

CORPORATE PROFILE

VISION

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

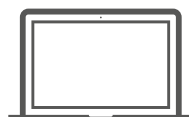
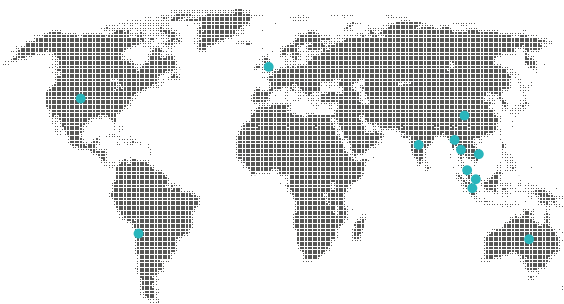
MISSION

To be ASEAN's leading owner and provider of quality and innovative products that consumers choose and trust. To support our mission, we are guided firmly by our commitment to great value, the community, diversity and the environment.

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 12 countries spanning Asia Pacific, Europe and the USA, and employs 6,813 people worldwide.



For more information visit www.fraserandneave.com

STRATEGIC DIRECTION

Our goal is to be the ASEAN consumer's trusted source of dairy and beverage products, embodying the Group's '*PURE ENJOYMENT. PURE GOODNESS*' philosophy. To achieve our goals, we have established several strategic pillars:

CLEARLY-TARGETED PORTFOLIO OF BRANDS AND PRODUCTS

F&N embraces a brand portfolio strategy in order to maximise consumer reach. This approach allows the Group to seize opportunities from multiple segments, providing distinct and relevant products to a wide demographic spectrum of consumers. While we continue with our brand portfolio strategy, we will also focus our investment on and drive the growth of our Power Brands.

LEADING THROUGH INNOVATION

F&N fosters a culture of creative thinking and embraces changes. The Group requires its businesses to generate new innovation each year, in product development or processes, so as to maintain sustainable leadership in the industry.

STRIVING FOR COMMERCIAL EXCELLENCE

Commercial excellence is all about strengthening the way we market, distribute and sell our products in order to deliver excellent customer experiences and forge closer relationships with consumers – and ultimately drive consumer loyalty.

We continuously identify and strengthen levers to improve operational efficiency, increase brand presence and sell-through, and streamline internal processes to accelerate decision-making and make our organisation leaner and more efficient.

INVESTMENTS FOCUSING ON RIGHT TO WIN

F&N targets leading market positions in all markets in which we compete. We prioritise our investments in markets where we have a *right to win*. We look at markets that offer the best medium- to long-term growth and profitability opportunities, encompassing the way we compete, our capabilities with which we will compete, and portfolio decisions. In this respect, we place considerable emphasis on expanding our activities in Southeast Asia, particularly Indonesia, Myanmar and Vietnam.

COMMITTING TO TALENT DEVELOPMENT

F&N recognises that its People are a key enabler of its strategies. Our People are at the centre of our universe. Our strategy incorporates a roadmap for attracting, developing and retaining our most valuable asset – People. The Group sets out specific, actionable steps that are either already in place, or under development, to support our businesses in becoming the best at what they do.