



Food Empire

SUSTAINABLY

Food Empire Sustainability Report 2025

READY

Charting
Sustainable

2024 POSSIBILITIES

for the
FUTURE

Food Empire approaches it with focus.
Building today with long-term impact in mind.
Shaping tomorrow with innovations for the generations to come

SUSTAINABLY READY

The future is taking shape through new technologies, evolving ideas, and emerging possibilities. At Food Empire, we prepare for this future by building the right capabilities today — staying focused, adaptable, and grounded in what we do best.

Download a copy of the Sustainability Report 2025 now!
 Or visit: foodempire.listedcompany.com/ar.html



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BOARD STATEMENT

The Board of Directors (the “**Board**”) is pleased to present the annual Sustainability Report of Food Empire Holdings Limited (“**Food Empire**” or together with its subsidiaries, “**the Group**”) for the financial year ended 31 December 2025 (“FY2025”). The report highlights the Group’s efforts and achievements in environmental, social, and governance (“**ESG**”) performance.

In FY2025, Food Empire continued to make progress toward our sustainability goals, and we are proud to have met all our sustainability targets for the year. The Board will maintain oversight of the Group’s ESG impacts and climate-related risks and opportunities by ensuring the establishment and implementation of appropriate policies and processes.

As part of our ongoing efforts to maintain transparency in our climate-related disclosures, Food Empire has begun aligning with the climate disclosure standards issued by the International Financial Reporting Standards International Sustainability Standards Board (“**IFRS ISSB**”). As this is our first year of applying IFRS ISSB, we have conducted a preliminary gap assessment against IFRS ISSB climate-related disclosures. We will align our disclosures with the IFRS ISSB standards in phases, with a focus on the governance, strategy, and risk management pillars in this Report.

The Board bears collective responsibility for the long-term success of the company, which encompasses setting strategic and business objectives centred on sustainability. Furthermore, the Board retains ultimate responsibility for Food Empire’s sustainability reporting. It has reviewed and approved the material ESG factors identified by the Sustainability Steering Committee (“**SSC**”) in FY2025. The Board remains steadfast in its commitment to ensuring that critical sustainability matters are continuously monitored and effectively managed, with annual updates from the SSC. The Board remains dedicated to working alongside its management to foster sustainable growth and deliver long-term value for all our stakeholders.

ABOUT FOOD EMPIRE HOLDINGS LIMITED

A TRUSTED LEADER IN THE GLOBAL F&B MARKETS

SGX Mainboard-listed Food Empire Holdings Limited ("**Food Empire**" or together with its subsidiaries, the "**Group**") is a multinational food and beverage manufacturing and distribution group headquartered in Singapore.

With a portfolio spanning instant beverages, and snack manufacturing and distribution, Food Empire's products are sold in over 60 countries across Russia, Southeast Asia, Central Asia, South Asia, Europe, Middle East, and North America. Supported by 10 manufacturing facilities in 6 countries and 23 offices worldwide, Food Empire offers an enticing range of branded beverages and snacks, including classic and flavoured coffee mixes, chocolate drinks, flavoured fruit teas, bubble tea, instant cereal blends and potato chips. Its food ingredient business features the finest spray-dried and freeze-dried soluble coffee, as well as non-dairy creamer.

OUR AWARD-WINNING BRANDS

Food Empire owns a family of proprietary brands – including MacCoffee, CaféPHÓ, Petrovskaya Sloboda, Klassno, Hillway and Kracks. MacCoffee – the Group's flagship brand – has been consistently ranked as the leading 3-in-1 instant coffee brand in the Group's core markets. The Group employs innovative brand-building activities, localised to match the flavour of the local markets in which its products are sold.

For business excellence, Food Empire has been named thrice by Forbes Asia as one of the "Best Under a Billion" companies. The Group was listed in Fortune magazine's 2025 Fortune Southeast Asia 500 list, joining the ranks of the region's largest 500 companies by revenue. In the Edge Singapore Billion Dollar Club Awards 2025, Food Empire achieved a prestigious haul of five awards, including the top honour of "Company of the Year" in the special Centurion category. In 2020/2021, Food Empire was named Winner of The Enterprise Award at the Singapore Business Awards.

In recognition of its commitment to sustainability, Food Empire received the Sustainability Award at the 20th Securities Investors Association (Singapore) Investors' Choice Awards 2019. For business excellence, the Group was named Winner of The Enterprise Award at the Singapore Business Awards 2020/2021.

OUR KEY BRANDS

Instant Beverages

MacCoffee
CaféPHÓ
Petrovskaya Sloboda
Klassno
Hillway
MacTea
MacCereal

MacChocolate

MacChoco
CaféRite
MacFito
NutriRite
FesAroma

Assam

Nauryz
Simba
Indira

Snack Food

Kracks
Chizzpa

ABOUT OUR REPORT

REPORTING PRINCIPLES AND STATEMENT OF USE

This Report is prepared with reference to the Global Reporting Initiative ("**GRI**") Standards 2021, covering our Group's performance from 1 January 2025 to 31 December 2025.

The following GRI reporting principles were applied to guide the Group in ensuring the quality and proper presentation of the information in this Report: Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability Context, Timeliness and Verifiability. For more information on our GRI disclosures, please refer to the GRI Content Index.

To provide transparency on our climate-related risks and opportunities, this Report discloses the Group's climate-related disclosures in line with the IFRS ISSB ahead of SGX's regulatory timeline to give ourselves more time and to stay ahead of the regulatory developments. Specifically, we have provided disclosures in line with IFRS S1 (insofar as they relate to the disclosure of information on climate-related risks and opportunities) and IFRS S2, covering the governance, strategy and risk management disclosure pillars. We will be reviewing our subsequent implementation of IFRS S2 and IFRS S1 in line with the latest SGX guidance on reporting timelines.

To this end, we undertook a gap analysis of our current practices and disclosures against the IFRS S2 requirements. While climate-related disclosures have been made where feasible, full alignment has not yet been achieved. Further enhancements will be implemented over time as part of our ongoing commitment to improving the quality and completeness of our reporting. We have also reviewed the Industry-based Guidance ("**IBGs**") and will continue to assess their applicability in line with SGX's phased implementation of IFRS S2.

The United Nations Sustainable Development Goals ("**UN SDGs**") have also been incorporated into the Report to highlight the Group's contributions to sustainable development. This report is compliant with SGX-ST's Listing Rules 711A and 711B. Reference has also been drawn from the SGX's Practice Note 7.6 Sustainability Reporting Guide.

The Board has reviewed and approved the reported information, including the material topics.

REPORTING SCOPE

This Report covers information on the sustainability performance of our headquarters in Singapore, as well as our operations in Russia and Vietnam. As we mature in our Sustainability Reporting journey, we will reassess our reporting scope to include more of our operations. The ultimate goal is for us to publish a comprehensive Sustainability Report that covers the full spectrum of Food Empire's operations.

The following table summarises the entities covered in this report.

Country	Entities and Activities
Singapore	Future Enterprises Pte Ltd - Sales and marketing of instant food and beverages
Vietnam	FES (Vietnam) Co., Ltd - Manufacturing and distribution of instant food and beverages (" FESV ")
Russia	FES Products LLC - Manufacturing and distribution of instant food and beverages

Though Malaysia and India are not within our reporting territory coverage, we have commenced reporting on renewable energy-saving initiatives. To this end, Food Empire has embarked on solar panel projects undertaken by Food Excellence Specialist Sdn Bhd, Empire Manufacturing Sdn Bhd, and Indus Coffee Private Limited ("Indus Coffee"). The longer-term objective is to reduce our carbon footprint. Additionally, we have highlighted Indus Coffee's contributions to the local communities in the "Our Community" section of this Report.

ASSURANCE

Internal controls and verification mechanisms have been established by management to ensure the accuracy and reliability of narratives and data. We have also considered the recommendations of an external Environmental, Social and Governance ("ESG") consultant for the selection of material topics as well as compliance with GRI Standards, SGX-ST Listing Rules and alignment to IFRS S2 standards.

To further enhance the credibility of the Group's sustainability reporting, this report will be subjected to internal review by our internal auditors, as required by SGX-ST Listing Rules 711B (3).

The SSC has determined that external assurance is not required at this juncture.

FEEDBACK

Food Empire is fully committed to providing clear and transparent disclosures for our stakeholders. We welcome all feedback, views and comments to improve our sustainability practices and reporting process. Please send your views and suggestions to corporate@foodempire.com.

SUSTAINABILITY AT FOOD EMPIRE

OUR SUSTAINABILITY FOCUS

At Food Empire, our sustainability ambitions and decision-making processes are guided by five thematic areas. Our commitment to stakeholders drives us to conduct our activities responsibly and sustainably, ensuring we serve their needs and interests to the best of our ability.

The following five focus areas form our sustainability strategy:



SUSTAINABILITY GOVERNANCE

A well-defined structure with clear delegation of responsibilities is vital in achieving strong sustainability governance and enabling the advancement of Food Empire's sustainability strategy. The Group's ESG governance structure, roles and responsibilities are outlined below.

Board of Directors ("the Board")	Sustainability Steering Committee ("SSC")	Sustainability Working Committee ("SWC")
<ul style="list-style-type: none"> Collectively hold responsibility for the Group's long-term success, which includes establishing ESG-focused strategic objectives. Hold ultimate responsibility for the Group's sustainability reporting. Review and approve the material ESG factors identified by the SSC and ensure that they are monitored and managed. Provide oversight of the Group's ESG impacts and climate-related risks and opportunities by ensuring that the SSC has established appropriate policies and processes. To assist the Board, the Board has established the SSC. Receive regular updates from the SSC. Address any questions raised regarding the Group's sustainability reporting. 	<ul style="list-style-type: none"> Comprise members of the Board and Management as approved by the Board. Develop the Group's ESG strategy. Assist the Board in oversight of the identification of material ESG impacts and climate-related risks and opportunities, as well as the development, implementation, continuous improvement and measurement of relevant ESG policies, procedures, initiatives, targets and metrics. Oversee the escalation of ESG-related matters to the Board. Receive regular updates from the SWC. 	<ul style="list-style-type: none"> Comprise sustainability "ESG impact owners" from the Group's reporting business segments and HQ Singapore. The Committee is chaired by the Chief Operating Officer. Identify and manage the Group's ESG impacts and climate-related risks and opportunities. Coordinate the annual sustainability reporting process. Ensure the Group's compliance with SGX's listing rules for sustainability reporting and international sustainability reporting standards.

The Group adopts a precautionary approach in strategic decisions and day-to-day operations by implementing a comprehensive enterprise risk management ("ERM") framework. Please refer to the Corporate Governance Report in our FY2025 Annual Report for more information on the Group's corporate governance practices and risk management structure.

As of 31 December 2025, all Board of Directors have attended sustainability training recognised by SGX.

ESG PERFORMANCE HIGHLIGHTS



Reduction in direct energy and electricity consumption intensity



Enhancement of climate-related disclosures in line with IFRS SDS



Increase in renewable energy generation



Continuation of education, environmental and community initiatives across multiple countries

CONTRIBUTION TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS ("UN SDGs")

The Group integrates sustainability throughout its operations, strategy and stakeholder engagement, actively contributing to the UN SDGs through aligned ESG disclosures and participation in the ongoing global effort for a sustainable future.

The Group integrates our contributions to the UN SDGs through our daily operations, strategy development and collaboration with our stakeholders. We have aligned our ESG disclosures with the United Nations' 17 SDGs, which outline a global roadmap for sustainable development by 2030. Recognising that attaining the UN SDGs is a continuous global effort, the Group actively contributes through its core activities and remains focused on long-term sustainability. The following table highlights the Group's contributions to the attainment of the relevant UN SDGs.

Relevant UN SDGs	The Group's Contribution	Read More In The Following Sections
 Goal 1: No Poverty End poverty in all its forms everywhere	Provide fair wages and promote equal rights to ownership, basic services, technology and economic resources	<ul style="list-style-type: none"> Human Capital
 Goal 3: Good Health and Well-Being Ensure healthy lives and promote well-being for all at all ages	Provide access to quality essential healthcare services and affordable essential medicines	<ul style="list-style-type: none"> Human Capital
 Goal 4: Quality Education Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Promote relevant skills development and provide adequate training opportunities	<ul style="list-style-type: none"> Human Capital
 Goal 5: Gender Equality Achieve gender equality and empower all women and girls	Promote gender equality by providing equal opportunities for females in leadership positions at all decision-making levels	<ul style="list-style-type: none"> Human Capital
 Goal 8: Decent Work and Economic Growth Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Contribute to economic growth in our operational locations and improve resource efficiency in consumption and production Address modern slavery, trafficking, and child labour by protecting labour rights and promoting safe working environments	<ul style="list-style-type: none"> Human Capital
 Goal 10: Reduced Inequalities Reduce inequality within and among countries	Provide equal opportunity to all employees regardless of race, gender, religious beliefs, nationality, or other differences	<ul style="list-style-type: none"> Human Capital
 Goal 12: Responsible Consumption and Production Ensure sustainable consumption and production patterns	Practice sustainable management and efficient use of natural resources through the reduction of waste and energy-saving initiatives	<ul style="list-style-type: none"> Climate Change and Energy Environment
 Goal 13: Climate Action Take urgent action to combat climate change and its impacts	Identify climate-related risks and opportunities and integrate adaptation measures to enhance climate change resilience	<ul style="list-style-type: none"> Climate Change and Energy Environment
 Goal 16: Peace, Justice and Strong Institutions Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Promote effective corporate governance structures and accountability and transparency throughout the organisation	<ul style="list-style-type: none"> Governance and Ethics

STAKEHOLDER ENGAGEMENT AND MATERIALITY

KEY STAKEHOLDERS

Food Empire strongly values open and transparent communication with our stakeholders. We focus on building strong relationships with our stakeholders and engage with them frequently to understand their needs and concerns better. An overview of our key stakeholders, their expectations, and our engagement channels is presented below.

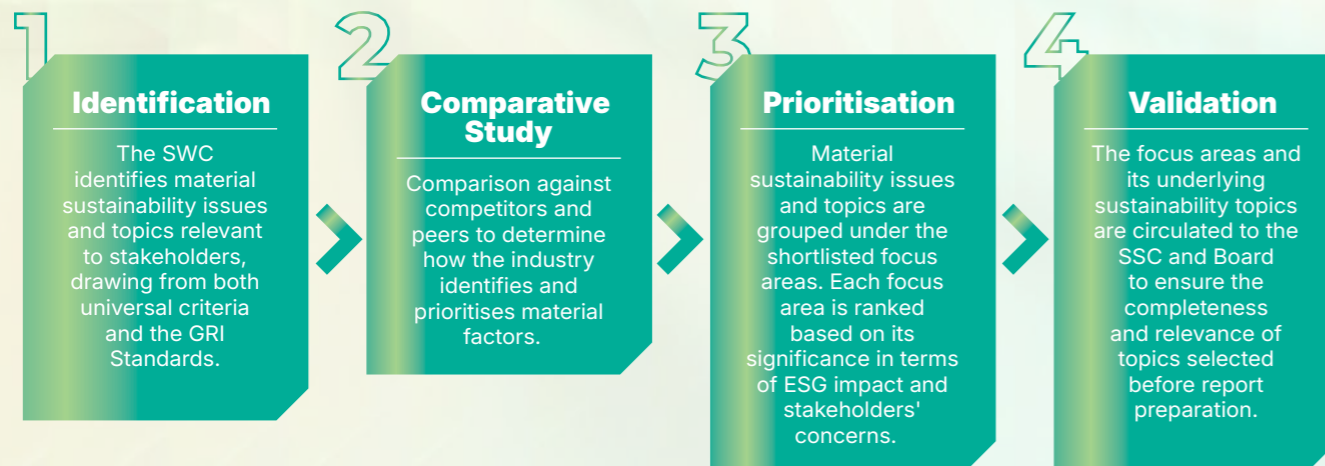
Stakeholder	Key interests	Our Response and Engagement Platforms
Shareholders	<ul style="list-style-type: none"> Financial and operational performance Good corporate governance Sustainability Transparency 	<ul style="list-style-type: none"> Cultivate a culture of transparency and timely communications Provide reliable and relevant information to investors through: <ul style="list-style-type: none"> Annual Report and Sustainability Report (Annual) Annual shareholder meeting (Annual) Announcements and circulars (Regular) Investor relations channel (Active) Investor presentations, roadshows, dialogue sessions (Regular) Quarterly reports (Quarterly)
Regulators	<ul style="list-style-type: none"> Compliance to relevant laws and regulations Contributions to economic and social development Environmental impacts of operations 	<ul style="list-style-type: none"> Comply with all applicable environmental and socioeconomic regulations Contribute to the local economy through local employment and tax payments to the government Engage regulators through: <ul style="list-style-type: none"> Annual Report and Sustainability Report (Annual) Industry sector participation channels (Ad hoc) Participation in conferences, meetings and discussions (Ad hoc) Site visits and audits/checks (Regular)
Employees	<ul style="list-style-type: none"> Equal opportunities and non-discrimination Health, safety and well-being Job satisfaction Remuneration Training and development 	<ul style="list-style-type: none"> Establish a fair and diverse working environment Provide competitive remuneration and employment benefits Engage employees through annual performance appraisals, employee engagement surveys Provision of trainings and volunteering opportunities Engage employees through: <ul style="list-style-type: none"> Company events and activities (Regular) Human Resource ("HR") channel (Active) Staff appraisal (Regular) Surveys and interviews (Ad hoc) Training and development programs (Regular) Volunteer and Community activities (Ad hoc)
Customers	<ul style="list-style-type: none"> Business ethics and sustainable practices Food safety and hygiene Innovation Product quality and nutritional value Responsible marketing and labelling 	<ul style="list-style-type: none"> Continue to deliver quality products Engage customers through: <ul style="list-style-type: none"> Annual Report and Sustainability Report (Annual) Consumer enquiries channel (Active) Marketing and labelling of products (Active) Mass media and social media (Regular) Point of sale (Active) Surveys and market research (Ad hoc)

Stakeholder	Key interests	Our Response and Engagement Platforms
Financiers	<ul style="list-style-type: none"> Financial and operational performance Good corporate governance Sustainability of Food Empire Timely repayment of loan principal and interest 	<ul style="list-style-type: none"> Cultivate a culture of transparency and timely communications Provide reliable and relevant information to financiers through: <ul style="list-style-type: none"> Annual Report and Sustainability Report (Annual) Direct communication, meetings and discussion (Annual) Announcements and circulars (Regular)
Suppliers and business partners	<ul style="list-style-type: none"> Business ethics and sustainable practices Long-term business relationship with Food Empire Financial and operational performance Sustainability 	<ul style="list-style-type: none"> Close collaboration with our suppliers to achieve a long, sustainable relationship Regular communications and meeting with suppliers Conducting supplier audits annually Engage suppliers through: <ul style="list-style-type: none"> Annual Report and Sustainability Report (Annual) Direct communication, meetings, and discussions (Regular) Evaluation and monitoring (Ad hoc) Joint initiatives and programmes (Ad hoc) Site visits and audits/checks (Ad hoc) Survey (Ad hoc)
Community	<ul style="list-style-type: none"> Contribution to economic and social development Environmental impact of operations Local employment 	<ul style="list-style-type: none"> Supporting local communities through corporate sustainability programmes Engage communities through: <ul style="list-style-type: none"> Annual Report and Sustainability Report (Annual) Corporate social responsibility initiatives (Ad hoc) Sponsorship and philanthropy (Ad hoc)

MATERIALITY ASSESSMENT

When identifying our material ESG topics and focus areas, we start by gaining an understanding of the Group's overall risk environment before identifying the actual and potential impacts to our stakeholders. We evaluated the significance of such impacts based on the key concerns raised by our internal and stimulated external stakeholders (external stakeholders' views were projected by internal staff who act as external stakeholders).

We have taken the steps as summarised in the chart below to identify and present the relevant material topics in this Report, facilitated by an external ESG consultant.



In 2025, to further ensure that the Company's material topics remain aligned with stakeholder expectations, a materiality assessment survey was conducted among key stakeholder groups to better understand their perspectives on Food Empire's management of various sustainability topics.

Based on the responses received, Governance and Ethics, Human Capital, and Customer Responsibility were identified as the most material topics, in order of priority. This indicates that surveyed stakeholders perceive Governance and Ethics to have the highest combined significance in terms of both financial and impact considerations for the Company.

Financial considerations refer to factors that could materially influence Food Empire's financial performance, such as regulatory compliance costs and potential penalties. Impact considerations relate to how the management of material topics leads to actual or potential impacts on the environment and society.

This assessment also provides a clearer strategic direction on where Food Empire could prioritise and allocate its resources.

The table below lists the Group's focus areas, GRI Topic Standards and their relevance to each of the Group's operating segments.

Focus Areas	Material Topics	GRI Topic Standards	Applicable Countries of Operations
Governance and Ethics	Anti-corruption	GRI 205: Anti-corruption 2016	• Group-wide
	Customer Privacy	GRI 418: Customer Privacy 2016	• Group-wide
	Tax Compliance	GRI 207: Tax 2019	• Group-wide
	Local Procurement Practices	GRI 204: Procurement Practices 2016	• Russia • Vietnam
Climate Change and Energy	Climate-related Disclosures	GRI 201: Economic Performance 2016	• Group-wide
	Energy and Emissions	GRI 302: Energy 2016 GRI 305: Emissions 2016	• Russia • Vietnam
Environment	Waste Management	GRI 306: Waste 2020	• Russia • Vietnam

Focus Areas	Material Topics	GRI Topic Standards	Applicable Countries of Operations
Human Capital	Our Employment Practices	GRI 406: Non-discrimination 2016	<ul style="list-style-type: none"> • Singapore (HQ) • Russia • Vietnam
		GRI 407: Freedom of Association and Collective Bargaining 2016	<ul style="list-style-type: none"> • Vietnam
		GRI 408: Child Labour 2016	<ul style="list-style-type: none"> • Group-wide
		GRI 409: Forced of Compulsory Labour 2016	<ul style="list-style-type: none"> • Group-wide
	Employee Diversity	GRI 401: Employment 2016	<ul style="list-style-type: none"> • Singapore (HQ) • Russia • Vietnam
		GRI 405: Diversity and Equal Opportunity 2016	<ul style="list-style-type: none"> • Singapore (HQ) • Russia • Vietnam
	Employment Benefits	GRI 401: Employment 2016	<ul style="list-style-type: none"> • Singapore (HQ) • Russia • Vietnam
	Market Presence	GRI 202: Market Presence 2016	<ul style="list-style-type: none"> • Russia • Vietnam
	Staff Training	GRI 404: Training and Education 2016	<ul style="list-style-type: none"> • Singapore (HQ) • Russia • Vietnam
	Occupational Health and Safety	GRI 403: Occupational Health and Safety 2018	<ul style="list-style-type: none"> • Russia • Vietnam
	Product Labelling and Marketing	GRI 417: Marketing and Labelling 2016	<ul style="list-style-type: none"> • Russia • Vietnam
	Food Safety and Quality Management	GRI 416: Customer Health and Safety 2016	<ul style="list-style-type: none"> • Russia • Vietnam
Local Communities	GRI 413: Local Communities 2016	<ul style="list-style-type: none"> • Singapore (HQ) • Russia • Vietnam 	
Customer Responsibility	Product Labelling and Marketing	GRI 417: Marketing and Labelling 2016	<ul style="list-style-type: none"> • Russia • Vietnam
	Food Safety and Quality Management	GRI 416: Customer Health and Safety 2016	<ul style="list-style-type: none"> • Russia • Vietnam

GOVERNANCE AND ETHICS

Food Empire maintains high standards of corporate governance, which are essential for our growth and achievement of sustainability goals. Prioritising strong governance practices allows us to manage key sustainability issues while taking into account stakeholders' interests.

CORPORATE COMPLIANCE

The laws and regulations that apply to the Group include the Code of Corporate Governance 2018, Listing Rules of the SGX-ST, the Accounting and Corporate Regulatory Authority ("**ACRA**") and the Securities and Futures Act, amongst others.

Reviews of new regulations and updates to existing regulations are regularly conducted by our employees, our secretarial firm and our auditors. Updates are disseminated to relevant staff and/or Directors, and processes are in place to monitor the activities and associated performance regularly.

Additionally, updates on relevant legal, accounting and regulatory developments are typically provided to Directors by email, or by way of briefings and presentations. The Company Secretary also circulates articles, reports and press releases issued by the SGX-ST and the ACRA which are relevant to the Directors.

There was no significant incident of non-compliance with environmental, social and economic regulatory requirements in FY2025. Further details on relevant regulations in each operating country can be found in the *Environment and Human Capital* sections from pages 25 to 41.

ANTI-CORRUPTION

Unethical and corrupt practices carry serious legal and financial consequences, with severe repercussions for business operations and an organisation's reputation. Food Empire recognises the importance of good governance and integrity to retain the confidence of our communities and shareholders.

In our efforts to maintain the trust of our stakeholders, we have adopted a strict zero-tolerance policy towards fraud, bribery and corruption. Furthermore, we are committed to investigating and resolving any incident that may occur within the organisation by taking appropriate disciplinary action against those involved.

We have an internal reporting structure, procedure and channels that are secure and accessible for all employees to raise concerns and report violations or suspicious activity. The Group will avoid engaging in business dealings with those known or reasonably suspected of engaging in corruption and bribery. As of FY2025, all employees and all Board members have been informed of the Group's anti-corruption policies and procedures. All Board members have received training on anti-corruption.

In FY2025, there have been no incidents of corruption, and no public legal cases brought against the organisation or its employees. We have assessed all operations for risks related to corruption and have found no significant risks, but the Group will continue to be vigilant in ensuring that our employees conduct themselves with the highest integrity.

CUSTOMER DATA PRIVACY

The Group is dedicated to safeguarding customers' privacy and data and aims for 100% compliance with the Personal Data Protection Act (2012). We are committed to handling data with the highest levels of responsibility and integrity, ensuring that our practices with data and technology are ethical, non-discriminatory, and free from exploitation or harm. There were no reported breaches in FY2025.

TAX COMPLIANCE

The Group's strategy and approach to tax is to fully comply with relevant tax laws and regulations in all jurisdictions we operate in, which indirectly support local government and authorities in their economic, environmental and social development and objectives. The Group has zero tolerance for any intentional breach of tax laws and regulations.

The Group identifies tax-related risks as part of its ERM framework, which is reported regularly to the Group's Board of Directors. Implementation of tax compliance-related policies and procedures is delegated to the respective business units and is monitored by the Group's Chief Financial Officer.

Relevant staff attend tax-related training to be updated on key changes. The Group also engages qualified professional tax advisors in all jurisdictions to ensure compliance at the transaction levels to fulfil required tax filings. Significant instances of non-compliance are reported to the Board of Directors and resolved promptly.

LOCAL PROCUREMENT PRACTICES

As part of our contributions to the local community, we strive to procure our materials and raw ingredients locally. In FY2025, 26% and 82% of our procurement budget was spent on local suppliers for Food Empire Russia and Vietnam, respectively.

MANAGEMENT APPROACH & POLICY

Food Empire is determined to continue maintaining high standards of corporate governance and business conduct. We ensure our conduct is in alignment with Food Empire's Business Ethics and Code of Conduct Policy, which is communicated to all employees and members of leadership. The table below provides a summary of the key aspects of this code. Food Empire also issues periodic advisories to employees to remind them of the company's strict business ethics.

Policies and Procedures	Summary
Legal Compliance	Employees and directors are expected to comply with all applicable laws, rules, regulations, codes of practices and the legal, regulatory and licensing requirements of the countries we operate or have a presence in, including: <ul style="list-style-type: none"> • Anti-bribery and Corruption • Labour and Employment • Money Laundering, Terrorism Financing and Financial Crimes • Insider Information
Confidentiality and Use of Company Information	Employees and directors should not use for personal benefit or disclose any secret, confidential or proprietary information of Food Empire or any other parties that Food Empire may have an interest with, to any other person or entity, even after termination of employment.
Company Property	Employees and directors are responsible for all company property entrusted to them and are expected to use company property appropriately. Employees and directors must comply with Food Empire's Information Technology ("IT") Policy when using company property.
Records	Employees and directors are responsible for creating, maintaining and retaining relevant documents that are accurate, complete and in line with legal and regulatory requirements.
Conflict of Interest	Employees and directors must avoid any conflicts of interest with Food Empire, including the following: <ul style="list-style-type: none"> • Using their position in Food Empire to obtain improper or personal benefits for themselves, a connected person and/or any other third party • Appropriate themselves to any business opportunity Food Empire may have an interest in or compete with Food Empire for business opportunities • Undertake any external duties that may interfere with their duties at Food Empire

Policies and Procedures	Summary
Gifts, Loans and Entertainment	Employees and directors must not, directly or indirectly, accept gifts of cash or cash equivalents to or from any person.
Charitable/Political Donations and Sponsorships	Food Empire does not support any political parties, officials or candidates. Employees and directors must not use Food Empire's funds or resources to, directly or indirectly, fund any political party, official or candidate or any politically exposed person.
Product Quality and Safety	Products must meet all applicable food safety and hygiene standards required by law in the countries in which Food Empire operates and/or carries out its business.
Loans, Credit and Related Transactions	Employees and directors, including their connected persons, should not borrow from or enter into any credit or financing arrangements with individuals or entities having or seeking business with Food Empire, nor should they encourage such arrangements.
Business Partners and Representatives	Employees and directors must conduct due diligence before entering any contractual relationship with business partners and representatives.
Competition and Anti-Trust Laws, and Fair Dealing	Food Empire complies with all applicable competition and anti-trust laws. Employees and directors must not engage in such activity.
Health, Safety, Security and Environment ("HSSE")	Employees and directors are expected to work towards providing a safe and healthy work environment and must comply with all of Food Empire's HSSE policies.
Dealings with Employees	Employees are hired and rewarded based on merit and Food Empire does not tolerate: <ul style="list-style-type: none"> • Any action, conduct or behaviour that is hostile, violent, humiliating or intimidating and • Any bullying, harassment or discrimination

GRIEVANCE PROCEDURES

A Group-wide grievance mechanism has been implemented via our Whistleblowing Policy. The Whistleblowing Policy enables employees to voice concerns safely and confidentially on wrongdoings, financial malpractice, illegal acts or business practices that go against Food Empire's code of conduct. Employees can report any breach of trust through this mechanism without worrying about retaliation and victimisation.

The Audit Committee ("AC") oversees and implements this, Policy. Specifically, the AC Chairman ("ACC") handles the following functions:

- Receive complaints
- Perform a preliminary review of the complaints and report valid complaints to the AC
- Set up and maintain a Complaints Register

Zero confirmed reports were received by the Group in FY2025.

TARGETS

Perpetual Target	FY2025 Performance
Zero significant cases of non-compliance with applicable code of corporate governance, listing rules, tax regulations and personal data protection act	Met
Zero incidents of corruption	Met

CLIMATE CHANGE

CLIMATE-RELATED DISCLOSURES

As part of our commitment to increase transparency of climate-related reporting, Food Empire will be progressively enhancing our climate-related disclosures and adopting the IFRS S2 standards with reference to SGX's phased approach.

CLIMATE GOVERNANCE

Board Oversight

At Food Empire, governance of climate-related issues falls within the broader sustainability governance structure. The Board meets at least once a year to discuss relevant updates on climate-related risks and opportunities. Climate risks are considered part of Food Empire's ERM framework's material risks, which include financial, strategic, operational, compliance and IT risks.

All targets are approved by the Board, which is also responsible for reviewing targets at least once a year and monitoring performance against targets. The SSC provides updates on the performance of these targets at least once a year.

Management Responsibilities

The SSC is responsible for the overall management of climate-related risks and opportunities, as well as the implementation of climate policies, initiatives and targets by business units. Climate risks are identified through a workshop facilitated by an ESG consultant and are reviewed annually through internal and external data analysis. All identified risks are managed by different business units with an assigned material impact owner, which has its own risk register.

Additionally, the SSC reviews the management of climate risks and climate initiatives, policies and targets at least once a year, by business units. All material climate issues are discussed and reviewed with the respective material impact owners.

CLIMATE STRATEGY AND BUSINESS RESILIENCE

The Group has engaged an independent ESG consultant to facilitate the identification of climate-related risks and opportunities.

To assess these risks and opportunities, we draw from the Network for Greening the Financial System ("NGFS") scenarios, adapting them to our business context. The selected scenarios, along with their underlying assumptions and justifications, are summarised in the table below:

Scenario	Assumptions	Justification
NGFS Orderly - Net Zero by 2050: Limit temperature rise to 1.5°C	<ul style="list-style-type: none"> Earlier adoption of climate policies, with gradual tightening. Reach net-zero emissions by 2050. Low physical risk but high transition risk. 	Aligned with the latest international climate agreement and national commitments.
NGFS Hot House World - Current Policies: Temperature rise exceeding 3°C.	<ul style="list-style-type: none"> Preserve currently implemented policies without additional climate policies. Variations in climate policies across different jurisdictions. Emissions increasing until 2080. High physical risk but low transition risk. 	Unfavourable outcome and conservative approach.

To determine which risks and opportunities could potentially have a material financial impact on our business, we have engaged internal stakeholders through workshops, analysed external factors such as regulations and market trends, and employed qualitative analyses.

In our assessment, we considered both the relevant time horizons and the likelihood of identified risks and opportunities. For this Report, three likelihood categories are applied, listed in decreasing order of probability: **Certain**, **Likely**, and **Possible**. The following time horizons are used:

- **Short term:** Less than 5 years (2025–2029)
- **Medium term:** 5 to 10 years (2030–2035)
- **Long term:** More than 10 years (2036–2050)

In addition, we have considered how climate-related risks impact our strategic planning and formulated several mitigating initiatives. We note that climate-related risks occur on vastly different timescales and will periodically review our climate-related risks and opportunities and respective mitigating initiatives to ensure that our response remains appropriate.

The Group adopts a phased approach to quantifying and integrating climate considerations into its business strategy. At this stage, the Group has not disclosed quantitative expectations regarding any changes to its current and subsequent years' financial positions resulting from climate-related risks and opportunities. While we have indicated potential directional changes to our financial position across certain time horizons and risk categories, these remain dependent on the nature and type of climate risks. As our climate strategy and scenario analysis continue to mature, we expect our climate-related financial disclosures and our allocation of resources for climate assessments to evolve.

RISK MANAGEMENT

The SWC have identified and reviewed the climate change risks and opportunities across business unit in FY2025. The assessment was facilitated by an independent ESG consultant involving factors like 1) the likelihood of occurrence 2) timeline to occurrence 3) the severity of potential impact from the risk 4) relevant mitigation procedures.

Our ERM risk assessment is based on a two-year horizon which include all relevant climate-related risks. Nevertheless, in alignment with the IFRS ISSB, we have conducted climate risks assessment from the short term to beyond 10 years.

CLIMATE METRICS AND TARGETS

As the Group remains ahead of the SGX-mandated regulatory timeline for adopting IFRS S2 standards, it is taking a phased approach to integrating climate considerations into its business strategy. The Group has begun the identification and prioritisation of climate-related risks and opportunities, before subsequently allocating resources for ongoing monitoring and assessment, ultimately establishing meaningful targets aligned with its broader strategic objectives.

CLIMATE-RELATED RISKS

In FY2025, we reviewed our climate risks and opportunities against NGFS climate scenarios with each Business Unit to validate and refine our mitigation responses. Through this exercise, we have identified key climate-related transition and physical risks that are material to our operations. In line with our commitment to align with the IFRS S2 standards, our identification and assessment of climate-related risks consider:

- **Transition risks:** include changes to policy and legal obligations, technological innovation, changing market demand for products, and changing stakeholder expectations.
- **Physical risks:** risks relating to the physical impacts of climate change (both acute and chronic). Acute physical risks refer to those that are event-driven, including increased severity of extreme weather events, such as cyclones, hurricanes, or floods, while chronic physical risks refer to longer-term shifts in climate patterns (e.g., sustained higher temperatures) that may cause sea level rise or chronic heat waves.

The table below presents our analysis of our most significant and relevant climate-related risks. The Group recognises that the list is not exhaustive, and we will continue to enhance our understanding and responses to these risks.

Transition Risks	Descriptions	Mitigation Responses						
Policy and Legal	<p>Introduction of carbon tax in key manufacturing locations</p> <p>Increased actions by governments to reduce GHG emissions may lead to increased pricing of GHG emissions, which could result in increased electricity prices.</p> <p>In subsequent years, the increase in energy costs may result in increased operational expenses and require Food Empire to implement initiatives, such as installing or upgrading equipment to improve energy efficiency.</p> <p>Financial impact: Increased operational expenses</p> <table border="1"> <thead> <tr> <th>Value Chain and Impact Region (s):</th> <th>Likelihood¹ and Time Period²:</th> </tr> </thead> <tbody> <tr> <td>Vietnam</td> <td> <ul style="list-style-type: none"> Possible Medium, Long </td> </tr> <tr> <td>Russia</td> <td> <ul style="list-style-type: none"> Possible Medium, Long </td> </tr> </tbody> </table>	Value Chain and Impact Region (s):	Likelihood ¹ and Time Period ² :	Vietnam	<ul style="list-style-type: none"> Possible Medium, Long 	Russia	<ul style="list-style-type: none"> Possible Medium, Long 	<p>Food Empire shall implement energy efficiency measures where possible.</p> <p>We will also continue to leverage and integrate renewable energy in our operations where possible. Please see the section Climate Change and Energy: Energy and Emissions, for more details on our efforts to decarbonise our operations.</p>
	Value Chain and Impact Region (s):	Likelihood ¹ and Time Period ² :						
Vietnam	<ul style="list-style-type: none"> Possible Medium, Long 							
Russia	<ul style="list-style-type: none"> Possible Medium, Long 							
Policy and Legal	<p>Introduction of environmental regulations to target the reduction of non-recyclable packaging waste in key manufacturing locations and markets.</p> <p>Increased actions by governments to regulate materials such as plastic and packaging materials.</p> <p>In subsequent years, increased costs associated with procuring substitutes and sustainable packaging materials due to constraints in supplies may result in increased capital costs and investments in replacing packaging equipment.</p> <p>Financial impact: Increased operational expenses</p> <table border="1"> <thead> <tr> <th>Value Chain and Impact Region (s):</th> <th>Likelihood and Time Period:</th> </tr> </thead> <tbody> <tr> <td>Russia</td> <td> <ul style="list-style-type: none"> Possible Short, Medium, Long </td> </tr> <tr> <td>Vietnam</td> <td> <ul style="list-style-type: none"> Possible Short, Medium, Long </td> </tr> </tbody> </table>	Value Chain and Impact Region (s):	Likelihood and Time Period:	Russia	<ul style="list-style-type: none"> Possible Short, Medium, Long 	Vietnam	<ul style="list-style-type: none"> Possible Short, Medium, Long 	<p>The Group shall continue to keep abreast of environmental regulations in key manufacturing locations and markets.</p> <p>We will also continue to explore more sustainable packaging solutions where feasible.</p>
	Value Chain and Impact Region (s):	Likelihood and Time Period:						
Russia	<ul style="list-style-type: none"> Possible Short, Medium, Long 							
Vietnam	<ul style="list-style-type: none"> Possible Short, Medium, Long 							

¹ Three categories of likelihood have been used in this Report (in decreasing order of likelihood): Certain, Likely and Possible.

² Definition of time period used in this Report:

- Short term: Less than 5 years (2025–2029)
- Medium term: 5 to 10 years (2030–2035)
- Long term: More than 10 years (2036–2050)

Physical Risks	Descriptions	Risk Mitigation						
Acute: Changes in Climate Patterns	<p>Floods or droughts disrupting supply chains</p> <p>Extreme weather events such as floods or droughts may cause damage to key crops such as coffee, potentially increasing the price or disrupting yields.</p> <p>Within the last two years, there have been some impacts to coffee crops in Vietnam. However, costs have been passed on to consumers.</p> <p>Financial Impact: Increased operational expenses</p> <table border="1"> <thead> <tr> <th>Value Chain and Impact Region (s):</th> <th>Likelihood and Time Period:</th> </tr> </thead> <tbody> <tr> <td>Vietnam</td> <td> <ul style="list-style-type: none"> Possible Short, Medium, Long </td> </tr> </tbody> </table>	Value Chain and Impact Region (s):	Likelihood and Time Period:	Vietnam	<ul style="list-style-type: none"> Possible Short, Medium, Long 	<p>The Group maintains a flexible and nimble procurement strategy to react quickly to price changes.</p>		
	Value Chain and Impact Region (s):	Likelihood and Time Period:						
Vietnam	<ul style="list-style-type: none"> Possible Short, Medium, Long 							
<p>Storms or flash floods impacting equipment</p> <p>Extreme weather events such as storms or flash floods could impact the Group's plants by potentially causing operational disruptions and requiring additional capital expenditure to retrofit existing plants to withstand weather events.</p> <p>Financial impact: Potential damage to assets, increased capital expenditure</p> <table border="1"> <thead> <tr> <th>Value Chain and Impact Region (s):</th> <th>Likelihood and Time Period:</th> </tr> </thead> <tbody> <tr> <td>Vietnam</td> <td> <ul style="list-style-type: none"> Possible Short, Medium, Long </td> </tr> </tbody> </table>	Value Chain and Impact Region (s):	Likelihood and Time Period:	Vietnam	<ul style="list-style-type: none"> Possible Short, Medium, Long 	<p>All manufacturing sites shall ensure that the facility has adequate response mechanisms to reduce impacts during extreme weather events.</p> <p>The Group has implemented a business continuity plan and obtained business interruption insurance.</p> <p>The Group has multiple production facilities, in different countries, to buffer against operational disruptions.</p>			
Value Chain and Impact Region (s):	Likelihood and Time Period:							
Vietnam	<ul style="list-style-type: none"> Possible Short, Medium, Long 							
Chronic: Extreme Temperature Spells	<p>Increasing temperatures</p> <p>Extreme temperature spells or changes in average temperature could impact Food Empire's plants, requiring additional provisions (e.g., cooling equipment in hot regions) to ensure a safe and productive working environment for staff. This might result in:</p> <ul style="list-style-type: none"> • Worker productivity loss due to heat, which may increase operational costs, including insurance and healthcare costs • Crop stress and lower agricultural yields, as well as increased land management considerations, are causing reduced supply of raw materials and increased need to source alternative suppliers <p>Financial Impact: Increased capital expenditure, Increased operational expenses</p> <table border="1"> <thead> <tr> <th>Value Chain and Impact Region (s):</th> <th>Likelihood and Time Period:</th> </tr> </thead> <tbody> <tr> <td>Russia</td> <td> <ul style="list-style-type: none"> Possible Short, Medium, Long </td> </tr> <tr> <td>Vietnam</td> <td> <ul style="list-style-type: none"> Possible Medium, Long </td> </tr> </tbody> </table>	Value Chain and Impact Region (s):	Likelihood and Time Period:	Russia	<ul style="list-style-type: none"> Possible Short, Medium, Long 	Vietnam	<ul style="list-style-type: none"> Possible Medium, Long 	<p>Given that certain regions have already seen extreme temperature spells (e.g., Russia), Food Empire has systems in place to adjust the temperature of factories to ensure a safe and productive working environment.</p>
	Value Chain and Impact Region (s):	Likelihood and Time Period:						
Russia	<ul style="list-style-type: none"> Possible Short, Medium, Long 							
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Value Chain and Impact Region (s):	Likelihood and Time Period:							
Russia	<ul style="list-style-type: none"> Possible Short, Medium, Long 							
Vietnam	<ul style="list-style-type: none"> Possible Medium, Long 							

CLIMATE-RELATED OPPORTUNITIES

As countries and businesses increasingly adopt low-carbon technologies, the Group is strategically poised to capitalise on such opportunities within the green economy. Below are several avenues through which the Group plans to capture these opportunities:

Opportunities	Description	Management's Response
Energy Source, Resilience	Adopting Renewable Energy as an Additional Energy Source. <ul style="list-style-type: none"> Increase the adoption of low-carbon technologies in production sites and renewable energy sources to power operations and reduce exposure to future carbon taxes. By adopting energy-efficient equipment and processes and decarbonising operations, the Group can enhance its resilience to electricity price fluctuations and reduce operational costs through energy savings. 	<p>The Group has installed renewable energy technologies and shall continue to adopt more energy-efficient measures and processes to reduce electricity consumption and lower emissions.</p> <p>The Group will keep track of advancements in low-carbon and energy-efficient technologies available and assess potential adoption opportunities where appropriate.</p>
	Time period: Short, Medium, Long	
	Likelihood: Certain	
	Financial impact: Reduced direct costs by using less electricity	
Products and Services	Offer Customers Products Made with Sustainable Ingredients and Packaging Materials with Higher Recyclability Opportunities <ul style="list-style-type: none"> Increase the adoption of packaging materials with higher recyclability opportunities to promote material circularity and meet evolving consumer expectations. Consumers are more environmentally conscious and expect companies to consider environmental issues. 	<p>The Group shall continue to explore alternative and sustainable packaging options wherever feasible in terms of cost savings.</p> <p>The Group shall also start to assess materials and suppliers based on environmental factors.</p>
	Time period: Medium, Long	
	Likelihood: Likely	
	Financial impact: Increased revenue resulting from increased demand for low-emission/ more sustainable products	

ENVIRONMENT

At Food Empire, we are committed to producing high-quality products while prioritising environmentally friendly practices. To achieve this, we implement energy-efficient practices and utilise renewable energy across selected operations. We also strive to minimise waste and maximise recycling wherever possible.

ENERGY AND EMISSIONS

Food Empire is committed to reducing its carbon footprint and mitigating its climate change impacts through energy conservation initiatives as well as leveraging renewable solar energy. We monitor energy consumption and align with local regulations while exploring ways to enhance resource efficiency.

In FY2025, Russia and Vietnam consumed a total of 1,176 GJ of direct energy and 3,957 MWh of electricity, which produced a total of 1,826 tonnes of CO₂e emissions. This breakdown is shown in the table below:

Descriptions	Russia	Vietnam	Total
Direct Energy (Gigajoule)	805	371	1,176
Electricity Consumption (Megawatt hour)	2,789	1,168	3,957
Solar Energy Consumption (Megawatt hour)	-	24	24
Scope 1 GHG Emissions (tonnes)	57	24	81
Scope 2 GHG Emissions³ (location-based) (tonnes)	975	770	1,745

RUSSIA

Direct Energy Consumption

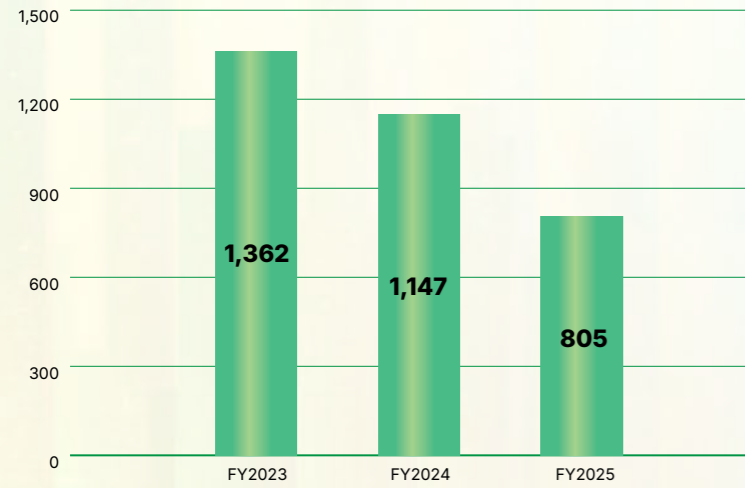
We used diesel and motor gasoline to fuel our forklifts, company vehicles and company buses. The direct energy consumed from this was 805 GJ, which produced 57 tonnes of CO₂e emissions in FY2025.

The direct energy intensity and Scope 1 GHG Emission intensity are 0.0208 GJ/ tonnes of products and 0.0015 tCO₂e / tonnes of product, respectively.

Despite an increase in production output in FY2025, there was a decrease in direct energy consumption, which can be attributed to the transition from internally operated employee transport to externally contracted services.

³ Scope 2 GHG emissions (location-based) in FY2025 were updated with latest grid emissions factors and calculated using electricity consumed (in kWh) x grid emissions factors. Per Greenhouse Gas Protocol Scope 2 Guidance, in view that residual mix emissions factors are unavailable in the markets we operate in (Russia and Vietnam), our market-based Scope 2 emissions are equivalent to our location-based Scope 2 emissions.

Direct Energy Consumed (GJ)



Direct Energy Consumed (GJ)	FY2025
Motor Gasoline [#]	605
Diesel ^{###}	200
Total	805

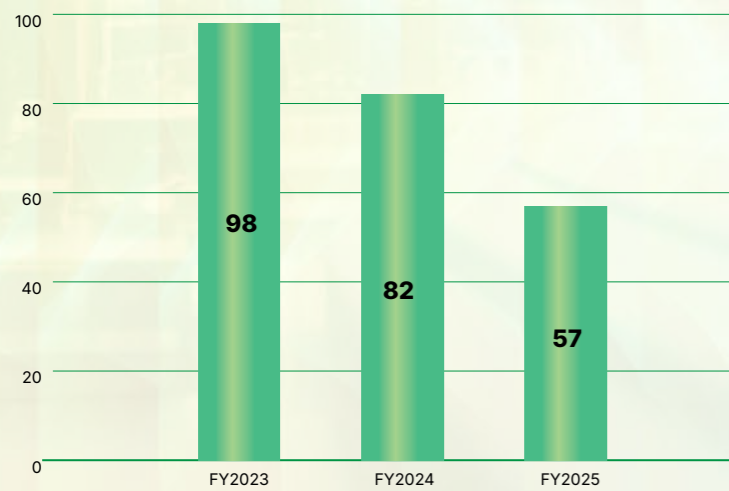
[#] Energy consumed from using motor gasoline of 605 GJ was calculated using 18,448 litres of gasoline x fuel density of 0.74 kg/litre x net calorific value 44.3 TJ/ Gg x 1 GJ/ 1,000 TJ

^{###} Energy consumed from using diesel of 200 GJ was calculated using 5,551 litres of diesel x fuel density of 0.84 kg/litre x net calorific value 43.0 TJ/ Gg x 1 GJ/ 1,000 TJ

Fuel density and Net Calorific Value ("NCV") used are prescribed by IPCC Guidelines for National Greenhouse Gas Inventory (2006).

Direct Energy Intensity (GJ/ Tonnes of Product)	FY2023	FY2024	FY2025
	0.0368	0.0324	0.0208

Direct (Scope 1) GHG Emissions (in tCO₂e)



Direct Scope 1 GHG Emissions (tCO ₂ e)	FY2025
Motor Gasoline [□]	42
Diesel ^{□□}	15
Total	57

[□] Direct (Scope 1) GHG emissions arising from the use of motor gasoline of 42 tonnes CO₂e were calculated using 605 GJ of gasoline x CO₂e emission factors of 69.3 tonnes of CO₂e/ TJ x 1 GJ/ 1,000 TJ.

^{□□} Direct (Scope 1) GHG emissions arising from the use of diesel of 15 tonnes CO₂e were calculated using the direct energy of 200 GJ x CO₂e emission factors of 74.1 tonnes of CO₂e/ TJ x 1 GJ/ 1,000 TJ.

CO₂e emission factors used are prescribed by the IPCC Guidelines for National Greenhouse Gas Inventory (2006).

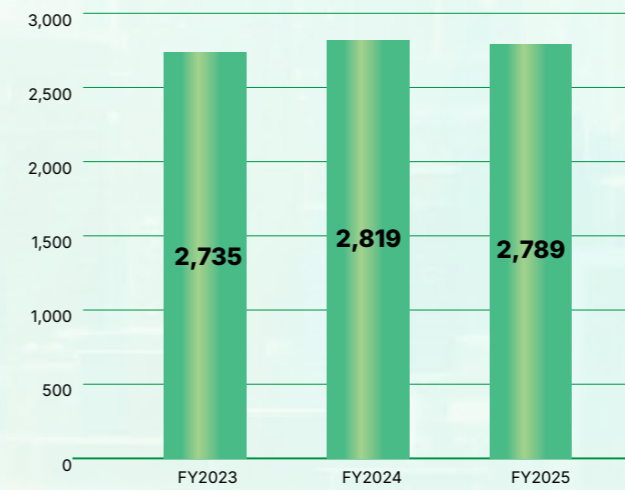
Direct (Scope 1) GHG Emissions (tCO ₂ e/ Tonnes of Product)	FY2023	FY2024	FY2025
	0.0027	0.0023	0.0015

Electricity

We have consumed 2,789 MWh of electricity, resulting in an electricity consumption intensity of 0.0719 MWh/tonnes of products. Electricity consumption has decreased while production output has increased, leading to a decrease in electricity consumption intensity.

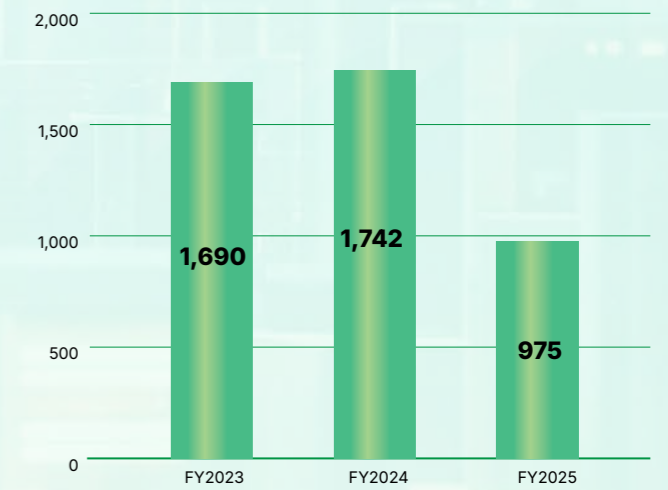
It is necessary to note that the Grid emission factors ("GEFs") for the calculation of Scope 2 GHG emissions⁴ are selected based on the hierarchy recommended by the Greenhouse Gas Protocol. Where country-specific GEFs published by national authorities are publicly available, these are prioritised. In other cases, reputable third-party databases may be referenced. For FY2025, the Group enhanced its methodology by referencing the International Energy Agency ("IEA") 2024 emissions factors database (which provides updated country-level GEFs) for Russia and country-specific emission factors for Vietnam. In the previous reporting year, GEFs were sourced from publicly available third-party datasets. As a result of the updated data source, certain country-level GEFs, including Russia and Vietnam, differ from those applied in the previous reporting years, contributing to a reduction in reported Scope 2 emissions. It is also noted that publication of national grid emission factors by some governments may occur with a time lag following the reporting year. The Group periodically reviews and updates its data sources as part of its ongoing efforts to enhance the transparency of its sustainability disclosures.

Electricity Consumption (in MWh)



Electricity Intensity (MWh/ Tonnes of Product)	FY2023	FY2024	FY2025
	0.0740	0.0797	0.0719

Indirect (Scope 2) GHG Emissions (in tCO₂e)



Indirect (Scope 2) GHG Emissions Intensity (tCO ₂ e/ Tonnes of Product)	FY2023	FY2024	FY2025
	0.0457	0.0493	0.0251

VIETNAM

Direct Energy Consumption

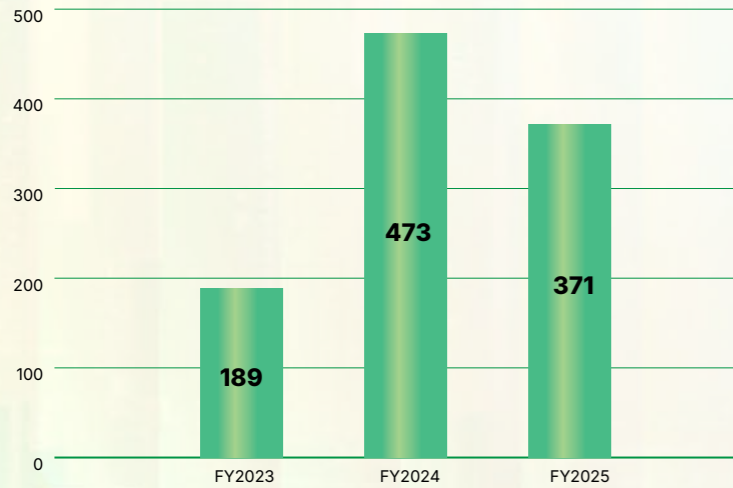
In FY2025, we used liquefied petroleum gases ("LPG") for forklifts, as well as diesel for backup firefighting pumps in our warehouse. With a direct energy consumption of 371 GJ, it has emitted 24 tonnes of CO₂e.

Our direct energy intensity and Scope 1 GHG Emission intensity are 0.0281 GJ/tonnes of products and 0.0017 CO₂e /tonnes of products, respectively.

⁴ Scope 2 GHG emissions were calculated using updated electricity consumed (in kWh) x grid emissions factors in FY2025. Grid emission factor used:
 • Russia: 0.3495 kg CO₂e /kWh; Source: IEA Emission Factors 2024
 • Vietnam: 0.6592 kgCO₂e /kWh; Source: Viet Nam's 2023 Updated Grid Emission Factor signifies lower electricity emissions – International Climate Initiative (IKI) in Viet Nam

While production remained constant, the 21.6% and 22.4% decrease in direct energy consumption and direct energy intensity, respectively, in FY2025 was attributed to reduced use of LPG for material handling equipment in warehouse operations, following the increased adoption of electric forklifts.

Direct Energy Consumption (in GJ)



Direct Energy Consumed (GJ)	FY2025
LPG*	362
Diesel**	9
Total	371

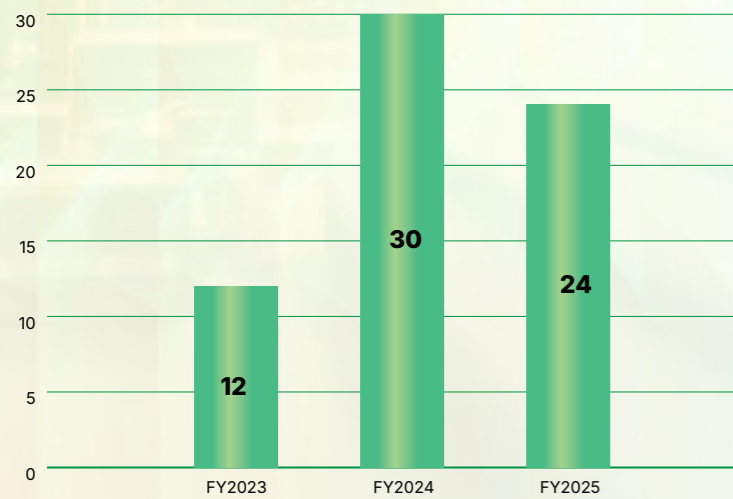
* Energy consumed from using LPG of 362 GJ was calculated using 14,182.56 litres of LPG x fuel density of 0.54 kg/litre x net calorific value 47.3 TJ/Gg x 1 GJ/1,000 TJ.

** Energy consumed from using diesel of 9 GJ was calculated using 240 litres of diesel x fuel density of 0.84 kg/litre x net calorific value 43.0 TJ/Gg x 1 GJ/1,000 TJ.

Fuel density and Net Calorific Value ("NCV") used are prescribed by IPCC Guidelines for National Greenhouse Gas Inventory (2006).

Direct Energy Intensity (GJ/Tonnes of Product)	FY2023	FY2024	FY2025
	0.0187	0.0362	0.0281

Direct (Scope 1) GHG Emissions (in tCO₂e)



Direct Scope 1 GHG Emissions (tCO ₂ e)	FY2025
LPG^	23
Diesel^^	1
Total	24

^ Direct (Scope 1) GHG emissions arising from the use of LPG of 23 tonnes of CO₂e were calculated using 362 GJ of LPG x CO₂e emission factors of 63.1 tonnes of CO₂e/ TJ x 1 GJ/1,000 TJ.

^^ Direct (Scope 1) GHG emissions arising from the use of diesel of 1 tonnes CO₂e were calculated using the direct energy of 9 GJ x CO₂e emission factors of 74.1 tonnes of CO₂e/ TJ x 1 GJ/1,000 TJ.

CO₂e emission factors used are prescribed by the IPCC Guidelines for National Greenhouse Gas Inventory (2006).

Direct (Scope 1) GHG Emissions (tCO ₂ e/Tonnes of Product)	FY2023	FY2024	FY2025
	0.0012	0.0023	0.0018

Electricity

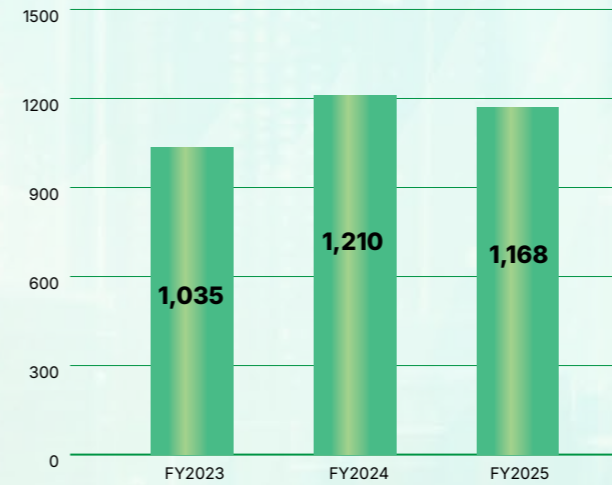
We consumed a total of 1,168 MWh of electricity, which produced 770 tonnes of CO₂e emissions. Our electricity and Scope 2 GHG emission intensities are 0.0885 MWh/tonnes of products and 0.0583 tCO₂e/tonnes of products, respectively. Similar to Russia, the significant variance in Scope 2 emissions between FY2024 and FY2025 is primarily attributed to changes in the grid emission factors⁵ applied.

⁵ Scope 2 GHG emissions were calculated using updated electricity consumed (in kWh) x grid emissions factors in FY2025. Grid emission factor used:
 • Russia: 0.3495 kg CO₂e /kWh; Source: IEA Emission Factors 2024
 • Vietnam: 0.6592 kgCO₂e /kWh; Source: Viet Nam's 2023 Updated Grid Emission Factor signifies lower electricity emissions – International Climate Initiative (IKI) in Viet Nam

Self-Generated Electricity (Solar) (MWh)

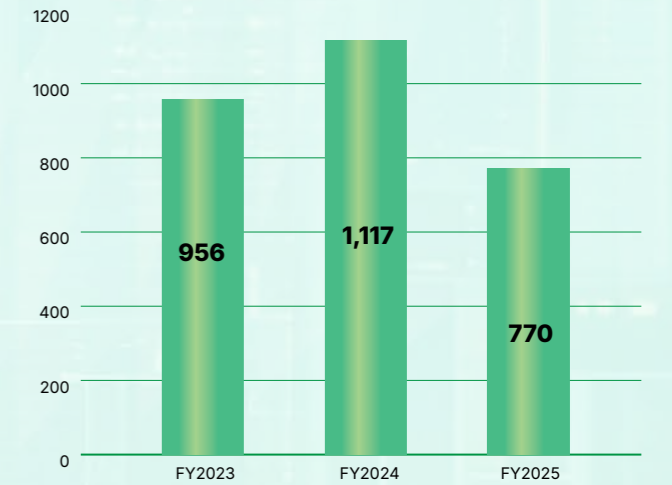
	FY2024	FY2025
	24	24

Electricity Consumption (in MWh)



Electricity Intensity (MWh/Tonnes of Product)	FY2023	FY2024	FY2025
	0.1022	0.0926	0.0885

Indirect Scope 2 GHG Emissions (in tCO₂e)

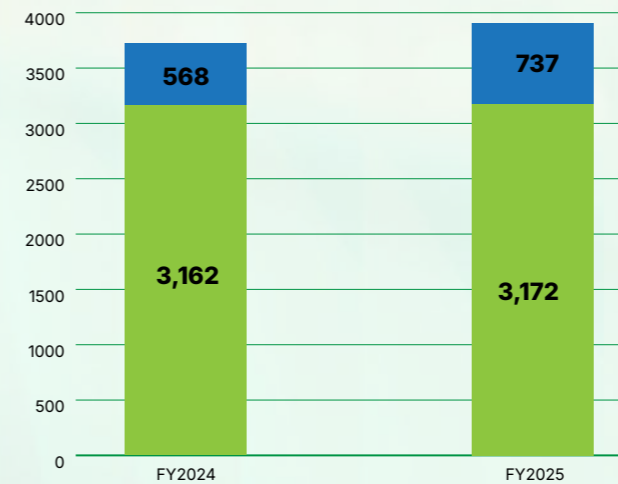


Indirect (Scope 2) GHG Emissions (tCO ₂ e/Tonnes of Product)	FY2023	FY2024	FY2025
	0.0944	0.0856	0.0583

MALAYSIA

In line with our commitment to minimise our environmental impact, the Group has installed solar panels in three of our factories in Malaysia. This investment in renewable energy is part of our efforts to lower our Scope 2 emissions and mitigate our carbon footprint. In FY2025, the solar panels generated a total of 3,909 MWh (3,172 MWh from snack and non-dairy creamer factories, and 737 MWh from instant beverages factories) of energy.

Solar Energy in Malaysia (in MWh)

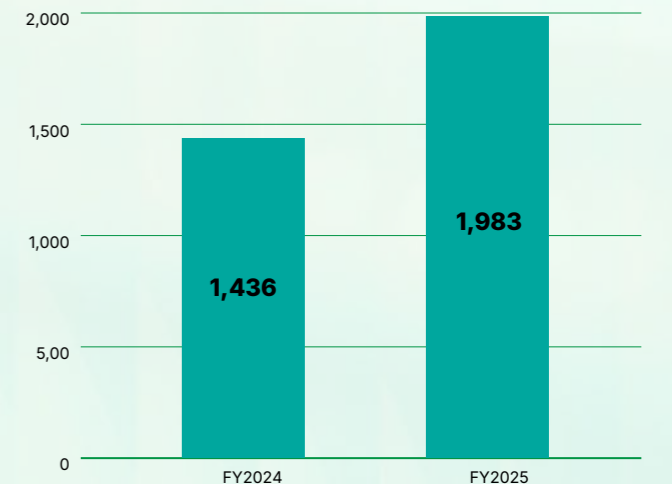


Instant beverages factories | Snack and non-dairy creamer factories

INDIA

Similarly, Indus Coffee has installed solar panels within its factory grounds, which have produced 1,983 MWh of solar energy in FY2025. Indus Coffee also produces steam for process heating, including the heating of water and air required for coffee processing. Rice husk and coffee waste serve as the primary fuel sources. In FY2025, total steam energy produced was 151,769 MWh.

Solar Energy in India (in MWh)

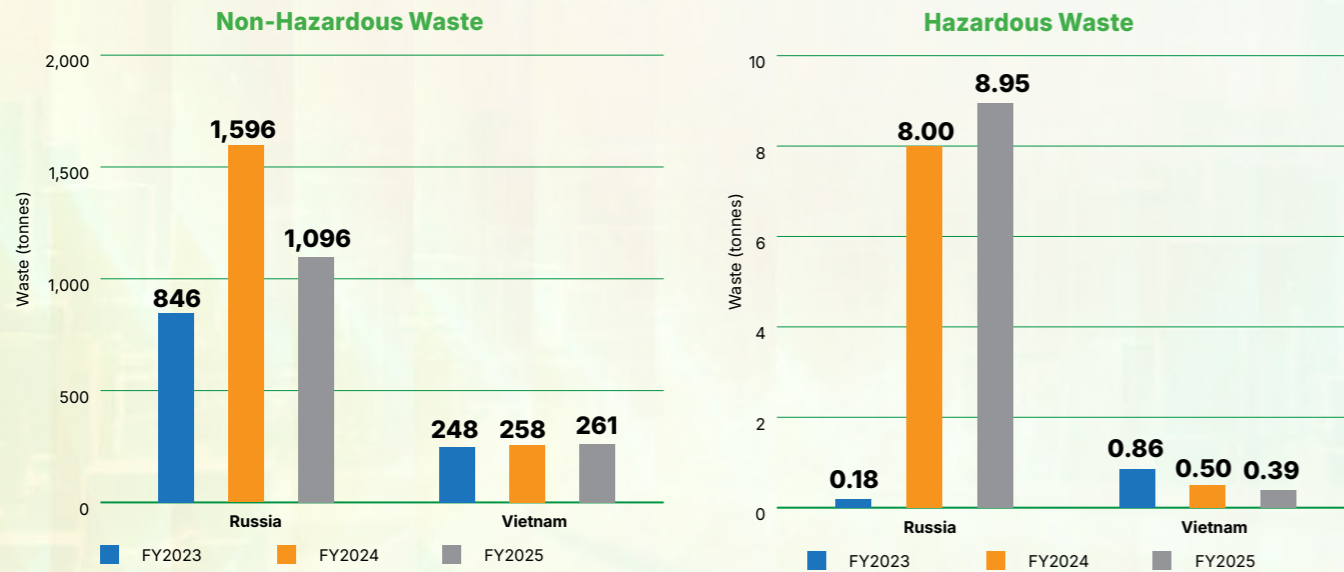


WASTE MANAGEMENT

The Group's main waste streams consist of packaging waste generated throughout different stages of production. Non-hazardous waste consists primarily of cartons, plastics and other packaging material, while hazardous waste includes fluorescent light bulbs, lubricants, waste ink, batteries, oil filters and used oils, as well as chemical containers and packaging. In Food Empire Russia and Food Empire Vietnam, waste is sorted into hazardous and non-hazardous waste, and non-hazardous waste is further sorted into recyclable and non-recyclable waste. Thereafter, waste is transferred to licensed third-party organisations. In Food Empire Vietnam, we also make further efforts to reduce our waste by utilising electronic files, as well as reusing single-sided paper and plastic bags, where possible.

In Food Empire Russia, all types of waste generated are recorded and tracked in accordance with the order of the Ministry of Natural Resources of Russia No. 1028. In Vietnam, generated waste is transferred to licensed collection and treatment vendors in compliance with current environmental protection regulations.

Food Empire Vietnam and Food Empire Russia generated a total of 1,366 tonnes of waste (1,357 tonnes of non-hazardous waste and 9 tonnes of hazardous waste) in FY2025, with the breakdown as follows:



In Food Empire Vietnam, the further reduction in hazardous waste generated in FY2025 compared to FY2024 is mainly due to the stabilisation of production activities following the completion of factory renovations, as well as improved waste segregation and handling practices.

The following table shows the breakdown of the disposal of non-hazardous waste.

Non-Hazardous Waste	Russia	Vietnam	Total
Waste Sent for Disposal	307.21	135.71	442.92
Waste sent for recycling or other recovery operations	789.24	125.51	914.75

In Food Empire Vietnam, all hazardous waste (0.39 tonnes) generated at our factories was collected by an external service provider and treated before disposal. The treatment methods include rinsing and recycling of metal and plastic packaging waste, as well as the incineration and solidification of waste from fluorescent lamps. Similarly, all hazardous waste in Russia (8.95 tonnes) was collected by a licensed service provider and transferred for disposal.

HUMAN CAPITAL

Food Empire recognises that our employees are our most valuable assets and are essential for the business's long-term success. We pride ourselves on our commitment to diversity and inclusion, and we provide equal opportunity to all employees regardless of race, gender, religious beliefs, nationality, or other differences.

OUR EMPLOYMENT PRACTICES

At Food Empire, we believe in creating an inclusive environment where everyone can thrive. Our hiring practices are based solely on qualifications and merit, promoting a diverse and productive workforce. In FY2025, there were no reported cases of discrimination.

Across our operations, the Group has identified no significant risks for incidents of discrimination, use of forced labour, child labour and violation of workers' rights to exercise freedom of association or collective bargaining.

Our employees are completely free to join trade unions and similar organisations. At Food Empire Vietnam, 100% of employees are covered by collective bargaining agreements alongside Food Empire Vietnam's Labour Policy.

We believe in continually investing in our employees' growth. We offer equal opportunities for career development to foster a positive work environment and protect our reputation as a fair employer. By providing equal opportunities for career advancement, we not only enhance our workforce's skills but also maintain a positive company culture and reputation.

MANAGEMENT APPROACH AND POLICY

Our employment policies cover a wide range of employment practices, which include recruitment, employment benefits and career development. The table below lists our Group's key policies and procedures.

Policies and Procedures	Summary
Recruitment	This policy serves as the basis of our recruitment practices. It embodies our commitment to providing equal employment opportunities regardless of race, national origin, religion, age, or gender.
Employment benefits	This policy sets out the guidelines and procedures of employee benefits, which include but are not limited to leave policy, healthcare benefits such as medical, hospitalisation and dental, long service award and recreational activities.
Career development	This policy provides guidelines to ensure that a consistent and systematic approach is taken to manage career development activities for employees, through activities such as performance appraisals, succession planning, and training and development.

Daily HR operations are managed by the local HR team in each country of operation, which is also responsible for adopting the Group's employment policies and tailoring them to meet their local regulations. HR Policies are accessible to employees and are disseminated in different forms based on the region. To ensure the effective implementation of these policies, key stakeholders will be informed of any changes or updates. Monthly management meetings are also carried out to discuss progress on HR-related matters.

	Singapore	Vietnam
Method of Dissemination of HR Policies	<ul style="list-style-type: none"> Internal online portals 	<ul style="list-style-type: none"> Internal online portals
Channels for Changes and Updates	<ul style="list-style-type: none"> Email announcements 	<ul style="list-style-type: none"> Email announcements Townhall meetings

This arrangement ensures consistency in HR practices across the Group, while still providing local HR teams with the flexibility to adapt the practices to the different regulatory requirements in each country.

GRIEVANCE PROCEDURES

Food Empire is dedicated to creating a fair and inclusive working environment and takes any incidents of harassment and discrimination seriously.

We have established a comprehensive framework to address employees' grievances. Through the informal grievance procedure, employees can raise their grievances to their immediate superior, who will work with them to identify possible resolution methods. If the matter cannot be resolved informally, the case will be escalated to the formal grievance procedure.

In our formal grievance procedure, employees will submit an official report to their superior or the head of Group HR. A grievance manager will conduct the investigations and close them only when the matter has been resolved or if the employee decides to withdraw their complaint. Employees may also appeal against the decision if they feel that the matter has not been sufficiently resolved.

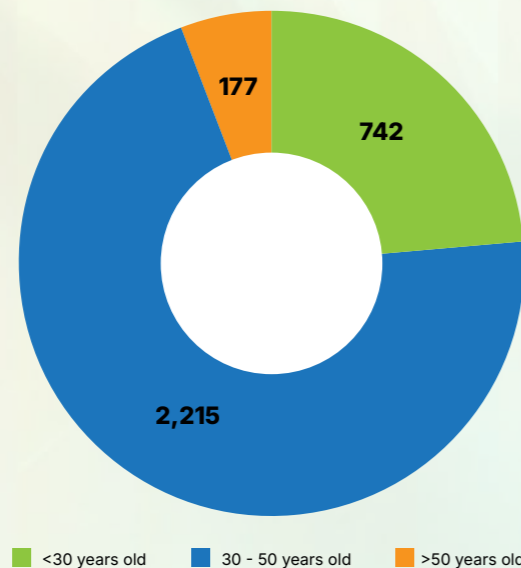
PROFILE OF OUR WORKFORCE

As at 31 December 2025, Food Empire had a total of 3,134 employees across our operations in Singapore, Russia and Vietnam. Workforce numbers are calculated by headcount at the end of FY2025.

Group's Employee Profile by Gender and Employment Type

	Group				Total
	Male ("M")		Female ("F")		
	Headcount	Percentage	Headcount	Percentage	
Total	1,770	56.5 %	1,364	43.5%	3,134
Permanent	1,613	56.2 %	1,256	43.8 %	2,869
Temporary (Vietnam, Russia and Singapore only)	157	59.2 %	108	40.8 %	265

Group's employee profile by age group



Group's Employee Profile by Gender and Employment Type (by country)

	Singapore		Russia*		Vietnam		Group Wide		Total
	M	F	M	F	M	F	M	F	
Total headcount	18	28	410	382	1,342	954	1,770	1,364	3,134
Percentage of employees by gender⁶	39.1 %	60.9 %	51.8 %	48.2 %	58.4 %	41.6 %	56.5 %	43.5 %	100.0%

*18 of them are part-timers.

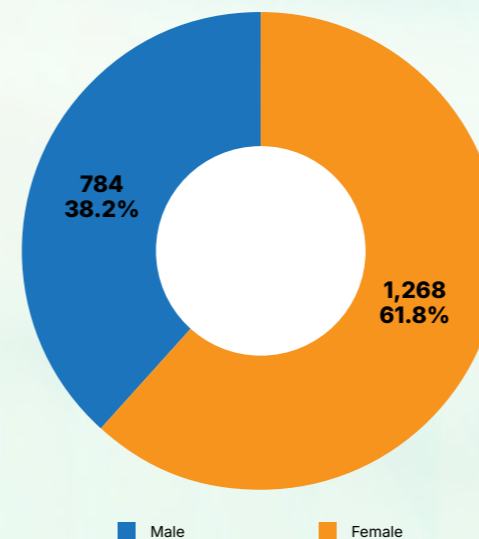
In Singapore, where our headquarters are located, the number of employees in 2025 remained relatively stable throughout the year at 45 permanent employees and 1 temporary employee. The majority of employees in Singapore are working in corporate support functions.

In Vietnam, we had 2,288 permanent employees, and most of them are working in sales and production to support business growth. In FY2025, we had 8 temporary employees, who were hired for new projects and short-term assignments as part of business requirements and legal compliance.

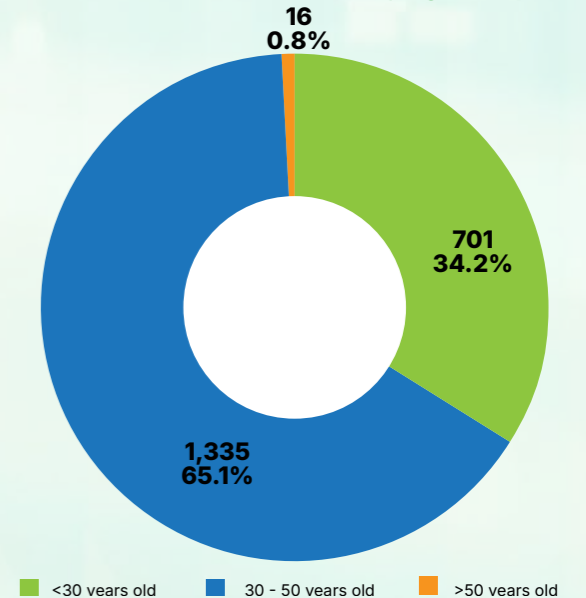
The majority of employees in Russia are involved in production. In 2025, Russia had a total of 792 employees, consisting of 536 permanent and 256 temporary staff. Out of the 792 employees, 774 are full-time employees (Male = 405, Female = 369), while the remaining 18 are part-time employees (Male = 5, Female = 13). Since Russia faces manpower shortages regularly, it is the industry practice for manufacturing companies to employ temporary workers. All our temporary employees are entitled to a full benefits package comparable to that of permanent employees. The entitlements include free meals, official transport, and payment for primary and periodic medical examinations.

In FY2025, there were 2,052 new hires and 1,910 leavers across our reported operations. This translates to a new hire rate of 65.5% and a turnover rate of 60.9%⁷.

Total New Hires in FY2025 (By Gender)



Total New Hires in FY2025 (By Age Group)



⁶ Percentage of employees by gender: Total employees of respective gender groups in each country/ total number employees of each country

⁷ Total new hire rate and turnover rate is based on:

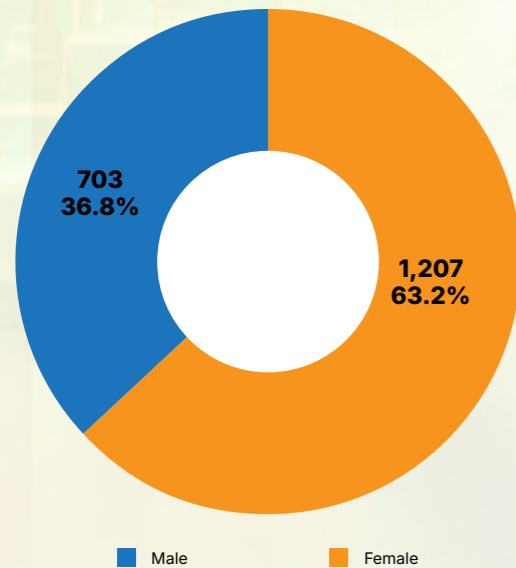
- New hire rate: total new hires/ total employees
- Turnover rate: total turnover/ total employees

Group's New Hires by Gender and Age Group (by country⁸)

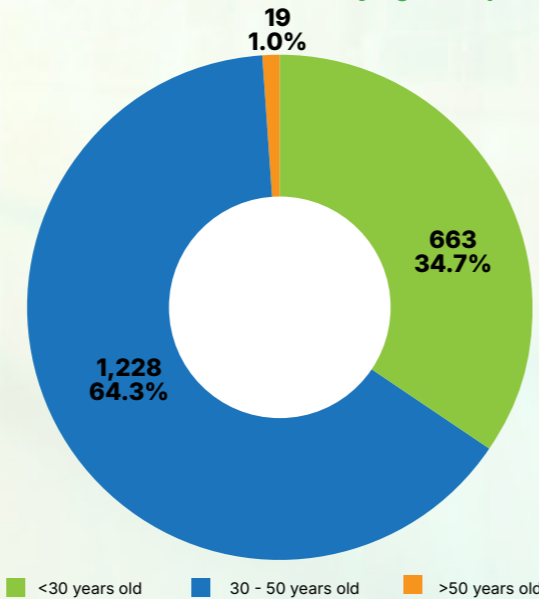
		Singapore		Russia		Vietnam		Group Total ⁹	
		M	F	M	F	M	F	M	F
Total	Headcount	1	0	63	57	1,204	727	1,268	784
	Percentage	100.0%	0.0%	52.5%	47.5%	62.4%	37.6%	61.8%	38.2%
<30 years old	Headcount	1	0	9	13	448	230	458	243
	Percentage	100.0%	0.0%	40.9%	59.1%	66.1%	33.9%	65.3%	34.7%
30-50 years old	Headcount	0	0	48	36	754	497	802	533
	Percentage	0.0%	0.0%	57.1%	42.9%	60.3%	39.7%	60.1%	39.9%
> 50 years old	Headcount	0	0	6	8	2	0	8	8
	Percentage	0.0%	0.0%	42.9%	57.1%	100.0%	0.0%	50.0%	50.0%

Vietnam accounted for most of our new hires and turnovers in 2025, primarily within the sales division. The department's headcount increased from 1,992 in FY2024 to 2,051 in FY2025. Similar to previous years, it has been an industry trend in Vietnam for sales jobs to have a high turnover rate. Nonetheless, the number of employees working for Food Empire in Vietnam has remained stable throughout the years, especially in manufacturing and middle management levels. Food Empire is committed to further improving the employee retention rates within the company.

Total Leavers in FY2025 (By Gender)



Total Leavers in FY2025 (By Age Group)



⁸ Total new hire rate of each country by gender and age group is calculated based on:
 • Gender: total new hires of respective gender groups of each country/ total new hires of each country
 • Age Group: total new hires of each age group of each country/ total hires of each country

⁹ Total new hire rate of Food Empire by gender is calculated based on:
 • Total new hires of respective gender groups across Food Empire Singapore, Vietnam and Russia/ total new hires in Food Empire Singapore, Vietnam and Russia

Group's Turnover by Gender and Age Group (by Country¹⁰)

		Singapore		Russia		Vietnam		Group Total ¹¹	
		M	F	M	F	M	F	M	F
Total	Headcount	0	0	52	55	1,155	648	1,207	703
	Percentage	0.0%	0.0%	48.6%	51.4%	64.1%	35.9%	63.2%	36.8%
<30 years old	Headcount	0	0	5	7	440	211	445	218
	Percentage	0.0%	0.0%	41.7%	58.3%	67.6%	32.4%	67.1%	32.9%
30-50 years old	Headcount	0	0	42	36	713	437	755	473
	Percentage	0.0%	0.0%	53.8%	46.2%	62.0%	38.0%	61.5%	38.5%
> 50 years old	Headcount	0	0	5	12	2	0	7	12
	Percentage	0.0%	0.0%	29.4%	70.6%	100.0%	0.0%	36.8%	63.2%

EMPLOYEE DIVERSITY

Food Empire believes in providing equal opportunities and remains fully committed to maintaining an organisation that embraces diversity.

All employees are recruited based on merit, regardless of age, ethnicity, gender, religion, marital status and disability. We highly appreciate such diversity in our Company which increases our access to a wider talent pool, with individuals of diverse opinions.

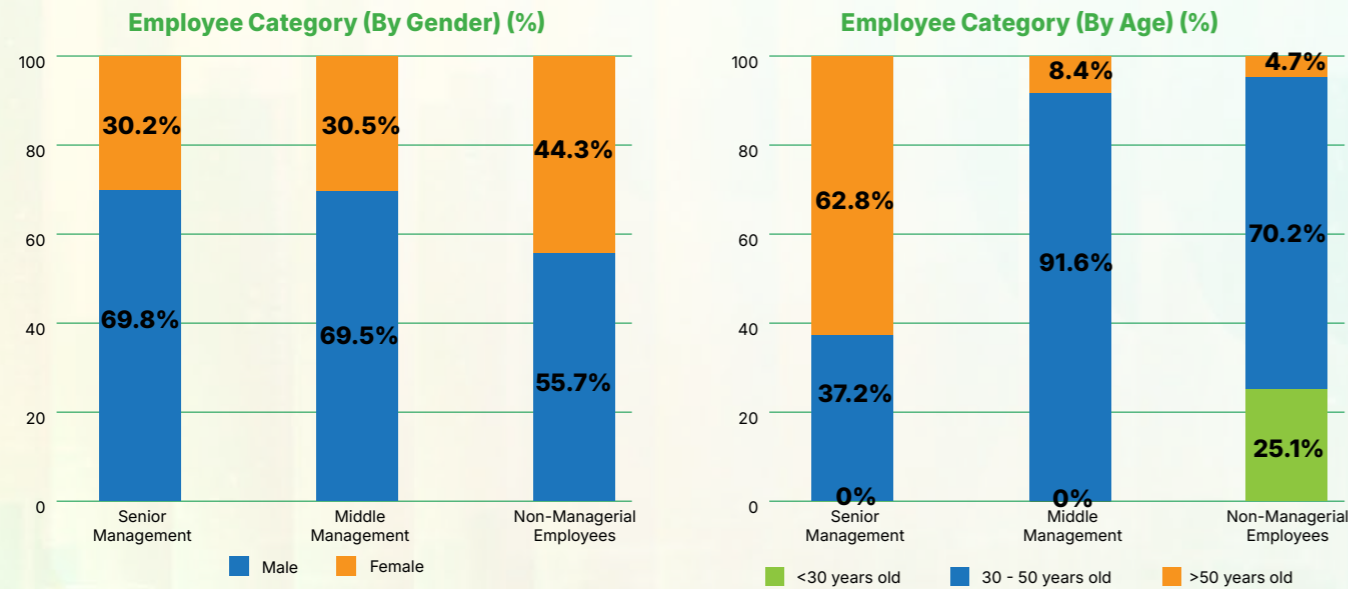
The table below provides a breakdown of our Board's diversity by age and gender as of 31 December 2025:

	Number	%
Board Directors	8	-
Independent Directors	3	37.5
<30 years old	0	0
30-50 years old	0	0
>50 years old	8	100
Male	7	87.5
Female	1	12.5

¹⁰ Total turnover of each country by gender and age group is calculated based on:
 • Gender: Total turnover of respective gender groups of each country/ total turnover of each country
 • Age Group: total turnover of each age group of each country/ total turnover of each country

¹¹ Total turnover rate of Food Empire by gender is calculated based on: Total turnover of respective gender groups across Food Empire Russia, Singapore and Vietnam/ total turnover of Food Empire Russia, Singapore and Vietnam

The table below provides the breakdown of our workforce diversity in FY2025 by employee category¹² and age:



WORKERS WHO ARE NOT EMPLOYEES

The number of workers who were not employees¹³, who were not included in the total headcount, was 152 as at 31 December 2025, with details tabulated below:

Country*	Number	Workers' Responsibilities
Vietnam	147	Workers hired through an agency as substitution of headcount, less than 6.27% of our employees in Vietnam.
Russia	5	Workers hired for the provision of one-time services.

*We do not have workers who are not employees in Singapore.

EMPLOYMENT BENEFITS

In keeping with our dedication to our employees, Food Empire offers an extensive range of employment benefits to all staff. This includes annual paid leave, parental leave and statutory retirement provisions. Beyond these, employees receive additional perks, such as transport reimbursements, recreational activities, mobile phone subscription coverage, parental benefit-related gifts, overtime meal allowances and service awards. Our benefits package is compliant with local laws and regulations across all our operational regions. Our health care benefits are outlined in further detail in our *Occupational Health and Safety* section below.

As part of our efforts to care for our employees' physical and mental well-being, we have conducted various activities. For example, in Food Empire, we offer the following benefits across select locations, subject to local practices:

- Internal engagement activities
- Townhall
- Team building exercises
- Christmas celebration
- Innovation award
- Health Bulletin from Insurance Partner
- Health Talks from Insurance Partner
- Annual Health Checks

¹² Food Empire has defined each employee category as the following:
 • **Senior Management:** This category includes department heads and above, including General Manager, Senior Manager and Director. Two members of Singapore's Senior Management are also serving as members of the Board.
 • **Middle Management:** This category includes Managers and Assistant Managers.
 • **Non-managerial Employees:** This category includes executives, supervisors and others.

¹³ As per GRI's definition, 'workers' are defined to be people who work for Food Empire, but are not in an employment relationship with Food Empire (e.g., third party agencies, contractors, etc.).

PARENTAL LEAVE

Food Empire complies with local regulations and provides parental leave benefits to eligible employees. In FY2025, a total of 120 employees took parental leave. A summary of our employees' parental leave data in FY2025 is shown in the table below.

	Singapore		Russia		Vietnam		Group Total	
	M	F	M	F	M	F	M	F
No. of employees entitled to parental leave	0	0	0	10	58	52	58	62
No. of employees who took parental leave	0	0	0	10	58	52	58	62
No. of employees due to return to work from parental leave	0	0	0	9	58	35	58	44
No. of employees who returned to work from parental leave	0	0	0	5	57	23	57	28
Return to work rate	-	-	-	55.6%	98.3%	65.7%	98.3%	63.6%

MARKET PRESENCE

The Group engages local talent in the countries where we operate and is committed to building a workforce that mirrors the diversity of the communities we serve. We also ensure that our employment contracts adhere to local laws and regulations.

We implement and adhere to best practices regarding employee engagement, including fair remuneration. We comply with local labour regulations, and our employees are remunerated above minimum wage. The ratio of the entry-level wage to the local minimum wage, where applicable for both female and male staff in FY2025, is provided in the table on the right.

Country	Ratio of entry-level wage to local minimum wage	
	Male	Female
Russia	2.67	2
Vietnam	1.07	1.07

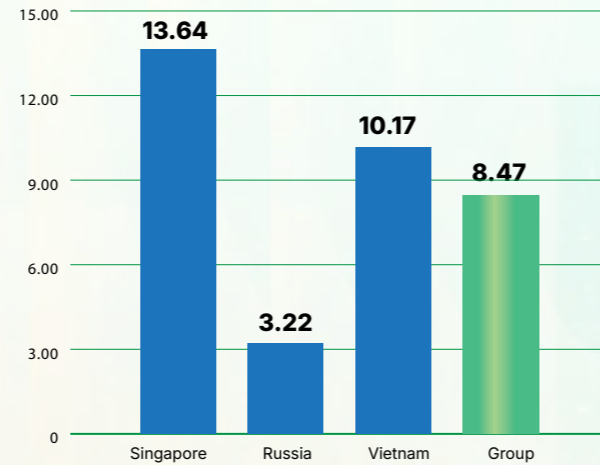
The Group acknowledges that local talent can provide significant intangible benefits to our operations, including enhanced cultural understanding and stronger community connections, which support regional economic development. We actively seek to hire senior management locally across all of our significant locations of operations. This includes individuals either born in or who have the legal right to reside indefinitely (i.e., naturalised citizens or permanent visa holders) in the same geographic market as the operation. The Group has identified individuals who are responsible for the Group's core management function to be assigned as part of the senior management. The percentage of our senior management across our locations who are hired from the local community is detailed in the table on the right.

Location	Percentage of senior management hired locally
Russia	80%
Vietnam	79%
Singapore	93%

STAFF TRAINING AND DEVELOPMENT

As a committed employer that values its workforce, Food Empire understands that training and development are crucial for equipping employees with the skills to excel in their roles. To facilitate this, we provide diverse training opportunities designed to enhance both technical and managerial skills. The following section will outline our initiatives and highlight employee development across our global operations.

Average Training Hours per Employee (By Country)



An overview of the training hours – By Country

Region	Average Training Hours*					
	Per Employee	Male	Female	Senior Management	Middle Management	Non-managerial
Singapore	13.64	11.11	15.27	14.75	12.95	13.25
Russia	3.22	3.68	2.72	1.80	3.55	3.22
Vietnam	10.17	10.75	9.37	12.54	11.89	10.11
Total	8.47	9.11	7.63	9.51	8.60	8.45

*Average training hours subject to rounding.

In FY2025, all permanent employees have undergone a performance review process. This evaluation is conducted annually.

SINGAPORE

In FY2025, Food Empire Singapore provided ad-hoc training programmes that were tailored to employees and their job scopes. These training sessions were mostly in collaboration with and held by external training institutions. We have provided in-house training sessions that include courses such as "Internal Control Awareness Workshop" and "Group Awareness Training on Financial Governance". We also held our annual awareness training on "Data Protection & Cybersecurity" and aim to enhance our staff's understanding of AI via a "Gen AI Digital Transformation Workshop".

GENERAL HR TRAININGS	TAILORED TRAININGS
<p>General Training Programmes:</p> <ul style="list-style-type: none"> New Employee Induction Programme for all categories of employees Professional Development and Knowledge & Skills based training programmes 	<p>FY2025 Special Training Programmes:</p> <ul style="list-style-type: none"> Internal Control Awareness Workshop Data Protection & Cybersecurity Awareness Training Group Awareness Training on Financial Awareness Sensory Training Group Awareness Training on Financial Governance

RUSSIA

Training programmes include ISO 9001 training and training on equipment operations as well as product quality checks.

VIETNAM

Training programmes for employees include safety training, training on regulations, and allergen awareness, among others.

TARGETS

Perpetual Target	FY2025 Performance
100% of new employees in operation departments received Good Manufacturing Practices ("GMP"), food safety, Hazard Analysis and Critical Control Points ("HACCP"), quality management system and occupational health and safety training.	Met

OCCUPATIONAL HEALTH AND SAFETY

Food Empire places a high priority on the health and safety of our employees. We recognise the need to create and maintain a healthy and safe work environment for all employees. The Group has adopted best practices proposed by local governments to execute measures to ensure the safety of employees. Food Empire recognises the safety of our people as a fundamental human rights issue.

MANAGEMENT APPROACH & POLICY

The safety of our staff remains our top priority, and we are committed to working towards our goal of zero work-related fatalities. To achieve this goal, country-specific safety committees, safety management systems and policies are established in each operating country to provide greater flexibility in responding to different regulations on health and safety. The Group's occupational health and safety management systems cover all employees and workers who are not employees on site.

Policies and Procedures	Coverage of Policies	Summary
Accident management procedures	<ul style="list-style-type: none"> Russia Vietnam 	This procedure outlines the steps that need to be taken when an accident occurs, which includes the accident reporting process.
Emergency response procedures	<ul style="list-style-type: none"> Russia Vietnam 	This procedure provides the appropriate protocols that should be followed in the case that there are emergencies occur.
Safety, Health, and Environment ("SHE") policy	<ul style="list-style-type: none"> Vietnam 	This policy and framework serve as a framework to protect the safety and health of our employees and outline the company's principle that "all occupational accidents, diseases, and environmental incidents shall be prevented".
Labour Safety Management System ("LSMS")	<ul style="list-style-type: none"> Russia 	

GRIEVANCE PROCEDURES

At the operational level, employees have better visibility of potential workplace hazards. Therefore, it is essential to establish effective grievance mechanisms that enable employees to report any potential issues. For instance, Food Empire Vietnam has implemented a 'Safety Walk' programme, allowing employees to report safety or environmental concerns.

RUSSIA

In Food Empire Russia, a Labour Safety Management System ("LSMS") has been developed in accordance with the Labour Code of the Russian Federation and other federal laws concerning workforce safety, which has been externally certified.

Standards Certified	Description of Standard
<p>GOST¹⁴ 12.0.230-2007</p> <p>Occupational safety standards system</p>	This standard outlines the general requirements of the occupational safety and health management system.
<p>GOST R 12.0.007-2009</p> <p>Labour protection management systems in organisations</p>	This standard sets out the requirements for the development and implementation of a safety management system and its audit and improvement plan.

¹⁴ Gosudarstvennyy Standart (GOST) refers to a set of technical state standards maintained by the Euro-Asian Council for Standardisation, Metrology and Certification (EASC), a regional standards organisation operating under the auspices of the CIS. These state standards are an analogue of the corresponding International Organisation for Standardisation (ISO) standards.

The LSMS provides the framework for executing our safety management systems, covering all employees in Russia. A dedicated safety committee manages the LSMS, performs routine safety inspections and works on identifying and addressing potential areas of improvement when safety breaches are identified. All employees are directly involved in all activities of the Occupational Health and Safety Management System, such as the Working Conditions Assessment System and Identification of Production Risks.

Food Empire Russia has implemented an annual training programme for our employees to ensure that all employees are well-informed and equipped to perform their duties safely. All employees must complete safety training sessions, which adhere to occupational safety training regulations. Department Heads receive training from government organisations every three years, while specialists are trained by the Labour Protection Commission. All workers participate in refresher training every six months through regular briefings. Furthermore, employees and workers make use of collective protective equipment whenever necessary, ensuring safety and well-being.

Regular surveys are carried out with employees during workplace inspections to help identify potential hazards and risks. Comprehensive training at the State Training Centre ensures the proficiency of employees engaged in risk identification. All employees are made aware of the results of these risk assessments, which are also used to continuously improve our occupational health and safety management system. Instances of unsafe practices at work are communicated and highlighted to our employees during routine pre-work briefings. The Action Plan for improving working conditions is updated monthly, and an annual summary is provided. This summary evaluates the outcomes of these actions and assesses the plan's implementation based on a review of professional risks.

During their induction, employees and workers are informed about potential hazards, while the state Labour Code protects their right to refuse dangerous work without reprisals. Work-related incidents are investigated by the enterprise commission appointed by the order of the manager. An assessment of professional risks at workplaces with the participation of employees is constantly carried out, and based on the results of the assessment, a Corrective Action Plan is drawn up indicating specific measures, performers and deadlines. The implementation of the Plan is taken under control by the labour protection engineer.

At Food Empire Russia, employees and workers undergo annual health screenings as part of their employment benefits. All personal health-related information is treated with strict confidentiality, conveyed to each employee from the medical organisation individually and is not used unfavourably in the treatment of workers. In addition, Food Empire Russia provides free healthy food to employees and workers.

As of FY2025, there were zero fatalities, high-consequence injuries, major injuries or occupational injuries.

VIETNAM

In Vietnam, all employees and workers are covered by a Safety, Health, and Environment ("SHE") policy.

Safety, Health, and Environment Policy			
Management Committee	Committee Responsibility	Reporting Line and Policy Applicability	Reporting Frequency
Health and Safety Committee	<ul style="list-style-type: none"> Discuss potential areas for improvement Highlight any identified unsafe practices <p>In the event of a workplace incident:</p> <ul style="list-style-type: none"> Discuss and implement corrective action on time Use a hierarchy of control management system to minimise the further occurrence of any workplace incidents 	<p>Receive reporting/sharing of materials from:</p> <ul style="list-style-type: none"> Members of various departments who are responsible for planning, implementing, and reporting safety issues within their respective departments Applicable to all contractors who operate within the Food Empire premises 	<ul style="list-style-type: none"> Various committees meet every month Policy reassessed on an annual basis to ensure continued relevance

All employees and workers are to complete both general and role-specific safety training. New hires must also attend an occupational health and safety orientation programme before starting their roles at Food Empire Vietnam. Furthermore, all employees have access to regular healthcare services and health insurance.

In FY2025, Vietnam reported zero fatalities and zero lost-time accidents. This was achieved through commitments from all employees, continuous training and management routines to inspect the factory. Management inspections include daily safety walks, weekly safety audits, and weekly measurements of key performance indicators. These inspections would identify safety issues and correct them. Risk assessments cover our different production functions and risks identified, such as forklift-related incidents and ergonomic illnesses caused by handling heavy objects, to name a few.

Since 2023, we have been monitoring our health and safety metrics for employees and workers who are not employees, respectively. A summary of hours worked and work-related injury rate (serious injury) in 2025 for Russia and Vietnam is shown below:

Health and Safety Metrics	Russia			Vietnam		
	2023	2024	2025	2023	2024	2025
Total number of hours worked	1,300,636	1,240,672	1,225,190	2,645,080	4,385,408	5,204,732
Number of hours worked (Employees)	1,300,636	1,240,672	1,225,190	2,523,568	4,049,708	4,848,955
Number of hours worked (Workers who are not employees)	NA*	NA*	1,199	121,512	335,700	355,777
Total number of fatalities	0	0	0	0	0	0
Total fatality rate	0%	0%	0%	0%	0%	0%
Total number of high consequence injuries¹⁵	0	0	0	0	0	0
Total rate of high consequence injuries	0%	0%	0%	0%	0%	0%
Total number of work-related injuries	0	0	0	0	0	1
Total work-related injury rate¹⁶	0%	0%	0%	0	0%	0.19
Total number of work-related ill health	0	0	0	0	0	0

*We do not have workers who are not employees in Russia.

TARGETS

Perpetual Target	FY2025 Performance
Perpetual target of zero confirmed work-related fatalities in all our operations	Met
100% of workers receive at least one safety training annually	Met

¹⁵ Under GRI, high consequence injuries refer to injuries where the worker cannot, does not, or is not expected to fully recover to pre-injury health status within 6 months.

¹⁶ Work-related injury rate is calculated based on the number of injuries per 1,000,000 hours worked.

$$\text{Work-related injury rate} = \frac{\text{Number of work-related injuries (excluding fatalities)}}{\text{Number of hours worked}} \times 1,000,000$$

OUR COMMUNITY

The Group recognises that our activities can have significant economic, social, cultural, and environmental impacts on local communities. We strive to anticipate and avoid any negative impacts on local communities where possible and remain committed to practising ethics and social responsibility. In FY2025, there were no operations with significant actual and potential negative impacts on local communities to the best of our knowledge.

Community building and our Corporate Social Responsibility ("CSR") are key pillars of our sustainability strategy, and we have implemented local community engagement and development programmes across all our operations.

SINGAPORE



Shining for a Cause: The Starry Night Gala

The Starry Night Charity Gala, presented by Food Empire and Brands for Good, raised funds for the VIVA Foundation for Children with Cancer. Graced by Guest of Honour Mr. George Yeo, the evening featured heartfelt performances by the Foundation's beneficiaries and a charity auction generously supported by our donors and guests.



Creating Moments That Soar!

Food Empire was honoured to collaborate with AltitudeX in support of the VIVA Foundation for Children with Cancer, providing young beneficiaries with an unforgettable flight experience. The event was graced by Guest of Honour Dr Choo Pei Ling, Member of Parliament for Tengah. We extend our heartfelt thanks to all supporters who made the day possible. Our Food Empire volunteers were delighted to spend time with the children, sharing smiles and creating a day full of joy, community spirit, and meaningful moments.



Empowering Future F&B Leaders

Food Empire has contributed S\$200,000 to establish the Food Empire Food Science & Technology Bursary at the National University of Singapore (NUS), supporting undergraduates in the Department of Food Science and Technology and empowering the next generation of F&B leaders. Beyond financial aid, we are exploring research collaborations with NUS to advance food science—an initiative that reflects our commitment to nurturing talent and strengthening Singapore's presence in the global F&B industry.

VIETNAM



Welcoming Future Leaders to Our Vietnam Facility

Food Empire welcomed students from Woodgrove Secondary School to our Vietnam manufacturing facility as part of their Overseas Learning Programme. The visit offered students a chance to explore Vietnam's business culture, develop cross-cultural collaboration skills, gain insight into our production processes, and sample innovative products, including Hillway instant bubble tea. Initiatives like this reflect Food Empire's commitment to inspiring the next generation through learning, innovation, and exchange.

Sparking Energy-Saving Action

In support of Earth Day 2025 and its global theme, "Our Power, Our Planet," Food Empire Vietnam launched a TikTok awareness campaign promoting energy conservation. A short educational video shared practical electricity-saving tips that employees and the wider community could easily adopt in their daily routines, encouraging small actions that collectively contribute to a more sustainable future.

The initiative translated a global sustainability message into relatable local content, helping raise awareness of energy conservation and eco-friendly habits. Through this digital outreach, Food Empire Vietnam reinforced its commitment to responsible environmental stewardship and promoting sustainability in the communities it serves.



VIETNAM (CONT)



Creative Voices for a Plastic-Free Future

In celebration of World Environment Day 2025 under the theme "Beat Plastic Pollution," Food Empire Vietnam launched the internal video contest "Switch Off Plastic, Switch On Green." Employees created short videos demonstrating practical actions, such as using reusable bags and utensils and recycling correctly, fostering eco-friendly habits and awareness of responsible consumption.

Employees' videos reached colleagues and families, sparking creative ideas and practical steps to reduce plastic use. By turning staff-led solutions into visible, actionable practices, the contest encouraged everyday eco-friendly habits and demonstrated the real-world impact of small, collective actions.



Sowing Seeds of Love at Lang Tre Humanitarian Centre

In December, Food Empire Vietnam conducted its year-end charity trip, Sowing Seeds of Love, to Lang Tre Humanitarian Centre in Cẩm Mỹ District, Đồng Nai Province. The facility provides shelter, care, and rehabilitation for orphaned children and individuals with severe disabilities.

Employees delivered essential daily necessities, food supplies, practical care items, cash contributions, and company products. This heartfelt gesture expressed compassion and encouragement for vulnerable groups during the meaningful year-end period, reinforcing the company's enduring commitment to social responsibility and community support.



A Green Christmas

Food Empire Vietnam organised the internal CSR initiative "Christmas Eco Decor – Turning Waste into Wonders" to celebrate the festive season while promoting environmental awareness. Employees submitted short, creative videos showcasing decorations made from discarded materials, reinforcing waste reduction and circular practices. The contest encouraged hands-on participation, inspiring staff to adopt eco-friendly habits and fostering a culture of sustainability within the workplace.

The campaign extended beyond the company through social media, achieving over 150,000 shares on TikTok. By combining creativity with practical environmental action, the initiative raised awareness of sustainable practices and engaged employees as active contributors to positive change, reflecting Food Empire Vietnam's commitment to meaningful, participatory CSR.

RUSSIA

Supporting Families and Communities in Need

Recognising the importance of community care, Food Empire Russia's CSR Committee extended direct assistance to five families living near its manufacturing facility, providing monetary donations, Food Empire products, and gifts for their children.

Beyond direct family aid, Food Empire Russia donated products and gifts to a range of social service organisations — including families raising children with disabilities, the elderly, and individuals in need of social assistance. Among the beneficiaries were Light of the Soul, Dmitrovsky Family Centre, Svyatograd, and the Council of Elders at the Dmitrov Chamber of Commerce and Industry — organisations that serve as vital pillars of support within their communities.

Furthering its support, Food Empire celebrated Children's Day by gifting products to children with special needs at the Dmitrovsky Family Centre, and contributed to the renovation of the centre's dressing room — bringing meaningful improvement to the facility and those who depend on it.

In a parallel effort to support youth development and active lifestyles, the company also sponsored football kits for a youth team in Dmitrov. The team participates in local and regional competitions that bring together young people from different schools and sports clubs to develop their football skills and teamwork. By ensuring access to proper sports kits, we help these young athletes represent their district with pride while promoting discipline, collaboration and healthy living.



Together, these efforts reflect Food Empire Russia's commitment to being a responsible and compassionate presence in the communities where it operates, extending its care beyond its workforce to those most in need.

INDIA



Enhancing Community Well-Being Through Water Access

Indus Coffee installed modern drinking water facilities to provide safe, reliable, and clean drinking water to surrounding communities. This initiative directly benefits over 2,200 local families in the villages, supports more than 140,000 annual visitors to the ecologically important Nelapattu Bird Sanctuary, and ensures essential access for patients and staff at the Government Hospital in Naidupeta.

By delivering sustainable infrastructure that addresses a fundamental human need, these projects promote public health, reduce waterborne disease risks, improve quality of life, and strengthen long-term community resilience in the regions where we operate.



Building Foundations for Lasting Impact

Committed to uplifting the communities surrounding its operations, Indus Coffee supported the construction of two infrastructure projects that delivered lasting social impact. At VG Kandriga Village, an agricultural produce storage facility with a capacity of approximately 50 tonnes was constructed, helping farmers safeguard their harvests, reduce post-harvest losses, and strengthen economic resilience. At Kattava Village, a newly constructed school building provided around 50 students each year with a safe and supportive learning environment, improving access to quality education.

These projects reflected a belief that sustainable business growth and thriving communities go hand in hand — and that the most enduring impact is built from the ground up.



Bytes of Knowledge

Indus Coffee enabled digital education in local schools by donating computers and printers to a government high school in Chinna Mambattu Village, benefiting approximately 150 students. In addition, laptop facilities were provided to government schools to enable computer education for underprivileged students, reaching around 10 students.

By providing access to technology and digital learning tools, these initiatives empower students to explore new opportunities, develop critical skills, and shape a brighter future for themselves and their communities.

CUSTOMER RESPONSIBILITY

PRODUCT QUALITY AND SAFETY

CONSUMER SAFETY

As a food and beverage manufacturing and packaging company, we prioritise product safety and ensure accurate labelling of our products. We understand that any mishandling of our products can harm our reputation, result in financial penalties and potentially breach product safety laws in our markets. Moreover, breaches in product safety can negatively impact consumer health, leading to foodborne illnesses or other related illnesses.

PRODUCT LABELLING AND MARKETING

The Group provides information on our product quality, nutrition, safety and disposal methods, primarily through our product packaging and labelling, emphasising transparency. We are dedicated to ensuring our labelling is accurate and clear, enabling our customers to make well-informed purchasing decisions.

In Vietnam and Russia, we have implemented stringent procedures to ensure all products are covered by and assessed for compliance with relevant labelling and marketing requirements. Throughout our product information, labelling and marketing communications efforts in FY2025, there were zero confirmed cases of non-compliance with regulations or voluntary codes resulting in a fine, penalty or warning.

FOOD SAFETY AND QUALITY MANAGEMENT

MANAGEMENT APPROACH AND POLICY

Our food safety and quality policies are regularly reviewed to ensure that they satisfy new regulatory requirements and customer preferences. These policies enable us to continue to produce products of the highest quality that are implemented at the country level to ensure compliance with local regulations.

Policies and Procedures	Summary
Russia	
Quality and Food Safety	<ul style="list-style-type: none"> Manufacture products that meet or exceed our quality and food safety standards and statutory and regulatory requirements Develop and implement the Quality Management System and Product Safety System, and validate their effectiveness through internal and external verification processes Engage with vendors on their quality systems and specifications for inspection, handling, storage, and dispatch of raw materials and packaging materials Communicate with consumers on the product stage and other consumer guidelines
Vietnam	
Food Safety Policy	<ul style="list-style-type: none"> Outline food safety and quality management systems and guidelines to meet the food safety standard
Quality Manual	<ul style="list-style-type: none"> Set out the key steps in quality control procedures
GMP Manual	<ul style="list-style-type: none"> Provide guidance on best practices in the manufacturing process to ensure the health and safety of our product
Supplier Control Manual	<ul style="list-style-type: none"> Outline the controls to ensure the quality of the supply
Warehouse Standard Manual	<ul style="list-style-type: none"> Set out the requirements for safe storage; for example, hygiene practices, humidity level and temperature.
Transportation Manual	<ul style="list-style-type: none"> Provide guidelines to our drivers on how to maintain the quality of our supply and product during transportation

As of 2025, we have assessed all our products for consumer safety impacts and there were zero cases of non-compliance with all applicable laws and regulations concerning consumer safety in Vietnam and Russia.

RUSSIA

Our Food Safety and Quality Management system in Russia is certified by the GOST standards, a regulatory requirement for food manufacturers in Russia. The following table summarises our current food safety and quality certifications¹⁷.

Standards certified	Description of standard
GOST R ISO 22000-2019 (ISO 22000: 2018)	ISO 22000 is an international standard that specifies the requirements for a food safety management system (FSMS). It ensures that organisations in the food value chain can consistently provide safe products and services.
GOST ISO 9001-2015 (ISO 9001:2015) Quality Management Systems – Requirements	This standard sets the requirements for Quality Management Systems (QMS) to enhance customer satisfaction and process efficiency. It also ensures that organisations meet the needs of stakeholders and statutory requirements.
Halal Certified according to ICC-H. RUS:2018 Standard	Products are Halal-certified.

To ensure full compliance with consumer safety regulations, we have conducted a safety impact assessment of all our products throughout their entire lifecycle. Food Empire Russia's food safety management system is based on the principles of the HACCP as well as feedback from our stakeholders. This feedback has driven improvements to our manufacturing process to uphold both safety and quality.

VIETNAM

In Vietnam, our Food Safety and Quality Management system is certified and in compliance with ISO 22000:2018. Policies and practices in Vietnam have been constantly updated to ensure continued relevance.

Standards Certified	Description of Standard
ISO 22000: 2018	ISO 22000 is an international standard that specifies the requirements for a food safety management system (FSMS). It ensures that organisations in the food value chain can consistently provide safe products and services.

We have assembled a team with representatives from various operational units to manage and oversee the management of our Group's food safety standards. This team is responsible for monitoring and evaluating product performance. To ensure comprehensive assessments are conducted, the team has undergone training for international standards, including ISO certification, GMP training, and HACCP training. These training courses are assessed frequently for improvements.

In addition, we conduct annual supplier audits to assess the food safety performance of our suppliers, thereby ensuring that we uphold our stringent standards across our entire supply chain. We have also conducted a comprehensive assessment to identify operational prerequisite programmes ("ORP") and critical control points ("CCP") in our key processing steps. Identifying ORP and CCP has allowed Food Empire to implement a rigorous monitoring system that maintains the highest quality standards for our products.

TARGETS

Perpetual Target	FY2025 Performance
Zero confirmed incidents of non-compliance with all applicable laws and regulations concerning consumer product quality and safety	Met
Zero confirmed incidents of non-compliance with applicable regulations concerning product information and labelling	Met

¹⁷ These certifications relate to the entity FES Products LLC in Russia, whose principal activities include the manufacturing and distribution of our products.

SGX SIX PRIMARY COMPONENTS INDEX

SN	Primary Component	Addressed in this Report
1	Material ESG Factors	Materiality Assessment
2	Climate-related disclosures aligned with the IFRS S2 standards	Climate change and Energy
3	Policies, Practices and Performance	<ul style="list-style-type: none"> Board Statement Sustainability at Food Empire Governance and Ethics Climate change and Energy Environment Human Capital Customer Responsibility
4	Board Statement	<ul style="list-style-type: none"> Board Statement Sustainability Governance Structure
5	Targets	<ul style="list-style-type: none"> Governance and Ethics Human Capital Customer Responsibility
6	Framework	<ul style="list-style-type: none"> About Our Report – Reporting Principles and Statement of Use

GRI CONTENT INDEX

Statement of use	Food Empire Holdings Ltd has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standards	Disclosure	Reference and/or Reason for Omission
GRI 2: General Disclosures 2021	2-1 Organisational details	About Food Empire
	2-2 Entities included in the organisation's sustainability reporting	About Our Report – Reporting Scope
	2-3 Reporting period, frequency and contact point	About Our Report – Reporting Principles and Statement of Use
	2-4 Restatements of information	There are no restatements of information made from previous reporting periods
	2-5 External assurance	About Our Report – Assurance
	2-6 Activities, value chain and other business relationships	<ul style="list-style-type: none"> About Food Empire About Our Report
	2-7 Employees	Human Capital – Profile of our workforce
	2-8 Workers who are not employees	Human Capital – Profile of our workforce
	2-9 Governance structure and composition	Please refer to Corporate Governance Report 2025
	2-10 Nomination and selection of the highest governance body	Please refer to our Corporate Governance Report 2025
	2-11 Chair of the highest governance body	Please refer to our Corporate Governance Report 2025
	2-12 Role of the highest governance body in overseeing the management of impacts	Governance and Ethics – Sustainability Governance
	2-13 Delegation of responsibility for managing impacts	Governance and Ethics – Sustainability Governance
	2-14 Role of the highest governance body in sustainability reporting	Governance and Ethics – Sustainability Governance
	2-15 Conflicts of interest	Please refer to our Corporate Governance Report 2025
	2-16 Communication of critical concerns	Governance and Ethics – Grievance procedures
	2-17 Collective knowledge of the highest governance body	Please refer to our Corporate Governance Report 2025
	2-18 Evaluation of the performance of the highest governance body	Please refer to our Corporate Governance Report 2025
	2-19 Remuneration policies	Please refer to our Corporate Governance Report 2024
	2-20 Process to determine remuneration	Please refer to our Corporate Governance Report 2024
	2-21 Annual total compensation ratio	Confidentiality Constraints – Commercial confidentiality reasons

GRI Standards	Disclosure	Reference and/or Reason for Omission	
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Board Statement	
	2-23 Policy commitments	<ul style="list-style-type: none"> Governance and Ethics Climate change and Energy Environment Human Capital Customer Responsibility 	
	2-24 Embedding policy commitments	<ul style="list-style-type: none"> Governance and Ethics Climate change and Energy Environment Human Capital Customer Responsibility 	
	2-25 Processes to remediate negative impacts	<ul style="list-style-type: none"> Governance and Ethics Climate change and Energy Environment Human Capital Customer Responsibility 	
	2-26 Mechanisms for seeking advice and raising concerns	Governance and Ethics – Grievance procedures	
	2-27 Compliance with laws and regulations	Governance and Ethics – Corporate compliance	
	2-28 Membership associations	FES Products LLC: Member of RusteaCoffee Association	
	2-29 Approach to stakeholder engagement	Stakeholder Engagement and Materiality	
	2-30 Collective bargaining agreements	Human Capital – Our Employment Practices	
	Disclosure of Material Topics		
	GRI 3: Material Topics 2021	3-1 Process to determine material topics	Stakeholder Engagement and Materiality
		3-2 List of material topics	Stakeholder Engagement and Materiality
	Governance and Ethics		
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance and Ethics	
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Governance and Ethics – Local Procurement Practices	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Governance and Ethics – Anti-Corruption	
	205-2 Communication and training about anti-corruption policies and procedures	Governance and Ethics – Anti-Corruption	
	205-3 Confirmed incidents of corruption and actions taken	Governance and Ethics – Anti-Corruption	

GRI Standards	Disclosure	Reference and/or Reason for Omission
GRI 207: Tax 2019	207-1 Approach to tax	Governance and Ethics – Tax Compliance
	207-2 Tax governance, control, and risk management	Governance and Ethics – Tax Compliance
GRI 418: Customer Privacy 2016	207-1 Approach to tax	Governance and Ethics – Customer Data Privacy
	207-2 Tax governance, control, and risk management	Governance and Ethics – Tax Compliance
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Governance and Ethics – Customer Data Privacy
Climate Change and Energy		
GRI 3: Material Topics 2021	3-3 Management of material topics	Climate Change and Energy
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Climate-related Disclosures
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Climate Change and Energy – Energy and emissions Appendix: Notes on Data Reporting Methodology
	302-3 Energy intensity	Climate Change and Energy – Energy and emissions
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Climate Change and Energy – Energy and emissions Appendix: Notes on Data Reporting Methodology
	305-2 Energy indirect (Scope 2) GHG emissions	Climate Change and Energy – Energy and emissions Appendix: Notes on Data Reporting Methodology
	305-4 GHG emissions intensity	Climate Change and Energy – Energy and emissions
Environment		
GRI 3: Material Topics 2021	3-3 Management of material topics	Environment
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Environment – Waste Management
	306-2 Management of significant waste-related impacts	Environment – Waste Management
	306-3 Waste generated	Environment – Waste Management
	306-4 Waste diverted from disposal	Environment – Waste Management
	306-5 Waste directed to disposal	Environment – Waste Management

GRI Standards	Disclosure	Reference and/or Reason for Omission	
Human Capital			
GRI 3: Material Topics 2021	3-3 Management of material topics	Human Capital	
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Human Capital – Market Presence	
	202-2 Proportion of senior management hired from the local community	Human Capital – Market Presence	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Human Capital – Profile of our Workforce	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human Capital – Our Employment Practices; Employment Benefits	
	401-3 Parental Leave	Human Capital – Our Employment Practices; Employment Benefits	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Human Capital – Occupational Health and Safety	
	403-2 Hazard identification, risk assessment, and incident investigation	Human Capital – Occupational Health and Safety	
	403-3 Occupational health services	Human Capital – Occupational Health and Safety	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Human Capital – Occupational Health and Safety	
	403-5 Worker training on occupational health and safety	Human Capital – Occupational Health and Safety	
	403-6 Promotion of worker health	403-6 (a)	People – Occupational Health and Safety
		403-6 (b)	Not applicable. Food Empire does not provide any voluntary health promotion services.
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Human Capital – Occupational Health and Safety	
	403-8 Workers covered by an occupational health and safety management system	403-8 (a)(ii) and (iii)	Human Capital – Occupational Health and Safety
			Russia: The system has not been internally or externally audited in FY2025. Vietnam: The system has not been externally audited in FY2025.
403-9 Work-related injuries	Human Capital – Occupational Health and Safety		
403-10 Work-related ill health	Human Capital – Occupational Health and Safety		

GRI Standards	Disclosure	Reference and/or Reason for Omission	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Human Capital – Staff Training	
	404-2 Programs for upgrading employee skills and transition assistance programs	404-2 (a)	People – Staff training
		404-2 (b)	Not applicable. Food Empire does not have any transition assistance programs for Employees.
	404-3 Percentage of employees receiving regular performance and career development reviews	Human Capital – Staff Training	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Human Capital – Employee Diversity	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Human Capital – Our Employment Practices	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Capital – Our Employment Practices	
		Information relating to our suppliers is not available – our current supplier evaluation system does not include our suppliers' practices and/or policies relating to freedom of association and collective bargaining.	
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	Human Capital – Our Employment Practices Information relating to our suppliers is not available – our current supplier evaluation system does not include our suppliers' practices and/or policies relating to child labour.	
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Human Capital – Our Employment Practices Information relating to our suppliers is not available – our current supplier evaluation system does not include our suppliers' practices and/or policies relating to forced or compulsory labour.	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Human Capital – Our Community	
Customer Responsibility			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Customer Responsibility – Product Quality and Safety: Food Safety and Quality Management	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Customer Responsibility – Product Quality and Safety: Food Safety and Quality Management	
GRI 417: Marketing and Labelling 2016	417-2 Incidents of non-compliance concerning product and service information and labelling	Customer Responsibility – Product Quality and Safety: Product Labelling and Marketing	
	417-3 Incidents of non-compliance concerning marketing communications	Customer Responsibility – Product Quality and Safety: Product Labelling and Marketing	

IFRS S2 STANDARDS INDEX

IFRS S2 by Core Contents	Guidance	Source	Locations
Governance	a. Governance body(s) or individual(s) responsible for oversight of climate-related risks and opportunities	IFRS S2 6(a) (i)a (v))	Sustainability at Food Empire
	b. Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities	IFRS S2 6 (b(i)-b(ii))	Climate Change and Energy
Strategy	a. the climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects	IFRS S2 10-12	Climate Change and Energy
	b. the current and anticipated effects of those climate-related risks and opportunities on the entity's business model and value chain	IFRS S2 13	
	c. the effects of those climate-related risks and opportunities on the entity's strategy and decision-making, including information about its climate-related transition plan	IFRS S2 14	
	d. the effects of those climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period, and their anticipated effects on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how those climate-related risks and opportunities have been factored into the entity's financial planning; and	IFRS S2 15-21	
	e. the climate resilience of the entity's strategy and its business model to climate-related changes, developments and uncertainties, taking into consideration the entity's identified climate-related risks and opportunities	IFRS S2 22-23	

IFRS S2 by Core Contents	Guidance	Source	Locations
Risk Management	a. the processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks.	IFRS S2 25 (a)	Climate Change and Energy
	b. the processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities; and	IFRS S2 25 (b)	
	c. the extent to which, and how, the processes for identifying, assessing, prioritising and monitoring CRROs are integrated into and inform the entity's overall risk management process	IFRS S2 25 (c)	
Metrics and Targets	Climate-related metrics	IFRS S2 29-32	Climate Change and Energy Environment
	Climate-related targets	IFRS S2 33-37	The Group is reviewing its climate strategy, which will inform the setting of appropriate targets in subsequent years.

APPENDIX: NOTES ON DATA REPORTING METHODOLOGY

This section explains the calculation methodologies used in the computation of Food Empire's energy and greenhouse gas (GHG) emissions data.

A) EMISSIONS CALCULATION APPROACH

The Group provides information on our product quality, nutrition, safety and disposal methods, primarily through our product packaging and labelling, emphasising transparency. We are dedicated to ensuring our labelling is accurate and clear, enabling our customers to make well-informed purchasing decisions.

In Vietnam and Russia, we have implemented stringent procedures to ensure all products are covered by and assessed for compliance with relevant labelling and marketing requirements. Throughout our product information, labelling and marketing communications efforts in FY2025, there were zero confirmed cases of non-compliance with regulations or voluntary codes resulting in a fine, penalty or warning.

B) ENERGY CONSUMPTION

Energy consumption within Food Empire includes both fuel (including LPG, Diesel and Gasoline) and the use of electricity from the grid.

Fuel Use	Purchased Electrical Energy Use
<ul style="list-style-type: none"> Energy consumption is expressed in Gigajoules (GJ). Energy use is calculated using the Net Calorific Value as prescribed by IPCC Guidelines for National Greenhouse Gas Inventory (2006). <ul style="list-style-type: none"> a. Diesel – 43.0 Terajoules/Gigagrams b. Motor Gasoline – 44.3 Terajoules/Gigagrams c. Liquid Petroleum Gas – 47.3 Terajoules/Gigagrams 	<ul style="list-style-type: none"> Energy consumption is expressed in Megawatt hours (MWh), and values are obtained directly from invoices. Intensity metrics are expressed as Gigajoules per tonne of product and Megawatts per tonne of product.

C) GHG EMISSIONS

Scope 1 GHG Emissions	Scope 2 GHG Emissions
<ul style="list-style-type: none"> Calculated from the direct consumption of LPG and diesel in Vietnam and Russia and expressed in tonnes of CO₂ equivalents. Figures were calculated using the CO₂e emission factors as prescribed by IPCC Guidelines for National Greenhouse Gas Inventory (2006). <ul style="list-style-type: none"> a. Diesel – 74.1 Tonnes of CO₂e/Terajoules b. Motor Gasoline – 69.3 Tonnes of CO₂e/Terajoules c. Liquid Petroleum Gas – 63.1 Tonnes of CO₂e/Terajoules 	<ul style="list-style-type: none"> Calculated from the consumption of grid electricity in Vietnam and Russia, expressed in tonnes of CO₂e. Figures were calculated using the latest grid emissions factors as detailed below. Intensity metrics are expressed as tonnes of CO₂e per tonne of product. <ul style="list-style-type: none"> Russia (0.3495 kgCO₂e /kWh), Source: IEA Emission Factors 2024; and Vietnam (0.6592 kgCO₂e /kWh), Source: <u>Viet Nam's 2023 Updated Grid Emission Factor signifies lower electricity emissions – International Climate Initiative (IKI) in Viet Nam</u>



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