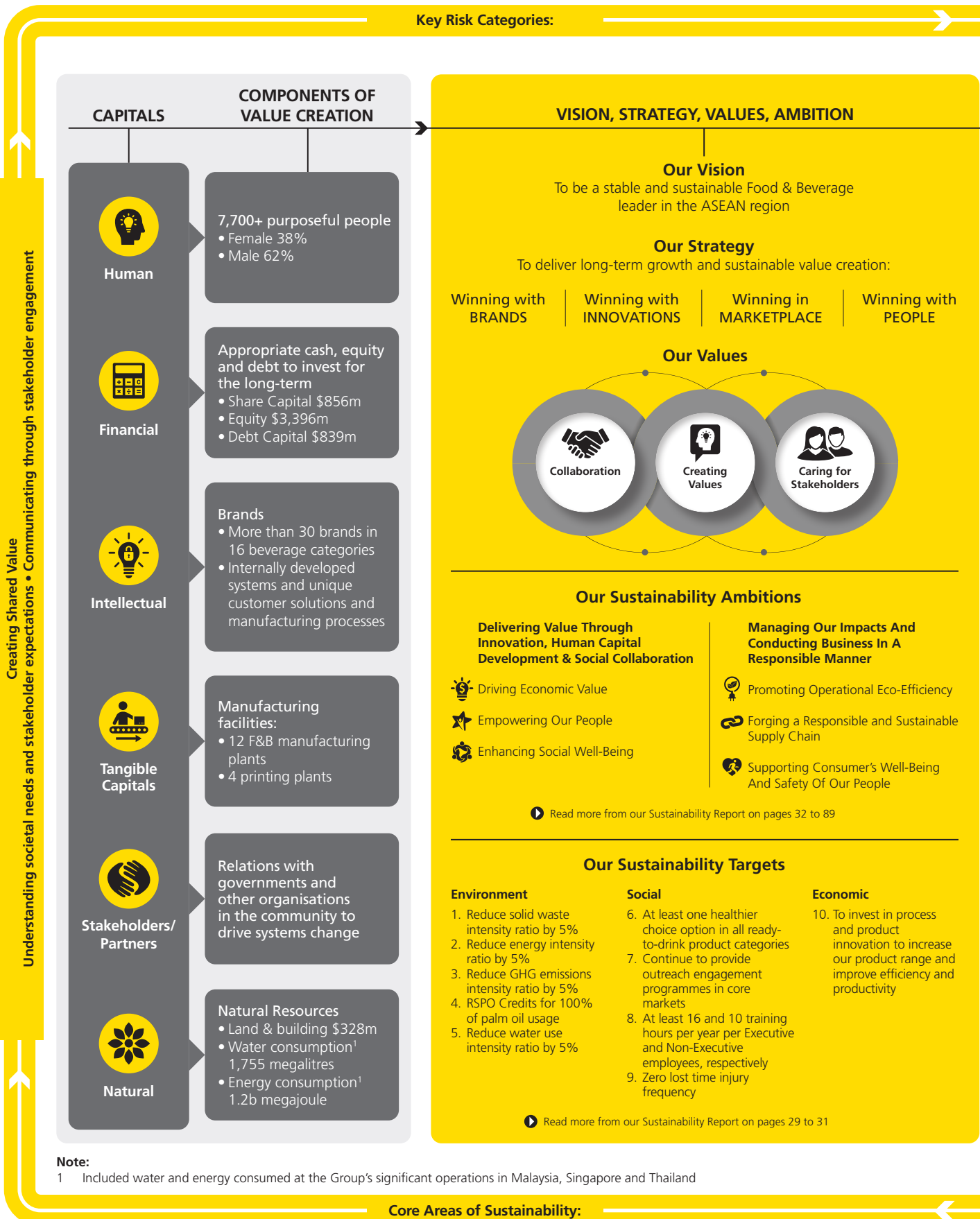


F&N Business Model

Key Risk Categories:



Note:

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

Core Areas of Sustainability:

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

