Food Empire

SUSTAINABILITY IN FOCUS

SUSTAINABILITY REPORT 2024

CONTENTS

FOOD EMPIRE
vol. 24

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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 2024 ("FY2024"). The report highlights the Group's efforts and achievements in environmental, social, and governance ("ESG") performance.

In FY2024, 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, as well as its climate-related risks and opportunities, by ensuring the establishment and implementation of appropriate policies and processes. In line with the Singapore Exchange Limited ("SGX")'s phased approach to implementing the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD"), Food Empire has improved upon its climate-related disclosures in FY2024 by integrating qualitative scenario analysis into the evaluation of the Group's climate-related risk exposures and opportunities.

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 FY2024. 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

A TRUSTED LEADER IN THE GLOBAL F&B MARKETS

SGX Mainboard-listed Food Empire Holdings ("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, snack foods, and a growing presence in food ingredients, Food Empire's products are sold in over 60 countries across North Asia, Eastern Europe, South-East Asia, South Asia, Central Asia, Middle East, and North America. Supported by 9 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 and cappuccinos, chocolate drinks, flavoured fruity teas, bubble tea, instant cereal blends, and potato chips. Its food ingredients business features the finest spray-dried and freeze-dried soluble coffee, as well as non-dairy creamer.

Food Empire owns a family of proprietary brands — including MacCoffee, CaféPHỐ, 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.

Since its public listing in 2000, Food Empire has won numerous accolades and awards including being recognised as one of the "Most Valuable Singapore Brands" by IE Singapore (now known as Enterprise Singapore), while MacCoffee has been ranked as one of "The Strongest Singapore Brands" and CaféPHỐ received "Top Brand" Award by Influential Brands. Forbes Magazine has thrice named Food Empire as one of the "Best Under a Billion" companies in Asia and the company has also been awarded as one of Asia's "Top Brands" by Influential Brands.

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
CaféPHỐ
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 2024 to 31 December 2024.

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 GRI disclosures, please refer to the GRI Content Index.

To provide transparency on our climate-related risk exposures and opportunities, this Report discloses the Group's climate-related disclosures in line with the TCFD[1] Recommendations. 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 contribute to reducing 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 and SGX-ST Listing Rules and alignment to TCFD recommendations.

To further enhance the credibility of the Group's sustainability reporting, we have subjected our sustainability reporting process 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.

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1 TCFD has fulfilled its remit and was disbanded in Oct 2023. Following the publication of the inaugural ISSB Standards IFRS S1 and IFRS S2, the IFRS Foundation has taken over the responsibilities for monitoring the progress of companies climate-related disclosures from TCFD

SUSTAINABILITY AT FOOD EMPIRE

OUR SUSTAINABILITY FOCUS

At Food Empire, our sustainability ambitions and decision-making processes are guided by five thematic areas. Commitment to all our stakeholders sees us conduct our activities with a focus on sustainability, to serve their needs and interests the best we can.

The following five focus areas form our sustainability strategy:

5 By ensuring precise marketing and labelling, along with upholding the highest standards of food quality and safety, we demonstrate our commitment to customer responsibility and strive to protect consumer trust.

1 Guided by effective corporate governance practices, we are dedicated to conducting our business with the highest standards of integrity and accountability.

4 We foster a dynamic workplace by implementing fair employment practices, promoting employee diversity, and ensuring robust occupational health and safety standards to support and empower our workforce.

2 Addressing climate change and energy challenges through proactive strategies and responsible practices, we are committed to reducing our environmental impact and advancing energy efficiency.

3 We advance environmental stewardship by adopting circular economy principles and reducing waste to promote a more sustainable future.

OUR SUSTAINABILITY FOCUS

- Customer Responsibility
- Governance and Ethics
- Climate Change and Energy
- Environment
- Human Capital

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")
• 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. • Determine the ESG factors identified as material to the business 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 SWC 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.	• Comprise members of the Board and Management as approved by the Board. • Develop the Group's ESG strategy. • Lead 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.	• Comprise sustainability coordinators from the headquarters in Singapore, as well as from Vietnam and Russia. • 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 FY2024 Annual Report for more information on the Group's corporate governance practices and risk management structure.

As of 31 December 2024, all members of the Board of Directors attended sustainability training recognised by SGX.

ESG PERFORMANCE HIGHLIGHTS

Zero confirmed cases of corruption and non-compliance with all laws and regulations
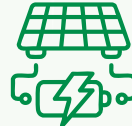
Continued the generation of solar energy in our Malaysia, India and Vietnam operations

Zero work-related fatalities in all our operations
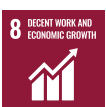
Continued to carry out community activities across our Russia, India, Vietnam and Singapore operations

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 this ongoing global effort for a sustainable future by 2030.

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 participates 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	• 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 access to safe, effective, quality and affordable essential medicines	• 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	• 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	• 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	• 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	• Human Capital
Goal 12: Responsible Consumption and Production Ensure sustainable consumption and production patterns	Practice sustainable management and efficient use of natural resources through reduction of waste and loss, and energy saving initiatives	• Climate Change and Energy • Environment
Goal 13: Climate Action Take urgent action to combat climate change and its impacts	Identification of climate-related risks and opportunities and integration of adaptation measures to enhance climate change resilience	• 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	• 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.
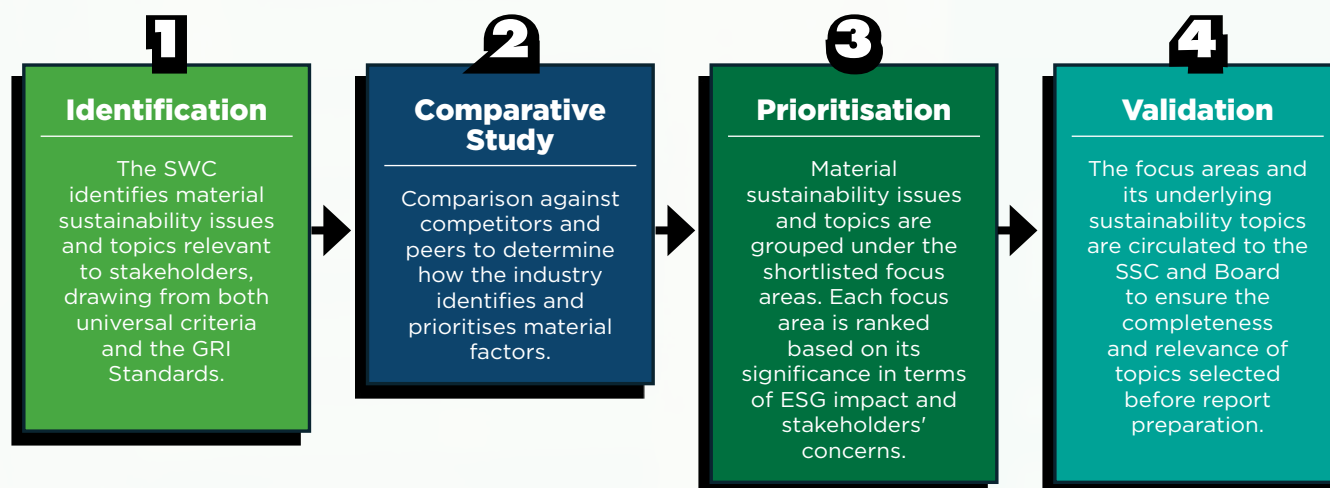
Stakeholder	Key interests	Our Response and Engagement Platforms

Shareholders	• Financial and operational performance
	• Good corporate governance
	• Sustainability
	• Transparency
		• Cultivate a culture of transparent and timely communication
		• Provide reliable and relevant information to investors through:
		  › 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	• Compliance with relevant laws and regulations
	• Contributions to economic and social development
	• Environmental impacts of operations
		• 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:
		  › Annual Report and Sustainability Report (Annual)
		  › Industry sector participation channels (Ad hoc)
		  › Participation in conferences, meetings and discussions
		  › Site visits and audits/checks

Employees	• Equal opportunities and non-discrimination
	• Health, safety and well-being
	• Job satisfaction
	• Remuneration
	• Training and development
		• Establish a fair and diverse working environment
		• Provide competitive remuneration and employment benefits
		• Engage employees through annual performance appraisals and employee engagement surveys
		• Provision of training and volunteering opportunities
		• Engage employees through:
		  › Company events and activities (Regular)
		  › Human Resource ("HR") channel (Active)
		  › Staff appraisal (Regular)
		  › Surveys and interviews (Ad hoc)
		  › Training and development programmes (Regular)
		  › Volunteer and Community activities (Ad hoc)

Customers	• Business ethics and sustainable practices
	• Food safety and hygiene
	• Innovation
	• Product quality and nutritional value
	• Responsible marketing and labelling
		• Continue to deliver quality products
		• Engage customers through:
		  › 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	• Financial and operational performance
	• Good corporate governance
	• Sustainability of Food Empire
	• Timely repayment of loan principal and interest
		• Cultivate a culture of transparent and timely communication
		• Provide reliable and relevant information to financiers through:
		  › Annual Report and Sustainability Report (Annual)
		  › Direct communication, meetings and discussions (Annual)
		  › Announcements and circulars (Regular)

Suppliers and business partners	• Business ethics and sustainable practices
	• Long-term business relationship with Food Empire
	• Financial and operational performance
	• Sustainability
		• Close collaboration with our suppliers to achieve a long, sustainable relationship
		• Regular communication and meetings with suppliers
		• Conducting supplier audits annually
		• Engage suppliers through:
		  › 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)
		  › Surveys (Ad hoc)

Community	• Contribution to economic and social development
	• Environmental impact of operations
	• Local employment
		• Supporting local communities through corporate sustainability programmes
		• Engage with the community through:
		  › 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 and subsequently identifying the actual and potential impacts on our stakeholders. We evaluate the significance of these impacts assessed based on the key concerns raised by our internal and external stakeholders gathered during our stakeholder engagement processes.

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.

1

Identification

The SWC identifies material sustainability issues and topics relevant to stakeholders, drawing from both universal criteria and the GRI Standards.

2

Comparative Study

Comparison against competitors and peers to determine how the industry identifies and prioritises material factors.

3

Prioritisation

Material sustainability issues and topics are grouped under the shortlisted focus areas. Each focus area is ranked based on its significance in terms of ESG impact and stakeholders' concerns.

4

Validation

The focus areas and its underlying sustainability topics are circulated to the SSC and Board to ensure the completeness and relevance of topics selected before report preparation.

In FY2024, we have expanded the scope of our sustainability matters and have included the following new GRI topic disclosures to address the growing stakeholder expectations on environmental stewardship and social factors.

• Disclosure 306-2 from GRI 306 : Waste 2020
• Disclosure 401-3 from GRI 401 : Employment 2016
• Disclosure 404-3 from GRI 404 : Training and Education 2016

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	• Russia • Vietnam
		GRI 305: Emissions 2016	
Environment	Waste Management	GRI 306: Waste 2020	• Russia • Vietnam
Human Capital	Our Employment Practices	GRI 406: Non-discrimination 2016	• Singapore (HQ) • Russia • Vietnam
		GRI 407: Freedom of Association and Collective Bargaining 2016	• Vietnam
		GRI 408: Child Labour 2016	• Group-wide
		GRI 409: Forced of Compulsory Labour 2016	• Group-wide
	Employee Diversity	GRI 401: Employment 2016	• Singapore (HQ) • Russia • Vietnam
		GRI 405: Diversity and Equal Opportunity 2016	• Singapore (HQ) • Russia • Vietnam
	Employment Benefits	GRI 401: Employment 2016	• Singapore (HQ) • Russia • Vietnam
	Market Presence	GRI 202: Market Presence 2016	• Russia • Vietnam
	Staff Training	GRI 404: Training and Education 2016	• Russia • Vietnam
	Occupational Health and Safety	GRI 403: Occupational Health and Safety 2018	• Russia • Vietnam
	Product Labelling and Marketing	GRI 417: Marketing and Labelling 2016	• Russia • Vietnam
	Food Safety and Quality Management	GRI 416: Customer Health and Safety 2016	• Russia • Vietnam
	Local Communities	GRI 413: Local Communities 2016	• Singapore (HQ) • Russia • Vietnam
Customer Responsibility	Product Labelling and Marketing	GRI 417: Marketing and Labelling 2016	• Russia • Vietnam
	Food Safety and Quality Management	GRI 416: Customer Health and Safety 2016	

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 considering all stakeholders' interests in our decisions.

CORPORATE COMPLIANCE

The laws and regulations that are applicable 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.

Review 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 processes are in place to monitor the activities and associated performance on a regular basis.

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 were no incidents of non-compliance with environmental, social and economic laws and regulations in FY2024.

ANTI-CORRUPTION

Unethical and corruptive practices have serious legal and monetary ramifications with severe repercussions on 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 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 to be engaging in corruption and bribery. As of FY2024, all employees and Board members have been informed of the Group's anti-corruption policies and procedures. All Board members have received training on anti-corruption.

In FY2024, 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 our 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 FY2024.

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 governments 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 Board. Implementation of tax compliance-related policies and procedures are delegated to the respective business units and are monitored by the Group's Chief Financial Officer.

Relevant staff attend tax-related training to keep updated on key changes. The Group also engages qualified professional tax advisors in all jurisdictions to ensure compliance at the transaction levels as well as fulfilling required tax filings. Any instances of non-compliance are reported to the Board 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 FY2024, 24% and 80% 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 practice and the legal, regulatory and licensing requirements of the countries in which we operate or have a presence, including: • 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 in, 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: • 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 antitrust 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: • 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 about 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

No reports were received by the Group in FY2024.

TARGETS

Perpetual Target	FY2024 Performance
Zero cases of non-compliance with applicable codes of corporate governance, listing rules, tax regulations and the Personal Data Protection Act	Met
Zero confirmed incidents of corruption	Met

CLIMATE CHANGE AND ENERGY

CLIMATE-RELATED DISCLOSURES

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

In accordance with the recommendations of TCFD, we have assessed the impact of climate-related risks and opportunities and proposed mitigating responses to cushion against the impact of climate change on our operations. In FY2024,

- We adopted the Network for Greening the Financial System's ("NGFS") Net Zero 2050 and Current Policies scenarios to conduct a deeper review of our qualitative scenario analysis exercise
- An assessment was performed at the Group level by the SWC to develop a good understanding of Food Empire's key climate-related risks.
- All identified climate-related risks have been reviewed by the respective entity's risk owners including sustainability impact owners. Each risk owner has assessed the likelihood of climate-related risks with respect to their location and entity.

The four core elements of the TCFD Recommendations provide an appropriate structure to identify, disclose and manage climate-related risks and opportunities. The following table summarises our considerations of each element in our disclosures.

🟢 Implemented   🟡 Commenced, In-progress   🔴 Not commenced

TCFD Recommended Disclosures	FY2024 Status	Summary and Next Steps
Governance		
a) Describe the Board's oversight of climate-related risks and opportunities	🟢	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 are 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.
b) Describe management's role in assessing and managing climate-related risks and opportunities	🟢	The SSC is responsible for the overall management of climate 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 the 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. The SSC provides the Board with an update on the performance against targets at least once a year.

TCFD Recommended Disclosures	FY2024 Status	Summary and Next Steps
Strategy		
a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long-term	🟢	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 NGFS scenarios, adapting them to our business context. The selected scenarios, along with their underlying assumptions and justifications, are summarised in the table below:
b) Describe the impact of climate-related risks and opportunities on the organisation's business, strategy and financial planning	🟡	
c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	🟢	

Scenario	Assumptions	Justification
NGFS Orderly Net Zero by 2050: Limit temperature rise to 1.5°C	• 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 Hothouse World Current Policies: Temperature rise exceeding 3°C.	• 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.

For further details on potential climate-related issues under each time horizon, please refer to the *"Climate-related risks and opportunities"* section below for more information.

TCFD Recommended Disclosures	FY2024 Status	Summary and Next Steps
Risk Management		
a) Describe the organisation's processes for identifying and assessing climate-related risks	🟢	The Group has commenced discussions on climate change risks and opportunities involving senior management across business units in FY2024. This is facilitated by an independent ESG consultant to determine the key sustainability issues that are crucial to our stakeholders. The Group has identified the relevant climate-related risks and opportunities as outlined in the Climate Risks and Opportunities section below. Each identified risk is assessed based on 1) the likelihood of occurrence; and 2) the severity of potential impacts arising from the risk.
b) Describe the organisation's processes for managing climate-related risks	🟢	The climate risk assessment process detailed above provides input for the Group to determine our risk management strategy. In addition to the likelihood and impact of the risk, we have also taken into consideration other relevant factors such as cost and time period involved.

TCFD Recommended Disclosures	FY2024 Status	Summary and Next Steps
Risk Management		
c) Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management	🟢	The climate-related risks are treated the same way as other risks at Food Empire. Further, they have been considered as part of our ERM framework. As our ERM framework assesses risks within a two-year horizon, all climate-related risks identified during our ERM exercise have been evaluated to occur at a minimum in the "Short" term. In alignment with the TCFD recommendations, we have conducted further assessments on relevant climate risks while considering a longer time frame that spans from the near term to more than 10 years. In FY2024, an assessment was performed at Group level, by the SWC, to develop a good understanding of Food Empire's key climate-related risks. All the identified climate-related risks have been reviewed by the respective entity's risk owners including sustainability impact owners. The likelihood assessment of each risk was conducted by each risk owner for their respective entities and operational locations.
Metrics and Targets		
a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	🟡	The Group tracks and reports a number of climate-related metrics including energy consumption, and **Scope 1 and Scope 2 GHG emissions**.
b) Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	🟡	Scope 1 GHG emissions: 112 tCO_2e Scope 2 GHG emissions: 2,859 tCO_2e In line with SGX's phased implementation approach for TCFD adoption, the Group shall evaluate the need to quantify and monitor Scope 3 emissions in subsequent sustainability reports.
a) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	🟡	The Group has determined targets concerning the reduction of our energy consumption and GHG emissions. The Group is also evaluating other metrics that may potentially warrant inclusion as targets to manage climate-related risks.

CLIMATE-RELATED RISKS

In FY2024, 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 TCFD recommendations, 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	**Introduction of carbon tax in key manufacturing locations.** Increased actions by governments to reduce GHG emissions may lead to increased pricing of GHG emissions which could result in increased electricity prices		Food Empire shall implement energy efficiency measures where possible. 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.
	Financial impact: Increased operational expenses		
	Value Chain and Impact Region (s):	**Likelihood[2] and Time Period[3]:**	
	Vietnam	• Possible • Medium, Long	
	Russia	• Possible • Short, Medium, Long	
	Introduction of environmental regulations to target reduction of non-recyclable packaging waste in key manufacturing locations and markets. • Increased actions by governments to regulate materials such as plastic and packaging materials • Increased costs associated with procuring substitutes and sustainable packaging materials due to constraints in supplies • This may also result in increased capital costs and investment in replacing packaging equipment.		The Group shall continue to keep abreast of environmental regulations in key manufacturing locations and markets. We will also continue to explore more sustainable packaging solutions where feasible.
	Financial impact: Increased operational expenses		
	Value Chain and Impact Region (s):	**Likelihood and Time Period:**	
	Russia	• Possible • Short, Medium, Long	
	Vietnam	• Possible • Short, Medium, Long	

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

[3] Definition of time period used in this Report:
  • Short: Less than 5 years (2024 – 2028)
  • Medium: Between 5 and 10 years (2029 – 2034)
  • Long: More than 10 years (2035 – 2050)

Physical Risks	Descriptions		Risk Mitigation
Acute: Changes in Climate Patterns	Extreme weather events such as floods or droughts may cause damage to key crops such as coffee, potentially increasing the price or disrupting yields.		The Group maintains a flexible and nimble procurement strategy to react quickly to price changes.
	Financial Impact: Increased operational expenses		
	Value Chain and Impact Region (s):	**Likelihood and Time Period:**	
	Vietnam	• Possible • Short, Medium, Long	
	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.		All manufacturing sites shall ensure that the facility has adequate response mechanisms to reduce impacts during extreme weather events.
	Financial impact: Potential damage to assets, Increased capital expenditure		The Group has implemented a business continuity plan and obtained business interruption insurance.
	Value Chain and Impact Region (s):	**Likelihood and Time Period:**	
	Vietnam	• Possible • Short, Medium, Long	The Group has multiple production facilities, in different countries, to buffer against operational disruptions.
Chronic: Extreme Temperature Spells	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.		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.
	Financial Impact: Increased capital expenditure, Increased operational expenses		
	Value Chain and Impact Region (s):	**Likelihood and Time Period:**	
	Russia	• Possible • Short, Medium, Long	
	Vietnam	• Possible • 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** • 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 **Time Period:** Short, Medium, Long **Likelihood:** Certain **Financial Impact:** Reduced direct costs from lower-emissions sources of energy	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. The Group will keep track of advancements in low-carbon and energy-efficient technologies available and assess potential adoption opportunities where appropriate.
Products and Services	**Offer Customers Products Made with Sustainable Ingredients and Packaging Materials of Higher Recyclability Opportunities** • 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. **Time Period:** Medium, Long **Likelihood:** Likely **Financial Impact:** Increased revenue resulting from increased demand for low-emission/more sustainable products	The Group shall continue to explore alternative and sustainable packaging options where feasible. The Group shall also start to assess materials and suppliers based on environmental factors.

ENERGY AND EMISSIONS

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

In FY2024, Russia and Vietnam consumed a total of 1,620 GJ direct energy and 4,029 MWh of electricity, which produced a total of 2,971 tonnes of CO_2e emissions. This breakdown is shown in the table below:

Descriptions	Russia	Vietnam	Total
Direct Energy (Gigajoule)	1,147	473	**1,620**
Electricity Consumption (Megawatt hour)	2,819	1,210	**4,029**
Solar Energy Consumption (Megawatt hour)	-	24	**24**
Scope 1 GHG Emissions (Tonnes)	82	30	**112**
Scope 2 GHG Emissions (Tonnes)	1,742	1,117	**2,859**

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 1,147 GJ and produced 82 tonnes of CO_2e emissions in FY2024.

The direct energy intensity and Scope 1 GHG Emission intensity are 0.0324 GJ/tonnes of products and 0.0023 tCO_2e/tonnes of product, respectively.

Direct Energy Consumption (in GJ)
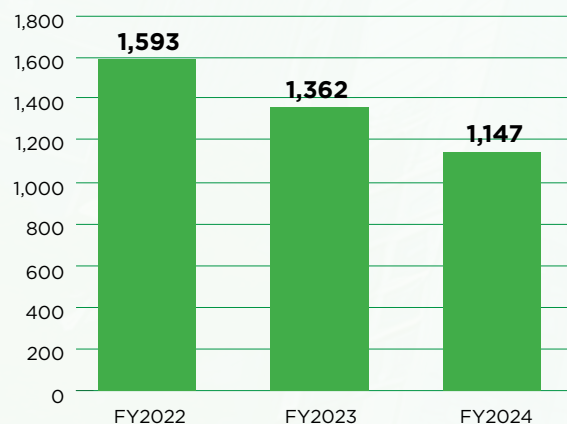
Direct Energy Consumed (GJ)	FY2024
Motor Gasoline#	561
Diesel##	586
Total	1,147

#Energy consumed from using motor gasoline of 561 GJ was calculated using 17,100.6 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 586 GJ was calculated using 16,229.8 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)	FY2022	FY2023	FY2024
	0.0525	0.0368	0.0324

Direct (Scope 1) GHG Emissions (in tCO$_2$e)

Bar chart values:
- FY2022: 115
- FY2023: 98
- FY2024: 82
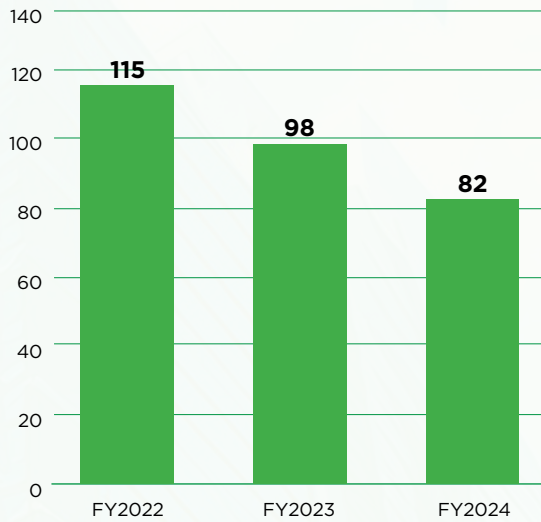
Direct Scope 1 GHG Emissions (tCO$_2$e)	FY2024
Motor Gasoline$^{\Omega}$	39
Diesel$^{\Omega\Omega}$	43
Total	82

$^{\Omega}$Direct (Scope 1) GHG emissions arising from the use of motor gasoline of 39 tonnes CO$_2$e was calculated using the direct energy of 561 GJ x CO$_2$e emission factors of 69.3 tonnes of CO$_2$e/TJ x 1 GJ/1,000 TJ.

$^{\Omega\Omega}$Direct (Scope 1) GHG emissions arising from the use of diesel of 43 tonnes CO$_2$e were calculated using the direct energy of 586 GJ x CO$_2$e emission factors of 74.1 tonnes of CO$_2$e/TJ x 1 GJ/1,000 TJ.

CO$_2$e 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)	FY2022	FY2023	FY2024
	0.0038	0.0027	0.0023

Electricity

We have consumed 2,819 MWh of electricity which produced 1,742 tonnes of CO$_2$e emissions in FY2024[4]. Our electricity and Scope 2 GHG emission intensities are 0.0797 MWh/tonnes of products and 0.0493 tCO$_2$e/tonnes of products respectively.

Electricity Consumption (in MWh)

Bar chart values:
- FY2022: 2,467
- FY2023: 2,735
- FY2024: 2,819

Indirect (Scope 2) GHG Emissions (in tCO$_2$e)

Bar chart values:
- FY2022: 1,525
- FY2023: 1,690
- FY2024: 1,742

Electricity Intensity (MWh/Tonnes of Product)	FY2022	FY2023	FY2024
	0.0813	0.0740	0.0797

Indirect (Scope 2) GHG Emissions Intensity (tCO$_2$e/ Tonnes of Product)	FY2022	FY2023	FY2024
	0.0503	0.0457	0.0493

[4] Scope 2 GHG emissions were calculated using electricity consumed (in kWh) x grid emissions factors as prescribed by the Institute of Global Environmental Strategies 2023. Grid emission factor used for Russia is 0.618kg CO$_2$e/kWh and 0.9239kg CO$_2$e/kWh for Vietnam.

VIETNAM

Direct Energy Consumption

In FY2024, 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 473 GJ, it has emitted 30 tonnes of CO_2e emissions[5].

Our direct energy intensity and Scope 1 GHG Emission intensity are 0.0362 GJ/tonnes of products and 0.0023 tCO_2e/tonnes of products respectively.

The increase in direct energy consumption and direct energy intensity in FY2024 was attributed to greater use of LPG for material handling equipment in warehouse operations.

Direct Energy Consumption (in GJ)

Direct Energy Consumed (GJ)	FY2024
LPG*	464
Diesel**	9
Total	473

*Energy consumed from using LPG of 464 GJ was calculated using 18,169.2 litres of gasoline 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 240.0 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)	FY2022	FY2023	FY2024
	0.0301	0.0187	0.0362

Direct (Scope 1) GHG Emissions (in tCO_2e)

Direct Scope 1 GHG Emissions (tCO_2e)	FY2024
LPG^	29
Diesel^^	1
Total	30

^Direct (Scope 1) GHG emissions arising from the use of LPG of 29 tonnes of CO_2e were calculated using the direct energy of 464 GJ x CO_2e emission factors of 63.1 tonnes of CO_2e/TJ x 1 GJ/1,000 TJ.

^^Direct (Scope 1) GHG emissions arising from the use of diesel of 1 tonnes Co_2e was calculated using the direct energy of 9 GJ x CO_2e emission factors of 74.1 tonnes of CO_2e/TJ x 1 GJ/1,000 TJ.
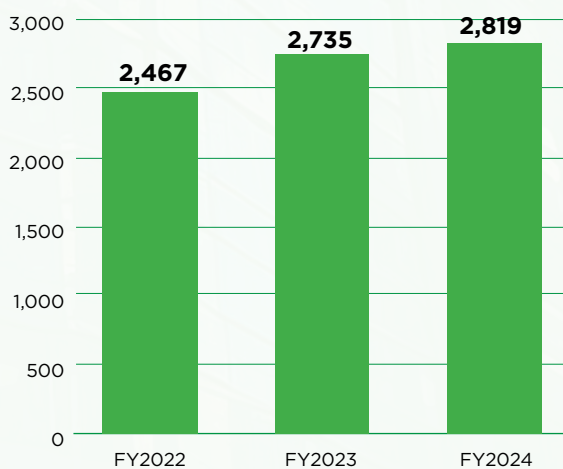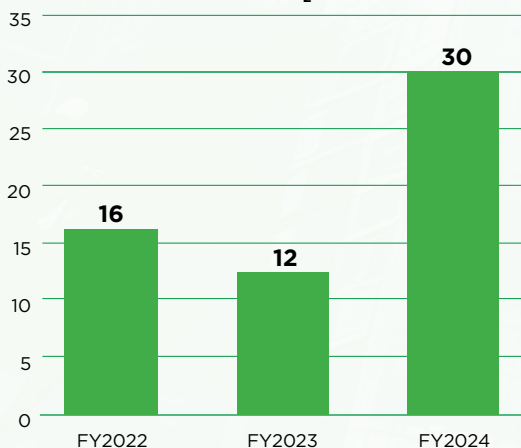
Direct (Scope 1) GHG Emissions (tCO_2e/ Tonnes of Product)	FY2022	FY2023	FY2024
	0.0019	0.0012	0.0023

[5]   Energy use was calculated using direct energy consumed (in GJ) x the NCV as prescribed by the IPCC Guidelines for National Greenhouse Gas Inventories (2006). The NCV used for Vietnam is 47.3 Terajoules per Gigagram (TJ/Gg) for Liquid Petroleum Gas (LPG) and 43.0 Terajoules per Gigagram (TJ/Gg) for Diesel.
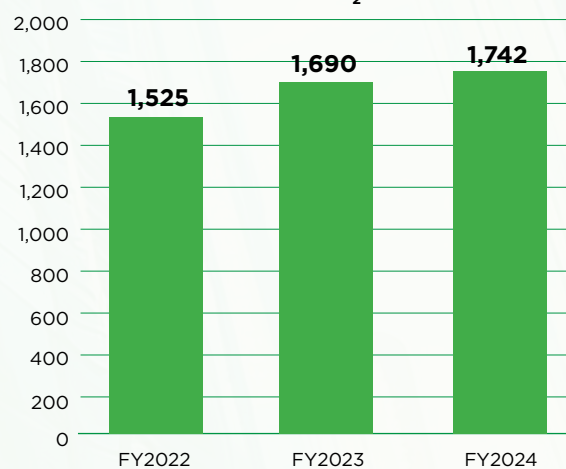
Electricity

We consumed a total of 1,210 MWh of electricity which produced 1,117 tonnes of CO_2e emissions. Our electricity and Scope 2 GHG emission intensities are 0.0926 MWh/tonnes of products and 0.0856 tCO_2e/tonnes of products respectively. While total electricity consumption has increased by approximately 17%, electricity intensity has decreased by about 9% when compared to FY2023. The decrease in the electricity intensity was primarily due to an increase in our overall equipment efficiency resulting in more sachets being produced per unit of electrical energy consumed. Food Empire Vietnam has also installed skylights which have further assisted the reduction in electricity consumption. Additionally, we have started reporting the 24 MWh of solar energy generated at our factory in 2024.

Electricity Consumption (in MWh)

	FY2022	FY2023	FY2024
	1,034	1,035	1,210
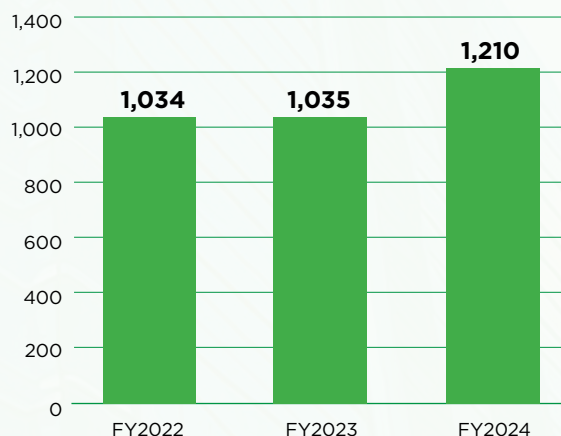
Electricity Intensity (MWh/Tonnes of Product)	FY2022	FY2023	FY2024
	0.1220	0.1022	0.0926

Indirect Scope 2 GHG Emissions (in tCO_2e)

	FY2022	FY2023	FY2024
	955	956	1,117
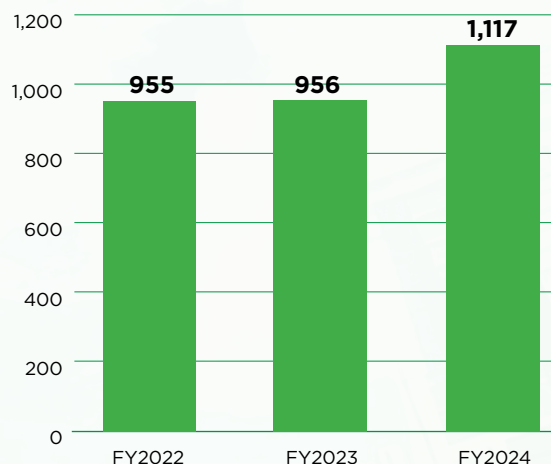
Indirect (Scope 2) GHG Emissions (tCO_2e/Tonnes of Product)	FY2022	FY2023	FY2024
	0.1127	0.0944	0.0856

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 FY2024, the solar panels generated a total of 3,730 MWh (3,162 MWh from snack and non-dairy creamer factories, and 568 MWh from instant beverages factories) of energy.

INDIA

Similarly, Indus Coffee has installed solar panels within its factory grounds, which has produced 1,436 MWh of solar energy in FY2024.

ENVIRONMENT

At Food Empire, we are committed to producing high-quality products while prioritising environmentally-friendly practices. To achieve this, we work to minimise and recycle our waste, wherever possible.

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 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 re-using single-sided paper and plastic bags, where possible.

In Food Empire Russia, all types of waste generated are subject to accounting, in accordance with the order of the Ministry of Natural Resources of Russia No. 1028. In Vietnam, waste data is collected and monitored through minutes between FESV and the vendor.

Food Empire Vietnam and Russia generated a total of 1,862.69 tonnes of waste in FY2024 with the breakdown as follows:
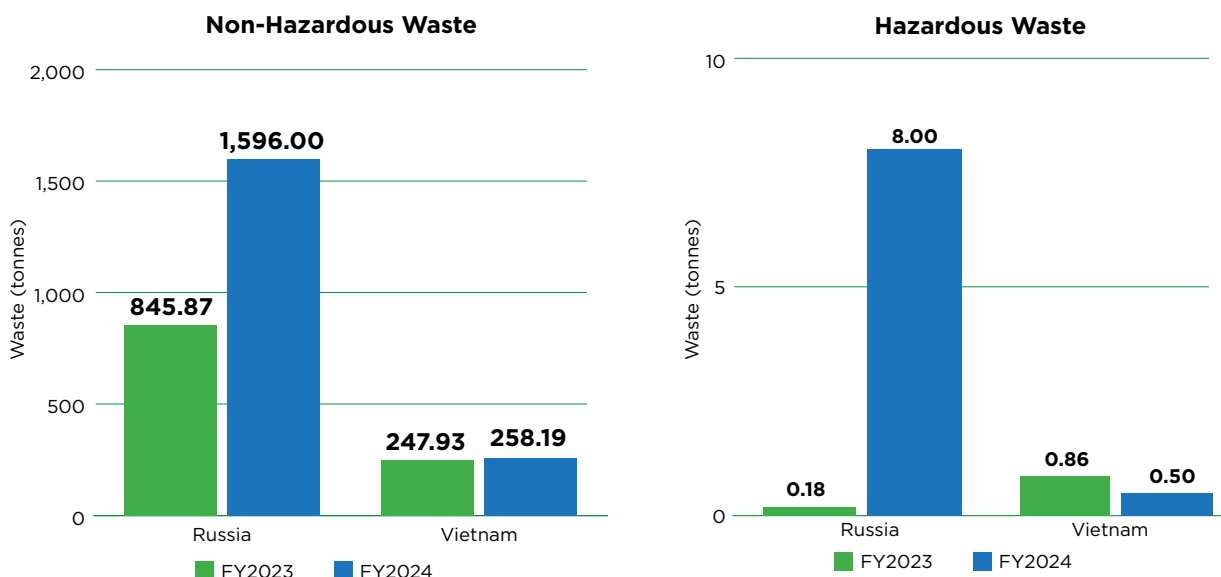
The decrease in hazardous waste generated by Vietnam from FY2023 to FY2024 is attributed to the FY2023 factory renovations.

In Russia, major renovation activities at office and industrial facilities contributed to an increase in non-hazardous waste, while the rise in hazardous waste was primarily due to the recycling of batteries that reached end-of-life.

The following table illustrates the amount of waste diverted from disposal as part of our commitment to the circular economy.

Waste Diverted from Disposal	Russia	Vietnam	Total
Total Amount of Non-Hazardous Waste Sent to Offsite Locations (Tonnes)	727.00	258.19	**985.19**
Amount Sent for Offsite Recycling (Tonnes)	632.00	126.71	**758.71**
Amount Sent for Other Offsite Operations (MetricTonnes)	95.00	131.48	**226.48**

In Vietnam, all hazardous waste (0.50 tonnes) generated at our factories is collected by an external service provider and treated prior to 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 (8.00 tonnes) is collected by a licensed service provider and transferred for disposal. All other non-hazardous waste (869.00 tonnes) is diverted to disposal and sent to landfills.

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 FY2024, there were zero 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 for employee benefits, which include but are not limited to leave policy, healthcare benefits such as medical, hospitalisation and dental, long service awards 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 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	• Internal online portals	• Internal online portals
Channels for Changes and Updates	• Email announcements	• 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 with 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 2024, Food Empire had a total of 2,952 employees across our operations in Singapore, Russia and Vietnam. Workforce numbers are calculated by headcount at the end of FY2024.

Group's Employee Profile by Gender and Employment Type

	Group				Total
	Male ("M")		Female ("F")		
	Headcount	Percentage	Headcount	Percentage	
Total	1,701	57.6%	1,251	42.4%	2,952
Permanent	1,557	57.1%	1,170	42.9%	2,727
Temporary (Russia and Singapore only)	144	64.0%	81	36.0%	225

Group's Employee Profile By Age Group

- 154 / 5% — >50 years old
- 932 / 32% — <30 years old
- 1,866 / 63% — 30 - 50 years old

Legend:
- <30 years old
- 30 - 50 years old
- >50 years old
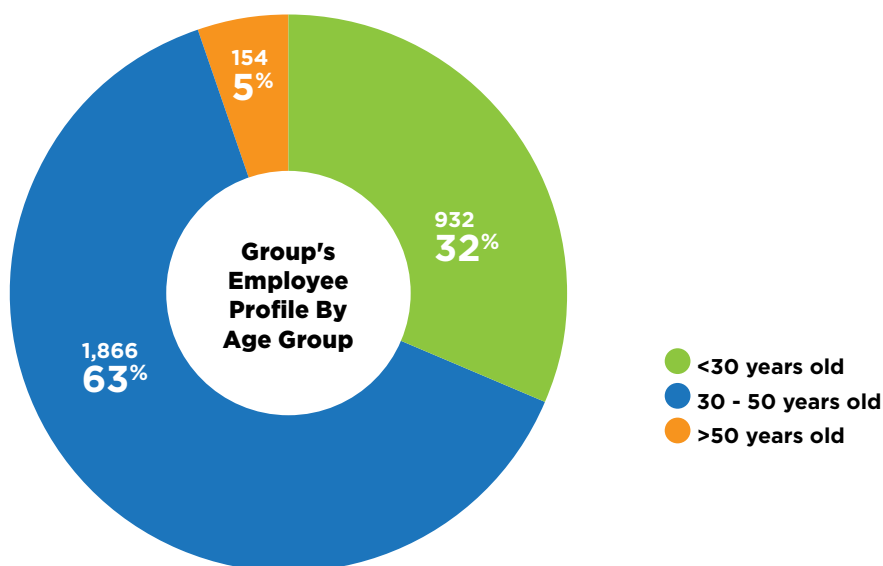
Group's Employee Profile By Gender and Employment Type (By Country)

	Singapore		Russia		Vietnam		Group Wide		
	M	F	M	F	M	F	M	F	Total
Total Headcount	18	28	394*	352**	1,290	870	1,701	1,251	2,952
Percentage of Employees By Gender[6]	39.1%	60.9%	52.8%	47.2%	59.7%	40.3%	57.6%	42.4%	100%

* One of them are part-timers.

**Two of them are part-timers.

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

In Singapore, where our headquarters are located, the number of employees in 2024 remained relatively stable throughout the year at 45 permanent employees and one temporary employee. The majority of employees in Singapore are working in corporate support functions.

In Vietnam, we had 2,160 permanent employees and most of them are working in sales and production to support business growth.

The majority of employees in Russia are involved in production. In 2024, Russia had a total of 746 employees, consisting of 522 permanent and 224 temporary staff. Out of the 746 employees, 743 are full-time employees (Male = 391, Female = 352), while the remaining three are part-time employees (all male). 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 FY2024, there were 2,438 new hires and 1,684 leavers across our reported operations. This translates to a new hire rate of 82.6% and a turnover rate of 57.0%[7].

Total New Hires in FY2024 (By Gender)
- 927 38.0% — Female
- 1,511 62.0% — Male

Total New Hires in FY2024 (By Age Group)
- 21 0.9% — >50 years old
- 1,334 54.7% — 30-50
- 1,083 44.4% — <30 years old
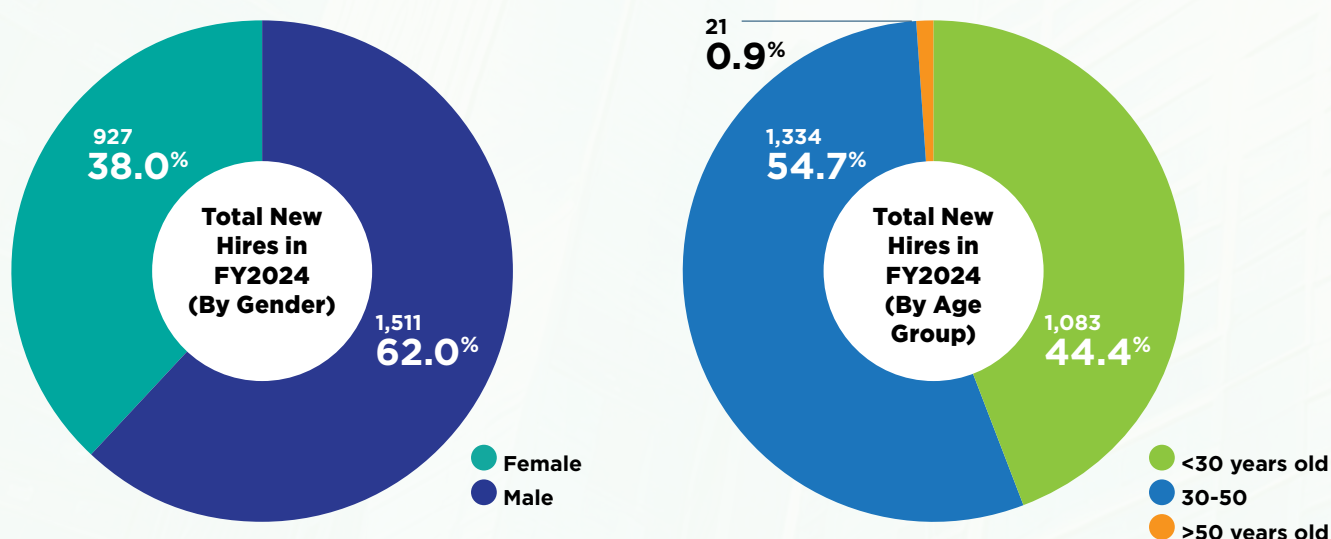
Group's New Hires by Gender and Age Group (By Country[8])

		Singapore		Russia		Vietnam		Group Total[9]	
		M	F	M	F	M	F	M	F
Total	**Headcount**	**1**	**2**	**79**	**77**	**1,431**	**848**	**1,511**	**927**
	Percentage	33.3%	66.7%	50.6%	49.4%	62.8%	37.2%	62.0%	38.0%
<30 years old	**Headcount**	1	1	7	6	694	374	702	381
	Percentage	33.3%	33.3%	4.5%	3.8%	30.4%	16.4%	28.8%	15.6%
30-50 years old	**Headcount**	0	1	67	56	736	474	803	531
	Percentage	0.0%	33.3%	42.9%	35.9%	32.3%	20.8%	32.9%	21.8%
> 50 years old	**Headcount**	0	0	5	15	1	0	6	15
	Percentage	0.0%	0.0%	3.2%	9.6%	0.0%	0.0%	0.2%	0.6%

[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

[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

Vietnam accounted for most of our new hires and turnovers in 2024. Most of these changes occurred due to an expansion in our sales division which has grown from 1,003 employees in FY2023 to 1,922 employees in FY2024. Similar to previous years, it has been an industry trend in Vietnam for sales jobs to have a high turnover rate. Nonetheless, the large number of employees working for Food Empire in Vietnam has remained stable throughout the years, especially in manufacturing and middle management level and above. Food Empire is committed to further improving the employee retention rates within the company.

Total Leavers in FY2024 (By Gender)
- 621 36.9% Male
- 1,063 63.1% Female

Total Leavers in FY2024 (By Age Group)
- 34 2.0% >50 years old
- 907 53.9% 30-50
- 743 44.1% <30 years old
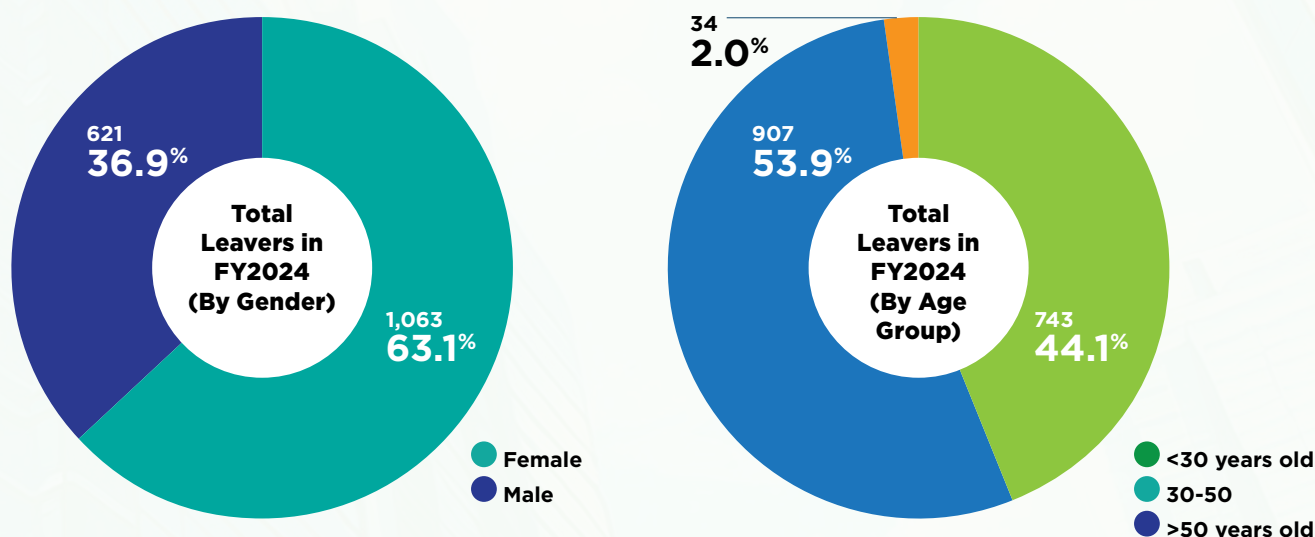
Group's Turnover by Gender and Age group (By Country[10])

		Singapore		Russia		Vietnam		Group Total[11]	
		M	F	M	F	M	F	M	F
Total	Headcount	0	2	84	90	979	529	1,063	621
	Percentage	0.0%	100.0%	48.3%	51.7%	64.9%	35.1%	63.1%	36.9%
<30 years old	Headcount	0	1	11	8	490	233	501	242
	Percentage	0.0%	50.0%	6.3%	4.6%	32.5%	15.5%	29.7%	14.4%
30-50 years old	Headcount	0	1	64	60	486	296	550	357
	Percentage	0.0%	50.0%	41.0%	38.0%	32.2%	19.6%	32.7%	21.2%
> 50 years old	Headcount	0	0	9	22	3	0	12	22
	Percentage	0.0	0.0	5.2%	12.6%	0.2%	0.0%	0.7%	1.3%

[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

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 2024:

	Number	%
Board Directors	8	100.0
Independent Directors	3	37.5
<30 years old	0	0.0
30-50 years old	0	0.0
>50 years old	8	100.0
Male	7	87.5
Female	1	12.5

The table below provides the breakdown of our workforce diversity in FY2024 by employee category[12] and age:

Employee Category (By Gender) (%)

	Senior Management	Middle Management	Non-Managerial Employees
Female	32.4%	31.9%	42.9%
Male	67.6%	68.1%	57.1%

Employee Category (By Age) (%)

	Senior Management	Middle Management	Non-Managerial Employees
>50 years old	67.6%	8.4%	4.3%
30-50 years old	32.4%	89.1%	62.5%
<30 years old	0.0%	2.5%	33.2%

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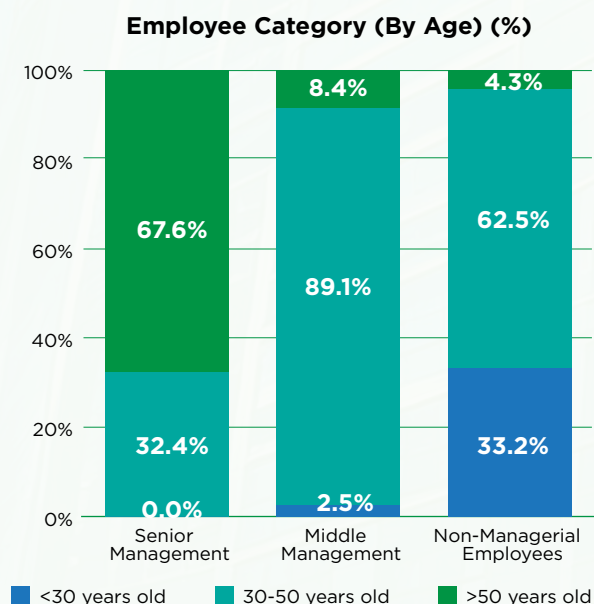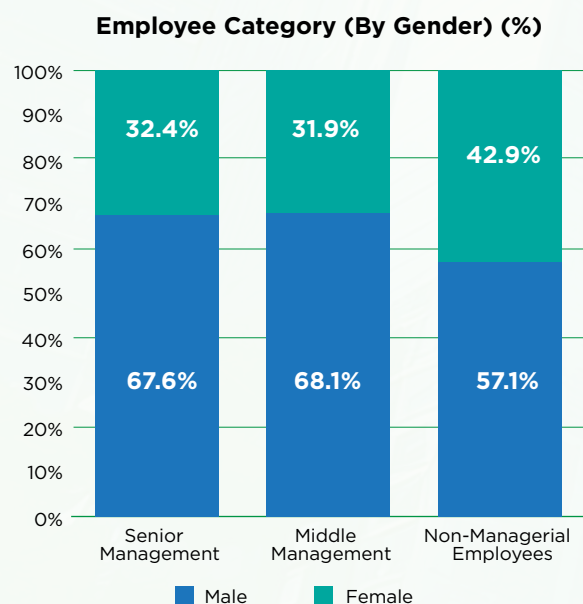
[12] Food Empire has defined each employee category as the following:
  • **Senior Management:** This category includes department heads and above, including General Manager, Senior Manager and Director. Two members of Singapore's Senior Management are also serving as members of the Board.
  • **Middle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

Workers Who are Not Employees

The number of workers who are not employees[13], who are not included in the total headcount, is 139 as at 31 December 2024, with details tabulated below:

Country*	Number	Workers' Responsibilities
Vietnam	139	Workers hired through an agency as substitution of headcount, less than 7% of our employees in Vietnam.

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

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 support our employees' physical and mental well-being, we have conducted various activities. For example, in Food Empire Vietnam, we offer the following benefits:

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

Parental Leave

Food Empire complies with local regulations and provides parental leave benefits to eligible employees. In FY2024, a total of 101 employees took parental leave. A summary of our employee's parental leave data in FY2024 is shown in the table below.

	Singapore		Russia		Vietnam		Group Total	
Gender	M	F	M	F	M	F	M	F
No. of Employees Entitled to Parental Leave	0	0	0	11	48	42	48	72
No. of Employees Who Took Parental Leave	0	0	0	11	48	42	48	53
No. of Employees Due to Return to Work From Parental Leave	0	0	0	4	47	24	47	28
No. of Employees Who Returned to Work from Parental Leave	0	0	0	3	46	21	46	24
Return to Work Rate	-	-	-	75.0%	97.9%	87.5%	97.9%	85.7%

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[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.).

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 FY2024 is provided in the table on the right.

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.

Country	Ratio of Entry-Level Wage to Local Minimum Wage	
	Male	Female
Russia	2.6	2.3
Vietnam	1.1	1.1

Location	Percentage of Senior Management Hired Locally
Russia	64%
Vietnam	67%
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 showcase the training experiences of Food Empire employees throughout our global operations.

Average Training Hours per Employee (By Country)

Singapore	10.08
Russia	3.61
Vietnam	12.56
Group	10.26
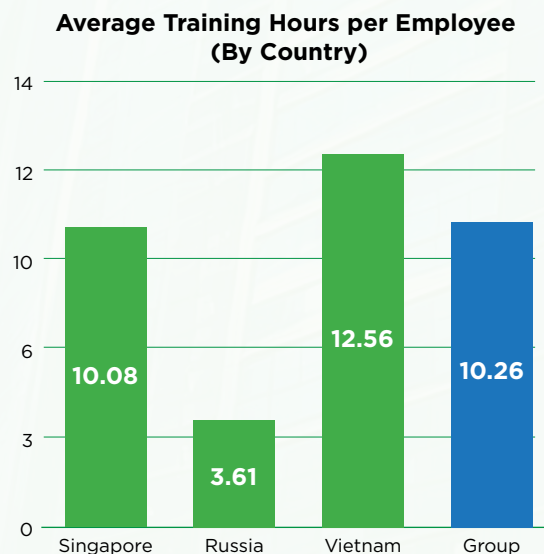
An Overview of the Training Hours – By Country

Region	Average Training Hours*					
	Per Employee	Male	Female	Non-Managerial	Middle Management	Senior Management
Singapore	10.08	6.17	12.59	9.93	6.75	12.68
Russia	3.61	3.70	3.52	2.43	17.78	19.82
Vietnam	12.56	12.61	12.49	12.68	10.34	2.75
Total	**10.26**	**10.48**	**9.96**	**10.13**	**12.85**	**11.58**

*Average training hours subject to rounding.

In FY2024, all permanent employees have undergone a performance review process. This evaluation is conducted annually.

SINGAPORE

In FY2024, Food Empire Singapore provided ad-hoc training programmes that were tailored to employees and their job scope. These training sessions were mostly in collaboration with and held by external training institutions. In line with our commitment to sustainability, our management staff have attended the course on 'Upholding ESG with Strong Governance' and we have also provided in-house training sessions that include courses such as 'Anti-Corruption Briefing', 'Personal Data and Cyber Risk Awareness Training' and 'Whistle-blowing Training'.

GENERAL HR TRAININGS	TAILORED TRAININGS
General Training Programmes:	**FY2024 Special Training Programmes:**
• 'New Employee Induction Programme' for all categories of employees • 'Professional Development and Knowledge & Skills-based Training Programme'	• Anti-corruption briefing for staff • 'Personal Data and Cyber Risk Awareness Training' for staff • 'Whistle-blowing Training' for staff • 'Upholding ESG with Strong Governance' for management staff

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. The decrease in average training hours of 12.56 hours in FY2024 (FY2023: 21.62 hours) was attributed to the majority of new hires joining only from May 2024, which led to these new hires not attending all training courses throughout the year. Additionally, there was a decrease in attendance for some basic HR-managed training courses, which had already been conducted in 2023.

TARGETS

Perpetual Target	FY2024 Performance
100% of new employees in operational 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	• 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	• Russia • Vietnam	This procedure provides the appropriate protocols that should be followed in case emergencies occur.
Safety, Health, And Environment ("SHE") Policy	Vietnam	This policy and framework serves as a framework to protect the safety and health of our employees and outlines the company's principle that "all occupational accident, disease, and environmental incident shall be prevented".
Labour Safety Management System ("LSMS")	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 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
GOST[14] 12.0.230-2007 Occupational safety standards system	This standard outlines the general requirements of the occupational safety and health management system.
GOST R 12.0.007-2009 Labour protection management systems in organisations	This standard sets out the requirements for the development and implementation of a safety management system and its audit and improvement plan.

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 are required to undergo compulsory 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 FY2024, there were no fatalities, high-consequence injuries, major injuries or occupational injuries.

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[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.

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	• Discuss potential areas for improvement • Highlight any identified unsafe practices In the event of a workplace incident: • Discuss and implement corrective action in a timely manner • Use a hierarchy of control management system to minimise the further occurrence of any workplace incidents	Receive reporting/sharing of materials from: • 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 Food Empire premises	• Various committees meet on a monthly basis • 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. Furthermore, all employees have access to regular healthcare services and health insurance.

In FY2024, Vietnam reported zero fatalities and zero lost time accidents. The factory proudly reports that up to today it has worked 1,141 days without a lost time accident. 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.

In 2023, we have begun 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 2024 for Russia and Vietnam are shown below:

Heath and Safety Metrics	Russia		Vietnam	
	2023	2024	2023	2024
Total Number of Hours Worked	1,300,636	1,240,672	2,645,080	4,385,408
Number of Hours Worked (Employees)	1,300,636	1,240,672	2,523,568	4,049,708
Number of Hours Worked (Workers Who Are Not Employees)	NA*	NA*	121,512	335,700
Total Number of Fatalities	0	0	0	0
Total Fatality Rate	0%	0%	0%	0%
Total Number of High Consequence Injuries[15]	0	0	0	0
Total Rate of High Consequence Injuries	0%	0%	0%	0%
Total Number of Work-Related Injuries[16]	0	0	0	0
Total Work-Related Injury Rate	0%	0%	0	0%
Total Number of Work-Related Ill Health	0	0	0	0

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

TARGETS

Perpetual Target	FY2024 Performance
Zero confirmed work-related fatalities in all our operations	Met
100% of workers receive at least one safety training annually	Met

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[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.
Work-related injury rate= (Number of work-related injuries (exlcuding fatalities))/(Number of hours worked)×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 FY2024, 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

A Meaningful Day of Giving and Transformation

Food Empire, in partnership with Helping Joy and Brands for Good, united with compassion to brighten the home of an elderly gentleman. Volunteers cleaned, decluttered, and gave his home a fresh look. This effort not only transformed his environment but also uplifted his spirits. The event highlights the power of community, where collective action and compassion create lasting change.

Starry Night: Where Philanthropy Meets Art in Support of Helping Joy

Food Empire co-organised a charity dinner with Brands for Good in support of Helping Joy, an organisation dedicated to improving the lives of the less privileged. The event was honoured by Mr. Mohd Fahmi Aliman, Mayor of South East District. The evening featured performances and a live auction with unique art, fashion, and cultural treasures. This unforgettable event highlighted how philanthropy and art can unite to make a meaningful impact, leaving a lasting mark on those in need.

VIETNAM

Promoting Environmental Sustainability Through Proper Battery Disposal

As part of its commitment to sustainability, Food Empire Vietnam launched an initiative for the proper disposal of used batteries. Employees were encouraged to dispose of their used batteries in a designated collection box at reception. A total of 592 batteries were collected and handed to local authorities for proper disposal.

In addition, Food Empire Vietnam educated employees on the harmful environmental impacts of improper battery disposal, such as soil and water contamination. This initiative raised awareness and encouraged collective action to protect the environment.

Caring About Others: Celebrating Mid-Autumn Festival with Orphaned Children

Food Empire Vietnam CSR team celebrated the Mid-Autumn Festival with nearly 200 orphaned children at Volunteering Primary School. The event, which focused on giving back to the community, featured games and donations of mooncakes and school supplies. Funded by Food Empire's employees, management, and partners, the initiative reinforces the company's CSR commitment and core value of "Caring About Others."

Supporting Cancer Patients with Hair Donations

In October and November 2024, Food Empire Vietnam CSR Committee launched a campaign to collect hair donations for cancer patients facing hair loss. The campaign successfully gathered 11 donations. These donations were given to the Breast Cancer Network Vietnam to create wigs, offering support and compassion to those battling cancer.

Journey of Sharing 2024

Food Empire Vietnam launched The Journey of Sharing, a community initiative where employees donated funds, essential goods, and medical supplies. A team of 20 employees visited May Ngan Orphanage, spending the day with the children and delivering 40 cartons of donations. This initiative provided warmth and essential support, reminding the residents that they are cared for and not forgotten.

RUSSIA

Supporting Disadvantaged Families and Communities

Recognising the importance of supporting families facing hardships, Food Empire Russia's CSR Committee provided assistance to five families living near its manufacturing facility. This aid included monetary donations, Food Empire products, gifts, and candies for the children.

Food Empire Russia extended its support by donating its products and gifts to various social service organisations that assist families and individuals facing difficult life situations. These contributions provided essential support to families raising children with disabilities, elderly individuals, and those in need of social assistance. Organisations such as Light of the Soul, Dmitrovsky Family Centre, Svyatograd, and the Council of Elders at the Dmitrov Chamber of Commerce and Industry were among the recipients, helping to bring comfort and relief to those they serve.

To celebrate Children's Day, Food Empire gifted its products and presents to children with special needs at the Dmitrovsky Family Centre. In addition, the company also supported the renovation of the centre's dressing room, improving the facility for the children.

Food Empire Russia continued its mission of giving by distributing MacChoco Banana to children supported by MnogoMama, an organisation that helps families in need and distributes food assistance. The donated products brought joy to the beneficiaries while offering a nutritious treat.

During the New Year season, Food Empire Russia donated its products along with Santa Claus and character mascot costumes to Life's Work, a centre supporting families with disabled children. These contributions allowed them to host a joyful celebration, creating a festive and memorable experience for the children and their families.

INDIA

Construction of Reverse Osmosis ("RO") Water Plants

The Food Empire India CSR Committee successfully launched and completed the installation of RO water plants in Kasaram, Mabaka, and Ekollu villages. This initiative aims to provide communities with reliable access to clean and safe drinking water.

Sponsoring School and Bus Stop Construction

Food Empire India has contributed to community development in India by sponsoring the construction of the N.M. Kandriga Anganwadi School and a bus stop. This initiative highlights our commitment to making a positive social impact and improving lives in the regions we serve.

Enhancing Drainage Canal for the Community

As part of our commitment to community well-being and infrastructure development, Food Empire India sponsored the construction of a drainage canal in Menakuru, which was successfully completed. This initiative enhances local water management, contributing to improved sanitation and flood prevention.

Supporting Education Through Technology

To enhance digital access in education, Food Empire India donated computers and printers to government high schools in Naidupeta and Pudukuppam Village. This initiative aims to provide students with better learning opportunities and improved technological resources.

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 significant products are covered by and assessed for compliance with relevant labelling and marketing requirements. Throughout our product information, labelling and marketing communications efforts in FY2024, there were no 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 constantly 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	• 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

Policies and Procedures	Summary
Vietnam	
Food Safety Policy	• Outline food safety and quality management systems and guidelines to meet the food safety standards
Quality Manual	• Set out the key steps in quality control procedures
GMP Manual	• Provide guidance on best practices in manufacturing process to ensure the health and safety of our product
Supplier Control Manual	• Outline the controls to ensure the quality of the supply
Warehouse Standard Manual	• Set out the requirements for safe storage; for example, hygiene practices, humidity level and temperature.
Transportation Manual	• Provide guidelines to our drivers on how to maintain the quality of our supply and product during transportation

As of 2024, we have assessed all of our products for consumer safety impacts and there were no 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 certifications[17].

Standards Certified	Description of Standard
GOST R ISO 22000-2019 (ISO 22000: 2018)	This standard outlines the general requirements of the occupational safety and health management system.
GOST ISO 9001-2015 (ISO 9001:2015) Quality Management Systems – Requirements	This standard sets out the criteria for an effective quality management system and it is designed to help organisations ensure that they meet the needs of stakeholders and statutory requirements.
Halal Certified according to ICC-H. RUS:2018 Standard	Food Empire Russia products are Halal-certified

To ensure full compliance with consumer safety regulations, we have conducted a safety impact assessment of all of 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.

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

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	This standard outlines the general requirements of the occupational safety and health management system.

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 (OPRP) and Critical Control Points ('CCP') in our key processing steps. Identifying OPRP and CCPs has allowed Food Empire to implement a rigorous monitoring system that maintains the highest quality standards for our products.

TARGETS

Perpetual Target	FY2024 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

SGX SIX PRIMARY COMPONENTS INDEX

S/N	Primary Component	Addressed in This Report
1	Material ESG Factors	Materiality Assessment
2	Climate-related Disclosures Consistent with the TCFD Recommendations	Climate Change and Energy
3	Policies, Practices and Performance	• Board Statement • Sustainability at Food Empire • Governance and Ethics • Climate Change and Energy • Environment • Human Capital
4	Board Statement	• Board Statement • Sustainability Governance Structure
5	Targets	• Governance and Ethics • Human Capital • Customer Responsibility
6	Framework	• 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 2024 to 31 December 2024 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	• 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 2024
	2-10 Nomination and selection of the highest governance body	Please refer to our Corporate Governance Report 2024
	2-11 Chair of the highest governance body	Please refer to our Corporate Governance Report 2024
	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 2024
	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 2024

GRI Standards	Disclosure	Reference and/or Reason for Omission
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	Please refer to our Corporate Governance Report 2024
	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
	2-22 Statement on sustainable development strategy	Board Statement
	2-23 Policy commitments	• Governance and Ethics • Climate Change and Energy • Environment • Human Capital • Customer Responsibility
	2-24 Embedding policy commitments	• Governance and Ethics • Climate Change and Energy • Environment • Human Capital • Customer Responsibility
	2-25 Processes to remediate negative impacts	• 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 Standards	Disclosure	Reference and/or Reason for Omission
Governance and Ethics		
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 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	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	Human Capital – Occupational Health and Safety	
		403-8 (a)(ii) and (iii)	Russia: The system has not been internally or externally audited in FY2024.
			Vietnam: The system has not been externally audited in FY2024.
	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	
Human Capital			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Human Capital – Staff Training	
	404-2 Programmes 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	

GRI Standards	Disclosure	Reference and/or Reason for Omission
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

TCFD INDEX

Please refer to the section "**Climate Change and Energy – Climate-related Disclosures**" for our climate-related disclosures in line with TCFD recommendations.

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

Food Empire adopts the Operational Control Approach, as outlined in the GHG Protocol Corporate Standard, to determine organisational boundaries. This attributes accountability for the GHG emissions from operations over which the organisation has control.

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

• 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).
  a. Diesel – 43.0 Terajoules/Gigagrams
  b. Motor Gasoline – 44.3 Terajoules/Gigagrams
  c. Liquid Petroleum Gas – 47.3 Terajoules/Gigagrams
	• 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

• Calculated from the direct consumption of LPG and diesel in Vietnam and Russia and expressed in tonnes of CO_2 equivalents.
• Figures were calculated using the CO_2e emission factors as prescribed by IPCC Guidelines for National Greenhouse Gas Inventory (2006).
  a. Diesel – 74.1 Tonnes of CO_2e/Terajoules
  b. Motor Gasoline – 69.3 Tonnes of CO_2e/Terajoules
  c. Liquid Petroleum Gas – 63.1 Tonnes of CO_2e/Terajoules
	• Calculated from the consumption of grid electricity in Vietnam and Russia, expressed in tonnes of CO_2e.
	• Figures were calculated using the grid emissions factors as prescribed by the Institute of Global Environmental Strategies ("IGES") 2024 detailed below. Intensity metrics are expressed as tonnes of CO_2e per tonne of product.
	  › Russia (0.618kg CO_2e/kWh);
	  › Vietnam (0.9239kg CO_2e/kWh)

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