

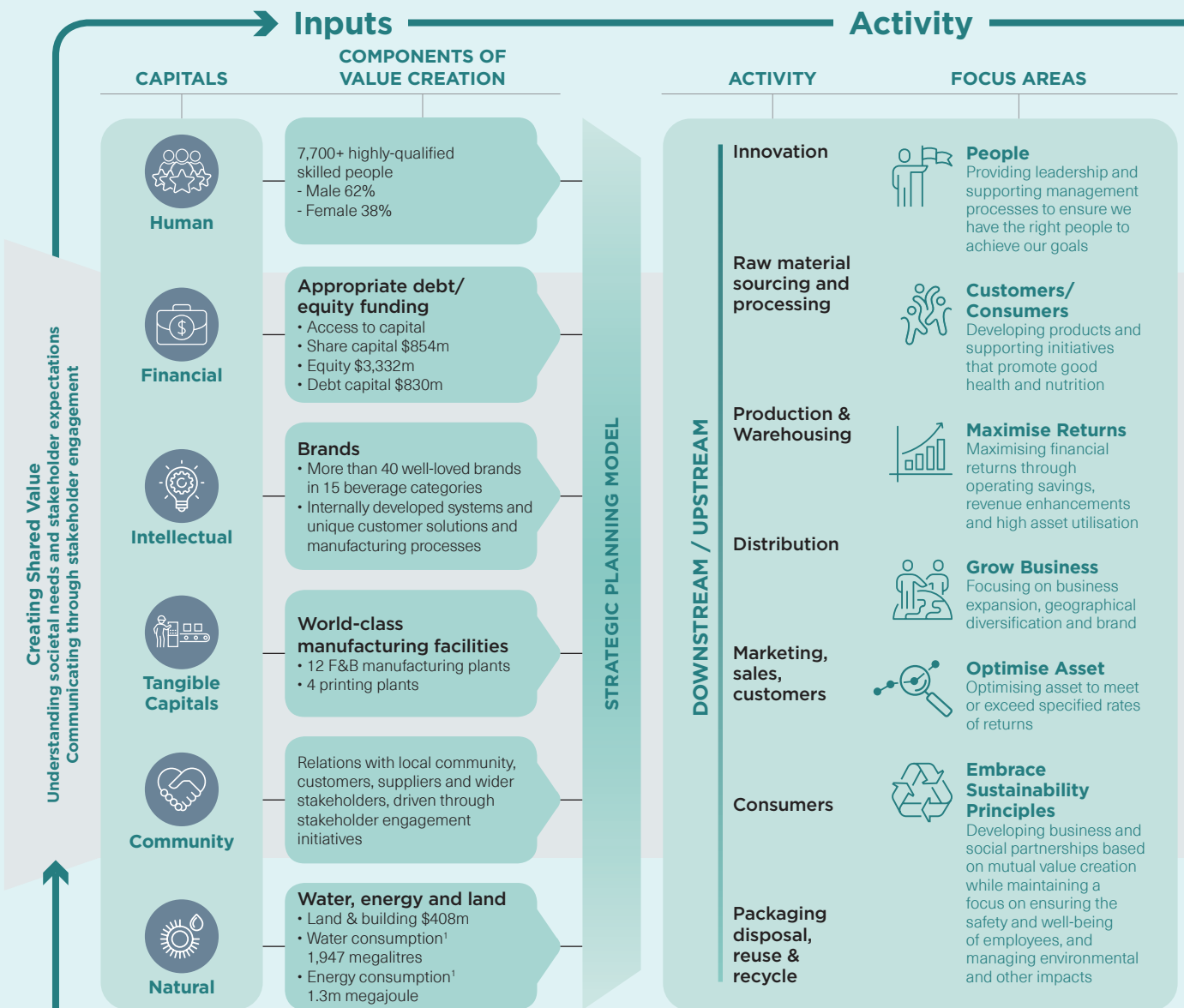
F&N Business Model

Our Vision

To be a stable and sustainable Food & Beverage leader in the ASEAN region

Our Strategy

- Winning with Brands**
 Focusing resources on and drive the growth of brands that are in the medium- to high-growth segments and where F&N has a right to win
- Winning with Innovation**
 Focusing on offering new products that appeal to our customers and consumers
- Winning in Marketplace**
 Focusing on strengthening levers to execute a strong go-to-market strategy that reduces cost and risk
- Winning with People**
 Focusing on attracting and retaining the talent we need to achieve our growth priorities



Note:

¹ Included water and energy consumed at the Group's significant operations in Malaysia, Singapore and Thailand

Core areas of sustainability:

- Driving economic value
- Empowering our people
- Enhancing social well-being
- Promoting eco-efficiency

Our Businesses

Food & Beverage (Soft Drinks, Dairies, Beer)
Offering innovative products to consumers



Publishing & Printing
Enriching lives through knowledge

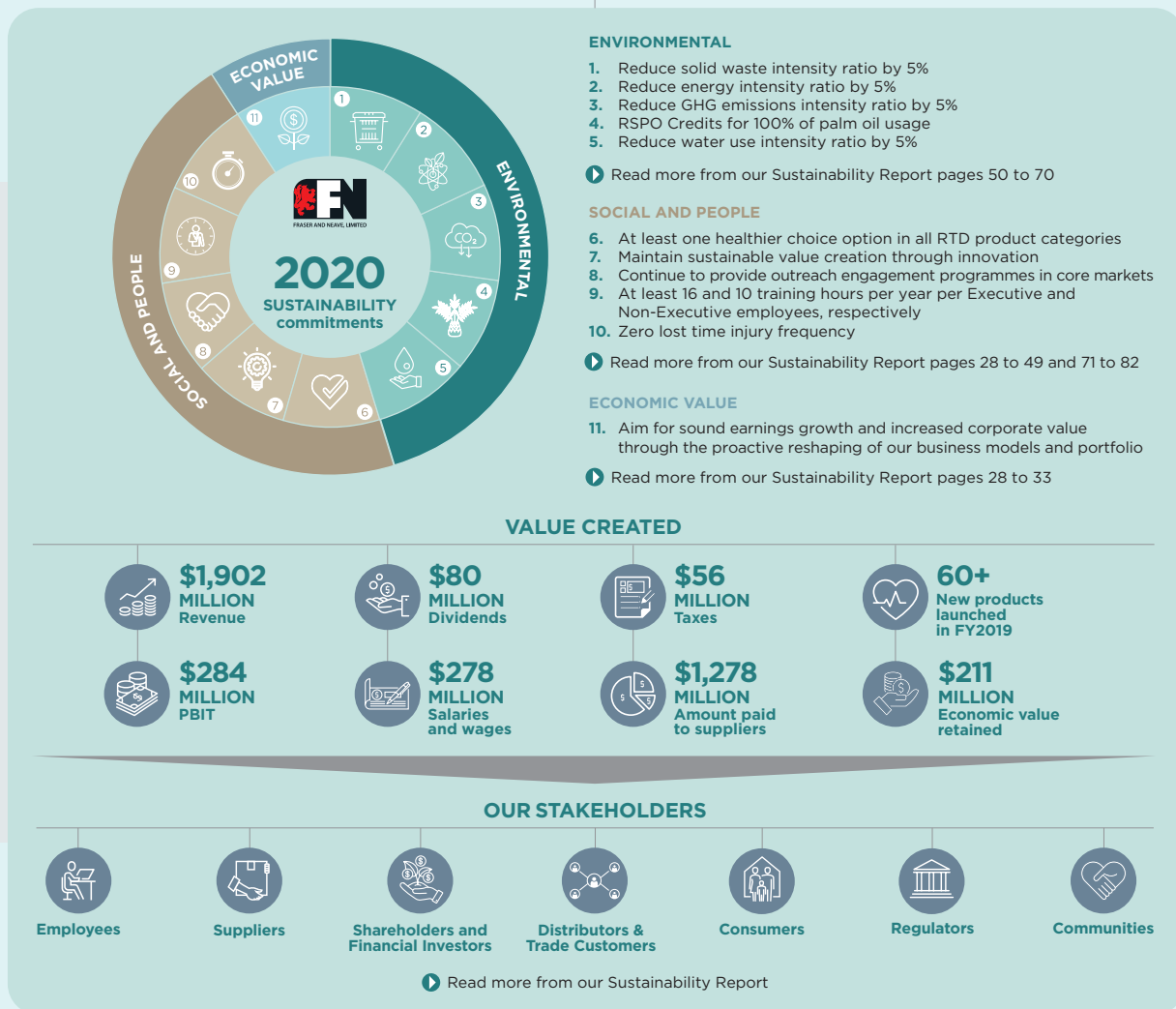


Other Strategic Investments
Delivering economic returns to stakeholders



Outputs

SUSTAINABILITY GOALS



Understanding societal needs and stakeholder expectations
 Communicating through stakeholder engagement
 Creating Shared Value

- Responsible supply chain
- Safety and well-being
- Corporate governance
- Learning organisation