



**DEL MONTE PACIFIC LIMITED**  
(Incorporated in the British Virgin Islands)

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**RESPONSES TO SGX QUERIES IN RELATION TO FY2025 ANNUAL REPORT**

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The SGX RegCo has issued the following queries to Del Monte Pacific Ltd (the “Company”) in relation to its Annual Report for the financial year ended 30 April 2025 (“FY2025”).

**1) We note that the Company disclosed the remuneration paid to each individual director and the chief executive officer in bands. Listing Rule 1207(10D) requires disclosure of the exact amounts as well the breakdown of remuneration paid to these persons. Such breakdown must include (in percentage terms) base or fixed salary, variable or performance-related income or bonuses, benefits in kind, stock options granted, share-based incentives and awards, and other long-term incentives. Please disclose the exact amounts and breakdown accordingly.**

**Company’s answer:**

The Company recognises the requirements of Listing Rule 1207(10D) and has endeavoured to provide disclosures on the remuneration of its directors and CEO to the extent practicable, while also respecting requests for confidentiality from concerned individuals for personal security reasons.

While Singapore is considered one of the safest countries globally, some of our Directors and CEO reside in jurisdictions where disclosure of detailed remuneration information may pose security risks.

In addition to the disclosure of remuneration to each director and the CEO in bands, the breakdown in percentage terms was presented on page 41 of the Company’s FY2025 Annual Report.

**2) We note that the Appendix 7.4.1 information for Ms Lee Kia Jong Elaine, Dr. Eufemio T. Rasco, Jr. and Mrs. Joanne de Asis Benitez have not been disclosed even though they are being put up for re-election at the annual general meeting (“AGM”). Please disclose the information as required under Listing Rule 720(6).**

**Company’s answer:**

Please see attached file titled Appendix 7.4.1 for the required information.

**3) Listing Rule 710A requires an issuer to describe its board diversity policy in its annual report, including (1) its targets to achieve diversity; (2) the accompanying plans and timelines for achieving the targets; (3) the progress in achieving the targets; and (4) a description of how the combination of skills, talents, experience and diversity of its directors serves the needs and plans of the issuer. Please disclose the required information accordingly.**

## Company's answer:

The Board had adopted a Board Diversity Policy (the "Policy") since 2016 which recognises the importance of diversity. The Policy has been made available in the Company's website and may be accessed directly through this link:

<https://www.delmontepacific.com/corporate-governance/ch-manual-1>

This Policy is based on the Board's view that diversity is important to Board effectiveness as a means to enhance decision-making by harnessing the variety of skills, industry and business experiences, gender, age, ethnicity and culture, geographical background and nationalities, tenure of service, and other distinguishing qualities of each of the members of the Board.

(1) the Company's targets to achieve diversity;

The Company prioritises diversity in the Board by focusing on:

(a) **Experience, skills and expertise:** ensuring representation across international business exposure, functional specialisation and industry backgrounds;

(b) **Demographics:** promoting balance across gender, age and tenure;

(c) **Perspectives:** incorporating varied professional and cultural viewpoints to enhance Board decision-making.

To this end, the Company has set the following diversity targets:

- No single industry background accounts for more than one-third of the Board;
- Maintain one-third female representation; and
- Broaden the age mix to include directors from different age brackets.

(2) the Company's plans and timelines for achieving the targets;

With the reorganisation of the Board in 2025 due to the retirement of long-serving independent directors, the Company has aligned its succession planning process with diversity targets.

Specifically:

Short-term (2025 – 2026) Replace outgoing directors with candidates who broaden skillsets in sustainability particularly in agriculture and latest governance practices while having at least one-third female representation in the Board.

Medium term (2027 – 2028) Further diversify by reducing concentration of directors with banking and finance backgrounds, targeting at least one to two new directors from consumer marketing/ product innovation in FMCG-related sectors and/or IT/new technology and sustainability expertise.

Ongoing – Review Board composition annually to ensure continued alignment with regulatory compliance, Company's business requirements and stakeholder expectations.

(3) the Company's progress in achieving the targets;

The Company has achieved progress in gender diversity with women directors now comprising one-third of the Board. However, concentration in certain industry backgrounds (finance) and age groups remains an area for improvement. Efforts are ongoing to seek out new directors with expertise in innovation, global supply chains, technology and/or sustainability, and to expand generational diversity.

(4) a description of how the combination of skills, talents, experience and diversity of its directors serves the needs and plans of the issuer.

The Board collectively brings expertise across key domains including business operations, entrepreneurship, corporate finance, banking, mergers and acquisitions, agronomy, IR/PR, corporate governance and risk management.

The current mix allows the Company to:

- Oversee complex business operations with sensitivity to diverse markets;
- Balance financial discipline with innovation and growth strategies;
- Navigate risks in the markets and regulatory environments; and
- Respond to evolving stakeholder expectations on sustainability and governance.

#### **BY ORDER OF THE BOARD**

Antonio Eugenio S. Ungson  
Company Secretary

26 September 2025