

F&N Business Model

Key Risk Categories:



WHAT WE DEPEND ON



Human
Over 6,900 talented people across the Group

By Geography

Singapore	24%
Malaysia	46%
Thailand	19%
Others	11%

RELATIONSHIPS



Social & Relationship
Our relationships with governments and other organisations help us drive change in our communities

We collaborate with over 4,000 suppliers to produce products



Intellectual
Brands, R&D capabilities, and intellectual property set us apart

- 30+ brands in 16 beverage categories
- Internally developed systems, customised customer solutions and manufacturing processes



Manufactured
We operate 12 F&B manufacturing plants and 4 printing plants in Singapore, Malaysia, Myanmar, Thailand and China

RESOURCES



Financial
Appropriate cash, equity and debt to invest for the long-term

- Share Capital \$859m
- Equity \$3,451m
- Debt Capital \$927m



Natural
Our operations are dependent on renewable and non-renewable resources particularly land, water, forests and soils

VISION, STRATEGY, VALUES, SUSTAINABILITY TARGETS

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

Our Strategy
To deliver long-term growth and sustainable value creation:

Winning with **BRANDS**
Winning in **MARKETPLACE**

Winning with **INNOVATIONS**
Winning with **PEOPLE**

Our Global Values



Collaboration



Creating Values



Caring for Stakeholders



Primary



Secondary



2025 Sustainability Targets¹

Environment	Social	Economic
1. Reduce solid waste to landfill by 30%	6. Provide an average of at least 18 hours of training to Executives and 11 hours of training to Non-executives	10. All key active suppliers to accept and comply with F&N's Supply Code of Practice
2. Reduce energy intensity ratio by 8%	7. Zero Lost Time Injury Frequency Rate	11. Rollout 10% new products
3. Reduce GHG emissions intensity ratio by 8%	8. 2/3 of F&B products to comply with Nutritional Guidelines	12. All plants to be FSSC 22000 and/or halal certified
4. Reduce water intensity ratio by 8%	9. Increase community engagement programs by 10%	
5. 25% of packaging uses recycled materials		

Note:

¹ Refer to Sustainability Report 2021 for details

Creating Shared Value

Understanding societal needs and stakeholder expectations

Communicating through stakeholder engagement

Reputational

Strategic

Currency





















Operational

Country

VALUE CHAIN

STAKEHOLDERS

THE VALUE WE CREATE

ACTIVITIES		FOCUS AREAS				
UPSTREAM	Innovation 	Our Marketing & R&D teams, combining consumer insights, technical excellence and in collaboration with suppliers, develop products that consumers want and need	 Our People We aim to reward people fairly for the work they do, and help them reach their potential	 Human • Paid \$255m in remuneration in FY2021 • Female representation: - 25% of Board - 38% of total employee - 43% of total managerial positions • Supported employees growth by providing >72,000 training hours	DOWNSTREAM	
	Sourcing 	We work closely with our suppliers to ensure their goods and services meet quality, environmental and social standards, in addition to our stringent internal standards				
	Production 	We implement a standardised safe production process, in accordance with international standards, throughout most of our operations. We also strive for eco-efficient processes, to provide good value and maximum benefit without polluting the environment	 Consumers & Customers We aim to provide superior and quality products that promote good health	 Intellectual/Consumers • Continued to fulfill consumers' demand for safe and quality products • Adopted many channels to make our products available to consumers in over 140 countries • Introduced over 40 new products in FY2021 to meet the needs of consumers • Excited consumers with the rollout of various limited edition beverages		
	Distribution 	Our extensive distribution system and network ensure that our products are efficiently distributed to our consumers. Across our operations, we strive to minimise environmental and social impacts from transportation by managing our energy use, while safeguarding the safety of our personnel and local communities	 Suppliers & Business Partners We partner with thousands of suppliers to deliver quality products, and support mutual growth	 Social & Relationship • Upheld strong human rights practices in our operations and supply chain • 91% of our suppliers are local • \$1.3b paid to suppliers; close to 70% local purchase value • 67% active suppliers who accepted F&N's Supplier Code of Practice • About 1,500 suppliers were screened using new social criteria		
	Marketing & Sales 	We demonstrate consumer and societal responsibility by providing healthier product options and informative product labels. We also seek feedback from our customers on our products to create sustainable value for consumers and for our business	 Regulators & Communities We aim to develop business and social partnerships while managing environmental and other social impacts	 Natural • Adhered to sustainable practices to protect stakeholders • Received several environmental excellence recognition • Total production volume of 1.1m MT		
	Post-Consumption Packaging Management 	We minimise the impact of post-consumer waste through research and development to deliver innovative and environmental-friendly packaging. We also promote environmental awareness to the communities where we operate	 Shareholders We aim to maximise financial returns, responsibly, through operating savings, revenue enhancements and high asset utilisation	 Manufactured • Over 80% of plants are FSSC 22000 and/or halal certified • 99% of packaging is recyclable • Reduction in greenhouse gas emissions, energy emissions and solid waste		
				Financial Outcomes		
				 \$1,879m Revenue	 \$73m Dividends	
				 \$145m APBFE	 \$220m Economic Value Retained	

