

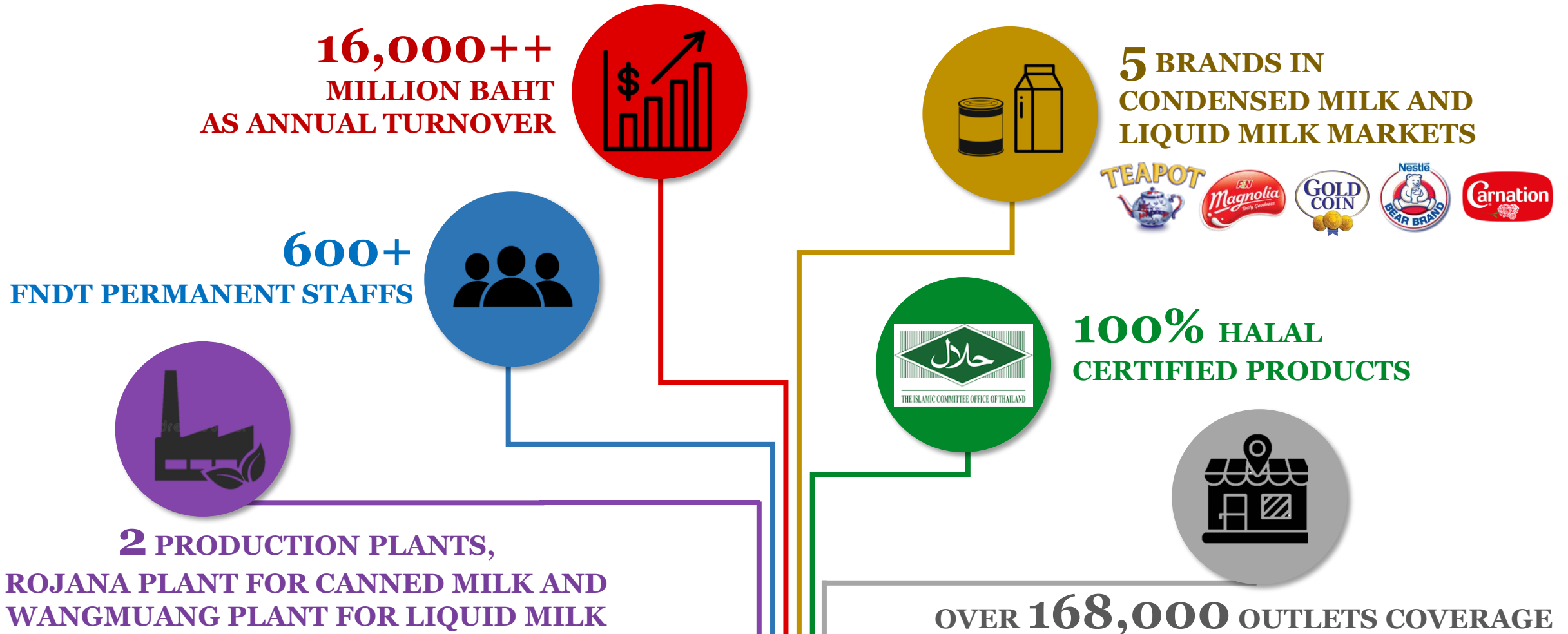


THAILAND HIGHLIGHTS

8 November 2023

F&N AT A GLANCE

FNDT established in Thailand since February 2007.



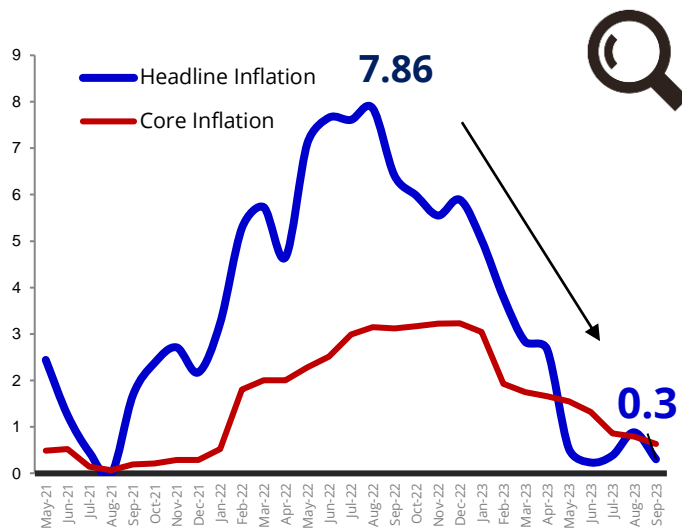
Key Indicators for Thailand Economy



Inflation (% Chg vs. YA)

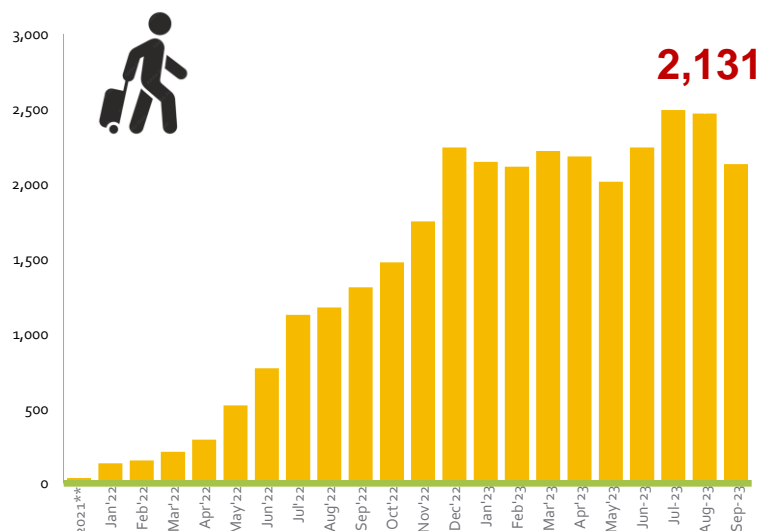
0.3% (Sep'23)
(0.88% Aug'23)

Inflation (%YOY)



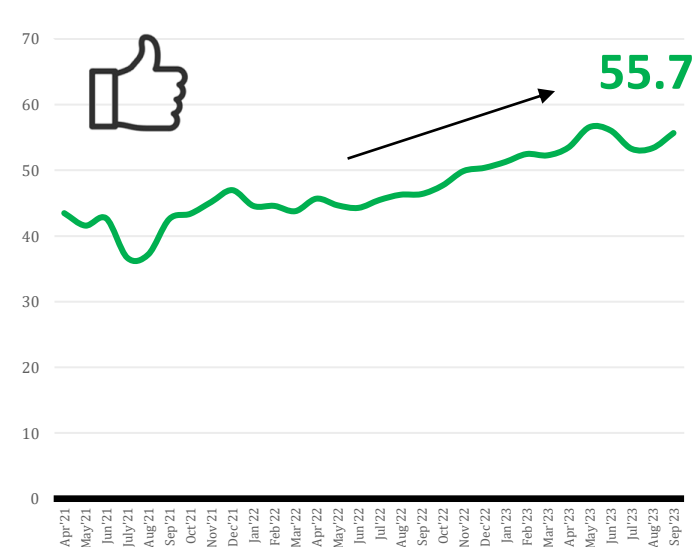
Number of Foreign Tourists

2,130,596 (Sep'23)
(2,468,042 Aug'23)



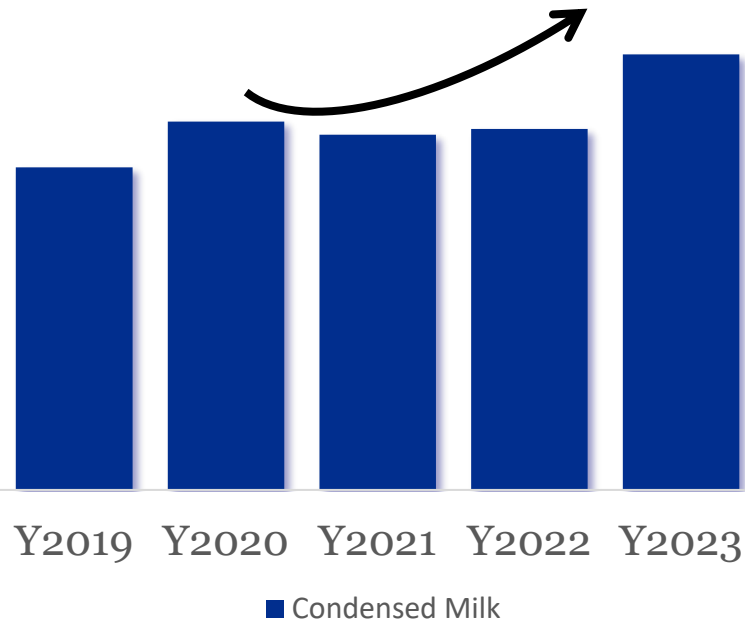
Consumer Confidence Index (CCI)

55.7 (Sep.'23)
53.4 (Aug'23)

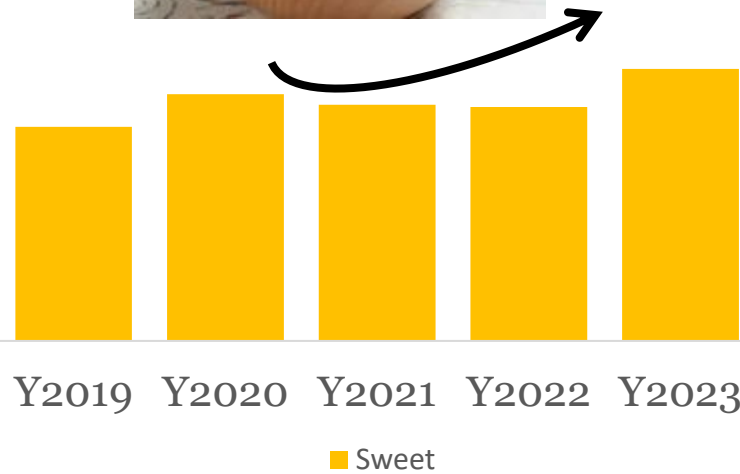


Condensed Milk Market is coming back for Growth

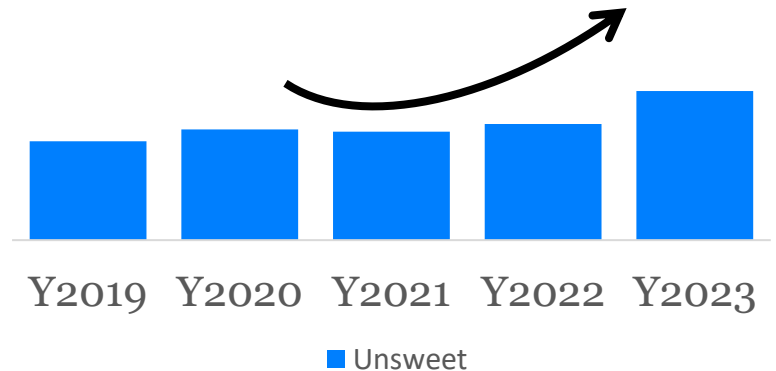
Total Condensed Milk



Sweetened Condensed Milk



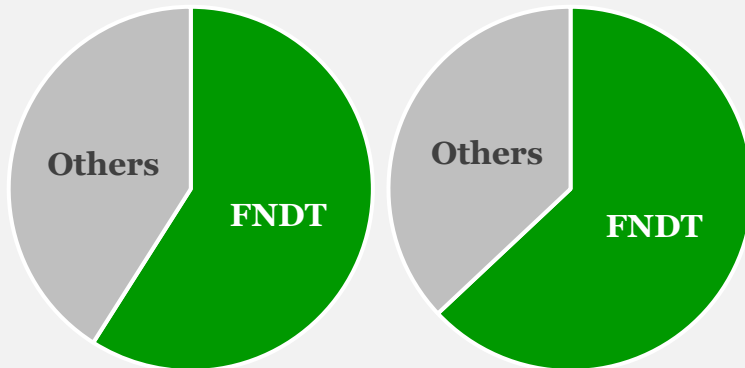
Unsweetened Condensed Milk



FNDT is Number One in all segments.



Total Condensed Milk



Oct.'21-Sep.'22

Oct. '22-Sep.'23

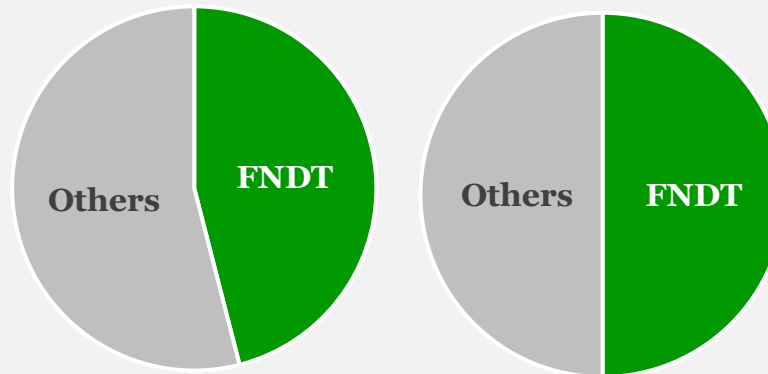
Sweetened Condensed Milk



39%



11%



Oct.'21-Sep.'22

Oct. '22-Sep.'23

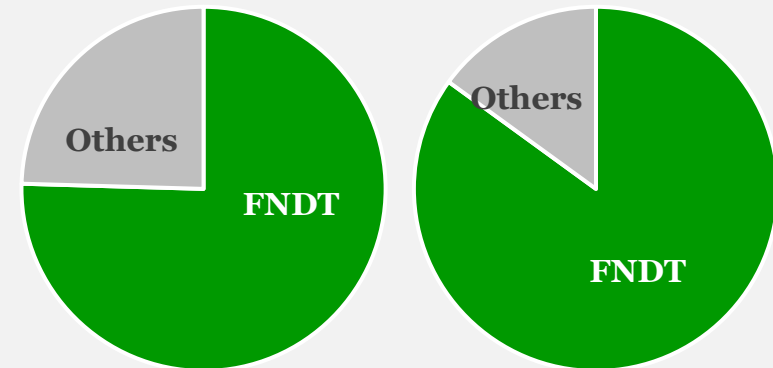
Unsweetened Condensed Milk



66%



19%



Oct.'21-Sep.'22

Oct. '22-Sep.'23

FNDT continues driving business growth.



Condensed Milk and Liquid Milk

Strengthening Our Footprints in **CURRENT** MARKET

upselling



ROJANA

*World Class Manufacturing
Started since Y2007*



NEW

WANGMUANG

*New Plant for Liquid Milk
Started since June, Y2022*



WANGMUANG started operation since June 2022.

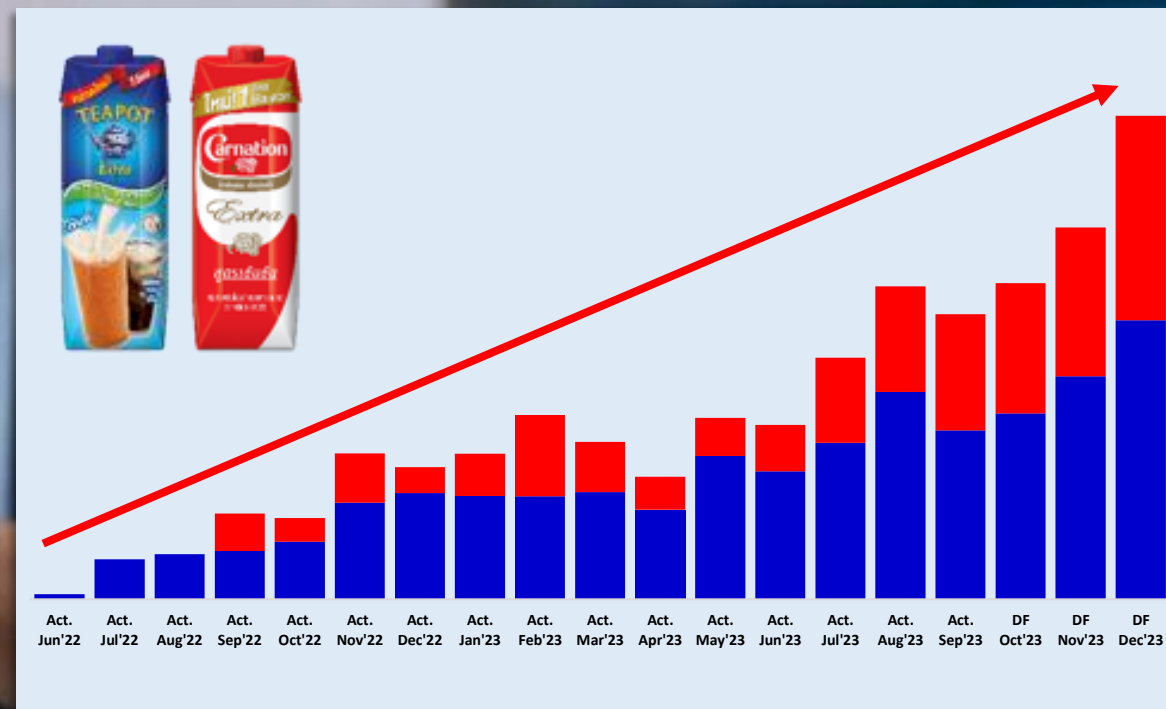


WANGMUANG Plant can produce both UHT and pasteurized liquid milk products.





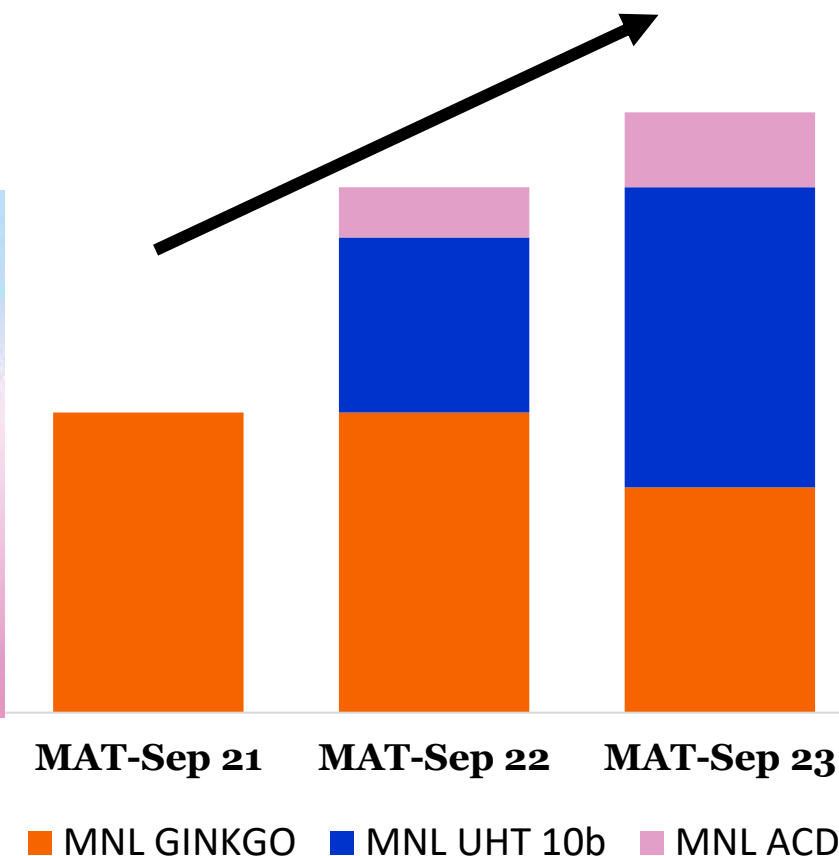
After launch 18 months,
we can sell over 1,000,000 units a month.



The more product range of MAGNOLIA UHT has increased higher market share.



MNL ACD Launch Jul'22



MNL 10B Launch Mar'22

BEAR BRAND continues to be Number One





CARNATION continues to be Number One.



Strengthen Brand Love among Operators



Loyalty Program via “Rewards Campaign”



Synchronize at shopfront



Expanding in-home consumption





TEAPOT has more SKUs and high growth.



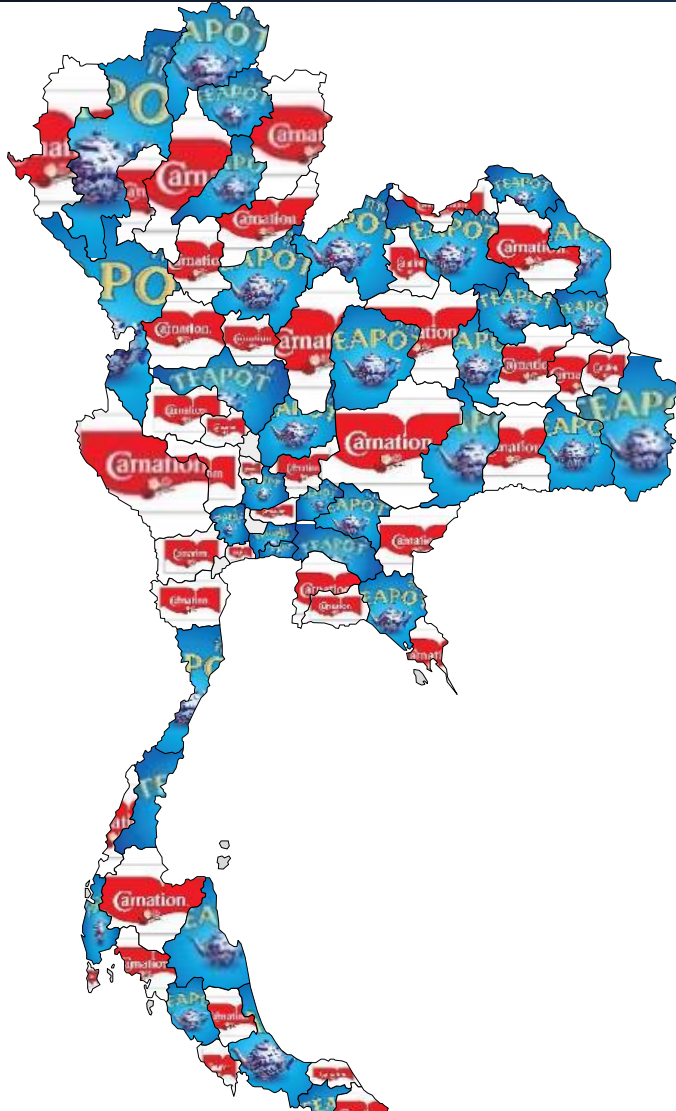
“Celebrate 15 Years Anniversary”



TEAPOT



“From Hawker Decoration to be Hawker Connection”



**Over 35,000
Hawkers**

Smart Warehouse Logistics: First operation by November 2021



Productivity, Fast Delivery, Automate WMS and WCS integration, Cost competitiveness



RGV



AGV

Less Forklifts and Headcounts

Automate distribution output
140,000 cases/day
Capacity 30,000 pallets



Inbound

RGV



ASRS SYSTEM



RGV



AGV



Outbound

A stylized world map in shades of blue and white, set against a dark blue background. The map features numerous glowing white nodes connected by dashed white lines, representing a global network or footprint. The text "Strengthening Our Footprints in" is written in a white serif font, and "NEW MARKET" is written in a bold, green sans-serif font with a white outline, both centered over the map.

Strengthening Our Footprints in **NEW** MARKET



FNDT Business in CAMBODIA



2,000+ MB
GSR PER Y2023



LEADING BRAND OF CONDENSED
MILK IS **TEAPOT**

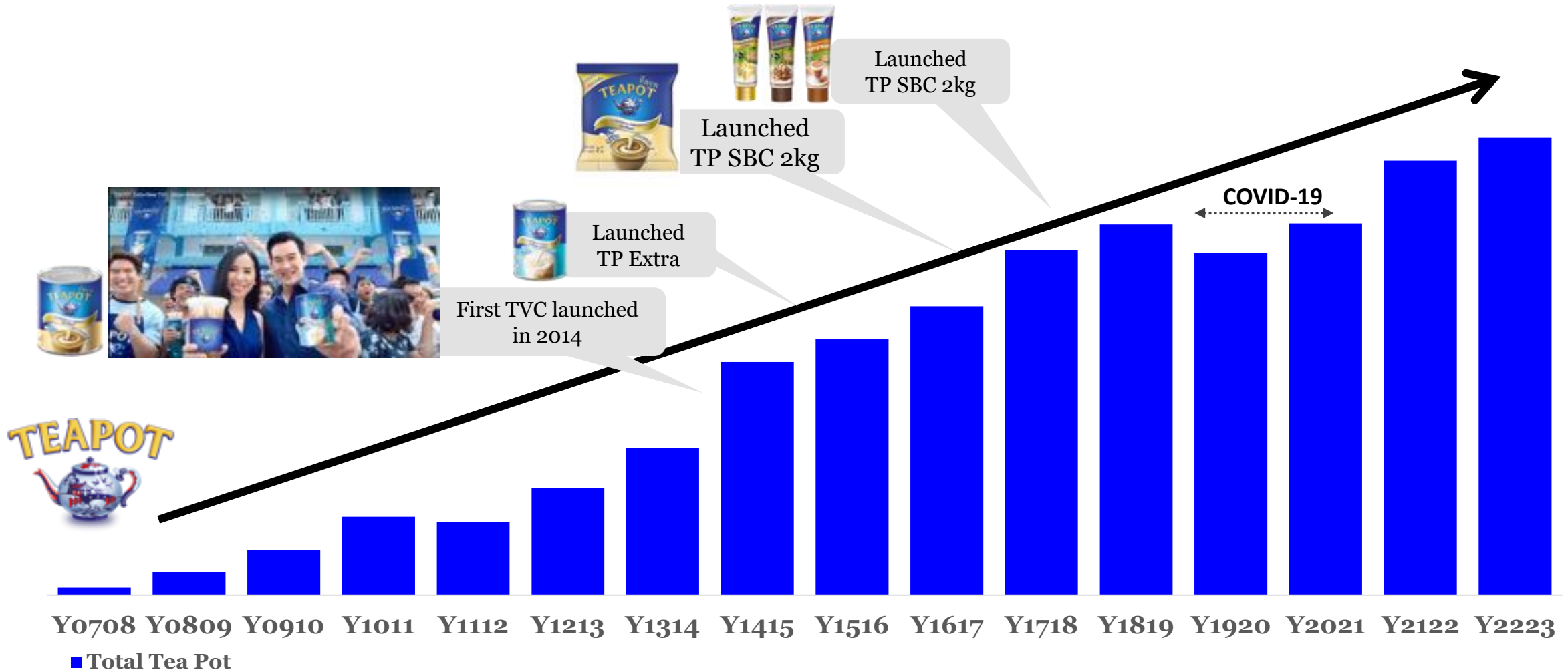


MAGNOLIA
IS IN BOTH UHT & PASTEURIZED
LIQUID MILK



Bear Brand
Nestle returned to F&N by April'23

TEAPOT sales started since Y2008 with 1 million cans and now in Y2023, there are 45 million cans sales a year



Impact on-ground activities and brand visibility



FNDT Exclusive Distribution Sales Team covers all 25 provinces in Cambodia with coverage 8,000+ outlets.



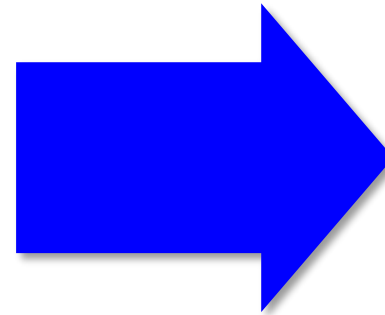
5 Vans
2 Tuk Tuk

“19 units”

FNDT Export and Beyond



Explore Opportunity for Import





ESG Sustainability: Environmental Innovation Projects & Renewable Energy



WCM Excel As One Convention 2023



Wang Muang Plant:
Zero Discharge & Water
Recovery Pond for
Recreation Area

Innovation projects contributes to environmental caring

- 40% Energy & Water reduction
- 10% Renewable energy
- 50% Packing minimization
(basis year 2012)



Solar cell supply to water pump Napier grass plantation

CSR Highlights to Support the Commodity



Build Business Partner Relationship



FNDT supports facilities for Khao Yai Milk Cooperative.

Agricultural Training & Practice



Training & Practice for the farmers to develop and improve the milk quality & quantity.

Dairy Learning Center



FNDT provides an education & development of dairy process to the Cooperative & Farmers.

FNDT – Double Digit Growth From Now





THANK YOU

