

Making Better Possible



2025

Sustainability Report



About the Cover

GRI 2-1

We at Monde Nissin Corporation (Monde Nissin or the Company) continue our sustainability journey guided by our commitment to Making Better Possible®—a commitment that has shaped the Company’s actions since the launch of our North Star Targets in 2021. As the 2025 Sustainability Report (SR) marks the closing year of this roadmap, the report’s cover reflects both the progress achieved over the past five years and the foundation built for the next phase of our sustainability journey.

The cover brings together images representing Monde Nissin’s four sustainability pillars: Product, People, Planet, and Partnership—showing how progress is built through everyday actions across products and operations, our people, communities, and the environment. The star-inspired form at the center represents the North Star Targets that have guided decisions, priorities, and performance throughout the roadmap period, symbolizing our progress and continued efforts to advance our sustainability goals beyond 2025.

About the Report

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

This 2025 SR covers Monde Nissin’s sustainability performance for the year ended 2025 and marks the culmination of our first five-year Sustainability Roadmap (2021–2025). Over this period, we translated our North Star Targets into structured actions across the business, strengthening governance mechanisms, data systems, and cross-functional coordination. Progress has not always been linear. Some initiatives gained traction quickly, while others required time to mature as teams built the necessary systems, data, and ways of working. In many areas, improvement came through steady incremental changes shaped by day-to-day operational realities and evolving stakeholder expectations.

This report brings together our progress and key learnings across priority areas, including nutrition and food accessibility, environmental stewardship, employee wellbeing, and governance. It reflects how sustainability considerations have been applied in decision-making and operations over the five-year period. The experiences documented here provide context for the next phase of sustainability management, as expectations continue to rise, and the importance of clarity, focus, and accountability become more pronounced.

Reporting Frameworks

This report is prepared with reference to globally and locally recognized sustainability reporting frameworks to facilitate transparency, consistency, and comparability. This includes the following:

- Global Reporting Initiative (GRI) Standards
- Sustainability Accounting Standards Board (SASB) Standards for Processed Foods under the Food & Beverage sector

- Alignment with United Nations Sustainable Development Goals (UN SDGs)
- Philippine Securities and Exchange Commission (SEC) Sustainability Reporting Guidelines for Publicly-Listed Companies (SEC M.C. No. 4, S. 2019)

These frameworks guide how we identify, manage, and communicate our most significant impacts, risks, and opportunities, while aligning our priorities with broader global and national sustainability agendas.

Scope and Boundary

For clarity and consistency throughout this report, the following definitions apply:

- Monde Nissin Corporation: the “Parent Company,” the “Company,” or “Monde Nissin”
- Monde Nissin and its subsidiaries: the “Group”

Unless otherwise stated, references to “Monde Nissin” in this report relate to its Philippine operations.

This report covers Monde Nissin’s operations in the Philippines for the period January 1 to December 31, 2025. Unless otherwise stated, the information presented reflects the scope and boundaries listed below:

- The Chairperson of the Board’s, and the Chief Executive Officer’s (CEO), Letter to Stakeholders, and general disclosures on business segments, cover the Group.
- Economic disclosures, governance disclosures on anti-corruption data, activity metrics, and membership associations, and the stakeholder engagement matrix are reported at the Company level.
- Environmental disclosures cover Monde Nissin’s manufacturing facilities in Santa Rosa (Laguna), Mandaue (Cebu), Porac (Pampanga), Malvar (Batangas), and Davao, all located in the Philippines.
- Social disclosures, including workforce data and occupational health and safety (OHS) information, cover Monde Nissin.
- Monetary values in this report are presented in Monde Nissin’s functional currency, the Philippine Peso (Php).

Data included in this report were consolidated and internally validated prior to finalization, as further described under Monde Nissin’s [ESG Data Governance Framework](#), on pages 13–14.

Monde Nissin’s operations in the Philippines accounted for 93.4%, 93.0%, and 93.6% of the Company’s Asia-Pacific Branded Food & Beverage (APAC BFB) Business’s total net sales for the years ended December 31, 2023, 2024, and 2025, respectively. Furthermore, the APAC BFB business contributed 82.3%, 83.6%, and 84.2% to the Group’s net sales for the years ended December 31, 2023, 2024, and 2025, respectively.

As such, the scope of this Sustainability Report captures the majority of the Group’s sustainability impacts and priorities.

Disclosures

The disclosures in this report are guided by the selected reporting frameworks and focus on topics that reflect Monde Nissin's most significant impacts on the economy, the environment, and society. We aim to present balanced, decision-useful information, highlighting both our achievements and the areas where we continue to improve.

Where applicable, disclosures include qualitative narratives, quantitative data, and contextual explanations to help stakeholders better understand our performance, priorities, and strategic direction.

Restatements of Information

GRI 2-4

Where prior period data has been updated due to improvements in data collection processes, refinement of emission factors, or methodological clarification, the affected figures have been restated and clearly identified in the relevant tables and footnotes. Restatements are limited to changes necessary to improve accuracy and comparability and do not reflect changes in reporting scope unless otherwise specified.

Report Disclaimer

The information in this SR is provided for transparency regarding Monde Nissin's sustainability approach, initiatives, and reported performance. It should not be interpreted as investment advice, nor as an offer, recommendation, or solicitation to invest in Monde Nissin.

Any forward-looking statements that may be contained herein are based on current expectations, assumptions, and available information regarding anticipated developments and other factors affecting the Group. Such statements are not guarantees of future performance and involve risks and uncertainties that may cause actual results to differ materially from those expressed or implied. Sustainability targets disclosed in this report are aspirational in nature and remain subject to operational, regulatory, and economic constraints. Unless otherwise stated, environmental targets are intensity-based.

While the Group has endeavored to take reasonable steps to present information that is accurate, relevant, and prepared in good faith, actual results and outcomes may differ from those described. The Group disclaims any liability for losses that may arise from reliance, whether in whole or in part, on the contents of this SR.

Table of Contents

About the Cover	1
About the Report	1
Report Disclaimer	3
Table of Contents	4
Executive Messages	5
Our Corporate Framework for Responsible and Sustainable Value Creation	7
Sustainability at Monde Nissin	19
Making Better Food Accessibility Possible	27
Making Eco-Efficiency Possible	33
Making Inclusivity Possible	45
Making Collective Action Possible	55
Governance and Ethical Conduct	61
Annex	67
Appendices	83

Executive Messages

GRI 2-22

Message from the Chairperson and from the CEO

As we conclude Monde Nissin's first five-year Sustainability Roadmap (2021–2025), we reflect on a period that required translating aspiration into governance discipline and measurable accountability. The roadmap, formally adopted by the Board, was designed to integrate sustainability considerations within the Company's oversight structures and long-term strategic direction.

The Board strengthened its oversight of sustainability through periodic discussions, including an annual review of the Company's progress, priorities, and emerging risks. These engagements help maintain that sustainability considerations remain closely aligned with the Company's governance and strategy and enforce their relevance to enterprise resilience and long-term value creation.

Over the roadmap period, sustainability considerations were progressively integrated into operational and reporting processes, with clearer accountabilities established across business and support functions. These efforts have enhanced transparency into performance and strengthened the Company's ability to monitor progress against defined commitments.

While progress was achieved, not all targets set at the outset of the roadmap period were fully met within the intended timeframe. Variations in site maturity, evolving market conditions, and data readiness affected outcomes. These gaps provided valuable insights into the level of governance integration, capability development, and execution discipline required to deliver sustained impact.

As we look ahead, Monde Nissin is undertaking a structured priority-setting process to define the next five-year sustainability roadmap. This process includes reassessing material priorities, reviewing performance against prior commitments, and aligning future targets with operational realities and emerging regulatory expectations. The focus remains on setting achievable, measurable objectives supported by strengthened systems and clearly defined accountabilities.

This report documents the outcomes of the Board-adopted roadmap and the lessons that will guide the next phase of our sustainability journey. We remain committed to disciplined oversight, transparent reporting, and responsible stewardship as we continue our journey of Making Better Possible, grounded in accountability and long-term value creation.

Kataline Darmono

Chairperson of the Board

Henry Soesanto

Director, Chief Executive Officer, & Executive VP
Monde Nissin Corporation

Message from the Chief Sustainability Officer

This Sustainability Report documents how Monde Nissin applied its first five-year Sustainability Roadmap (2021–2025) across the organization and the lessons that emerged from implementation. The roadmap provided a structured framework for translating material sustainability topics into operational practices across the Product, Planet, People, and Partnership Pillars.

Over the roadmap period, a key focus was strengthening the systems needed to support consistent execution and credible reporting. This included improving ESG data governance through clearer ownership, documentation standards, and validation processes to support audit readiness and internal decision-making.

Within the People Pillar, the Company moved from largely site-based programs toward more standardized governance frameworks covering capability development, employee engagement, occupational health and safety, and social safeguards. Structured learning systems were strengthened through centralized platforms and defined competency architectures, enabling improved tracking of training participation among both regular and probationary employees. Leadership development, early-career programs such as MondeXplore, and sustainability learning modules were integrated into workforce capability planning. Workforce practices continued to emphasize fair employment, statutory compliance, and structured dialogue. Occupational health and safety management remained aligned with regulatory requirements and site-level risk controls, supported by defined reporting mechanisms and accountability at supervisory and management levels. Employee engagement and wellbeing initiatives were implemented through structured surveys, dialogue mechanisms, enabling systematic monitoring of employee experience, and informed program refinement.

Implementation experience varied across topics and locations. In product development, nutrition-related initiatives progressed through iterative reformulation and fortification work, supported by internal reference points such as sodium criteria to guide decision-making. These efforts required balancing technical feasibility, consumer preferences, regulatory requirements, and affordability.

In operations, renewable electricity sourcing expanded across manufacturing sites, alongside continued efforts to improve energy, water, and waste management. Differences in site maturity and data availability reinforced the importance of sequencing initiatives and strengthening site-level capabilities.

The roadmap also underscored the importance of coordination across functions and partners. Advancing sustainability outcomes depended on collaboration among Product Supply, Research & Development, and Customer & Consumer Development; supported by Corporate Sustainability, Finance & Accounting, People & Culture, and Information Technology and Digitalization; with oversight from Risk Management and Legal and Compliance; and in coordination with Corporate & Government Affairs, alongside engagement with suppliers, regulators, communities, and industry partners. As the Company concludes its first Sustainability Roadmap, the outcomes and lessons presented in this report provide a clearer understanding of what is required to meaningfully manage sustainability practices systematically and at scale. The emphasis going forward remains on strengthening systems, improving data quality, and reinforcing governance and accountability so that sustainability considerations continue to be applied consistently across the organization.

Marivic N. Cajucom-Uy

Chief Sustainability Officer
Monde Nissin Corporation

Our Corporate Framework for Responsible and Sustainable Value Creation

Monde Nissin's corporate framework for responsible and sustainable value creation provides the structure through which sustainability considerations are incorporated into enterprise processes and decision-making. It brings together strategy, prioritization, and performance monitoring to support consistent evaluation of sustainability-related risks and opportunities across the business.

The framework aligns sustainability priorities with overall business objectives, recognizing that long-term value creation requires balancing nutrition and food accessibility, environmental stewardship, people and communities, and sound governance. Rather than operating as a standalone program, it guides how material topics are identified, assessed, and managed within existing organizational processes.

Core elements of the framework include materiality assessment and prioritization, clearly defined responsibilities across business and support functions, and mechanisms for monitoring and reporting sustainability performance. These elements support the translation of strategic direction into operational actions and enable periodic review as conditions and expectations evolve.

This framework provides the foundation for the pillar discussions that follow, which describe topic-specific direction, 2025 execution, and implementation insights.

Making Better Possible[®]
summarizes Monde Nissin's aspiration
and translates it as a practical
framework for implementation across
our operations and value chain.



Our Corporate Aspiration

“We aspire to improve the wellbeing of people and the planet, and create sustainable solutions for food security.”

This aspiration reflects Monde Nissin’s commitment to embed sustainability into how we operate and grow our business. It guides our focus on reducing our environmental footprint, and increasing our handprint by supporting communities, and improving access to better food choices.

Our Core Values

Monde Nissin’s core values—Care with Action, Collaboration with Empathy, and Continuous Learning with a Growth Mindset—guide how the organization approaches decisions, execution, and engagement across the business. In the context of sustainability, these values shape how priorities are assessed, how cross-functional coordination is carried out, and how experience informs ongoing improvement.

Care with Action reinforces the importance of translating intent into responsible and practical steps, taking into account impacts on consumers, employees, communities, and the environment within operational and regulatory boundaries.

Collaboration with Empathy supports constructive engagement across teams and stakeholders, recognizing that sustainability topics often require shared understanding and coordinated responses rather than isolated efforts.

Continuous Learning with a Growth Mindset reflects the Company’s recognition that sustainability management evolves over time. It encourages reflection on implementation experience and supports incremental strengthening of systems, processes, and capabilities as expectations and requirements change.

Together, these values provide a consistent reference point for how sustainability priorities are managed within the governance and management structures described in this SR.

Our Sustainability Framework

GRI 3-2

Monde Nissin’s Sustainability Framework outlines how we identify and manage sustainability priorities across the business. It is informed by stakeholder engagement and materiality assessment results, helping keep our focus areas aligned with stakeholder expectations and the sustainability topics most relevant to our business.

The framework supports the development of our sustainability pillars, commitments, and action plans, which are discussed throughout this report.

MONDE NISSIN'S SUSTAINABILITY FRAMEWORK

Purpose

Improve the wellbeing of the people and the planet + create sustainable solutions for food security

Value to Society

Contributing to Food Security

Pivoting to a Healthier and Better Portfolio

Key Impacts



Consumer & Product Responsibility

- Product Accessibility
- Better and Healthier Products for Holistic Wellbeing
- Product Quality and Safety
- Responsible Marketing
- Complaint Management
- Customer Satisfaction and Engagement



Environmental Stewardship

Resource Efficiency

- Water Usage
- Materials Efficiency

Waste and Circularity

- Solid and Hazardous Waste
- Wastewater and Effluents
- Food Loss

Climate Impacts

- Energy Usage
- Greenhouse Gas (GHG) Emissions

Plastic Footprint

- Avoidance and Reduction
- Recyclability
- Post-Consumer Waste



People and Human Capital

- Employee Management
- Employee Engagement
- Employee Wellbeing
- Diversity and Inclusion
- Employee Benefits
- Labor-Management Relations
- Training and Development
- Occupational Health and Safety



Community Impact and Local Development

- Inclusive Distribution
- Local Employment
- Jobs Created and Supported
- Corporate Social Responsibility (CSR) Programs
- Calamity Response



Responsible Sourcing and Supply Chain

- Raw Material Traceability
- Supplier Environmental and Social Assessment
- Supplier Engagement
- Local Sourcing



Enterprise Governance and Resilience

- Economic Performance
- Good Governance
- Cybersecurity

Corporate Governance Oversight

The Board of Directors of Monde Nissin, supported by executive management, the Corporate Sustainability Center, Corporate Secretary, Legal and Compliance, Risk Management, and Corporate Internal Audit functions, provides oversight of sustainability strategy, risk management, and performance.

Stakeholder Engagement

GRI 2-29

Engaging with stakeholders forms part of Monde Nissin's approach to responsible business conduct and regulatory compliance. It is essential to how we understand evolving expectations, manage risks, and inform decisions affecting the business and the communities where we operate. The Company engages key stakeholder groups to support sustainability priorities and responsible corporate conduct.

Monde Nissin maintains structured channels for dialogue with government institutions, industry bodies, local communities, civil society organizations, academic institutions, and employee representatives. Engagement activities focus on understanding stakeholder perspectives, communicating relevant business information, and supporting compliance with applicable laws, policies, and regulatory requirements. These interactions also provide opportunities to exchange technical inputs, clarify regulatory expectations, and identify areas for collaboration on shared social or industry priorities.

Engagement with government agencies and legislative bodies primarily relates to regulatory developments, policy implementation, and compliance matters affecting the food industry. The Company participates in formal consultations, public fora, and meetings. In parallel, participation in business chambers, trade associations, and technical working groups enables the Company to monitor industry developments and contribute to discussions on sector-wide issues. These engagements are conducted in accordance with applicable governance policies and aim to provide informed inputs while maintaining compliance with regulatory obligations.

Monde Nissin also engages with local communities, civil society organizations, and academic and professional institutions through consultations, research collaborations, and social development initiatives. These engagements provide avenues to discuss community priorities, food safety and nutrition topics, and broader social and environmental considerations. Within the workplace, dialogues with employee representatives, including labor unions, is conducted through established consultation mechanisms that support communication on employee welfare, workplace practices, and joint initiatives. Insights from these engagements are documented and considered, where appropriate, in relevant operational and governance processes where appropriate.

Monde Nissin uses a Stakeholder Matrix to assess the relative influence and interest of each stakeholder group, supporting the prioritization of engagement efforts and the tailoring of engagement approaches.

The Stakeholder Engagement Matrix was reviewed and updated in 2025 to reflect changes in stakeholder dynamics and the Company's sustainability focus.

Materiality Assessment

GRI 3-1

In line with the GRI Standards, material topics refer to the economic, environmental, and social impacts that are most significant to Monde Nissin and that influence stakeholder assessments and decisions. These topics guide our sustainability strategy, target-setting, and reporting.

In 2025, Monde Nissin refined its materiality focus through ongoing engagement with internal stakeholders and regular dialogue with external collaborators. This refinement was iterative and confirmatory in nature, rather than a full reset of the materiality assessment, and was intended to validate the continued relevance of previously identified priority topics in light of evolving expectations, regulatory developments, and operational experience.

Key areas reaffirmed during the year included:

- Strengthening sustainability governance, transparency, and capability-building across the Company;
- Advancing supply chain responsibility, including the rollout of the Supplier Code of Conduct and preparations for supply chain decarbonization in anticipation of future Philippine Financial Reporting Standards (PFRS) adoption; and
- Addressing plastic packaging impacts through reduction, redesign, and recovery initiatives.

The material topics covered in this report are integrated within our [Sustainability Framework](#) on pages 8–9 and are reflected across the sustainability pillars, commitments, and key initiatives.

Our Sustainability Governance Framework and Oversight

GRI 2-12, 2-13, 2-23, 2-24, 2-25, 103-1

Our governance framework integrates sustainability into decision-making, from Board level oversight to implementation across the Company. In 2025, this framework was updated and aligned with Monde Nissin's [Sustainability Policy Version 2.0](#) (outlined in [Board Oversight and Leadership Accountability](#) on pages 60–61) to strengthen governance structures, roles, and reinforce accountability. This framework supports the consistent execution of sustainability commitments and monitoring of related risks and performance.

Sustainability Principles

Monde Nissin's sustainability principles provide a consistent basis for responsible business practices across our operations. They support the integration of sustainability into strategy, policy development, and operational decision-making, and reinforce our commitment to ethical conduct and transparency.

These principles are grounded in our corporate aspiration and values, aligned with Making Better Possible, and support our contribution to the UN SDGs.

Our sustainability principles focus on seven core areas:

Governance & Foundation

- Future Readiness
- Good Governance and Accountability

People & Society

- Holistic and Inclusive Wellbeing
- Local Community Engagement
- National Economic Contribution

Environment & Product

- Environmental Sustainability
- Better and Healthier Food Products

Sustainability Governance Structure and Environmental, Social, and Governance (ESG) Roles and Responsibilities

Monde Nissin’s sustainability governance structure, as defined under [Sustainability Policy Version 2.0](#), establishes clear roles and accountability for managing sustainability priorities across the Company. Overall oversight rests with the Board of Directors, with sustainability matters discussed within appropriate Board forums as needed. The CSO coordinates sustainability programs across functions, fostering alignment with approved policies, targets, and reporting requirements. Progress on sustainability initiatives is periodically reviewed by Executive Management.

Implementation is carried out through cross-functional teams and business units responsible for initiatives across the value chain, including food safety and nutrition, resource efficiency, people development, and responsible sourcing. Corporate Internal Audit, Risk Management, and Legal and Compliance functions provide independent review and advisory support to strengthen internal controls and manage ESG-related risks.

Policy Implementation and Compliance

Policy implementation and compliance are supported through internal controls, periodic internal audits, and supplier sustainability survey, where applicable. Key performance indicators (KPIs) are monitored to track progress in priority areas such as food safety, employee engagement, emissions, water stewardship, and packaging waste.

Other Sustainability-related Policies

Monde Nissin maintains other ESG-related policies that support good corporate governance, ethical conduct, transparency, workforce wellbeing, data protection, and integrity reporting. These policies apply to employees, suppliers, and other external stakeholders, and reinforce the Company’s sustainability commitments.

For the list of sustainability- and ESG-related policies, please refer to the following website links or sections of this report:

- [Sustainability Policy Version 2.0](#) (page 61)
- [Manual on Corporate Governance](#) (page 60)
- [Code of Business Conduct and Ethics](#) (page 60)

- [Anti-Bribery and Corruption Policy](#) (page 60)
- [Conflicts of Interest Policy](#) (page 60)
- [Board Diversity Policy](#)
- [General Data Privacy Policy](#) (page 63)
- [Policy and Data relating to Health, Safety, and Welfare of Employees](#)
- [Procurement Policy](#) (pages 64–65)
- [Supplier Code of Conduct](#) (pages 64–65)
- [Whistleblowing Policy](#) (page 62)
- [Insider Trading Policy](#) (page 60)

SUSTAINABILITY GOVERNANCE STRUCTURE	
	ROLE
BOARD OF DIRECTORS	Provides strategic oversight and approves long-term sustainability objectives.
EXECUTIVE LEADERSHIP	Integrates sustainability into business planning and performance management.
SUSTAINABILITY STEERING COMMITTEE	Guides ESG strategy, operational alignment, and drives progress vs targets.
CORPORATE SUSTAINABILITY CENTER	Coordinates the implementation of initiatives, tracks performance, and supports reporting.
BUSINESS UNITS AND DEPARTMENTS	Responsible for sustainability practices within department functions and daily activities.
EMPLOYEES	Empowered to contribute to sustainability goals through behavior and training.

Our ESG Data Governance (Collection, Validation, and Reporting)

Monde Nissin’s ESG data governance framework defines how sustainability data is collected, validated, reviewed, and reported across the Company. This framework supports consistency, accuracy, accountability, and alignment with applicable regulatory requirements. ESG data included in this report reflects information available as of reporting cut-off date, also described in the [Scope and Boundary](#) section, pages 2–3. Internal review processes were conducted prior to report finalization.

We continue to enhance our digital data collection and reporting systems, building on the improvements introduced in the previous reporting cycle. ESG data is gathered through a centralized online platform that serves as an internal database for regular data submission across departments and manufacturing sites. The platform supports standardized data capture, consolidation, validation, and version control. Standardized data templates embedded in the system integrate requirements from multiple frameworks such as GRI topic standards, SASB industry metrics, and selected SEC reporting indicators, enabling consistent qualitative and quantitative reporting.

Capability-building remains a critical part of our data governance approach. Onboarding sessions and refresher seminars for designated data handlers are conducted early in the reporting cycle, following the issuance of the annual data request and ahead of formal data collection.

The Corporate Sustainability Center oversees the ESG data governance process, including the issuance of data requests, coordination of data collection, consolidation of submissions, and preparation of sustainability disclosures.

Designated data handlers within departments and sites are responsible for preparing and submitting ESG data within their respective scopes. Department heads serve as data approvers and are accountable for reviewing and confirming the accuracy, completeness, and validity of submissions prior to consolidation.

The Sustainability Reporting Technical Working Group, comprised of representatives from the Corporate Sustainability Center, Legal and Compliance, Investor Relations and Risk Management, and Corporate and Government Affairs, supports alignment on reporting scope, definitions, assumptions, and disclosure requirements, particularly where metrics span multiple frameworks or functions.

Following submission, ESG data undergoes structured validation and review by the Corporate Sustainability Center in coordination with relevant functional representatives. During the manuscript development phase, data handlers and data approvers participate in a formal vetting process to confirm consistency, completeness, and alignment with approved definitions and methodologies prior to finalization.

ESG data disclosed in this report is subject to internal review processes, including the use of defined methodologies and reporting templates. Where applicable, cross-functional checks are conducted to support alignment with operational and financial records. Supporting documentation is maintained in line with existing record-keeping practices.

Internal Audit may periodically review selected sustainability data processes as part of its risk-based audit planning.

Building Sustainable Value Through Our Brands

Monde Nissin's brands serve as the primary channel through which the Company delivers food products to consumers and applies sustainability-related standards in practice. The Company aims to provide food that is safe, compliant, and accessible, while supporting livelihoods and responsible use of shared resources. Offered in formats and price points aligned with local needs, tastes, and household budgets, our products are distributed widely across Philippine communities.

Lucky Me!, the Most Chosen Brand on [Worldpanel by Numerator's 2025 Brand Footprint Report](#), represents a significant portion of this scale. Its strong consumer reach reflects the Company's consistent application of quality, safety, and regulatory standards across high-volume product categories. Its broad consumer base enables the integration of initiatives such as nutrition-related improvements and resource-efficiency measures across its product portfolio at scale.

Other brands, including Skyflakes, Fita, and Monde baked goods, contribute to portfolio reach across categories and consumer segments. While tailored to local preferences and operating contexts, these

brands follow consistent internal standards for product quality, safety, and regulatory compliance. Across our portfolio, sustainability-related practices are integrated into product development, manufacturing, and distribution processes, including responsible sourcing, waste management, and post-consumer plastic recovery under the Extended Producer Responsibility (EPR) Act of 2022.

The Company's distribution systems also support inclusive economic participation. Through the Community Distribution Network (CDN), products are distributed to hard-to-reach communities while providing livelihood opportunities for local partners. In 2025, the CDN supported income generation for more than 1,300 Independent Brand Experts (IBEs) nationwide. This links distribution reach with local entrepreneurship and access to affordable food.

With brands, operations, and communities primarily rooted in the Philippines, sustainability management remains closely connected to local operating realities. This proximity supports oversight, responsiveness, and continued integration of sustainability considerations into business processes.

Our Value Chain

GRI 2-6

From ideation to post-consumer responsibility, each part of our value chain plays a role in delivering quality food that consumers trust, improving operational efficiency, and fostering collaborations across the industry. These interconnected stages shape where our most significant ESG impacts and dependencies arise.

Value Chain Overview

Monde Nissin's value chain spans from raw material sourcing and product development to manufacturing, distribution, consumer engagement, and post-consumer waste management. Across each stage, activities influence product accessibility, operational performance, and environmental and social impacts.

Sustainability considerations across the value chain are managed within the Company's established governance and management processes, with cross-functional coordination among procurement, operations, quality assurance, and sustainability functions to monitor relevant risks and controls.

The value chain provides a high-level view of where material topics arise and how related risks and opportunities are addressed across operations. Detailed initiatives and performance information for each stage are discussed in the relevant sections of this report. Additional information on our business segments and activities can be found under [Business Segments](#) and [Activity Metrics](#) in the Annex, on pages 66 and 68, respectively.

Upstream

Our upstream activities include research and development (R&D), raw material sourcing, and supplier engagement. Decisions made at this stage influence product quality, nutrition, cost, and environmental footprint.

We work with suppliers to reinforce responsible sourcing practices and compliance with quality and safety requirements, supported by supplier due diligence and accreditation processes. R&D activities include the application of nutrition criteria in product development, and efforts to reduce packaging impacts, particularly in high-volume categories.



Research and Development (R&D)

Research and Development (R&D) is a key upstream stage where decisions on product design, formulation, and packaging are made. These decisions influence nutrition profiles, product quality and safety, affordability, and packaging impacts across the portfolio.

R&D activities include product fortification, formulation review, ingredient selection, and packaging design considerations, including efforts to improve recyclability through mono-material solutions. Nutrition-related considerations, such as sodium, sugar, and fat levels, are evaluated within established development processes, taking into account consumer preferences, regulatory requirements, and manufacturing feasibility.

Details on product-related initiatives and outcomes are discussed in [Making Better Food Accessibility Possible](#) on pages 26–31.



Sourcing

Sourcing and supplier engagement form a critical part of Monde Nissin's value chain, reflecting the Company's reliance on agricultural and commodity-based inputs. Key raw materials include wheat/flour, palm oil, shortening, coconut oil, and sugar, which influence product cost, quality, and supply continuity.

Supplier due diligence, accreditation, and monitoring processes are applied to support quality, safety, and responsible sourcing expectations. Sustainability considerations at this stage include supply risk management, ethical conduct, and environmental and social impacts associated with raw material production.

Related governance frameworks and supply chain initiatives are discussed in [Governance and Ethical Conduct](#) and [Making Better Food Accessibility Possible](#) on pages 60–65 and 26–31, respectively.

Own Operations

Own operations include manufacturing and processing across our production sites. These activities require materials, energy, and water and therefore involve environmental and operational considerations that require ongoing management.

These are managed through operational controls that support resource efficiency, food safety, quality systems, and the monitoring of water, waste, and emissions. Certifications and monitoring systems support regulatory compliance and worker health and safety. Workforce practices include measures related to fair labor, safe working conditions, and skills development.



Manufacturing

Manufacturing is the stage where products are produced at scale across Monde Nissin's production facilities. This stage involves the use of materials, energy, and water, and is therefore associated with environmental, quality, safety, and workforce considerations that require ongoing management.

Manufacturing operations are governed by food safety, quality assurance, and operational control systems designed to support consistent product quality, regulatory compliance, and worker health and safety. These systems guide production processes through standardized procedures, quality monitoring, and traceability mechanisms designed to maintain product integrity from raw materials to finished goods. Environmental considerations at this stage include efficient use of energy and water resources, responsible management of waste and by-products, and monitoring and control of operational emissions.

Related initiatives and performance are discussed in [Making Better Food Accessibility Possible](#) and [Making Eco-Efficiency Possible](#) on pages 26–31 and 32–43.

Downstream

Downstream activities include distribution, marketing, consumer engagement, and post-consumer waste management. Through a nationwide distribution network, products reach consumers across urban areas, and communities with limited access to formal retail channels. Marketing and consumer communications are subject to internal review processes, with an emphasis on clear product labeling and accurate information. Consumer feedback mechanisms support transparency and product improvement. Post-consumer responsibilities include packaging design considerations and compliance with EPR requirements, as well as collaboration on waste recovery initiatives.



Distribution

Distribution covers the movement of products from manufacturing sites to distributors and retailers nationwide. This stage is associated with considerations related to logistics efficiency, product availability, emissions from transportation, and the livelihoods supported within the distribution ecosystem.

Distribution activities are managed through a network of distributors and resellers, with an emphasis on operational efficiency, reach, and reliability. Sustainability considerations at this stage include delivery efficiency, spoilage management, and environmental impacts associated with transportation.

Related initiatives and performance are discussed in [Making Better Food Accessibility Possible](#) and [Making Eco-Efficiency Possible](#) on pages 26–31 and 32–43.



Marketing

Marketing and consumer communications are conducted through established internal processes and review mechanisms. These activities focus on providing accurate product information, appropriate labeling, and clear communication across relevant channels.

Consumer feedback mechanisms are in place to capture inquiries and concerns, which are reviewed to support transparency and inform product communication and service improvements. Related initiatives are discussed in [Making Better Food Accessibility Possible](#) on pages 26–31.



Product Use and End-of-Life

Product Use and End-of-Life considerations relate to the management of packaging impacts beyond the point of sale. In line with EPR regulations, this stage includes collaboration with recovery and recycling partners and participation in programs that support packaging collection, recycling, and responsible disposal.

Sustainability efforts at this stage focus on reducing packaging impacts across the product lifecycle, supporting waste recovery and diversion initiatives, and aligning practices with applicable regulatory requirements. Related initiatives and performance are discussed in [Making Better Food Accessibility Possible](#) and [Making Eco-Efficiency Possible](#) on pages 26–31 and 32–43, respectively.

Sustainability at Monde Nissin




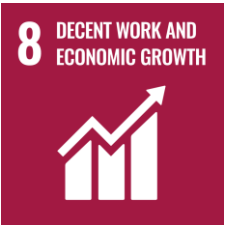

GRI 2-25


Over the years, sustainability has evolved from a set of commitments into more structured and coordinated practices. These practices provide a reference for setting priorities and guiding actions across key business areas.

From Commitments to Practice (2021–2025)

In 2021, we established our first five-year Sustainability Roadmap to bring structure and focus to Monde Nissin’s sustainability efforts. Informed by identified material topics, the roadmap outlined priority areas and reference points for tracking progress across four strategic pillars aligned with Making Better Possible.

Our 2021–2025 Sustainability Roadmap

	Product	Planet	People	Partnership
Strategic Pillars	Making Better Food Accessibility Possible	Making Eco-Efficiency Possible	Making Inclusivity Possible	Making Collective Action Possible
Priority UN SDGs	 <p>2 ZERO HUNGER</p>	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>  <p>13 CLIMATE ACTION</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	 <p>17 PARTNERSHIPS FOR THE GOALS</p>
North Star Targets	Majority revenue share of better and healthier products by 2030.	<p>50% reduction in the Scope 1 and Scope 2 GHG intensity of manufacturing operations by 2025.</p> <p>50% reduction in</p>	Diverse workforce all enjoying access to social safeguards and dialogue, and competency development by 2025.	<p>100% of employees observing that sustainability is embraced in the way people act and decide in the Company by 2030.</p> <p>5,000</p>

		<p>the water intensity of manufacturing operations by 2025.</p> <p>Zero Waste-to-Landfill from manufacturing operations by 2025.</p> <p>95% mono-material packaging by 2025.</p>		<p>Independent Brand Experts and 25,000 sari-sari stores provided with livelihood opportunities, and financial credit (for sari-sari stores) by 2030.^a</p>
<p>Other UN SDGs Supported</p>				

^aThe North Star Target and KPIs surrounding IBEs and CDN have been realigned under Making Collective Action Possible, as these initiatives are more appropriately tracked within the Partnership Pillar. These were previously classified under Making Inclusivity Possible.

Five-Year Highlights

The year 2025 marks the conclusion of Monde Nissin’s first structured Sustainability Roadmap. It offers an opportunity to reflect on what was achieved, where progress was uneven, and what we learned over the five-year period. During this period, we introduced new systems, collaborations, and operational practices to address priority risks and opportunities, while navigating constraints related to data availability, site maturity, and operational complexity.

Over the roadmap period, we implemented initiatives across our Product, Planet, People, and Partnership Pillars. Measurable progress was recorded across several focus areas although the pace and extent of progress varied depending on operational readiness, data systems, and implementation capacity.

The roadmap also highlighted areas where initial assumptions required adjustment. In some cases, targets took longer to operationalize than anticipated, underscoring the need to sequence initiatives, invest in data systems and capabilities, and align sustainability objectives with business processes and data maturity.

As the Company progressed through the roadmap, sustainability oversight and management coordination were further formalized within existing governance structures. Sustainability considerations became more systematically integrated into established decision-making and monitoring processes. (Detailed governance arrangements are discussed in the [Governance and Ethical Conduct](#) section of this report, page 60–65.)

The completion of the first Sustainability Roadmap marks the conclusion of the initial roadmap period. The outcomes and lessons documented in this report inform ongoing internal review processes.

	Making Better Food Accessibility Possible	Making Eco-Efficiency Possible	Making Inclusivity Possible	Making Collective Action Possible
Milestones Achieved	<ul style="list-style-type: none"> Advanced reformulation and fortification initiatives aligned with defined nutrition criteria Implemented production and packaging labeling initiatives aligned with defined nutrition objectives Conducted digital campaigns supporting informed food choices 	<ul style="list-style-type: none"> Expanded renewable energy sourcing across select manufacturing sites Implemented packaging optimization initiatives to reduce material intensity Strengthened focus on resource efficiency across operations 	<ul style="list-style-type: none"> Expanded structured learning, leadership, and coaching programs Continued strengthening labor-management collaboration mechanisms Implemented initiatives supporting inclusive workplace practices and employee wellbeing 	<ul style="list-style-type: none"> Implemented structured employee engagement initiatives aligned with Company values Strengthened leadership engagement and visibility across sites Supported cross-site collaboration through structured programs
Lessons Learned	<ul style="list-style-type: none"> Product enhancements must remain supported by substantiated claims and quality 	<ul style="list-style-type: none"> Greater cross-functional integration is required to scale eco-efficiency initiatives 	<ul style="list-style-type: none"> Leadership accountability influences learning culture outcomes 	<ul style="list-style-type: none"> Visible leadership alignment with stated values supports employee

Making Better Food Accessibility Possible

Making Eco-Efficiency Possible

Making Inclusivity Possible

Making Collective Action Possible

	<ul style="list-style-type: none"> standards Procurement standards require ongoing strengthening and consistent execution Defined performance indicators strengthen progress tracking and accountability 	<ul style="list-style-type: none"> Consistent monitoring supports environmental performance management 	<ul style="list-style-type: none"> Structured follow-through supports sustained development outcomes Inclusive approaches support engagement and workplace performance indicators 	<ul style="list-style-type: none"> engagement Inclusive programs support cross-team collaboration
Measures Taken for Continuous Improvement	<ul style="list-style-type: none"> Continue product development initiatives incorporating technology-enabled reformulation Continue strengthening quality assurance systems, supplier standards, and accountability measures Strengthen cross-functional coordination on nutrition initiatives 	<ul style="list-style-type: none"> Continue implementing energy and resource efficiency initiatives Continue structured evaluation of environmental performance 	<ul style="list-style-type: none"> Continue strengthening training systems and learning pathways Maintain structured dialogue with labor and service collaborators 	<ul style="list-style-type: none"> Maintain structured engagement activities throughout the year Reinforce regular and structured leader-employee dialogue

Sustainability Review and Priority Setting for 2026–2030

The conclusion of Monde Nissin’s first five-year Sustainability Roadmap period prompted a review of how sustainability practices have been applied across the Company. Experience from implementing the roadmap has informed internal discussions on governance arrangements, capability needs, data readiness, and operational feasibility.

In this context, the Company continually assesses how sustainability priorities are organized and applied, taking into account lessons from implementation across sites and functions. This assessment focuses on alignment with operating realities and management capacity. At the management level, structured learning and facilitated discussions under the L.E.A.D in Making Better Possible Program support leadership understanding of sustainability concepts and emerging ESG expectations, and their relevance to strategy and operations.

Insights from these structured engagement sessions contribute to ongoing internal discussions on sustainability direction and governance integration.

2025 Awards and Recognitions

International

- **Asia Corporate Excellence & Sustainability (ACES) Awards**
Asia’s Most Influential Companies 2025
MORS Group

National

- **#1 Most Chosen FMCG Brand – Lucky Me!**
Worldpanel by Numerator
- **#9 Most Chosen Food Brand – SkyFlakes**
Worldpanel by Numerator
- **#15 Most Chosen Food Brand – Fita**
Worldpanel by Numerator
- **Best Employers in the Philippines 2025**
Philippine Daily Inquirer and Statista
- **Breakthrough Innovation Award – Lucky Me! Seafood Shrimp Tonkotsu**
NielsenIQ
- **Excellence in Ecology and Economy (E3) Award – Large Enterprise**
Philippine Chamber of Commerce and Industry
- **Most Meaningfully Different Brand – Lucky Me!**
Worldpanel by Numerator

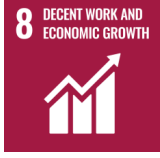



- **Philippines' Best Employers 2026**
Prosple
- **Quill Excellence Award for Communication Skills**
Publications: 2023 Sustainability Report
Communication Skills (Audio/Video): Mural Project in Santa Rosa
Communication Skills (Audio/Video): KaSulong Anthem Music Video
21st Philippine Quill Awards, International Association of Business Communicators Philippines
- **SEC Gender and Development Award**
Most Women Directors
Securities and Exchange Commission
- **Three Golden Arrows**
Institute of Corporate Directors – ASEAN Corporate Governance Scorecard

Local

- **2025 Lion Awards**
Top 3 Manufacturers
Top 5 Business Taxpayers
Top 8 Real Property Taxpayers – for Company Category
City of Santa Rosa, Laguna
- **Energy Champions, Leaders, Achievers, and Pioneers (E-CLAP) Awards**
Department of Energy (DOE)
- **Green Awards 2025 – Sustainable Development Partner**
City of Santa Rosa, Laguna
- **Top 10 Taxpayer for Business Tax 2025**
Municipality of Malvar, Batangas
- **Top 10 Taxpayer for Real Property Tax 2025**
Municipality of Malvar, Batangas
- **Tugas Award Nominee 2025**
Department of Environment and Natural Resources (DENR) – Region VII

Contributions to the UN Sustainable Development Goals

Monde Nissin's material sustainability topics intersect with selected UN SDGs. The table below provides a reference mapping between priority SDGs and the relevant sections of this report where related initiatives, controls, and performance are discussed. This mapping is intended as a transparency reference and does not represent a comprehensive assessment of SDG contribution.

SDG	Relevant Sustainability Topics	Primary Report Sections	Key Indicators/ Disclosures Referenced
 2 ZERO HUNGER	Food accessibility; Nutrition; Product fortification	Product Pillar – Strategy and Targets; Progress and Actions	Revenue share of fortified products; sodium reformulation disclosures
 8 DECENT WORK AND ECONOMIC GROWTH	Employment practices; workforce benefits; distribution livelihoods	People Pillar; Value Chain – Distribution	Employee benefits coverage; CDN participation data; training disclosures
 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Resource efficiency; packaging management; waste diversion	Planet Pillar – Energy and Emissions; Waste and Circularity; Post-Consumer	GHG intensity; waste diversion rate; mono-material packaging; EPR disclosures
 13 CLIMATE ACTION	Renewable electricity sourcing; energy efficiency; emissions management	Planet Pillar – Energy and Emissions	Renewable electricity percentage; geothermal sourcing; Scope 1 and 2 GHG intensity
 17 PARTNERSHIPS FOR THE GOALS	Supplier engagement; industry collaborations; community initiatives	Partnership Pillar	Collaboration initiatives and governance disclosures


Making Better Food Accessibility Possible

GRI 3-3
SASB FB-PF-260a.2

Under Making Better Food Accessibility Possible, Monde Nissin focuses on managing nutrition, food safety, product quality, and accessibility across its portfolio. In 2025, the final year of the 2021–2025 Sustainability Roadmap, product-related activities reflected a shift in emphasis from individual product initiatives toward more structured, system-led management practices informed by operational experience.

Across the roadmap period, the Company concentrated on incremental improvements in high-volume product categories. Experience from these efforts indicated that nutrition improvements in everyday food formats require balancing multiple consumer, regulatory, and operational considerations. These considerations informed refinements to internal guidance and cross-functional coordination applied during the year.

North Star Target Overview

MAKING BETTER FOOD ACCESSIBILITY POSSIBLE			
North Star Target	Progress		Priority SDG
	2024	2025	
Majority revenue share of better and healthier products by 2030	77% revenue share of fortified products 39% revenue share of sodium-reduced noodle products	73% revenue share of fortified products ^a 32% revenue share of sodium-reduced noodle products	

^aData covers products fortified with essential nutrients based on the Philippine Food and Drug Administration (FDA) standards for Lucky Me! noodles, and Monde Nissin's biscuits and packaged cake products.

Strategy and Targets

The Product Pillar is guided by Monde Nissin's enterprise ambition to achieve a majority revenue share from better and healthier products by 2030. This target informs portfolio planning, renovation priorities, and innovation pipelines across core categories.

Product-related sustainability topics are managed through defined internal criteria embedded within product development, regulatory review, procurement, and manufacturing processes. These include nutritional benchmarks, reformulation protocols, ingredient evaluation standards, and structured review of Product Information Sheets (PIS) prior to commercialization. Food safety management systems, supplier accreditation processes, and raw material traceability further reinforce product integrity across manufacturing sites.

In 2025, the Company began developing an internal Nutrition Criteria—co-created with external nutrition experts—to strengthen and standardize nutrition-related decision-making across the product lifecycle. The criteria define category-specific benchmarks for product nutrition assessments and are embedded into internal review processes to support consistent evaluation. During the year, cross-functional governance was established, with Corporate and Government Affairs, Research & Development, Marketing, and Sustainability completing alignment and sign-off of the Nutrition Criteria for the Instant Noodles category, with thresholds focusing on sodium reduction using the sales-weighted average methodology.

Feature Story:

Implementation Overview: Nutrition Reformulation and Fortification

During the 2021–2025 Sustainability Roadmap period, Monde Nissin implemented product-level initiatives including nutrient fortification, reformulation trials, and manufacturing process adjustments. Over time, implementation experience highlighted that nutrition improvements in everyday food formats required repeated evaluation of trade-offs across taste profiles, price points, food safety controls, regulatory requirements, and manufacturing parameters to improve nutrition across everyday food formats.

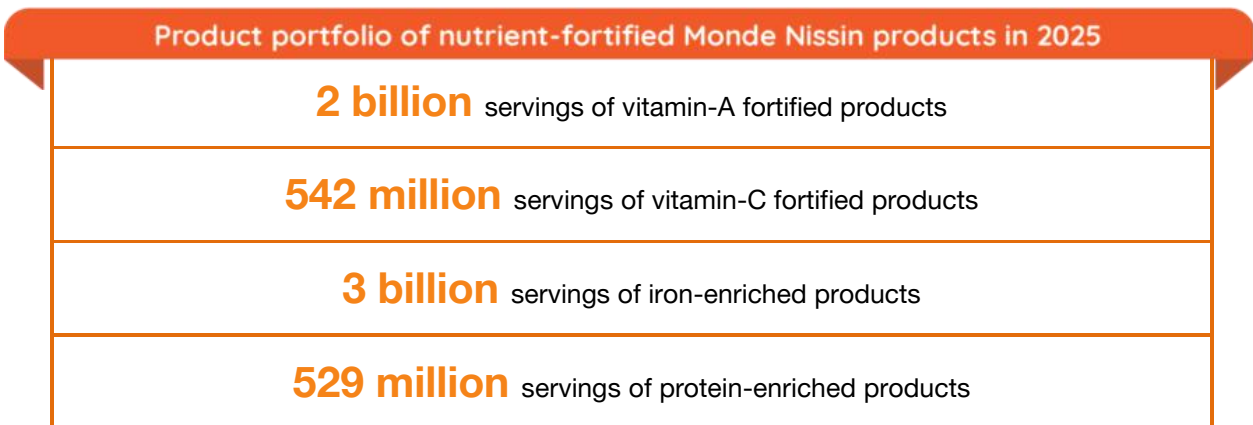
Across the roadmap period, these initiatives informed a more structured approach to product development and renovation decisions. Activities included prototype development for fortified and reformulated variants and the continued application of high-speed airflow processing technology in instant noodle production. In 2025, emphasis shifted toward strengthening internal decision frameworks for nutrition-related product development, including the initiation of internal nutrition criteria for instant noodles and the use of sodium thresholds as reference points for innovation and renovation work completed during the year. Prototype development for selected fortified and sodium-reduced products supported assessment of technical feasibility and operational impacts within existing production systems.

Experience across the five-year roadmap period indicated that nutrition improvements in high-volume everyday food formats were more consistently evaluated when supported by clearer internal benchmarks and coordinated cross-functional review. Operational experience also reinforced the importance of reformulation and fortification activities, particularly where product changes affected formulation stability, manufacturing parameters, or raw material specifications.

Progress and Actions

Better and Healthier Products

In 2025, we delivered fortified products at scale across our portfolio through familiar food formats. Fortified servings distributed during the year included billions of servings of vitamin A–fortified, iron-enriched, vitamin C–fortified, and protein-enriched products. Compared with 2024, servings of vitamin A–fortified and iron-enriched products increased, reflecting continued emphasis on fortification in high-volume products.



Product launches completed during the year included Bingo Milkee cookie sandwich in the Visayas and in Mindanao, fortified with vitamin A for the Vanilla Milk variant and vitamin C for the Strawberry variant. The regional rollout enabled the Company to respond to local consumption patterns while generating insights to inform future scaling decisions.

Nutrition improvements were also supported by continued application of high-speed airflow technology in instant noodle production. This process replaces traditional oil-frying with high velocity air that dries instant noodles, supporting reductions by up to 20% and 70% in fat content and palm oil consumption, respectively, while maintaining product quality and consistency.

Where Quality Meets Safety

In 2025, food safety and quality management systems continued to operate across manufacturing sites, supported by supplier accreditation, raw material traceability, and regulatory review processes. These systems are designed to manage food safety risks across product development, production, and distribution.

As part of routine controls, the regulatory team continued to verify PIS issued by the New Product Development (NPD) Team to comply with applicable FDA requirements. Traceability software adopted in earlier phases of the roadmap remained in use during the year, supporting item tracking, supplier coordination, and document management across product development and procurement activities.

Implementation of the Food Safety Management System at Monde Nissin is supported by GFSI-recognized certification, specifically FSSC 22000. Additional certifications and standards applied across our operations include FSMS, HACCP, and GHP/GMP. Certain products are also Halal-certified, with sites implementing a Halal Assurance Management System to maintain compliance. The main biological laboratory is accredited according to the ISO 17025 standard, signifying competence in testing microbiological parameters in food. These

certifications and accreditations serve as evidence that system requirements and controls are embedded into our operations and are not just standalone compliance objectives. The certification status of our manufacturing sites as of 2025 may be viewed under [Food Safety System and Product Certifications](#) in the Annex, page 79.

During the year, no significant consumer complaints resulted in lawsuits or regulatory non-compliance citations. This outcome underscores the effectiveness of our robust consumer feedback management system, which systematically captures, monitors, and tracks actions taken to address consumer concerns. The process is supported by regular cross-functional discussions and periodic management reviews to sustain timely resolution, accountability, and continuous improvement. See our customer satisfaction score and rank under [Customer Satisfaction](#) in the Annex, page 80.

Mock recalls and traceability audits were conducted in 2025 to test response readiness across the supply chain. These exercises reinforced role clarity and coordination, and highlighted areas for improvement, including the need to enhance the speed of the traceability system in selected locations. Actions identified during these exercises informed system upgrades initiated during the year. More information regarding food safety compliance can be found under [Product Quality and Safety](#) in the Annex, page 78, and in the [SASB Content Index](#) as direct answers under food safety-related disclosures, pages 88–89.

Efforts also focused on improving how product information is communicated, aligning marketing practices with regulatory and ethical standards, and enhancing packaging to better support safety, clarity, and trust. Product labels complied with FDA labeling guidelines and provided nutritional information, packaging details, and disposal guidance. In 2025, an enhanced label artwork review process was implemented to reinforce accuracy, consistency, and regulatory compliance. Call-outs of added nutrients have also been updated in packaging labels for our fortified products, including Bingo Milkee cookie sandwich. Details of our compliance with product labeling regulations can be found under [Marketing and Labeling](#) in the Annex, pages 79–80.

Prototype Development Highlights

During the year, prototype development was completed for selected fortified and reformulated products, including vitamin A-fortified Lucky Me! Spicy Labuyo Chicken and Chicken Chilimansi, iron-fortified Pancit Canton Sweet and Spicy, and selected Regular Go Cup variants achieved notable sodium reductions across multiple flavors, ranging from 6% to 24%. The fortified Lucky Me! and Regular Go Cup products are planned for launch in 2026.

Promoting Access to Sustainable Products

In 2025, Monde Nissin maintained scale, distribution reach, and affordability across core product categories. Flagship products such as Lucky Me! Pancit Canton Kalamansi and Lucky Me! Instant Mami Beef na Beef reached 89% and 92% store coverage nationwide, respectively—supporting availability through modern trade, groceries, convenience stores, and sari-sari stores.

Affordability remained a key consideration in product portfolio management. Core noodle products are available across multiple price tiers: below Php 10, below Php 15, and below Php 20.

We also continue to adapt products to everyday consumption. In 2025, we successfully launched two-slice, portion-controlled packs for our Monde Bread line, providing an option for consumers who may not have access to or prefer full-sized bread packs. Portion-controlled formats were also offered for selected bread products. Complementing this, further details on the Monde Fresh Express initiative can be found in the [Climate, Emissions, and Energy Management](#) section on pages 33–38.

Consumer reach data during the year continued to reflect the scale of the Company's core brands. According to [Worldpanel by Numerator's 2025 Brand Footprint Report](#), Lucky Me! recorded the highest consumer reach points within the Philippine Fast-Moving Consumer Goods (FMCG) sector during the reporting period. This disclosure is included for contextual understanding of product scale and reach, which influences the potential impact of nutrition and packaging initiatives described in this report.

Beyond labels, we also actively engage consumers through campaigns that encourage balanced eating habits and advocate for mindful food choices to promote nutrition and overall wellbeing. 2025 efforts included the Instant Mami Mamidiskarte campaign, where Lucky Me! presented Tinolang Mami and Mami Sopas as accessible and affordable meal options. These products were identified as practical, everyday food choices for consumers, focusing on their utility in routine meal preparation.

Back-to-School Green Products (School-Friendly Icon on Pack)

In 2025, we continued the use of our School-Friendly Icon on select products to help parents and caregivers identify school-appropriate options aligned with national nutrition guidelines, including the Department of Education Green classification. Displayed on pack, the icon provided a clear visual cue at point of purchase to support informed choices.

Visibility of the School-Friendly Icon was reinforced during the Back-to-School period through coordinated digital and in-store activities featuring labelled products. Products carrying the icon recorded 17% growth for Breadstix and Egnog and 3% percent growth for Nissin Wafer, with a 35% category spike for Breadstix and Egnog during the school break period. These results demonstrate the importance of clear, consistent product labeling in supporting informed nutrition choices for school-age children—aligned with Monde Nissin's broader approach to Making Better Food Accessibility Possible.

Lessons and Insights from the 2021–2025 Roadmap Period

Implementation experience across the Sustainability Roadmap period highlighted that progress on nutrition in everyday food formats depends on disciplined execution across product design, manufacturing feasibility, pricing considerations, and distribution reach. Incremental changes applied consistently across high-volume products were observed to have broader consumer reach than isolated product interventions.

Experience during the period also reinforced the importance of maintaining product quality and food safety controls alongside nutrition-related initiatives. Monitoring mechanisms, traceability systems, and response readiness supported the identification and management of quality issues and informed continual improvement across product and supply chain activities.

Making Eco-Efficiency Possible



GRI 3-3

We manage our environmental impacts by focusing on eco-efficiency across energy, emissions, water, waste, and resource use. Over the first Sustainability Roadmap’s period, Monde Nissin shifted from site-level initiatives toward more consistent systems for monitoring, compliance, and performance improvement. By 2025, these systems were operating across manufacturing sites, allowing environmental risks and opportunities to be addressed with greater consistency and accountability.

As the culmination year of the 2021–2025 Sustainability Roadmap, 2025 reflects a period of operational execution, validation of systems, and learning from implementation. Actions during the year focused on improving efficiency within existing processes, strengthening monitoring and controls, and addressing challenges encountered during execution.

North Star Target Overview

GRI 102-4

MAKING ECO-EFFICIENCY POSSIBLE			
North Star Target	Progress		Priority SDG
	2024	2025 ^a	
50% reduction in the Scope 1 and Scope 2 GHG intensity of manufacturing operations by 2025	32% reduction in Scope 1 and Scope 2 GHG intensity versus 2021 baseline	23% reduction in Scope 1 and Scope 2 GHG intensity versus 2021 baseline	 
50% reduction in the water intensity of manufacturing operations by 2025	25% reduction in water intensity versus 2021 baseline	22% reduction in water intensity versus 2021 baseline	
Zero Waste-to-Landfill from manufacturing operations by 2025	1% of waste generated from Monde Nissin’s manufacturing operations was disposed of in landfills	2% waste generated from Monde Nissin’s manufacturing operations was disposed of in landfills	
95% mono-material packaging by 2025	94% mono-material packaging material (in terms of volume)	92% mono-material packaging material (in terms of volume)	

^aVariations in year-on-year performance reflect changes in production volumes, operational activity, and site-level conditions during the reporting period. See [Lessons and Insights from the 2021–2025 Roadmap Period](#) under this section for additional context.

Driving Operational Excellence

Operational excellence is reflected in the disciplined management of climate, energy, emissions, water, and materials across Monde Nissin's manufacturing sites. Environmental performance is embedded into day-to-day plant operations through structured controls, performance monitoring, and clearly defined accountability that enables efficiency, compliance, and sustainability targets supported by consistent execution on the ground.

Climate, Emissions, and Energy Management

GRI 102-4, 103-1

Strategy and Targets

Monde Nissin's long-term environmental ambition under the Planet Pillar includes reducing the GHG intensity of our manufacturing operations. This is reflected in our target to achieve a 50% reduction in Scope 1 and Scope 2 GHG intensity by 2025, using 2021 as the baseline. Scope 3 emissions are not yet disclosed.

Energy use and fuel consumption are managed through operational controls applied across manufacturing sites. Energy considerations are integrated into production planning and capacity decisions to manage the impact of operational growth on emissions performance and maintain efficiency. This operational discipline is guided by the Company's Environmental, Energy, Health and Safety (EEHS) Policy, which provides the comprehensive framework for compliance, monitoring, and operational controls across manufacturing sites.

To monitor performance in meeting standards, each site designates a Pollution Control Officer (PCO) responsible for emissions monitoring, permit management, and regulatory reporting. This role is closely integrated into engineering and operations teams, enabling compliance requirements to directly inform day-to-day decision-making.

Emissions management is treated as an operational discipline rather than a standalone initiative. Site teams apply standardized reviews of combustion efficiency, steam system performance, compressed air use, chiller demand, and energy consumption patterns to support more consistent decision-making across plants.

The Company continues to monitor evolving regulatory and reporting developments, including anticipated requirements under ISSB standards.

During the transition period leading to FY 2028, Monde Nissin intends to progressively strengthen its Scope 3 measurement capabilities, subject to the availability of reliable data, appropriate methodologies, and established reporting boundaries.

Feature Story:

Improving Energy Efficiency Through Operational Controls

During the 2021–2025 Sustainability Roadmap period, Monde Nissin strengthened energy efficiency across manufacturing facilities by standardizing utilities management practices. Rather than relying primarily on one-time equipment upgrades, the Company focused on improving consistency in energy performance while maintaining production reliability and product quality.

Air compression, chiller, and boiler systems were reviewed and optimized to improve pressure stability, load management, cooling alignment, and combustion efficiency. Preventive maintenance protocols and standardized operating parameters reduced avoidable fuel losses. Structured daily monitoring through Daily Directional Setting (DDS) enabled teams to track consumption trends, respond promptly to deviations, reduce variability in utility management, and reinforce accountability for energy performance.

To address thermal efficiency, Monde Nissin provided a standardized roadmap to facilitate the systematic power down of all equipment, minimizing idle energy loss. Meanwhile, optimized steam operations and boiler pressure management helped stabilize energy demand despite higher production volumes.

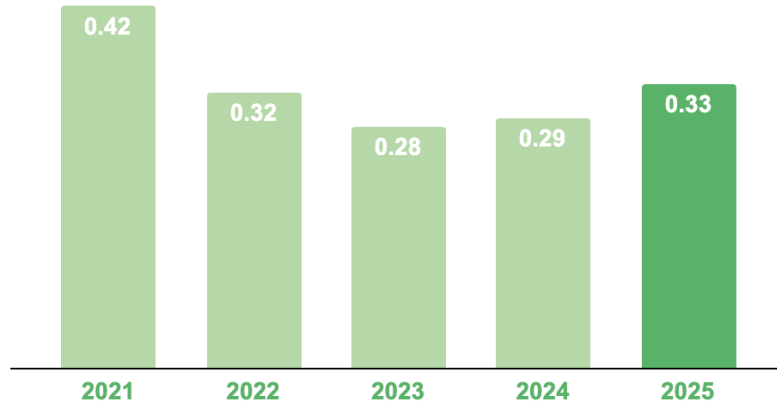
Experience during the roadmap period reinforced that energy efficiency outcomes depend on coordination across engineering, operations, and production planning. Utility optimization contributed to lower energy intensity in specific operating periods, though overall performance remained influenced by production scale and product mix. By 2025, this underscored the need to integrate energy considerations more fully into routine production planning.

Progress and Actions

In 2025, emphasis was placed on strengthening fuel flexibility, improving recovery of high-emission fuels such as LPG, and refining daily monitoring practices to stabilize energy performance across varying production conditions. Energy efficiency initiatives were implemented across selected manufacturing sites, including equipment optimization and enhanced monitoring of consumption patterns. While site-level efficiency gains were realized, overall emissions performance continued to reflect production volumes and distribution activity during the year, with logistics-related considerations discussed separately below.

Scope 1 and Scope 2 GHG Intensity Across Monde Nissin's Manufacturing Sites (in tonnes CO₂e/tonne of product produced)^a

GRI 102-8



^aMarket-based Scope 2 emissions was used for calculating Scope 1 and Scope 2 GHG intensity

A key priority in 2025 was reducing dependence on high-emission fuels, particularly coal, while strengthening the reliability of our energy supply. At the Porac plant, the full utilization of a newly installed boiler improved combustion efficiency and reduced coal consumption by 25% during specific operating periods. The Company shifted from cost-based to performance-based supplier evaluations, assessing coal quality through indicators such as consumption rates and ash generation.

At the Santa Rosa plant, Monde Nissin introduced building management systems at key sites to automate Heating, Ventilation, and Air Conditioning (HVAC) controls for biscuit, cake, and wafer lines. This transition to computer-based operations for chillers, cooling towers, and pumps allowed for real-time optimization of cooling alignment, enhancing both energy efficiency and operational safety. Boiler operations were further optimized through the implementation of Rule-Based Control (RBC) and standardized operational strategies. A significant outcome of this effort was the ability to reduce active boiler requirements from three units to two while maintaining full capacity for six noodle production lines. This was implemented at the plant in December 2025.

At the Malvar plant, emissions were further reduced through enhanced power supply stability, which lowered reliance on generators by 80% compared to previous cycles. Beyond manufacturing, the newly launched Monde Fresh Express pilot electric vehicles for baked goods distribution on high-frequency urban routes, replacing conventional fuel-powered vans to reduce tailpipe emissions and noise. These initiatives reflect a broader focus on managing emissions across both production and distribution, where operational choices have a direct and measurable impact on environmental performance.

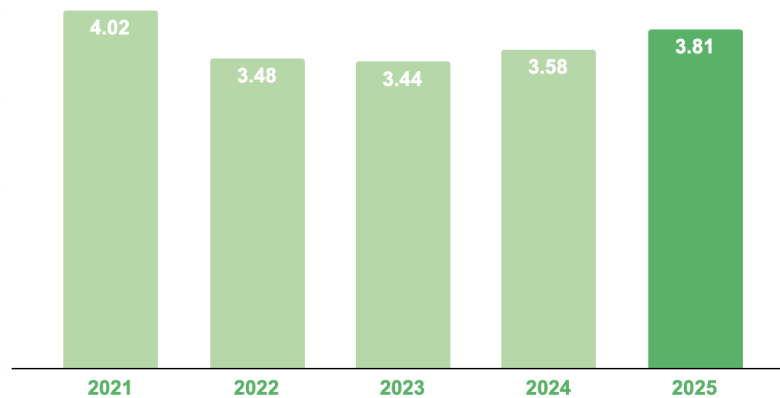
Additional information regarding emissions and compliance can be found under [Emissions Management](#) and [Environmental Compliance](#) in the Annex, on pages 70–71 and 74, respectively.

Logistics Emissions and Operational Considerations

Logistics-related emissions form part of Monde Nissin’s overall GHG profile and are influenced by production volumes, distribution reach, and transport requirements. Unlike manufacturing emissions, logistics emissions are affected by routing decisions, load utilization, and external service providers.

In 2025, logistics planning measures such as route optimization and load reviews were applied to improve delivery efficiency where operationally feasible. However, increased distribution activity during the year influenced overall logistics emissions, reflecting the interaction between efficiency efforts and volume-driven demand. These observations informed refinements to logistics planning and emissions monitoring practices during the reporting period.

Energy Intensity Across Monde Nissin’s Manufacturing Sites
(in GJ/tonne of product produced)
GRI 103-4



The Company integrated biomass fuel mixing at the Porac plant, utilizing the hybrid boiler’s capability to process alternative fuels such as oil and noodle rejects. At the Mandaue plant, similar biomass utilization practices were applied, with product scraps temporarily used as alternative fuel during periods of cocoshell scarcity to sustain boiler operations. At the Santa Rosa plant, testing and evaluation of agricultural waste and other renewable biomass materials continued to assess technical feasibility for potential longer-term integration. As part of these evaluations, poultry-derived biomass pellets were trial-tested in November 2025 to assess combustion performance and operational compatibility. Any future use remains subject to technical validation, applicable regulatory requirements, and the availability of suitable fuel sources. In parallel, the Malvar plant advanced LPG recovery and optimization initiatives, including boiler recalibration and improved steam system management to reduce fuel losses and improve combustion efficiency. A significant milestone was the reduction in steam usage per kilogram of finished goods, achieved through the standardization of

steam operations and optimization of boiler pressure. Across selected plants, fuel strategies were further refined in response to supply conditions, supported by strengthened boiler and steam system controls and enhanced daily monitoring of power consumption at line and utility levels. Adjustments to operating parameters, combined with closer coordination between engineering and production teams, helped stabilize energy performance under varying production demands.

Additional targeted investments included the installation of variable frequency drives (VFDs) for chiller operations and the enclosure of production areas to reduce energy demand. Together, these site-level refinements demonstrate how disciplined operational controls—applied consistently and adjusted as conditions evolve—contribute to improved fuel efficiency and more predictable power consumption trends across manufacturing operations.

Implementation planning for these recommended actions was initiated in 2025. In parallel with efficiency and emissions reduction efforts, renewable energy sourcing formed part of the Company’s broader decarbonization approach. Energy procurement and site-level renewable integration were managed alongside operational efficiency initiatives to support lower-emission manufacturing. A detailed breakdown of our energy consumption and compliance can be found under [Energy Management](#) and [Environmental Compliance](#) in the Annex, on pages 69–70 and 74, respectively.

Monde Nissin adheres to applicable environmental and energy regulations, including the Philippine Clean Air Act (RA 8749) and its Implementing Rules and Regulations (DAO 2000-81), the National Emission Standards for Source Specific Air Pollutants (NESSAP), and the Energy Efficiency and Conservation Act (RA 11285).

To support these standards, procedures and documentation for fuel quality monitoring, operating conditions of Air Pollution Source Equipment (APSE), and maintenance of Air Pollution Control Facilities (APCF) were further strengthened. These refinements support more consistent emissions management and align regulatory compliance with day-to-day operational performance objectives. Beyond compliance, these standards support day-to-day operational discipline as we work to manage air emissions, improve energy efficiency, and reduce our environmental footprint through practical site-level actions.

Expanding Renewable Energy Across Manufacturing Sites

Early adoption efforts integrated renewable technologies into existing energy systems across manufacturing sites. As implementation progressed, improved monitoring provided clearer visibility into the contribution of renewable sources to overall electricity consumption.

In 2025, electricity consumption across manufacturing sites was sourced from 86% geothermal energy, 1% solar energy, and 13% non-renewable energy.

Solar installations provide on-site renewable generation and help offset grid electricity demand. As of 2025, solar energy systems are installed at the Santa Rosa site, with a combined installed capacity of 1.3 MW.

Through collaboration with the Energy Development Corporation (EDC), selected sites source geothermal electricity to support lower-emission manufacturing. Sites powered by geothermal energy include manufacturing sites in Malvar, Mandaue, Porac, and Santa Rosa, accounting for 86% of total electricity consumption.

Water Stewardship

GRI 303-1, 303-2
SASB FB-PF-140a.3

Strategy and Targets

Water is an important input to Monde Nissin's manufacturing operations and is managed with attention to operational efficiency, wastewater treatment, and site-specific water risk conditions. The Company's priority is to reduce water intensity while maintaining responsible withdrawal, use, and discharge across all manufacturing locations.

Water stewardship is implemented through plant-level efficiency controls, recovery and reuse systems, wastewater treatment processes, and structured monitoring of consumption and discharge. Management practices are adapted to local infrastructure conditions, regulatory requirements, and production profiles to support consistent performance across sites.

Monde Nissin set a 2025 target to reduce water intensity in manufacturing operations by 50%, using 2021 as the baseline, in line with its broader Planet ambition to improve eco-efficiency across resource use guiding capital investments, operational controls, and site-level process improvements.

In 2025, emphasis was placed on strengthening water recovery systems, enhancing visibility into plant-level water flows through mapping initiatives, and reinforcing preventive leak detection and line audits to support sustained efficiency gains.

Feature Story:

Managing Water Use Through Site-Specific Controls

Over the 2021–2025 Sustainability Roadmap period, we implemented our approach to water stewardship across manufacturing operations. Early efforts focused on improving efficiency through targeted initiatives, while later years emphasized embedding water management practices into routine plant operations supported by clearer monitoring and operational controls.

At the same time, water consumption and discharge were monitored in accordance with regulatory requirements, while wastewater treatment systems continued to operate across sites, supported by routine inspections and maintenance activities. Where monitoring identified performance gaps or inefficiencies, corrective actions were implemented during the year.

By 2025, water stewardship efforts continued across manufacturing sites, focusing on process improvements, strengthened leak detection, and expanded water reuse where technically feasible. These measures were integrated into daily plant activities rather than implemented as isolated projects. Wastewater treatment systems operated across sites in

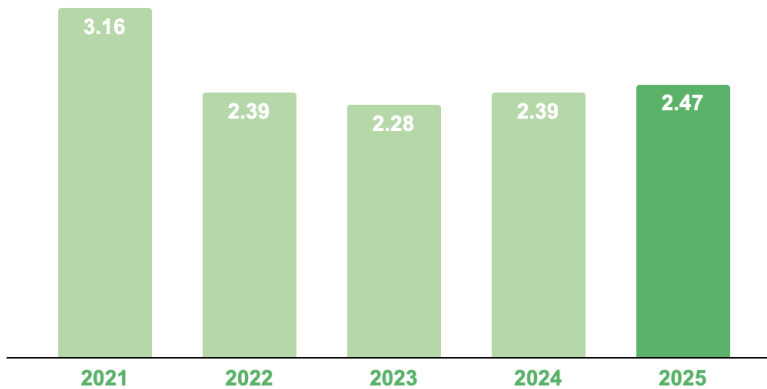
accordance with regulatory requirements, supported by routine inspections, preventive maintenance, and regular review of discharge parameters. Monitoring data were used to identify opportunities for system optimization and guide timely corrective actions.

Experience during the roadmap period reinforced that effective water stewardship outcomes depend on site-specific conditions and operational discipline. Monitoring improvements enabled earlier identification of inefficiencies and more timely corrective action. These insights informed refinements to plant-level management practices during 2025.

Progress and Actions

In 2025, water efficiency measures continued across manufacturing sites, with emphasis on optimization and recovery initiatives that delivered measurable reductions in water consumption. Actions included process improvements, strengthened leak detection, and expanded water reuse practices adapted to site conditions and operational requirements.

Water Intensity Across Manufacturing Sites
(in m³/tonne of product)



At the Mandaue plant, initiatives included repairing water line defects, implementing a condensate recovery system to reduce boiler freshwater use, and reusing treated wastewater for boiler scrubbers. At the Malvar plant, detailed water mapping and related initiatives enhanced visibility into plant water flows and supported efforts to reduce withdrawal from other water supplies by 20–30%. Filtration systems were also introduced in water handling areas to eliminate the need for weekly chlorination.

Across sites, teams conducted regular walkthroughs during planned downtimes to identify leaks and losses. Additional recovery initiatives, including backwash recovery at water treatment facilities, further reduced raw water consumption. At the Porac plant, reuse of reverse osmosis (RO) concentrate and

the commissioning of a new boiler improved water efficiency and generated operational cost savings. Similar RO reject recovery practices were implemented at the Santa Rosa plant, reinforcing reuse as a routine operating practice.

Water consumption and discharge continued to be monitored in accordance with regulatory requirements, and wastewater treatment systems operated across sites to support compliance with effluent standards. In 2025, water line audits were conducted more frequently to detect inefficiencies and potential losses, supported by improved water flow mapping. Where monitoring identified performance gaps, maintenance activities and operational adjustments were implemented during the year. For more information on our water consumption and compliance, see [Water Management](#) and [Environmental Compliance](#) in the Annex, on pages 72–73 and 74, respectively.

Experience from implementing these measures reinforced the importance of site-specific approaches, particularly in locations with varying water availability, infrastructure capacity, and production requirements.

Waste Management and Circularity

GRI 306-1, 306-2
SASB FB-PF-410a.2

Strategy and Targets

Waste management and circularity are priorities under the Planet Pillar, reflecting the Company's focus on resource efficiency, landfill diversion, and responsible materials use across manufacturing operations.

Monde Nissin manages waste by prioritizing reduction at source, standardized segregation, recovery and recycling solutions, and responsible disposal of residual waste. These practices are embedded in plant operations and supported by coordination across production, quality, engineering, and environmental teams to minimize material losses and improve diversion outcomes. The Waste Management Guide remains integrated into annual Good Manufacturing Practices orientations, reinforcing shared responsibility and accountability across the organization so that standards are maintained. This approach extends to packaging and materials optimization, aligning waste management with broader circularity objectives focused on material efficiency and improved end-of-life recovery.

The Company set two key targets for 2025: achieving Zero Waste-to-Landfill across manufacturing sites and reaching 95% mono-material packaging to support recyclability. During the reporting period, efforts focused on strengthening segregation discipline across sites, reinforcing source reduction practices within production processes, and advancing the transition to mono-material packaging to support circularity objectives.

Feature Story:

Strengthening Waste Diversion Through Operational Discipline

During the 2021–2025 Sustainability Roadmap period, Monde Nissin implemented site-level operational initiatives to address waste generation and food loss, influenced by production volumes, material handling, packaging formats, and the availability of local recovery infrastructure.

Across the roadmap period, manufacturing sites continued refining segregation practices to improve recovery rates and reduce landfill disposal. Standardization of Materials Recovery Facilities (MRFs) was implemented across plants to strengthen sorting accuracy, improve material classification at source, and reinforce segregation discipline within production areas. Zero Waste-to-Landfill initiatives were supported by closer coordination with accredited recovery partners, improving material classification at source, and reinforcing segregation discipline within production areas.

Food loss reduction efforts were implemented alongside these measures. Sites tightened production planning controls, improved handling during processing, and adjusted quality checks to reduce avoidable rejects. Where feasible, food waste was redirected for recovery for use as biomass fuel to minimize disposal.

Packaging specifications were also integrated into waste management considerations in 2025. Selected product lines underwent material optimization to reduce packaging thickness and improve recyclability without compromising product integrity. Implementation was carried out within existing operational constraints, recognizing differences in waste composition, recovery capacity, and infrastructure across sites.

Most manufacturing waste continued to be diverted from landfill through recycling and recovery channels. Waste diversion performance varied by site, reflecting local recovery capacity and operational conditions. Food loss reduction measures contributed to lower volumes of avoidable waste in selected processes, though results were influenced by production volumes and changes in product mix during the year.

Experience in 2025 reinforced that landfill diversion outcomes depend on consistent segregation discipline and the reliability of external recovery partners. Food loss reduction proved most effective when addressed at source through production planning and quality controls rather than relying solely on downstream recovery.

The year also highlighted the importance of integrating packaging design decisions with waste management considerations to support material efficiency and circularity objectives. These insights inform refinements to waste monitoring, production review practices, and packaging evaluation processes.

Progress and Actions

In 2025, waste reduction and segregation practices continued across manufacturing facilities, with recovery and recycling initiatives implemented or strengthened depending on local infrastructure and accredited partner availability. Waste diversion performance varied across sites, reflecting differences in waste composition, operational scale, and local recovery capacity.

Packaging optimization initiatives continued, resulting in 92% mono-material packaging material in 2025, compared to 94% achieved in 2024. Packaging downsizing efforts focused on reducing material use without compromising product quality, shelf life, or food safety. In 2025, initiatives centered on optimizing packaging thickness and material composition across selected product lines, while improving the recyclability of components such as seasoning packets. These redesign efforts resulted in mono-material, recycle-ready formats that reduce plastic use while enhancing end-of-life recyclability.

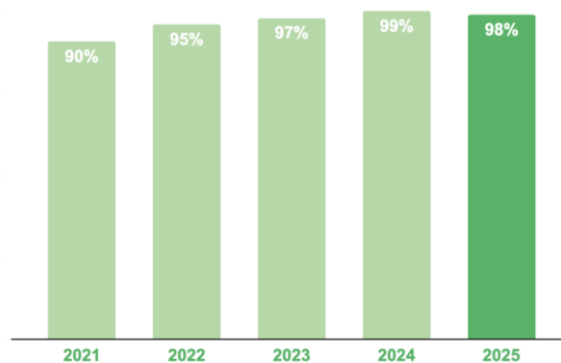
In parallel, certain product lines underwent planning and technical evaluation in 2025 for further packaging redesign and material optimization aimed at further reducing plastic use, improving structural efficiency, and enhancing recyclability.

Additionally, certain product lines underwent planning and technical evaluation in 2025 for packaging redesign and material optimization initiatives aimed at further reducing plastic use, improving structural efficiency, and enhancing recyclability. Data on materials, packaging, and compliance can be found under [Materials](#) and [Environmental Compliance](#) in the Annex, pages 69 and 74, respectively.

The No Single-Use Plastic Policy continues to be implemented at selected manufacturing sites, including Porac, Malvar, and Davao. Covering items such as plastic grocery bags, bottles, and cutlery, the policy is supported by material substitution and reuse practices within operations, contributing to reduced plastic use in daily activities. Investments continued to support recovery and diversion of our plastic packaging footprint beyond regulatory compliance, reinforcing post-consumer waste accountability across the recycling value chain. In 2025, Monde Nissin sustained 100% plastic footprint offsetting for the third consecutive year, exceeding applicable EPR regulatory requirements and reflecting continued action on plastic waste as a material sustainability priority. Additional information on waste and compliance can be found under [Waste Management](#) and [Environmental Compliance](#) in the Annex, pages 73 and 74, respectively.

Percentage of Waste Diverted from Landfills Across Monde Nissin’s Manufacturing Sites

GRI 306-4



Upcycling Scrap Materials from a Roof Replacement Project

During a roof replacement project at the Davao plant in 2025, opportunities were identified to reduce construction waste through material recovery and reuse. Scrap PVC roofing sheets and metal beams were recovered and diverted from disposal. The recovered materials were then donated to employees and nearby communities for use in their home and community projects—ultimately benefiting social development.

The activity demonstrates how applying waste segregation and recovery practices to routine site projects can help reduce landfill disposal. It also highlights the role of operational awareness in identifying reuse opportunities beyond day-to-day production processes.

Lessons and Insights from the 2021-2025 Roadmap Period

Implementation experience in 2025 reinforced the growing understanding that environmental performance is shaped by both operational discipline and external conditions. Across energy, emissions, water, waste, and compliance indicators, performance reflected the interaction between site-level efficiency initiatives and operational factors such as production volumes, distribution activity, facility expansion, infrastructure constraints, and resource availability. These dynamics contributed to slower efficiency gains in several indicators during the year, highlighting the importance of further integrating eco-efficiency considerations into routine manufacturing and operational decision-making.

Efficiency measures delivered the most consistent results when embedded into daily operations rather than treated as standalone initiatives. Equipment upgrades, process controls, and monitoring systems were most effective where responsibilities were clearly defined and integrated into production planning and execution. However, the limits of site-level efficiency gain when production volumes, distribution reach, or infrastructure constraints increase. These observations highlight that periods of expansion and increased operational activity can influence resource consumption trends. They reinforce the importance of reviewing planned expansions and capacity changes alongside environmental considerations to prevent unintended increases in resource consumption and landfill-bound waste, and to identify necessary optimization measures early in the planning stage.

Experience across sites also reinforced that consistent monitoring strengthens environmental performance. Improved data visibility enabled earlier identification of inefficiencies and more timely corrective action, reducing the risk of escalation and supporting more stable performance outcomes. Tailoring environmental controls to local risk exposure and infrastructure capacity proved more effective than uniform approaches.

Overall, 2025 affirmed that credible environmental performance requires integrated eco-efficiency, consistent monitoring, realistic assessment of constraints, and continuous refinement based on implementation experience.

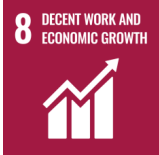
Making Inclusivity Possible

GRI 3-3

Over the past five years, Monde Nissin has taken practical steps to strengthen how we support our people across learning, wellbeing, safety, and engagement. Many early initiatives were largely program-based and varied by site, which presented challenges in data consistency, engagement visibility, and comparability. These experiences highlighted the need for clearer structures and systems that can be applied consistently across a diverse, multi-site organization.

As part of our Making Better Possible journey, we focused on system-level improvements that support day-to-day execution. These included more structured approaches to capability building and leadership development, the use of pulse and sustainability engagement surveys to better understand employee feedback, and enhancements to occupational health and safety systems, inclusive people practices, employee wellbeing programs, and labor relations processes. Together, these efforts contributed to improved consistency, data visibility, and accountability in how people-related initiatives are managed across Monde Nissin.

North Star Target Overview

MAKING INCLUSIVITY POSSIBLE			
North Star Target	Progress		Priority SDG
	2024	2025	
Diverse workforce all enjoying access to social safeguards and dialogue, and competency development by 2025	100% of employees with above minimum wage	100% of employees with above minimum wage	
	100% of employees with medical benefits	100% of employees with medical benefits	
	35% women in the workforce	36% women in the workforce	
	55% women in management positions	56% women in management positions	
	12 average training hours per regular employee	Average of 9 training hours per regular and probationary employees ^a	

^aThe implementation of a web-based learning platform enabled Monde Nissin to track learning progress for both regular and probationary employees from senior management, middle management, and staff levels compared to previous years wherein training data covered regular employees only.

Strategy and Targets

GRI 403-1, 403-2, 403-3, 403-7

Under Making Inclusivity Possible, Monde Nissin's people strategy focuses on workforce capability development, fair and consistent employment practices, occupational health and safety, and structured employee engagement across sites.

Since 2021, the approach has shifted from site-based program implementation toward standardized governance frameworks that integrate learning, diversity, safety, and dialogue into operational processes. Learning and development are both managed through a defined capability architecture covering core, functional, technical, and leadership competencies. Delivery is centralized through the Monde Nissin Learning Campus, enabling consistent tracking and reporting. Diversity and inclusion are guided by the Equal Employment Opportunity Policy and strengthened Human Resource Information System (HRIS) reporting to monitor workforce demographics across sites.

Occupational health and safety management aligns with the Occupational Safety and Health Standards Act (RA 11058) and Department of Labor and Employment Department Order No. 198-18, supported by structured risk assessment tools, performance monitoring, and standardized preventive controls. Monde Nissin maintains an Occupational Health and Safety Management System (OHSMS) with defined roles, responsibilities, and reporting protocols across its sites. All employees are required to comply with safety policies, exercise due care for their own safety and that of others, and promptly report unsafe conditions, behaviors, incidents, and near misses. Employees, including union members, meet monthly with Safety Officers to raise and discuss safety concerns. Department Heads are accountable for alignment with safety requirements within their areas and for the timely reporting of incidents and near misses. Health and Safety Officers monitor incidents, oversee corrective and preventive actions, and track progress to mitigate risks and improve workplace safety performance.

Monde Nissin also maintains structured employment practices that support fair compensation and statutory compliance across sites. The Company complies with applicable labor regulations, including the Anti-Age Discrimination in Employment Act (RA 10911) and the Expanded Maternity Leave Law (RA 11210), and provides statutory benefits consistent with Philippine labor standards.

These commitments define measurable workforce objectives aligned with the Company's broader social safeguards and inclusion goals.

Progress and Actions

Empowering Our People

Monde Nissin continues to strengthen employees' learning and development through competency-based programs, leadership development, and digital learning platforms. These initiatives support role-based capability development across functions and sites.

Learning and Development

GRI 404-2

In 2025, learning delivery was aligned with defined functional and leadership capability requirements. Programs were coordinated across sites through collaboration among the People Development team, functional leaders, and HR Business Partners. Building on this, Monde Nissin institutionalized the Individual Competency Development Plan (ICDP) to better align individual growth with business needs and strengthen long-term workforce capability. The ICDP establishes a structured framework for employees and managers to identify development priorities, set competency-based goals, and track progress through coaching conversations and periodic reviews. The ICDP also contributes to retention efforts—addressing turnover risks identified through workforce reviews and enabling more targeted development actions.

Structured programs addressing technical, commercial, and operational capabilities were implemented across business units, including Consumer Sense, Process Engineering School, and Commercial Excellence modules.

In terms of skills-focused engagement initiatives, the Company collaborated with TESDA in 2025 to enable employees—such as warehouse operators—to obtain or renew National Certificates (NCII), supporting skills recognition and strengthening inclusion and career mobility.

Leadership programs focused on coaching capability, managerial effectiveness, and communication skills. Participation data and completion tracking were monitored through centralized learning systems to support review and refinement.

Early-career development continued through the MondeXplore internship program. In 2025, 39 interns were onboarded across key functions. Structured project-based assignments and mentorship supported exposure to business operations. Participant feedback averaged 4.8 out of 5.

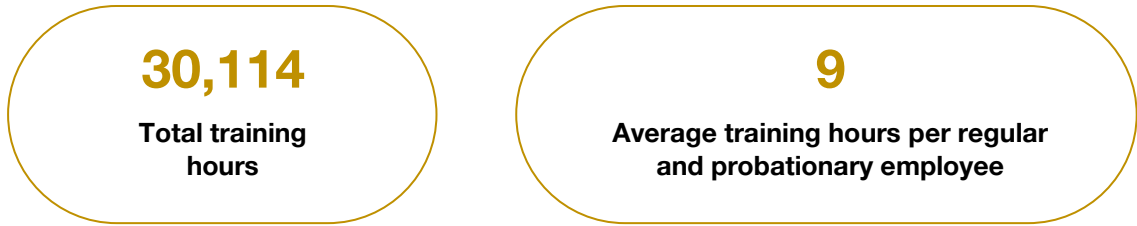
Sustainability learning was integrated into the learning portfolio through the L.E.A.D. in Making Better Possible Program for leaders and the A.L.I.V.E. modules for employees, strengthening awareness of sustainability principles within operational roles.

MondeXplore: Early Career Development Initiative

MondeXplore is Monde Nissin's structured early talent development initiative designed to support long-term workforce capability. The program provides selected students and young professionals with defined learning exposures across functions, combining technical immersion, mentorship, and project-based assignments.

The initiative supports succession planning and workforce sustainability by strengthening the talent pipeline in critical capability areas. Participation, progression, and placement outcomes are monitored to inform program refinement and alignment with evolving business requirements.

Competency Development in 2025^a GRI 404-1



^aWorkforce and training data reflect full-year 2025 information, consistent with the [Scope and Boundary](#) section, and were subject to internal validation prior to finalization. Data covers regular and probationary employees from senior management, middle management, and staff levels.

Additional data may be found under [Employee Training](#) in the Annex, page 77.

Diversity, Equity, and Inclusion (DEI) GRI 2-7, 405-1

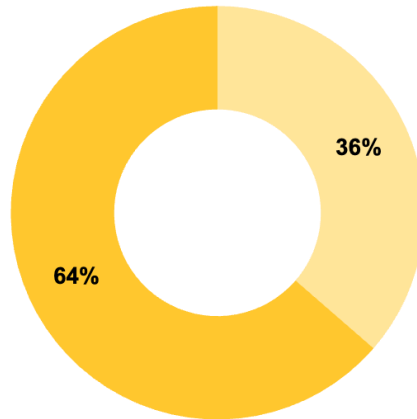
Gender Inclusion Initiatives

In 2025, Women’s Circle mentoring sessions and International Women’s Month forums were conducted to support structured dialogue and professional development across sites.

As of 2025:

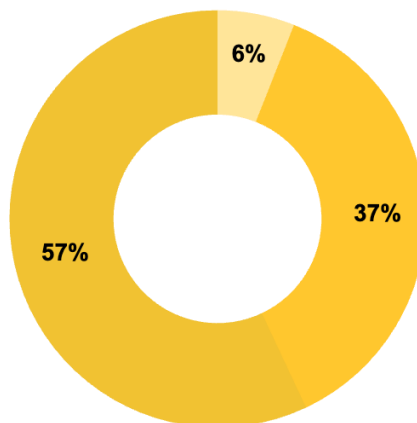


Employees by Gender



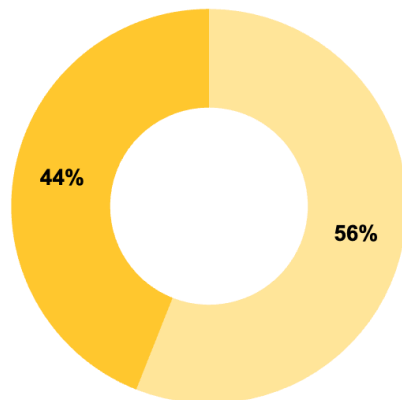
● Female workers in the workforce ● Male workers in the workforce

Employees by Age Group



● >50 years old ● 30-50 years old ● <30 years old

Employees in Management Positions



● Female workers in management positions ● Male workers in management positions

Talent acquisition and mobility processes follow standardized workflows supported by competency-based assessments and structured onboarding. Internal mobility is facilitated through the LEAP program to support career development across sites.

A more detailed breakdown of employee composition may be viewed under [Employees](#) in the Annex, pages 74–75.

Occupational Health and Safety (OHS)

GRI 403-3, 403-4, 403-5, 403-6

Safety programs included regular trainings, refresher courses, role-specific training and routine safety communications across sites and site-level drills. The Transcend Work System (TWS) is implemented across sites to reinforce preventive controls within Product Supply operations.

In 2025:



At the Porac site, first-aid cases decreased compared to 2024. Ten emergency drills were conducted across sites.

OHS performance is monitored through structured indicators and periodic review mechanisms. For more information on our OHS performance, see [Occupational Health and Safety](#) in the Annex, page 78.

Occupational health services continue to be supported by on-site medical personnel, HMO coverage, and access to health services, complementing structured safety systems described earlier in this pillar.

Employee Wellbeing and Engagement

Employee wellbeing and engagement are supported through structured dialogue mechanisms, defined labor relations processes, and monitored participation systems across sites. These frameworks provide employees with formal avenues for representation, feedback, and participation in workplace and sustainability initiatives.

Engagement efforts also included structured culture-building programs such as Journey to Our Aspiration, designed to help employees understand Monde Nissin’s Aspiration and how it translates into day-to-day decision-making. The program was strengthened and rolled out across Mandaue, Davao, and Porac, reaching more than 200 employees. Sessions combined discussions on company history, sustainability priorities, and operational milestones, with pioneer leaders sharing experiences that provided context on how business decisions and values have evolved over time.

Employment Practices

In 2025, we strengthened initiatives to align individual growth with business needs. Updates to credit leave policies encouraged employees to take planned leave and step away from work responsibilities to rest and recharge, reinforcing the importance of balance and sustained performance.

Employees receive wages that meet or exceed statutory minimum requirements, supported by standardized salary structures and periodic compensation reviews to maintain market competitiveness.

Work arrangements are structured according to operational requirements, with flexible work arrangements including teleworking set-ups. Parental and special leave benefits include expanded maternity and paternity leave, solo parent leave, and special leave benefits for women (SLBW), consistent with regulatory requirements.

Additional information on our employment practices and benefits can be found under [Employee Benefits](#) and [Parental Leaves](#) in the Annex, pages 75–76 and 76, respectively, and in the [GRI Content Index](#), pages 86–87.

Social Safeguards in 2025

100%

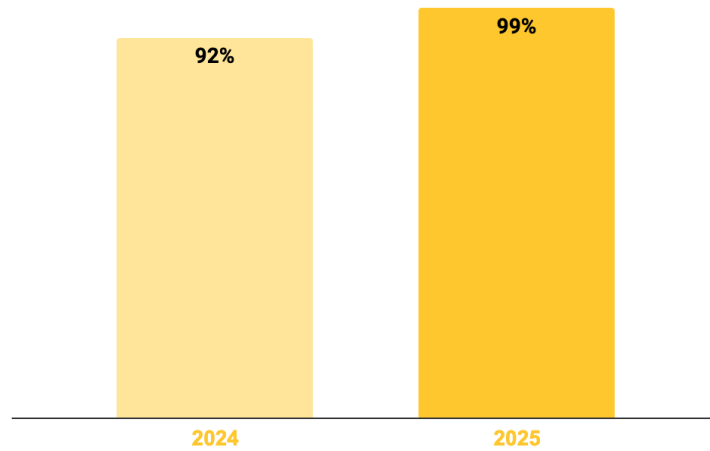
**Employees with above
minimum wage
and medical benefits**

Workplace Dialogue and Labor Relations

GRI 406-1

In 2025, Monde Nissin continued to strengthen its employee listening practices through Pulse Survey follow-ups and focused discussions across sites. Beyond measuring engagement levels, the survey assessed broader aspects of employee experience, including wellbeing, workload sustainability, psychological safety, and perceptions of fairness. This approach reflects the Company's intent to better understand how employees experience their work environment and day-to-day responsibilities. Results were reviewed across roles, tenure, functions, and work arrangements to identify differences in employee experience and areas requiring attention. The 2025 Pulse Survey achieved a 99% response rate (2024: 92%), providing a strong base of participation to inform discussions and program refinements.

Pulse Survey Result (versus 75% industry benchmark)



Improved pulse survey results reflect positive movement in engagement and retention indicators.

Insights gathered were translated into structured engagement mechanisms, including employee engagement committees, AGAPE forums (dialogues with management), focus group discussions, leadership catch-ups, and one-on-one coaching sessions. These channels provide employees with defined avenues to raise concerns, share feedback, and participate in workplace improvements. Regular coaching conversations also support career development and alignment of individual goals with team and organizational priorities.

Employee experience indicators and participation trends are monitored periodically to support continuous refinement of engagement practices and to strengthen a workplace culture grounded in dialogue, accountability, and mutual respect. The Company maintains clear and accessible grievance mechanisms that allow employees to raise concerns safely and without fear of retaliation.

Through the Speak Up Awareness Program, employees are encouraged to report any form of misconduct, including discrimination, harassment, bullying, theft, fraud, or other violations of Company policy and applicable laws. This program is saliently reinforced by Monde Nissin’s continued support for its NAVEX (EthicsPoint) Whistleblowing Facility, allowing employees and stakeholders a secure and discreet avenue to report integrity-related concerns and observations.

Concerns may be raised confidentially through one-on-one sessions with HR or supervisors, or anonymously through the EthicsPoint online portal and QR code reporting channels. All reports are handled confidentially, investigated thoroughly, and resolved in accordance with established procedures to support fair and timely resolution. No reported incidents of discrimination were recorded in 2025.

Apart from providing avenues for dialogue, Monde Nissin respects employees’ rights to freedom of association and collective bargaining. Labor relations are supported through the “Siglakas” Joint Partnership, which facilitates regular dialogue between management and employee representatives.

In 2025, union representatives participated in a labor education seminar covering international labor standards and Philippine labor laws to support informed representation.

For more information on labor relations, see [Collective Bargaining Agreements](#) and [Labor-Management Relations](#) in the Annex, on page 77, and in the [GRI Content Index](#), page 86.

Wellbeing Framework

Employee wellbeing initiatives are guided by the Better Me, Better Monde framework, which integrates physical, mental, social, family, spiritual, and financial wellbeing dimensions into site-level engagement calendars. Implementation allows sites to align activities with local needs while maintaining consistency in participation tracking.

Engagement and Sustainability Participation

Employee engagement initiatives are implemented through coordinated site-level programs aligned with wellbeing and sustainability priorities. Participation is structured and monitored across sites to promote consistency while allowing flexibility to address local needs. In 2025, activities were expanded to subsidiaries to support broader inclusion across the organization.

Employee engagement activities are implemented through coordinated site-level initiatives aligned with wellbeing and sustainability priorities. In 2025, participation was expanded to subsidiaries to promote broader inclusion.

As part of site-level engagement efforts, selected plants implemented structured wellbeing activities aligned with Company advocacies. In Porac, the Kainang Pamilya Mahalaga (KPM) Fun Run and Salo-Salo translated the KPM Day observance into a wellness-focused initiative that encouraged physical activity, family participation, and shared experiences beyond operational roles. Organized by the site Leadership Team in partnership with AGAPE Porac, the activity demonstrated how leadership-supported engagement programs can strengthen morale, reinforce belonging, and align employee wellbeing with broader organizational objectives.

Sustainability engagement initiatives included Sustainability Week programs, internal awareness initiatives such as Chika for Change, and recurring activities like Luntiang Lunes (Meatless Monday). As part of Sustainability Week 2025, Monde Nissin launched the No Impact Challenge, a structured, team-based, and time-bound internal initiative designed to translate sustainability commitments into daily habits. The initiative encouraged practical, behavior-based actions aligned with health, resource efficiency, and waste reduction priorities, reinforcing sustainability awareness both within and beyond the workplace.

Engagement effectiveness across these initiatives is monitored through attendance records, participation tracking, and internal reporting mechanisms.

Office-based employees are also provided opportunities to spend time with their families through adjusted work arrangements, while site-led initiatives support employee participation through simple, shared activities, such as coming together for meals. At the Porac site, the KPM Fun Run brought employees together, with active leadership participation, and contributed to positive feedback on morale, teamwork, and sense of belonging.

In 2025, Monde Nissin conducted its first Sustainability Engagement Survey, establishing a baseline for awareness and participation levels. Findings from dialogue channels and surveys are integrated into program refinements and workplace adjustments, supporting a more structured and data-informed engagement approach.

Lessons and Insights from the 2021–2025 Roadmap Period

Experience during the roadmap period highlighted the importance of standardized systems in sustaining inclusive workplace practices across a multi-site organization. Centralized policies, structured monitoring, and leadership accountability strengthened consistency and transparency.

Digital learning platforms and engagement surveys improved data visibility and supported more informed decision-making. Monitoring participation and integrating feedback into program refinement strengthened follow-through. Overall, the period underscored that resilient organizational culture depends on leadership ownership, structured governance, and consistent integration of wellbeing and capability development into operational processes.

Making Collective Action Possible


GRI 3-3

Monde Nissin engages with external organizations, local government units (LGUs), civil society groups, and industry platforms to support social development, environmental stewardship, and community resilience. These engagements involve coordinated planning and defined implementation roles across sites, aligned with established governance processes and sustainability priorities.

In 2025, the final year of our current North Star Targets, emphasis was placed on strengthening execution of ongoing programs and improving coordination across functions and participating organizations.

This pillar functions as an enabler across Monde Nissin’s sustainability agenda by enhancing collaboration, strengthening coordination mechanisms and reinforcing governance processes that drive implementation across Product, Planet, and People priorities.

North Star Target Overview

MAKING COLLECTIVE ACTION POSSIBLE			
North Star Target	Progress		Priority SDG
	2024	2025	
<p>100% of employees observing that sustainability is embraced in the way people act and decide in the Company by 2030</p> <p>5,000 Independent Brand Experts and 25,000 sari-sari stores provided with livelihood opportunities and financial credit (for sari-sari stores) by 2030^a</p>	<p>100% of the Monde Nissin sites are actively contributing to the wellbeing of their local communities through environmental and social initiatives</p> <p>More than 1,400 Independent Brand Experts are part of Monde Nissin’s CDN^a</p> <p>Sustained collaborative efforts with 15 organizations, demonstrating our commitment to long-term engagement and shared goals in our communities and environment</p>	<p>All sites contribute to the wellbeing of their communities through environmental and social initiatives</p> <p>More than 1,300^b Independent Brand Experts are part of Monde Nissin’s CDN^a</p> <p>Sustained collaboration with 16 organizations</p>	

^aThe North Star Target and KPIs surrounding IBEs and CDN are now incorporated under Making Collective Action Possible as these initiatives are more related to partnerships. These were previously under Making Inclusivity Possible.

^bVariation reflects program recalibration and participation adjustments described under Making Collective Possible.

Strategy and Targets

Under Making Collective Action Possible, Monde Nissin applies a structured collaboration model that integrates inclusive economic participation, community development, and industry engagement. Activities are designed to align operational realities with community relevance while maintaining financial and governance discipline.

Since 2021, engagement has transitioned from episodic outreach toward program-based implementation anchored in defined objectives, documented roles, and measurable contribution. Interventions are aligned with education, nutrition, environmental stewardship, and inclusive economic participation, with emphasis on sustained implementation rather than one-time activities.

A key component of our strategy is the CDN, an alternative market distribution platform that expands product reach while enabling income-generating opportunities for IBEs within their local communities. The model is designed to balance accessibility with partner capability, resulting in financial sustainability for both the Company and our community collaborators.

Progress and Actions

GRI 413-2

Inclusive Economic Participation and Livelihood Development

The CDN operates as an alternative distribution channel supporting product reach in selected areas. In 2025, participation levels were influenced by dealer availability and operational conditions within certain distribution areas. As part of routine performance review and risk management processes, adjustments were implemented to incentive structures and participation standards to reinforce financial sustainability and execution discipline.

Environmental Stewardship at the Community Level

Environmental initiatives were implemented through coordinated activities between plant sites, LGUs, and relevant organizations. Projects were carried out through defined roles and site-level planning aligned with local environmental programs.

Feature Story:**Forests for Life - Collaborative Restoration Efforts**

In 2025, Monde Nissin collaborated with Haribon Foundation under its Forests for Life Movement to support reforestation initiatives in areas connected to the Sierra Madre mountain range, including sites in Tanay, Rizal; Subic, Zambales; and Carranglan, Nueva Ecija. The Sierra Madre plays a critical role in biodiversity conservation, watershed protection, and climate resilience in Luzon, underscoring the relevance of these activities to broader environmental stewardship efforts. Project activities included site preparation, native tree planting, and engagement with LGUs and community stakeholders.

The initiative brought together participants from Monde Nissin and Monde Nissin's subsidiaries, including Monde M.Y. San Corporation and Sarimonde Foods Corporation, reflecting a coordinated approach to environmental action. Implementation was carried out by the technical guidance of Haribon Foundation, while local community stewards were engaged to support ongoing site maintenance and monitoring. Employee participation was coordinated in alignment with site-level planning, reinforcing collective action across business units and supporting continuity beyond initial planting activities.

Sustainability and Climate Collaboration

Monde Nissin continues to engage with organizations that support climate, environmental, and community priorities through sustained collaboration, shared learning, and sector-wide coordination. These collaborations support capability-building, regulatory alignment, and third-party mechanisms that help extend the reach and credibility of related initiatives.

Understanding the shared sustainability goals of leaders across industries, Monde Nissin's collaborations extended beyond project implementation; Monde Nissin now also focuses on building the capacity of individuals to lead their own sustainability initiatives and strategies. We hosted #SustainPinas: SustainabilityPH Fellowship 2025, where members of various sectors shared their knowledge to a greater audience, reflecting the importance and intersection of capacity, community, and conversation.

In 2025, the Company participated in industry and cross-sector knowledge-sharing forums focused on sustainability governance, emissions management, and capacity-building. These engagements supported internal learning and alignment with emerging disclosure standards.

Building Capacity for Net Zero Transition

Monde Nissin continues to advance its decarbonization journey by strengthening internal capability in GHG management and aligning operational practices with long-term low-carbon objectives. The Company prioritizes building technical knowledge, structured emissions monitoring, and coordinated action across manufacturing operations to support measurable progress toward climate targets.

Participation in industry platforms such as the Net Zero Carbon Alliance (NZCA) supports this effort by providing access to technical exchange, peer learning, and evolving best practices in emissions reduction. These engagements support Monde Nissin's broader climate strategy, reinforcing internal systems and governance mechanisms that guide decarbonization planning and implementation.

Monde Nissin also participated in plastic exchange platforms and recycling alliances to scale plastic recovery initiatives. Building on initial compliance work, the collaboration supports efforts to recover and divert post-consumer plastic waste through third-party mechanisms. Recovery efforts also enhance a circular economy, contributing to community-based recovery systems.

Plastic Recovery Beyond Compliance

Monde Nissin reinforces its responsibility under EPR regulations while advancing recovery efforts beyond minimum compliance requirements.

The Company implements structured recovery programs supported by accredited verification and crediting mechanisms for traceable and measurable outcomes. These systems enable the recovery of plastic packaging equivalent to the volume placed on the market, strengthening accountability in packaging management.

To enable verified and traceable recovery outcomes, Monde Nissin works with accredited industry mechanisms that facilitate engagement with community-based collection systems and local waste management networks. Through platforms such as the Philippine Alliance for Recycling and Materials Sustainability and Plastic Credit Exchange, recovery volumes are independently validated, strengthening transparency and accountability within the Company's broader plastic stewardship framework.

Social Impact, Relief, and Community Development

Monde Nissin implements place-based community programs in coordination with LGUs, schools, and civil society organizations. Activities are designed to support education, nutrition, and disaster response through structured implementation mechanisms.

Through the Adopt-a-School Program, Monde Nissin supported schools serving indigenous and host communities, including Mawacat Integrated School (Aetas) in Porac, and Balibago Elementary School in Santa Rosa, by providing learning materials and other school needs. The Company has also collaborated with organizations such as PUSO Foundation to extend support to Diaz Elementary School (Aetas) in Porac, combining product donation with employee participation. Through this collaboration, Monde Nissin provided school supplies, hygiene kits, and food products. Complementing these efforts, feeding activities implemented with LGUs and community partners supported families and children in locations including Malvar.

In selected locations, programs also addressed basic services and community wellbeing. Under Monde Nissin's Tulong Sulong program, we worked alongside foundations to leverage local community knowledge and augment social action. Coordination with these organizations provides essential support, such as supplying school materials, hygiene kits, and nutrition products to host communities, bringing together corporate resources, implementation, and volunteer capacity.

In 2025, Monde Nissin participated in coordinated disaster relief efforts in collaboration with the World Instant Noodles Association (WINA), Rise Against Hunger Philippines, Caritas Manila, and Philippine Business for Social Progress (PBSP). Support included cash assistance and in-kind product donations, including more than 4,000 cases of food products and 1,600 loaves of bread, distributed through direct and partner-led channels aligned with local conditions. Relief activities responded to multiple events during the year, including typhoons, monsoon-related flooding, and seismic activity in selected areas.

Working with organizations that have established systems for disaster response and community engagement, enabled timely and coordinated assistance. Insights from these engagements reinforced the importance of active communication with community stakeholders, participation in local coordination meetings, and adapting activities based on community feedback. Site-level experience also highlighted the value of focusing on selected programs to sustain implementation over time.

In 2025, Monde Nissin also continued the Kainang Pamilya Mahalaga (KPM) initiative, a Company-initiated advocacy launched in 2007 that promotes shared family mealtimes as part of balanced eating practices. Observed annually every fourth Monday of September and recognized under Presidential Proclamation No. 326 (s. 2012), KPM Day encourages employee and community participation in strengthening family connections through regular shared meals. During the year, activities focused on encouraging informed food choices within the context of shared mealtimes.

Lessons and Insights from the 2021–2025 Roadmap Period

Experience under the roadmap period reinforced that collective actions yield more sustained outcomes when roles are clearly defined and implementation is supported by governance discipline. Implementation showed that engagement grows when programs move beyond symbolic activities and are embedded within structured collaboration mechanisms. Clearly defined objectives, transparent expectations, and regular dialogue strengthened trust with community collaborators and improved continuity across initiatives.

In livelihood initiatives, balancing social inclusion with operational viability proved essential. Adjustments to participation standards demonstrated that sustainable impact requires financial sustainability, realistic scaling, and alignment with existing local systems.

Participation in industry platforms and cross-sector collaborations further highlighted the value of shared learning and coordinated action. These engagements strengthened internal capability while encouraging cross-team collaboration within the Company.

Overall, the roadmap period affirmed that effective collective action requires visible leadership commitment, structured follow-through, and collaborative execution. When collaborations are grounded in shared values and supported by disciplined implementation, they generate sustained engagement and meaningful contributions for both communities and the business.

Governance and Ethical Conduct

GRI 3-3

Monde Nissin upholds integrity in corporate governance and ethical conduct across our operations. Governance oversight, accountability, and decision-making processes support the integration of sustainability considerations into business practices through Board oversight and management execution.

In 2025, Monde Nissin once again was awarded 3 Golden Arrows from the ICD, SEC, and the PSE, at the September 2025 Institute of Corporate Directors – ASEAN Corporate Governance Scorecard (ICD-ACGS) Golden Arrow Awards. Monde Nissin has consistently garnered 3 Golden Arrows for all its previous Annual Corporate Governance Reports (I-ACGR) beginning the 2021 I-ACGR. Monde Nissin also received a meritorious citation during the 2025 SEC Gender and Development (GAD) Awards in continuing recognition of Monde Nissin promoting gender diversity in its Board of Directors.

Corporate Governance

The Company's corporate governance practices are set out in our Articles of Incorporation, Amended By-Laws, [Revised Manual on Corporate Governance](#), [Code of Conduct and Ethics](#), and related policies. These documents align with the requirements of the Revised Corporation Code of the Philippines and governance-related regulations and recommendations issued by the SEC and the Philippine Stock Exchange (PSE). Individually and collectively, these governance foundations provide clarity on roles and responsibilities across the Company and support compliance obligations as a publicly listed company.

Board Oversight and Leadership Accountability

GRI 2-9, 2-12, 2-13, 2-14, 2-15, 2-16

Being the corporation's primary governing body exercising all corporate powers, the Board of Directors approves key governance policies and charters, and provides oversight on corporate governance matters.

Governance Structure

The Board has approved and adopted charters for the Board itself and its committees, which include the Audit Committee, Risk and Related Party Transactions Committee, Corporate Governance, Nominations, and Remuneration Committee, and Executive Committee. The Board also approves and oversees the implementation of governance policies covering [conflict of interest](#), [insider trading](#), [material related party transactions](#), [ethical conduct](#), [whistleblowing](#), [data privacy](#), [anti-bribery and corruption](#), and [sustainability](#).

Delegation, Independence, and Board Composition

Matters reserved for the Board are elevated directly to it or through the relevant Board committee. Where authority is delegated to management, management provides updates to the Board and/or the relevant Board committee on material developments in line with reporting requirements.

Monde Nissin Corporation's Board comprises nine members from diverse professional and personal backgrounds. Six directors are non-executive, providing independent oversight of Management. The Board comprises a majority of female directors, with five women out of nine members, and includes three Independent Directors. The roles of the Chairperson, and the President and the CEO remain separate. Monde Nissin has a Lead Independent Director appointed from among the Independent Directors.

The Board's Corporate Governance, Nominations and Remuneration Committee, Risk and Related Party Transactions Committee, and Audit Committee, are comprised entirely of Independent Directors, reinforcing independent judgment, minority stakeholder protection, and accountability.

Integration of Sustainability within Board and Committee Oversight

Board-level sustainability oversight is described in the [Our Sustainability Governance Framework and Oversight](#) section on pages 11–14. From a governance perspective, sustainability matters are reviewed through established Board and Board committee processes, including policy and initiative presentations, seeking endorsement and approval of projects and policies (including updates and revisions), monitoring of implementation updates, and review of relevant disclosures, consistent with Board and Board committee functions.

Key Governance Recognitions and Milestones

In 2025, the Board approved the [Sustainability Policy Version 2.0](#), which aligns the policy framework with Monde Nissin's Corporate Aspiration and sustainability principles. Version 2.0 defines the Strategic Pillars, corresponding focus areas and commitments aligned with the Corporate Aspiration and North Star targets. It also updates the sustainability governance structure by clarifying roles and responsibilities across teams, business units, and functions, and formalizing policy implementation mechanisms.

The policy reflects Board-level leadership and oversight in the implementation of sustainability priorities. It also incorporates visual references to the Corporate Aspiration, Strategic Pillars, North Star Targets, Sustainability Governance Structure, and the Sustainability Reporting Process.

Ethics, Integrity, and Compliance Control

GRI 2-15, 2-26

Independent Directors receive reasonable per diems for attendance at Board and Board Committee meetings. Directors do not receive other compensation for services rendered as directors.

The Company maintains a zero-tolerance policy toward bribery, corruption (including facilitation payments), and fraudulent activities, in line with applicable laws and regulations. These standards are reinforced through policies, training, awareness initiatives, and formal reporting mechanisms.

For more details on our anti-corruption efforts, see [Anti-corruption Practices](#) in the Annex, pages 80–81.

Monde Nissin continues to support its Whistleblowing and Integrity Reporting-related policies through its NAVEX (EthicsPoint) Whistleblowing Facility, maintained by integrity managers who receive, process, and act on integrity-related concerns. In 2025, the Hotline Awareness Campaign reinforced awareness of the [Whistleblowing Policy](#) and formal reporting channels. An increase in reports following the campaign may reflect greater awareness and confidence in escalation processes. All employees completed the annual Anti-Bribery and Anti-Corruption (ABC) Refresher Course either through the Company’s learning platform or via in-person training sessions. So that language won’t be a barrier to integration, an ABC Refresher course module in Filipino was developed for employees to improve accessibility. Completion of the ABC Refresher Course reached 100% in 2025. The Amended COI Policy, approved in 2023, establishes mechanisms for identifying and addressing actual, perceived and potential conflict of interest cases. Employees disclose potential conflicts through an annual declaration process, supporting transparency and timely review. In 2025, all covered persons completed the Annual COI Statement. The ability to voluntarily disclose any actual, perceived, or potential conflict of interest remains available through online declaration forms accessible by all employees.

For additional information on governance, see direct answers for governance-related disclosures in the [GRI Content Index](#), on pages 82–83.

Board-Level Sustainability Oversight

The Board conducted a review and approval of the 2025 Sustainability Report prior to submission. The review covered key disclosures, material topics, and performance information in accordance with governance processes and applicable reporting requirements.

Risk Management, Digital Enablement, and Data Protection

Enterprise Risk Management (ERM) Framework and Oversight

In 2025, Monde Nissin began reviewing and refining its Enterprise Risk Management documentation and reporting processes. The initiative, led by the Risk Management Department, aims to standardize risk recording and enhance internal reporting and information sharing.

Digital Innovation and Transformation

Digital systems support operational efficiency, transparency, and decision-making across the Company. In 2025, digital tools were used for sustainability monitoring, quality and safety systems, learning platforms, and operational reporting, reducing manual processes and improving data accessibility. Building on earlier digital initiatives, traceability and workflow platforms enhanced documentation and visibility across product development, procurement, and supply chain processes. Initially deployed for new product development and procurement, these systems are now used more broadly to support structured data sharing and supply chain coordination.

Cybersecurity and Data Privacy Governances

Since 2021, the Company has maintained a [General Data Privacy Policy](#) supported by privacy notices, consent forms, and contractual data privacy clauses. Where applicable, data sharing agreements are executed with counterparties.

In 2025, cybersecurity and data privacy controls were further strengthened through security performance monitoring, regular vulnerability assessments and penetration testing, and continued enhancements to network segmentation and perimeter controls. These measures support the confidentiality, integrity, and availability of information assets. More information on data privacy can be found under [Customer Privacy and Data Security](#) in the Annex, page 81.

In compliance with National Privacy Commission (NPC) Circular No. 2022-04, Monde Nissin renewed the registration of our critical data processing systems and registered new personal data processing systems launched during the year. The NPC issued a certificate of renewal confirming the Company's continued registration. The Data Breach Response Team remained operational, and privacy impact assessments were conducted for identified systems.

Capability-building continued through targeted data privacy sessions, onboarding orientations, and external training and certification for designated personnel.

Artificial Intelligence (AI) Governance

In 2025, Monde Nissin issued an updated AI Governance and Acceptable Use Policy outlining principles and operational controls for responsible AI use. Approved AI tools are provisioned through official IT channels, with restrictions on the upload of confidential or personal data and requirements for human review prior to business use.

AI governance and acceptable use training was deployed to employees within designated roles via the Company's learning platform. The Company continues to enhance awareness and refine controls as AI adoption evolves.

Responsible and Resilient Supply Chain Governance

GRI 308-1, 308-2, 414-1, 414-2

Monde Nissin manages supply chain governance to manage risks, support compliance, and reinforce operational resilience. The Procurement Policy and Supplier Code of Conduct (SCOC) form the foundation of supplier governance. Both are approved at the CEO level and subject to Board oversight, with relevant findings reported through established governance channels.

Supplier Engagement and Governance Approach

In 2025, the Procurement Policy was reviewed and updated to reflect operational requirements, including standardized payment terms and approval limits. Updated versions were cascaded internally, with feedback under review to support clarity and implementation consistency. Operational practices also continued to evolve. Suppliers are no longer required to submit hard copy company profiles, reducing paper use and improving processing efficiency.

To support suppliers amid extended payment terms, the Supply Chain Financing (SCF) program was expanded in 2025 with the support of a participating financial institution. With minimum payment terms increasing from 30 to 45 days, participating suppliers may receive payment as early as 10 days from invoice receipt, supporting liquidity management and transaction efficiency. Supplier governance in 2025 emphasized structured accreditation, due diligence, and regular assessment processes. Third-party screening covers financial viability, legal compliance, and potential labor, corruption, or sanctions-related risks where identifiable. Identified concerns are managed through escalation and corrective action processes consistent with established controls. Additional data on procurement can be found under [Procurement Practices](#) in the Annex, page 68.

SCOC requirements continued to be cascaded through formal communication channels, including vendor portals and procurement communications. Supplier acknowledgements are tracked, and requirements are integrated into accreditation and reassessment processes. An updated version of the SCOC is being evaluated, informed by regulatory developments and operational experience.

Responsible Sourcing Practices

GRI 201-2

Responsible sourcing considerations are embedded into procurement decisions. During periods of supply variability, locally available agricultural inputs were utilized to support continuity while managing cost and quality requirements. To strengthen supply continuity and packaging resilience, selected packaging materials and raw inputs were sourced from suppliers within Asia or nearby regions. These adjustments shortened transport distances and lead times while maintaining material quality and supply reliability. Broader adoption of these alternatives is being evaluated, taking into account reliability and operational feasibility. Supply chain risk management measures include diversification of supply sources, insurance coverage for inventory exposure, and alignment with eco-efficiency initiatives across operations to support business continuity and manage climate-related risks. For more information, see direct answers for disclosures related to environmental and social impacts of supply chain in the [SASB Content Index](#), page 90.

Economic Value Creation

Within the Enterprise Governance and Resilience framework, economic performance reflects the Company's approach to fiscal discipline, risk management, and operational execution. Monde Nissin contributes to local economic activity through employment, supplier engagement, distribution networks, and tax contributions within its Philippine operations.

During the reporting period, financial and market risks were managed through pricing adjustments, cost optimization initiatives, and process improvements aimed at maintaining product quality and competitiveness amid input cost pressures. Business performance in 2025 reflected volume growth in biscuits and selected domestic categories

The Company continued to prioritize operational stability, disciplined capital management, and prudent allocation of resources. Regular dividend declarations during the year were made in accordance with Board-approved policies and the Company's capital management framework.

Additional data may be found under [Economic Performance](#) located in the Annex, page 68.

Annex

General Disclosures

Business Segments

GRI 2-6

Monde Nissin and all subsidiaries are collectively referred to as the Group. The Group's two core businesses are the APAC BFB business and the Meat Alternative business.

APAC BFB Business

The Group operates the APAC BFB business through Monde Nissin and wholly-owned or majority-owned subsidiaries, as well as joint ventures and established collaborations with other renowned FMCG players. The APAC BFB business' three product groups have the following key brands:

- Instant Noodles: Lucky Me!
- Biscuits: SkyFlakes, Fita, M.Y. San Grahams, Bingo, and Nissin
- Other Products: Mama Sita's, Dutch Mill, Monde, and Walter Bread

Meat Alternative Business

Quorn is Quorn Foods's flagship brand where we market and sell mycoprotein-based products, an alternative to beef, pork, poultry, and fish, in all key shop aisles, namely frozen, chilled, and food cupboards. Plant-based products, on the other hand, are marketed and sold under the Cauldron brand.

Quorn products are available in the UK, the Republic of Ireland, US, Europe (including Belgium, France, Spain, Luxembourg, The Netherlands, Germany, Switzerland, Italy, and Austria), Nordics (Norway, Sweden, Denmark, and Finland), Southeast Asia, and Australasia, while Cauldron products are sold in the UK and the Republic of Ireland.

To view Quorn's latest Net Positive Report, visit this [link](#).

Membership Associations

GRI 2-28

Membership
American Chamber of Commerce (AmCham)
Davao Chamber of Commerce (DCC)
Department of Labor and Employment (DOLE) Tripartite Industrial Peace Council
Financial Executives Institute of the Philippines (FINEX)
Good Governance Advocates and Practitioners of the Philippines (GGAPP)
Institute of Internal Auditors-Philippines (IIAP)
International Life Sciences Institute (ILSI)
Makati Business Club (MBC)
Mandaue Chamber of Commerce (MCC)
National Codex Organization (NCO)
Net Zero Carbon Alliance (NZCA)
Organization Development Practitioners Network (ODPN)
People Management Association of the Philippines (PMAP)
Philippine Alliance for Recycling and Materials Sustainability (PARMS)
Philippine Association of Food Technologists, Inc. (PAFTI)
Philippine Business for Social Progress (PBSP)
Philippine Chamber of Commerce and Industry (PCCI)
Philippine Chamber of Food Manufacturers, Inc. (PCFMI)
Philippine Institute for Supply Management (PISM)
Philippine Association of Nutrition, Inc. (PAN)
Philippine Society for Microbiology (PSM)
Philippines Society for Talent Development (PSTD)
Region IV - DOLE Labor Management Council (LMC)
Save Silang-Sta. Rosa River (S3R2) Foundation
Scaling Up Nutrition Business Network (SBN)
World Instant Noodles Association (WINA)

Activity Metrics

SASB FB-PF-000.B

Disclosure	UOM	2025
Number of production facilities	#	5

Economic Disclosures

Economic Performance

GRI 201-1

Disclosure	UOM	2025
Direct economic value generated and distributed		
Economic value generated (revenue)	Million Php	69,263
Economic value distributed		68,501
Operating costs		56,823
Employee wages and benefits		3,317
Payments to providers of capital		5,632
Payments to the government		2,724
Community investments		5

Procurement Practices

GRI 204-1

Disclosure	UOM	2025
Procurement budget used for significant locations of operations that is spent on local suppliers ^a	%	35

^aItems procured through a transaction with a vendor based in the Philippines, including key raw materials that come from a foreign source.

Environmental Disclosures

Materials

GRI 301-1

SASB FB-PF-410a.1, 440a.1, 440a.2

Disclosure	UOM	2025
Raw Materials		
Renewable materials	kg	387,124,969
Non-renewable materials	kg	49,159,671
Food ingredients sourced from regions with High or Extremely High Baseline Water Stress	kg	0
Priority food ingredients (excluding water)	List	Wheat, Flour, Flavors, Sugar, Fats and Oils
Packaging Materials		
Recyclable / Mono-material packaging	%	92

Energy Management

GRI 2-4, 103-2, 103-4, 103-5

SASB FB-PF-130a.1

Disclosure	UOM	2021	2022	2023	2024	2025
Energy consumption within the organization	GJ	1,806,720	1,556,714	1,592,496	1,680,778 ^a	1,669,929
Non-renewable energy	GJ	1,690,127	1,313,193	1,233,305	1,278,586 ^a	1,342,276
Coal	GJ	1,008,691	832,880	980,773	1,016,307	1,051,877
Bunker fuel oil	GJ	243,354	81,963	8,542	3,417	8,697
Diesel	GJ	5,213	7,790	7,838	9,975	5,067
LPG	GJ	95,947	188,847	222,230	217,535 ^a	234,844
Gasoline	GJ	137	0	93	95	45

Purchased electricity	GJ	336,784	201,714	13,828	31,257	41,745
Renewable energy	GJ	116,593	243,521	359,191	402,192	327,652
Biomass	GJ	111,618	127,387	48,736	95,416	46,354
Other primary solid biomass fuel ^b	GJ	0	0	0	0	636 ^b
Solar panel	GJ	4,975	4,679	3,171	3,112	2,944
Purchased electricity (Geothermal)	GJ	0	111,454	307,284	303,664	277,719
Renewable energy consumption	%	6	16	23	24	20
Grid electricity consumption	%	19	20	20	20	19
Energy reduction (vs. FY 2021 baseline)	GJ	-	250,006	214,224	126,941 ^a	136,791
Energy intensity	GJ/tonne of product produced	4.02	3.48	3.44	3.58	3.81

^aLPG data for 2024 has been restated to reflect refinements in site-level data capture processes implemented during the 2025 reporting cycle. The restatement improves comparability and accuracy but does not affect reporting scope.

^bThis refers to energy consumption from other primary solid biomass, particularly oily noodle rejects and wet noodle rejects used in the boiler of the Porac plant.

Emissions Management

GRI 2-4, 102-5, 102-6, 102-8

Disclosure	UOM	2021	2022	2023	2024	2025
Scope 1 GHG emissions	tonnes CO ₂ e	123,185	99,718	110,299	113,291	117,776
Scope 2 GHG emissions^a						
Location-based ^b	tonnes	65,616	60,952	62,469	65,897	63,382

	CO ₂ e					
Market-based ^c	tonnes CO ₂ e	65,616	44,668 ^d	20,089	21,435 ^d	24,722
Biogenic emissions^e	tonnes CO ₂ e	12,501	14,267	5,458	10,687	5,255
GHG intensity^f	tonnes CO ₂ e/tonne of product produced	0.42	0.32	0.28	0.29	0.33
Reduction of Scope 1 and 2 emissions (vs. FY 2021 baseline year)^f	tonnes CO ₂ e	-	44,415 ^d	58,413	54,074 ^d	46,302
Reduction of Scope 1 emissions (vs. FY 2021 baseline year)	tonnes CO ₂ e	-	23,467	12,886	9,894	5,409
Reduction of Scope 2 emissions (vs. FY 2021) ^f	tonnes CO ₂ e	-	20,948 ^d	45,527	44,180 ^d	40,894

^aEnhanced disclosure of Scope 2 emissions in line with the GHG Protocol by reporting emissions using both the location-based and market-based methods.

^bLocation-based emissions were calculated using the Department of Energy's National Grid Emission Factors (DOE NGEF) for 2019-2021.

^cFor market-based emissions, particularly emissions from geothermal energy, the supplier-specific annual emission factor was applied. For electricity without supplier-specific factors (i.e., non-geothermal energy sources), the updated DOE NGEF location-based emission factor was applied in line with the GHG Protocol hierarchy.

^dMarket-based Scope 2 emissions, reduction of Scope 2 emissions, and reduction of Scope 1 and 2 emissions for 2022 and 2024 have been restated to reflect updated supplier-specific emission factors consistent with the GHG Protocol hierarchy. The restatements improve methodological accuracy and comparability across reporting periods.

^eBiogenic emissions refers to carbon emissions from the combustion of biomass.

^fMarket-based Scope 2 emissions were used for calculating the overall GHG intensity, and the reduction of Scope 2 and overall emissions.

Water Management

GRI 303-3, 303-4, 303-5

SASB FB-PF-140a.1, 140a.2

Disclosure	UOM	2021	2022	2023	2024	2025
Water withdrawal	m ³	1,420,123	1,068,369	1,057,692	1,122,409	1,084,683
By source:						
Groundwater	m ³	1,310,073	925,098	880,134	929,453	886,139
Third-party water	m ³	110,050	143,271	177,558	192,956	198,544
Regions with High or Extremely High Baseline Water Stress	%	0	0	0	0	0
Water discharge	m ³	207,184	283,758	278,666	339,357	316,609
By destination:						
Seawater	m ³	11,339	9,747	10,435	8,402	9,698
Surface water	m ³	185,969	251,648	213,620	271,217	247,698
Third-party water	m ³	9,876	22,363	54,611	59,738	59,213
Water consumption	m ³	1,212,939	784,611	779,026	783,052	768,074
Water consumed in regions with High or Extremely High Baseline Water Stress	%	0	0	0	0	0
Water intensity	m ³ /tonne of product produced	3.16	2.39	2.28	2.39	2.47
Water recycled	m ³	599	19,360	22,933	36,589	65,109

	%	0.04	1.81	2.17	3.36	6.00
Incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	#	0	0	0	0	0

Waste Management

GRI 306-3, 306-4, 306-5

Disclosure	UOM	2021	2022	2023	2024	2025
Waste generated	tonnes	34,054	31,320	30,663	29,078	31,449
Hazardous	tonnes	1,564	2,240	1,995	1,475	1,377
Recovery, including energy recovery	tonnes	No data	No data	1,988	1,470	1,371
Recycling	tonnes	No data	No data	7	4	6
Non-hazardous	tonnes	32,490	29,080	28,669	27,604	30,071
Landfill	tonnes	3,479	1,476	1,050	403	559
Recovery, including energy recovery	tonnes	No data	No data	3,111	4,705	5,253
Recycling	tonnes	No data	No data	24,508	22,496	24,260
Waste to Landfill	%	10	5	3	1	2
Waste Diverted from Landfill	%	90	95	97	99	98

Environmental Compliance

GRI 2-27

Disclosure	UOM	2025
Non-compliance with Environmental Laws and Regulations		
Instances for which fines were incurred	#	0
Instances for which non-monetary sanctions were incurred	#	0
Cases resolved	#	0
Monetary Fines for Non-compliance to Environmental Laws and Regulations		
Fines for instances of non-compliance occurred for the current year	Php	0

Social Disclosures

Employees

GRI 2-7, 401-1, 405-1

Disclosure	UOM	2025		
		Male	Female	Total
Employees by gender				
Board of directors	#	4	5	9
	%	44	56	100
Employees	#	2,280	1,304	3,584
Senior management	%	50	50	100
Middle management	%	43	57	100
Staff	%	56	44	100
Rank and file	%	70	30	100
Regular	#	1,394	890	2,284

employees				
Probationary employees	#	868	390	1,258
Project-based, OJT, consultants	#	18	24	42
New hires	#	2,362	986	3,348
Employee turnover	#	2,145	855	3,000
Attrition rate ^a	%	-	-	8
		<30 y/o	30-50 y/o	>50 y/o
Employees by age				
Board of directors	%	0	11	89
Senior management	%	0	35	65
Middle management	%	12	77	11
Staff	%	66	31	3
Rank and file	%	61	34	5
New hires	%	83	17	0
Employee turnover	%	80	19	1

^aIncludes only employees with regular employment status.

Employee Benefits

GRI 401-2

Disclosure	Offered to Regular Employees?
SSS	Yes
PhilHealth	Yes
Pag-IBIG	Yes
Parental leaves (maternity & paternity leave)	Yes
Paid vacation leaves	Yes
Paid sick leaves	Yes

SSS sickness benefit	Yes
Medical benefits (aside from PhilHealth)	Yes
Life insurance	Yes
Disability and invalidity coverage	Yes
Housing (staff house)	Yes
Housing assistance (aside from Pag-IBIG)	Yes
Retirement fund (aside from SSS)	Yes
Further education support	Yes
Company stock options/ Stock ownership	No
Telecommuting	Yes
Flexible-working hours	Yes
Others: Above minimum wages	Yes
Others: Equitable severance pay	Yes
Others: Flexible benefit	Yes
Others: Access to health & wellness programs	Yes

Parental Leaves (Maternity & Paternity Leaves)

GRI 401-3

Disclosure	UOM	2025		
		Male	Female	Total
Entitled to parental leaves	#	749	897	1,646
Employees who took parental leave	#	65	50	115
Employees who returned to work after parental leave	#	65	50	115
Return to work rate	%	100	100	100
Employees that were still employed 12 months after their return to work ^a	#	59	43	102

Retention rate ^a	%	100	100	100
-----------------------------	---	-----	-----	-----

^aCalculations were based on employees who, after taking parental leave, returned to work in 2024 and remained employed by Monde Nissin in 2025.

Collective Bargaining Agreements

GRI 2-30

Disclosure	UOM	2025		
		Male	Female	Total
Regular employees covered with Collective Bargaining Agreements	%	23	10	33

Labor-Management Relations

GRI 402-1

Disclosure	UOM	2025
Minimum number of weeks typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them	#	2
For your collective bargaining agreements, are the notice period and provisions for consultation and negotiation specified in the agreement?	Y/N	Y

Employee Training

GRI 404-1

Disclosure	UOM	2025	
		Male	Female
Training hours provided to regular and probationary employees ^a	hrs	14,637	15,477
	hrs/employee	6	12
Senior management	hrs/employee	59	55
Middle management	hrs/employee	37	30
Staff	hrs/employee	14	20
Rank and file	hrs/employee	0.29	0.08

^aThe implementation of a learning platform enabled Monde Nissin to track learning progress for both regular (from senior management, middle management, and staff levels) and probationary employees, compared to previous years where training

data covered regular employees only.

Occupational Health and Safety^a

GRI 403-8, 403-9, 403-10

Disclosure	UOM	2025
Safe manhours	#	8,238,929
Drills	#	10
Recordable work-related injuries	#	23
Work-related fatalities	#	0
Recordable work-related ill health	#	0
TRIR ^b	rate	0.56
Workers covered by an occupational health and safety management system	#	3,359

^aThe OHS data presented pertains exclusively to Monde Nissin employees. However, Monde Nissin's OHS policies and programs are implemented across all levels of the organization and extend to external service providers operating within the Company's facilities, plants, and offices.

^bTRIR is based on 200,000 work hours

Product Quality and Safety

GRI 416-1, 416-2

SASB FB-PF-260a.1

Disclosure	UOM	2025
Product Assessment for Health and Safety Impacts		
Significant product and service categories which have been assessed for health and safety impacts	%	100
Incidents of Non-compliance		
Incidents of non-compliance resulting in fine or penalty	#	0
Incidents of non-compliance resulting in a warning	#	0
Incidents of non-compliance with voluntary codes	#	42
Promotion of Health and Nutrition Attributes		
Revenue from the sales from products labeled and/or marketed to promote health and nutrition attributes	Billion Php	32.9

Food Safety System and Product Certifications

	FSSC 22000 (ver. 6) / ISO 22000:2018	HACCP	GMP/GHP	Halal
Santa Rosa	√ ^a	√	√	√
Porac	-	-	- ^b	-
Malvar	-	-	- ^b	-
Mandaue	√ ^a	√	√	√
Davao	- ^c	√	√	√

^aCertified to FSSC 22000 (ver. 6), which includes compliance with the ISO 22000:2018 requirements

^bAll sites, including Porac and Malvar, operate in compliance with GMP/GHP requirements, as verified through inspections by the Philippine Food and Drug Administration, rather than through third-party certification.

^cCertified to ISO 22000:2018

Marketing and Labeling

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

SASB FB-PF-270a.1, 270a.3, 270a.4

Disclosure	UOM	2025
Are the following types of information required by the organization's procedures for product and service information and labeling?		
Sourcing of components of the product or service	Y/N	N (Source of components are not required to be declared on the label nor on the registration dossier)
Content, particularly with regard to substances that might produce an environmental or social impact	Y/N	Y
Safe use of the product or service	Y/N	Y
Disposal of the product and environmental or social impacts	Y/N	Y
Significant product or service categories covered by and assessed for compliance with such procedures	%	100
Incidents of Non-compliance		
Incidents of non-compliance resulting in fine or penalty	#	0
Incidents of non-compliance resulting in a warning	#	0

Incidents of non-compliance with voluntary codes	#	0
Monetary losses as a result of legal proceedings associated with labeling and/ or marketing practices	Php	N/A
Advertising Impressions		
Advertising impressions made on children	%	TV: 19 ^a Digital: 12 ^b
Advertising impressions made on children promoting products that meet dietary guidelines	%	TV: 6 ^a Digital: 12 ^b

^aSource is Nielsen's Arianna tool. There were two runs: (1) Total GRPs of all programs where spots were placed from Jan. to Nov. 2025 (current available data), (2) Total GRPs of programs by age segment. The Adhesion rate was then manually calculated by dividing the program GRPs achieved by age segment to the total GRPs of the program.

^bThe formula used was (number of advertising impressions made on children) / (total number of advertising impressions made). The number of advertising impressions made on children is calculated as the expected share of children in the audience (viewers, listeners, readers, or visitors) at the time of the media buy multiplied by the expected total number of advertising impressions made, regardless whether the advertising is primarily directed to children. Children are defined as age 12 and under. The expected share of children in the audience is based on Nielsen's CMV tool, but the limitation is only from 10-14 years old as no data is available for below 10 years old.

Customer Satisfaction

Disclosure	UOM	2025 ^a
Customer satisfaction score/rank	Rank/Score	Rank: 3 rd Score: 58
Did a third party conduct the customer satisfaction study (Y/N)?	Y/N	Y

^aThe survey conducted by Advantage Group International Inc. from May to June 2025 represents the voices of retailers and suppliers, in which the highest rank and score that can be attained is 1st place and +100, respectively. Ranking 3rd place means that Monde Nissin is part of the top tier in terms of partnership, execution, reputation, and vision.

Corporate Governance

Anti-corruption Practices

GRI 205-2, 205-3

Disclosure	UOM	2025
Communication and Training on Anti-corruption Policies and Procedures		
Employees to whom the organization's anti-corruption policies and procedures have been communicated to	%	100

Senior leaders that have received anti-corruption training	%	100
Employees that have received anti-corruption training	%	100
Governance body members ^a that the organization's anti-corruption policies and procedures have been communicated to	%	100
Governance body members that have received training on anti-corruption	%	100
Incidents of Corruption		
Confirmed incidents of corruption	#	0
Incidents in which directors were removed or disciplined for corruption	#	0
Incidents in which employees were dismissed or disciplined for corruption	#	0
Incidents when contracts with business partners were terminated due to incidents of corruption	#	0
Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcome of such cases	#	0

^aGovernance body members refer to the members of Monde Nissin's Board.

Customer Privacy and Data Security

GRI 418-1

Disclosure	UOM	2025
Substantiated complaints on customer privacy	#	0
Complaints addressed	#	0
Data breaches, including leaks, thefts and losses of data	#	1 ^a

^aNon-notifiable internal HR-related security incident

Appendices

GRI Content Index

Monde Nissin Corporation has reported the information cited in this GRI content index for the period January 1, 2025 to December 31, 2025 with reference to the GRI Standards.

GRI Standard	Disclosure		Page Number/s	Direct Answer
GRI 2: General Disclosures 2021	2-1	Organizational details	1–3	
	2-2	Entities included in the organization’s sustainability reporting	1–3	
	2-3	Reporting period, frequency and contact point	1–3, 91	
	2-4	Restatements of information	3, 69–71	
	2-5	External assurance		This report did not undergo external assurance.
	2-6	Activities, value chain and other business relationships	15–18, 66	
	2-7	Employees	47–49, 74–75	
	2-9	Governance structure and composition	60–61	See also Amended Articles of Incorporation, Amended By-Laws ("By-Laws") and Manual on Corporate Governance ("CG Manual")
	2-10	Nomination and selection of the highest governance body		See By-Laws , CG Manual , CGNRC Charter , and Board Diversity Policy
	2-11	Chair of the highest governance body		The Chairperson of the Board, Ms. Kataline Darmono, is a non-executive director who

				is not involved in Monde Nissin's day-to-day operations.
2-12	Role of the highest governance body in overseeing the management of impacts	11-14, 60-61		
2-13	Delegation of responsibility for managing impacts	11-14, 60-61		
2-14	Role of the highest governance body in sustainability reporting	60-61		
2-15	Conflicts of interest	60-62		See also By-Laws , Conflicts of Interest Policy ("COI Policy") , CG Manual , and Charter of the Board of Directors ("Board Charter")
2-16	Communication of critical concerns	60-61		
2-17	Collective knowledge of the highest governance body			See CG Manual , CGNRC Charter , and Board Charter
2-18	Evaluation of the performance of the highest governance body			See CG Manual , CGNRC Charter , and Board Charter
2-22	Statement on sustainable development strategy	5-6		
2-23	Policy commitments	11-14		
2-24	Embedding policy commitments	11-14		
2-25	Processes to remediate negative impacts	11-14, 19-24		
2-26	Mechanisms for seeking advice and raising concerns	62		See also Code of Conduct and Ethics , Anti-Bribery and Corruption Policy and Whistleblowing Policy

	2-27	Compliance with laws and regulations	74	
	2-28	Membership associations	67	
	2-29	Approach to stakeholder engagement	10	
	2-30	Collective bargaining agreements	77	
GRI 3: Material Topics 2021	3-1	Process to determine material topics	11	
	3-2	List of material topics	8–9	
	3-3	Management of material topics	26–65	
GRI 102: Climate Change 2025	102-4	Climate targets	32, 33–38	
	102-5	Scope 1 GHG emissions	70–71	
	102-6	Scope 2 GHG emissions	70–71	
	102-8	GHG emissions intensity	35, 70–71	
GRI 103: Energy 2025	103-1	Energy policies and commitments	11–14, 33–37	
	103-2	Energy consumption and self-generation within the organization	69–70	
	103-4	Energy intensity	36, 69–70	
	103-5	Reduction in energy consumption	69–70	
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	68	
	201-2	Financial implications and other risks and opportunities due to climate change	65	
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	68	
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	80–81	
	205-3	Confirmed incidents of corruption and actions taken	80–81	

GRI 301: Materials 2016	301-1	Materials used by weight or volume	69	
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	38–40	
	303-2	Management of water discharge-related impacts	38–40	
	303-3	Water withdrawal	72–73	
	303-4	Water discharge	72–73	
	303-5	Water consumption	72–73	
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	40–43	
	306-2	Management of significant waste-related impacts	40–43	
	306-3	Waste generated	73	
	306-4	Waste diverted from disposal	42, 73	
	306-5	Waste directed to disposal	73	
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	64–65	
	308-2	Negative environmental impacts in the supply chain and actions taken	64–65	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	74–75	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	75–76	
	401-3	Parental leave	76–77	
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	77	
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	45	
	403-2	Hazard identification, risk assessment, and incident investigation	45	
	403-3	Occupational health services	45, 49	

	403-4	Worker participation, consultation, and communication on occupational health and safety	49	
	403-5	Worker training on occupational health and safety	49	
	403-6	Promotion of worker health	49	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	45	
	403-8	Workers covered by an occupational health and safety management system	78	
	403-9	Work-related injuries	78	
	403-10	Work-related ill health	78	
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	47, 77	
	404-2	Programs for upgrading employee skills and transition assistance programs	46	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	47–49, 74–75	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	50–52	
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		In 2025, no operations were found to pose a risk to workers' rights to exercise freedom of association or collective bargaining.
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor		In 2025, no operations were identified as having significant risks for incidents of child labor or

				young workers being exposed to hazardous work.
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor		In 2025, no operations were identified as having significant risks for incidents of forced labor.
GRI 413: Local Communities 2016	413-2	Operations with significant actual and potential negative impacts on local communities	55–58	
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	64–65	
	414-2	Negative social impacts in the supply chain and actions taken	64–65	
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	78	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	78	
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	79–80	
	417-2	Incidents of non-compliance concerning product and service information and labeling	79–80	
	417-3	Incidents of non-compliance concerning marketing communications	79–80	
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	81	

SASB Content Index

Sustainability Accounting Standards: Processed Foods

Code	Sustainability Metric	Page Number/s	Direct Answer
Energy Management			
FB-PF-130a.1	Total energy consumed, percentage grid electricity, percentage renewable	69–70	
Water Management			
FB-PF-140a.1	Total water withdrawn, total water consumed	72–73	
	Percentage of each in regions with High or Extremely High Baseline Water Stress	72–73	
FB-PF-140a.2	Number of incidents of non-compliance associated with water quality permits, standards and regulations	72–73	
FB-PF-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	38–40	
Food Safety			
FB-PF-250a.1	Global Food Safety Initiative (GFSI) audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor non-conformances		No major non-conformances were identified in audited certified facilities. The Company maintains food safety assurance through facilities certified to Global Food Safety Initiative (GFSI)-recognized standards and continues to strengthen supplier food safety requirements and monitoring systems.
FB-PF-250a.2	Percentage of ingredients sourced from Tier 1 supplier facilities certified to a Global Food Safety Initiative (GFSI) recognized food safety certification program		In 2025, sourcing efforts focused on enhancing audit processes, strengthening corrective action management, and improving supplier

			alignment with recognized certification programs.
FB-PF-250a.3	Total number of notices of food safety violation received, percentage corrected		No notices of food safety violations received in 2025.
FB-PF-250a.4	Number of recalls issued and total amount of food product recalled		No recalls of food products in 2025.
Health and Nutrition			
FB-PF-260a.1	Revenue from products labelled and/or marketed to promote health and nutrition attributes	78	
FB-PF-260a.2	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	26–31	
Product Labeling and Marketing			
FB-PF-270a.1	Percentage of advertising impressions made on children and made on children promoting products that meet dietary guidelines	79–80	
FB-PF-270a.3	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	79–80	
FB-PF-270a.4	Total amount of monetary losses as a result of legal proceedings associated with labeling and/or marketing practices	79–80	
Packaging Lifecycle Management			
FB-PF-410a.1	Total weight of packaging, percentage made from recycled and/or renewable materials, and percentage that is recyclable, reusable, and/or compostable	69	
FB-PF-410a.2	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	40–43	

Environmental & Social Impacts of Ingredient Supply Chain

FB-PF-430a.1	Percentage of food ingredients sourced that are certified to third-party environmental or social standards, and percentages by standard		Food ingredients are currently not assessed for certification against third-party environmental or social standards
FB-PF-430a.2	Suppliers' social and environmental responsibility audit non-conformance rate and associated corrective action rate for major and minor non-conformances		Suppliers are currently not audited using environmental standards.

Ingredient Sourcing

FB-PF-440a.1	Percentage of food ingredients sourced from regions with High or Extremely High Baseline Water Stress	69	
FB-PF-440a.2	List of priority food ingredients and discussion of sourcing risks related to environmental and social considerations	69	

Code	Activity Metric	Page Number/s	Direct Answer
FB-PF-000.B	Number of production facilities	68	

Contact Information

GRI 2-3

Monde Nissin Corporation

Felix Reyes Street, Barangay Balibago
Santa Rosa City, Laguna Philippines
Tel: (632) 7754-8100
<https://mondenissin.com/>

Investor Relations

Michael J. Paska
Chief Investor Relations Officer and Chief Risk Management Officer
Email: investor.relations@mondenissin.com
Tel: (632) 7754-8100

Corporate Communications

Mark Tiangco
Corporate Communications Head
Email: corp.comm@mondenissin.com

Sustainability Consulting, Editorial, and Design by
Drink Sustainability Communications
www.drinkph.com



**Making
Better
Possible**

**Felix Reyes Street,
Barangay Balibago
Santa Rosa City, Laguna Philippines**

**Tel: (632) 7754-8100
<https://mondenissin.com/>**