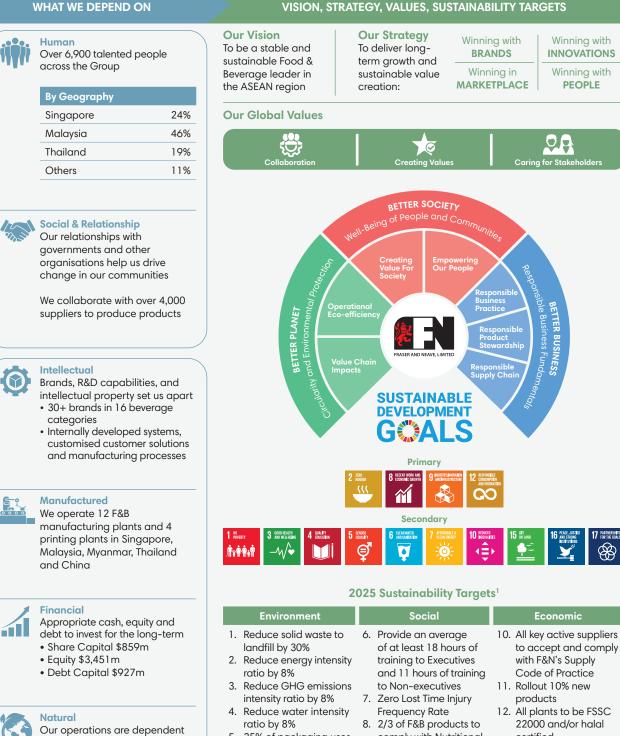
RELATIONSHIPS

F&N Business Model





WHAT WE DEPEND ON



engagement programs

by 10%

Communicating through stakeholder engagement

certified

RESOURCES

Refer to Sustainability Report 2021 for details

on renewable and non-

renewable resources particularly

land, water, forests and soils

Understanding societal needs and stakeholder expectations

Reputational	Strategic	Currency	Operational	Country	
•	VALUE CHAIN	STAKEHOLDER	s тні	E VALUE WE CREATE	
ACTIVITIES Innovation	FOCUS AREAS 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 the potential	• Paid • Fem - 25 - 38 - 43 • Sup	 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 	
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	Consumers & Customers We aim to provide superior and quality	Cor dem Ado proc over Intro in F ^N	 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 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 	
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	products that promote good healt	h • Exci • Exci varie • Uphe in ou • 91% • \$1.3k		
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	We partner with thousands of supplie to deliver quality products, and suppo mutual growth	rs • 67% • F&N's • Abou	active suppliers who accepted s Supplier Code of Practice ut 1,500 suppliers were screened new social criteria	
	and social impacts from transportation by managing our energy use, while safeguarding the safety of our personnel and local communities	Regulators & Communities We aim to develop business and	• Rece • Rece • Xce • Total	ered to sustainable practices to ect stakeholders ived several environmental llence recognition production volume of 1.1m MT	
Marketing & Sales	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		s Over and/ 99% Redu emiss	 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 	
Post- Consumption Packaging Management	and development to deliver	Shareholders We aim to maximise financial returns, responsibly, through operating			
	promote environmental awareness to the communities where we operate	savings, revenue enhancements and high asset utilisatior		state for the second se	

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