

## Marking 121 Years of One-to-One Partnerships

This being our 121<sup>st</sup> year, we celebrate the unique one-to-one ('1-2-1') relationships we enjoy with our partners and customers.

F&N is built on trust created by strong, enduring one-to-one bonding. From the very first day of our founding, our relationships with business partners, shareholders, customers, suppliers and staff have been marked by exceptional mutual affection and regard. This glowing bond has lent us wings and allowed us to soar.

And so, in this 121<sup>st</sup> year, we would like to say to you one-to-one : "Thank you for inspiring us to greater heights."



"After a game, nothing refreshes like 100PLUS."

"F&N invokes good memories - we had F&N orange served at my wedding!"

"After a game, nothing refreshes like 100PLUS."

"I bagged my biggest deal at Fraser Place at Robertson Walk. There's no doubt in my mind it is the best business meeting place."

"F&N invokes good memories - we had F&N orange served at my wedding!"

"I bagged my biggest deal at Fraser Place at Robertson Walk. There's no doubt in my mind it is the best business meeting place."

"I grew up with Federal Publications textbooks."

"After a game, nothing refreshes like 100PLUS."

"I grew up with Federal Publication textbooks"

"I grew up with Federal Publications textbooks."



# F&N

**Through the course of the Group's journey to international repute, F&N has acquired the trust and affection of its shareholders – priceless commodities that have stood the test of time.**

The Group's strength lies in its ability to relate to and bond with its stakeholders and customers. This attribute has allowed us to successfully :

- develop brand champions that enjoy fierce consumer loyalty,
- deliver award-winning customer experiences across all product and service categories,
- enlarge market share in almost all our business sectors, and
- become a well-respected global corporation.

But all this did not happen by chance.

Over the past 121 years, we have single-mindedly stressed the importance of delivering premier, people-focused experiences to all whom we come into contact with and in every aspect of our operations. As a result, our companies and brands today resonate with soul and credibility.

With this annual report, we thank you for an exceptional 121-year run. And we look forward to more fulfilling years with you.