned in the report.

LRQA's responsibility is only to F&N. LRQA disclaims any liability or responsibility to others as explained in the end footnote. F&N's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of F&N.

¹ GHG quantification is subject to inherent uncertainty.



LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that F&N has not, in all material respects:

- Met the requirements above
- Disclosed reliable performance data and information as no errors or omissions were detected

The opinion expressed is formed on the basis of a limited level of assurance and at the materiality of the professional judgement of the verifier.

Note: The extent of evidence-gathering for a limited assurance engagement is less than for a reasonable assurance engagement. Limited assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

LRQA's approach

LRQA's assurance engagements are carried out in accordance with our verification procedure. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Auditing F&N's data management systems to confirm that there were no significant errors, omissions or misstatements in the data. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification. We also spoke with those key people responsible for compiling the data and drafting the report.
- Sampling selected GRI indicators at F&NHB plants (Matang) in Malaysia and (Wang Muang) in Thailand. We also reviewed how these selected GRI indicators from the operations in Malaysia, Singapore and Thailand were consolidated into the final reported data.

Observations

Further observations and findings, made during the assurance engagement, are:

- **Reliability:** Data management systems are established and centralized for the data and information collection and calculation associated with the selected GRI indicators. However, we believe that the periodic internal verification will help improving the quality and reliability of data reported in the future, typically for reporting of water and waste management performance.

LRQA's standards, competence and independence

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only work undertaken by LRQA for F&N and as such does not compromise our independence or impartiality.

Dated: 24th November 2024

A handwritten signature in black ink, appearing to read 'Opart Charuratana'.

Opart Charuratana
LRQA Lead Verifier

On behalf of LRQA (Thailand) Limited
No. 252/123 (C), Muang Thai – Phatra Complex Tower B,
26th floor, Ratchadaphisek Road, Huay Kwang, Bangkok, 10310, THAILAND

LRQA reference: BGK00001076/B

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GRI STANDARDS

2021 CONTENT INDEX

GRI Standards 2021 Content Index				
UNIVERSAL STANDARDS				
Topic	GRI Disclosure Number	GRI Disclosure Title	Reference section / Reasons for Omission	Reference Page
GRI 2: General Disclosures 2021				
The organization and its reporting practices	2-1	Organisational details	This Is F&N	Pages 10 – 11
	2-2	Entities included in the organization's sustainability reporting	About This Report	Pages 08, 09
	2-3	Reporting period, frequency and contact point	Reporting Framework	Pages 08, 09
	2-4	Restatements of information	Boundary and Scope of this Report	No restatement of information from previous reporting.
	2-5	External Assurance	Independent Assurance Statement	Pages 84 – 85
Activities and workers	2-6	Activities, value chain and other business relationships	<ul style="list-style-type: none"> This Is F&N Our Business Model 	Pages 10 – 13
	2-7	Employees	<ul style="list-style-type: none"> This Is F&N Human Capital 	Pages 10, 54
	2-8	Workers who are not employees	Information incomplete.	
Governance	2-9	Governance structure and composition	This information is available in our Annual Report.	
	2-10	Nomination and selection of the highest governance body	This information is available in our Annual Report.	
	2-11	Chair of the highest governance body	This information is available in our Annual Report.	
	2-12	Role of the highest governance body in overseeing the management of impacts	<ul style="list-style-type: none"> Board Statement Governance and Ethics 	Pages 02 – 03, 33
	2-13	Delegation of responsibility for managing impacts	<ul style="list-style-type: none"> Board Statement Governance and Ethics 	Pages 02 – 03, 33
	2-14	Role of the highest governance body in sustainability reporting	<ul style="list-style-type: none"> Board Statement Governance and Ethics 	Pages 02 – 03, 33
	2-15	Conflicts of interest	This information is available in our Annual Report.	
	2-16	Communication of critical concerns	This information is available in our Annual Report.	
	2-17	Collective knowledge of the highest governance body	Policy and Regulation	Page 36
	2-18	Evaluation of the performance of the highest governance body	This information is available in our Annual Report.	
	2-19	Remuneration policies	This information is available in our Annual Report.	
2-20	Process to determine remuneration	This information is available in our Annual Report.		
2-21	Annual total compensation ratio	Not disclosed due to confidentiality constraints.		

GRI Standards 2021 Content Index				
UNIVERSAL STANDARDS				
Topic	GRI Disclosure Number	GRI Disclosure Title	Reference section / Reasons for Omission	Reference Page
Strategy, policies and practices	2-22	Statement on sustainable development strategy	Board Statement	Pages 02 – 03
	2-23	Policy commitments	Policy and Regulation	Pages 35 – 36
	2-24	Embedding policy commitments	Policy and Regulation	Pages 35 – 36
	2-25	Processes to remediate negative impacts	Human Rights	Page 53
	2-26	Mechanisms for seeking advice and raising concerns	Governance and Ethics	Page 35
	2-27	Compliance with laws and regulations	Policy and Regulations	Pages 35 – 36
	2-28	Membership associations	Partnerships, Memberships & Certifications	Page 30
Stakeholder engagement	2-29	Approach to stakeholder engagement	Working with our Stakeholders	Pages 30 - 31
	2-30	Collective bargaining agreements	We have a strong commitment to transparent dialogue. In FY2024, over 21% of our employees were covered by collective bargaining agreements.	
TOPIC STANDARDS				
GRI 3: Material Topics 2021				
Disclosures on material topics	3-1	Process to determine material topics	Materiality Assessment Methodology	Page 14
	3-2	List of material topics	Materiality Assessment Methodology	Pages 15 – 17
Introduction to Economic Pillar				
Introduction to Economic Pillar	3-3	Management of material topics	Introduction to Economic Pillar	Page 32
Responsible Business Practice				
Responsible Business Practice	3-3	Management of material topics	Responsible Business Practice	Page 33
Governance and Ethics	3-3	Management of material topics	Governance and Ethics	Pages 33 – 35
	205-1	Operations assessed for risks related to corruption	Governance and Ethics	Page 35
	205-2	Communication and training about anti-corruption policies and procedures	Performance Summary	Pages 72 – 73
	205-3	Confirmed incidents of corruption and actions taken	Governance and Ethics	Pages 35
	405-1	Diversity and equal opportunity	<ul style="list-style-type: none"> Human Capital Performance Summary 	Pages 55, 76 – 77
Policy and Regulation	3-3	Management of material topics	Policy and Regulation	Pages 35 – 36
Economic Performance	3-3	Management of material topics	Economic Performance	Page 37
	201-1	Direct economic value generated and distributed	Economic Performance	Page 37

GRI STANDARDS

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TOPIC STANDARDS				
Topic	GRI Disclosure Number	GRI Disclosure Title	Reference section / Reasons for Omission	Reference Page
Responsible Product Stewardship				
Responsible Product Stewardship	3-3	Management of material topics	Responsible Product Stewardship	Page 38
Product Quality and Safety	3-3	Management of material topics	Product Quality and Safety	Pages 38 – 39
Product and Service Labelling	3-3	Management of material topics	Product and Service Labelling	Pages 39 – 40
	417-1	Requirements for products and service information and labelling	Product and Service Labelling	Page 40
	417-2	Incidents of non-compliance concerning product and service information and labelling	Product and Service Labelling	Page 40
	417-3	Incidents of non-compliance concerning marketing communications	Product and Service Labelling	Page 40
Innovation	3-3	Management of material topics	Innovation	Pages 40 – 42
Responsible Supply Chain				
Responsible Supply Chain	3-3	Management of material topics	Responsible Supply Chain	Page 43
Supply Chain Stewardship	3-3	Management of material topics	Supply Chain Stewardship	Pages 43 – 45
	204-1	Proportion of spending on local suppliers	<ul style="list-style-type: none"> Supply Chain Stewardship Performance Summary 	Pages 43, 72 – 73
	308-1	New suppliers that were screened using environmental criteria	Supply Chain Stewardship	Page 43
	414-1	New suppliers that were screened using social criteria	Supply Chain Stewardship	Page 43
Introduction to Social Pillar				
Introduction to Social Pillar	3-3	Management of material topics	Introduction to Social Pillar	Page 46
Creating Value For Society				
Creating Value For Society	3-3	Management of material topics	Creating Value For Society	Page 47
Nutrition	3-3	Management of material topics	Nutrition	Pages 47 – 49
	416-1	Assessment of health and safety impacts of product and service categories	Nutrition	Page 48
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Nutrition	Page 48
Community Development and Inclusive Growth	3-3	Management of material topics	Community Development and Inclusive Growth	Pages 49 – 50
	413-1	Operations with local community engagement, impact assessments, and development programs	Community Development and Inclusive Growth	Page 49
Human Rights	3-3	Management of material topics	Human Rights	Pages 51 – 54
	412-1	Operations that have been subject to human rights reviews or impact assessments	Human Rights	Page 54

GRI Standards 2021 Content Index				
TOPIC STANDARDS				
Topic	GRI Disclosure Number	GRI Disclosure Title	Reference section / Reasons for Omission	Reference Page
Empowering Our People				
Empowering Our People	3-3	Management of material topics	Empowering Our People	Page 54
Human Capital Development	3-3	Management of material topics	Human Capital Development	Pages 54 – 59
	401-1	New employee hires and employee turnover	<ul style="list-style-type: none"> Human Capital Development Performance Summary 	Pages 59, 74 – 75
	401-2	Benefits provided to full time employees that are not provided to temporary or part-time employees	Human Capital Development	Page 56
	401-3	Parental Leave	<ul style="list-style-type: none"> Human Capital Development Performance Summary 	Pages 59, 74 – 75
	404-1	Average hours of training per year per employee	<ul style="list-style-type: none"> Human Capital Development Performance Summary 	Pages 59, 74 – 75
	404-2	Programs for upgrading employee skills and transition assistance programs	Human Capital Development	Page 57
	404-3	Percentage of employees receiving regular performance and career development reviews	<ul style="list-style-type: none"> Human Capital Development Performance Summary 	Pages 59, 76 – 77
	405-1	Diversity and equal opportunity	<ul style="list-style-type: none"> Human Capital Development Performance Summary 	Pages 59, 76 – 77
Employee Safety, Health and Well-being	3-3	Management of material topics	Employee Safety, Health and Well-being	Pages 59 – 60
	403-1	Occupational health and safety management system	Employee Safety, Health and Well-being	Page 60
	403-2	Hazard identification, risk assessment, and incident investigation	Employee Safety, Health and Well-being	Page 60
	403-3	Occupational health services	Employee Safety, Health and Well-being	Page 60
	403-4	Worker participation, consultation, and communication on occupational health and safety	Employee Safety, Health and Well-being	Page 60
	403-5	Worker training on occupational health and safety	Employee Safety, Health and Well-being	Page 60
	403-6	Promotion of worker health	Employee Safety, Health and Well-being	Page 60
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee Safety, Health and Well-being	Page 60
	403-8	Workers covered by an occupational health and safety management system	Employee Safety, Health and Well-being	Page 60
	403-9	Work-related injuries	<ul style="list-style-type: none"> Employee Safety, Health and Well-being Performance Summary 	Pages 60, 76 – 77
403-10	Work-related ill health	Employee Safety, Health and Well-being	Page 60	

GRI STANDARDS

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GRI Standards 2021 Content Index				
TOPIC STANDARDS				
Topic	GRI Disclosure Number	GRI Disclosure Title	Reference section / Reasons for Omission	Reference Page
Introduction to Environment Pillar				
Introduction to Environment Pillar	3-3	Management of material topics	Introduction to Environment Pillar	Page 61
Operational Eco-efficiency				
Operational Eco-efficiency	3-3	Management of material topics	Operational Eco-efficiency	Page 62
Energy and Climate Change	3-3	Management of material topics	Energy and Climate Change	Pages 63 – 65
	302-1	Energy consumption within the organisation	<ul style="list-style-type: none"> Energy and Climate Change Performance Summary 	Pages 64, 78 – 79
	302-3	Energy intensity	<ul style="list-style-type: none"> Energy and Climate Change Performance Summary 	Pages 64, 78 – 79
	305-1	Direct (Scope 1) GHG emissions (CO ₂ e)	<ul style="list-style-type: none"> Energy and Climate Change Performance Summary 	Pages 64, 78 – 79
	305-2	Energy indirect (Scope 2) GHG emissions (CO ₂ e)	<ul style="list-style-type: none"> Energy and Climate Change Performance Summary 	Pages 64, 78 – 79
	305-4	GHG emissions intensity	<ul style="list-style-type: none"> Energy and Climate Change Performance Summary 	Pages 64, 78 – 79
Water Stewardship	3-3	Management of material topics	Water Stewardship	Pages 65 – 66
	303-1	Interactions with water as a shared resource	Water Stewardship	Pages 65 – 66
	303-2	Management of water discharge related impacts	Water Stewardship	Pages 65 – 66
	303-3	Water Withdrawal	<ul style="list-style-type: none"> Water Stewardship Performance Summary 	Pages 66, 78 – 79
	303-4	Water discharged	<ul style="list-style-type: none"> Water Stewardship Performance Summary 	Pages 66, 80 – 81
	303-5	Water consumption	<ul style="list-style-type: none"> Water Stewardship Performance Summary 	Pages 66, 80 – 81

GRI Standards 2021 Content Index				
TOPIC STANDARDS				
Topic	GRI Disclosure Number	GRI Disclosure Title	Reference section / Reasons for Omission	Reference Page
Waste Management	3-3	Management of material topics	Waste Management	Pages 67 – 68
	306-1	Waste generation and significant waste-related impacts	Waste Management	Pages 67 – 68
	306-2	Management of significant waste-related impacts	Waste Management	Pages 67 – 68
	306-3	Waste generated	<ul style="list-style-type: none"> Waste Management Performance Summary 	Pages 68, 80 – 81
	306-4	Waste diverted from disposal	<ul style="list-style-type: none"> Waste Management Performance Summary 	Pages 68, 80 – 81
	306-5	Waste directed to disposal	<ul style="list-style-type: none"> Waste Management Performance Summary 	Pages 68, 82 – 83
Value Chain Impacts				
Value Chain Impacts	3-3	Management of material topics	Value Chain Impacts	Page 69
Packaging	3-3	Management of material topics	Packaging	Pages 69 – 70
	301-1	Materials used by weight or volume	<ul style="list-style-type: none"> Packaging Performance Summary 	Pages 69, 82 – 83
	301-2	Recycled input materials used	<ul style="list-style-type: none"> Packaging Performance Summary 	Pages 69, 82 – 83
Biodiversity	3-3	Management of material topics	Biodiversity	Page 71
	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Biodiversity	Page 71

UN GLOBAL COMPACT CONTENT INDEX

Core Value	Global Compact Principle	Our Corresponding Written Commitment	Reference
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.	Human Rights Policy	'Human Rights' chapter (Pages 51 – 54)
	Principle 2: Businesses should make sure that they are not complicit in human rights abuses.		
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Human Rights Policy	'Human Rights' chapter (Pages 51 – 54) 'Human Capital Development' chapter (Pages 54 – 59)
	Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour.		
	Principle 5: Businesses should uphold the effective abolition of child labour.		
	Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.		
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges.	Environment, Health & Safety Policy	'Operational Eco-efficiency' chapters (Pages 62 – 68) 'Value Chain Impacts' chapters (Pages 69 – 71)
	Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.		
	Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.		
Anti-corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Anti-Bribery & Anti-Corruption Policy	'Governance & Ethics' chapter (Pages 33 – 35)

TCFD CONTENT INDEX

TCFD Recommendation	Relevant Chapter
Governance - Disclose the organisation's governance of climate-related risks and opportunities.	
a) Describe the board's oversight of climate-related risks and opportunities	TCFD – Governance (Pages 24 – 25)
b) Describe management's role in assessing and managing climate-related risks and opportunities	TCFD – Governance (Pages 24 – 25)
Strategy - Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where such information is material.	
a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	TCFD – Strategy (Pages 26 – 30)
b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning	TCFD – Strategy (Pages 26 – 30)
c) Describe the resilience of the organisation's strategy, taking into consideration different climate related scenarios, including a 2°C or Lower scenario.	TCFD – Strategy (Pages 26 – 30)
Risk Management - Disclose how the organisation identifies, assesses, and manages climate-related risks	
a) Describe the organisation's processes for identifying and assessing climate-related risks	TCFD – Risk Management (Page 30)
b) Describe the organisation's processes for managing climate-related risks	TCFD – Risk Management (Page 30)
c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management	TCFD – Risk Management (Page 30)
Metrics & Targets - Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	
a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	<ul style="list-style-type: none"> • Performance Summary (Pages 78 – 79) • Energy & Climate Change (Pages 63 – 65)
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks	<ul style="list-style-type: none"> • Performance Summary (Pages 78 – 79) • Energy & Climate Change (Pages 63 – 65)
c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	TCFD – Metrics & Targets (Pages 30 – 31)

SGX METRIC INDEX

Topic	Metrics	Unit	GRI Framework mapping	Reference
Environmental				
Greenhouse Gas Emissions ("GHG")	Absolute emissions	MT CO ₂ e	GRI 305-1, GRI 305-2	Pages 78 – 79
	Emissions intensity	MT CO ₂ e/MT	GRI 305-4	Pages 78 – 79
Energy Consumption	Total energy consumption	MJ	GRI 302-1	Pages 78 – 79
	Energy consumption intensity	MJ/MT	GRI 302-3	Pages 78 – 79
Water Consumption	Total water consumption	MI	GRI 303-5	Pages 80 – 81
	Water consumption intensity	m ³ /MT	N.A.	1.30
Waste Generation	Total waste generated	MT	GRI 306-3	Pages 80 – 81
Social				
Gender Diversity	Current employees by gender	%	GRI 405-1	Pages 76 – 77
	New hires and turnover by gender	%	GRI 401-1	Pages 74 – 75
Age-Based Diversity	Current employees by age groups	%	GRI 405-1	Pages 76 – 77
	New hires and turnover by age groups	%	GRI 401-1	Pages 74 – 75
Employment	Total turnover	Number and %	GRI 401-1	Pages 74 – 75
	Total number of employees	Number	N.A.	Over 7,300 employees across F&N Group
Development & Training	Average training hours per employee	Hours/No. of employees	GRI 404-1	Pages 74 – 75
	Average training hours per employee by gender	Hours/No. of employees	GRI 404-1	Page 58
Occupational Health & Safety	Fatalities	Number of cases	GRI 403-9	Pages 76 – 77
	High-consequence injuries	Number of cases	GRI 403-9	Page 60
	Recordable injuries	Number of cases	GRI 403-9	Page 60
	Recordable work-related ill health cases	Number of cases	GRI 403-10	Page 60
Governance				
Board Composition	Board independence	%	GRI 102-22	55
	Women on the Board	%	GRI 102-22, GRI 405-1	Pages 76 – 77
Management Diversity	Women in the management team	%	GRI 102-22, GRI 405-1	Page 55
Ethical Behaviour	Anti-corruption disclosures	Number	GRI 205-1, GRI 205-2	Pages 35, 72 – 73
	Anti-corruption training for employees	Number and %	GRI 205-2	Pages 72 – 73
Certifications	List of relevant certifications	List	N.A.	Page 38
Alignment with Framework	Alignment with frameworks and disclosure practices	GRI	N.A.	Page 08
Assurance	Assurance of Sustainability Report	External	N.A.	Pages 84 – 85

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