

THE F&N INTEGRATED BUSINESS MODEL

OUR KEY RESOURCES

BRANDS

- Trusted brands with leadership positions
- Intellectual property
- Industry-specific knowledge

PROCESS

- Efficient plants and warehouses
- Responsible supply chains

FINANCIAL

- Stable and healthy financial position
- Strong cash position
- Access to capital

PEOPLE

- Strong leadership
- Team of experienced professionals

STAKEHOLDER RELATIONSHIPS

- Delivering quality and innovative products to customers and consumers
- Regular and transparent shareholder engagement
- Supporting communities

VALUE CREATED

Managing and deploying our resources and assets efficiently and effectively to create value for our stakeholders

DRIVING INNOVATION IN OUR PRODUCTS AND PROCESSES

Staying ahead of the curve through continuous innovation.



Our state-of-the-art, environmentally friendly facilities, including our existing plants in Rojana, Thailand and Pulau Indah, Malaysia, as well as the upcoming Soft Drinks plant in Kota Kinabalu, Malaysia, not only enhance our production capabilities and achieve cost efficiencies, but also reduce our impact on the environment.

DEPLOYING EFFICIENT AND INTEGRATED MANUFACTURING FACILITIES AND DEEPENING OUR DISTRIBUTION



FOCUSING ON SUSTAINABLE SHAREHOLDER RETURNS

FOCUSING ON A SAFE AND CONDUCTIVE WORKING ENVIRONMENT



SERVING OUR STAKEHOLDERS EFFECTIVELY

FIVE STRATEGIC IMPERATIVES

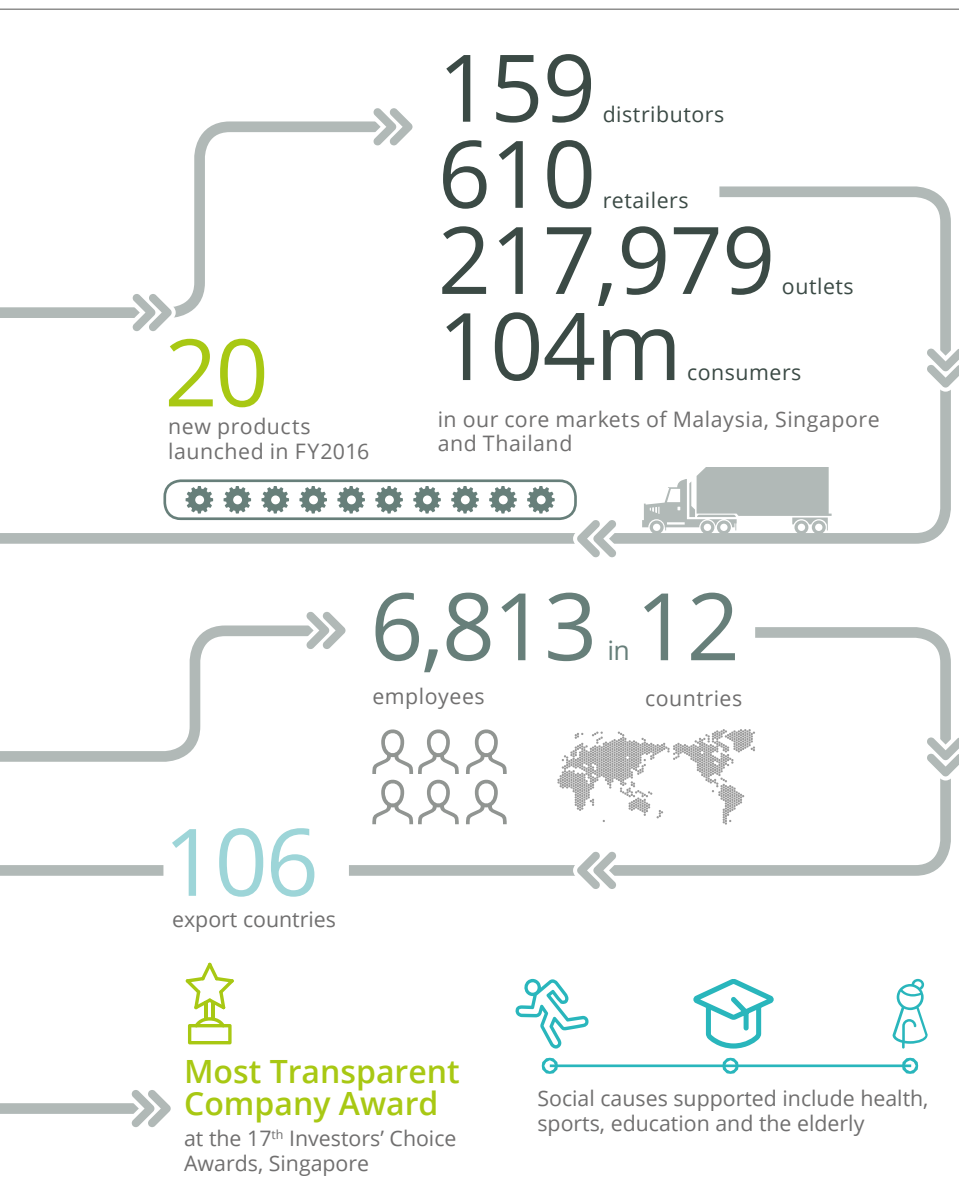
GROWTH

DIVERSITY

REACH

Note:

1 Continuing operations



VALUE SHARED

CONSUMERS

With the end consumer in mind, we produce a range of products that address evolving consumer preferences and a wide spectrum of lifestyles.

PARTNERS

We partner responsible and sustainable businesses. Throughout our supply chain, we create value and support job creation beyond our business.

SHAREHOLDERS

Managing our resources effectively enables us to maximise profits which benefit shareholders through sustainable shareholder returns.

EMPLOYEES

Our employees are our partners in shaping our success. We foster a culture of continual learning, development and reward for our employees in a healthy and safe work environment.

COMMUNITIES

Our business is built in a profitable, responsible and sustainable manner. We give back to local communities through job creation, useful products and services, social responsibility programmes and minimisation of environmental impact.

BRANDS

PROFESSIONALISM