

Corporate Profile

Established in 1883, Fraser and Neave, Limited ("F&N") is a leading Southeast Asia Consumer Group with expertise and prominent standing in the Food & Beverage and Publishing & Printing industries.

Leveraging its strengths in marketing and distribution; research and development; brands and financial management; as well as years of acquisition experience, F&N provides key resources and sets strategic directions for its subsidiary companies across both industries.

Listed on the Singapore stock exchange, F&N ranks as one of the most established and successful companies in the region with an impressive array of renowned brands that enjoy strong market leadership. F&N is present in 11 countries spanning Asia Pacific, Europe and the USA, and employs over 7,890 people worldwide.

For more information on F&N, please visit www.fraserandneave.com.

Our Vision

To be a stable and sustainable leader in Southeast Asia

Vision 2020

Together with our strategic partner Thai Beverage Plc Limited ("ThaiBev"), our aim is to increase the size and scale of the ThaiBev F&N Group by leveraging each other's strengths. Vision 2020 is the strategic roadmap to help us realise our ambition of becoming a stable and sustainable leader in Southeast Asia ("SEA"). The roadmap centres on the Group building a solid platform for overseas expansion, focusing on SEA, via a two-pronged approach:

- Strengthening market positions in Singapore, Malaysia and Thailand: Leveraging both F&N

and ThaiBev's portfolio of brands, as well as distribution and bottling systems, one of the largest and most extensive in SEA.

- Overseas expansion: Using its operations in Singapore, Malaysia and Thailand as the platform, F&N intends to replicate its successful business models in other ASEAN countries, in particular Vietnam, Myanmar and Indonesia in the next three years. The Group aims to establish itself as one of the top three food and beverage players in key markets outside of Singapore, Malaysia and Thailand.

The Five Strategic Imperatives of Vision 2020

Reach

To strengthen and build our route-to-market in priority markets, and to be the most trusted and preferred beverage partner

Diversity

To diversify revenue and earnings through geographic expansion and product diversification.

- Existing markets: Singapore, Malaysia and Thailand
- New markets: Myanmar, Indonesia, Vietnam and Philippines

Growth

To be the leading beverage company in SEA, differentiated through innovation by developing beverages that meet consumers' evolving needs and preferences

Brands

To be amongst the top three players in our markets. The Group's core brands for non-alcoholic beverages are:

- 100PLUS
- F&N NUTRISOY
- F&N MAGNOLIA
- EST
- OISHI

Professionalism

To be the employer of choice

