

# VISION 2020

Together with our strategic partner, Thai Beverage Plc Limited (“ThaiBev”), our aim is to increase the size and scale of the F&N ThaiBev Group by harnessing each other’s strengths. Vision 2020 charts a roadmap to help us achieve 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	OVERSEAS EXPANSION
<p>In Singapore, Malaysia and Thailand: Leveraging both F&amp;N and ThaiBev’s portfolio of brands, as well as distribution and bottling systems, one of the largest and most extensive in SEA.</p>	<p>Using its operations in Singapore, Malaysia and Thailand as the platform, F&amp;N intends to replicate its successful business models in other ASEAN countries, in particular Indonesia, Myanmar and Vietnam by 2020. 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.</p>

<p><b>VISION</b></p> <p><b>20</b></p> <p><b>20</b></p>	<p>The five strategic imperatives of Vision 2020</p> <ol style="list-style-type: none"> <li>1 GROWTH</li> <li>2 DIVERSITY</li> <li>3 REACH</li> <li>4 BRANDS</li> <li>5 PROFESSIONALISM</li> </ol>
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# 1 GROWTH

By driving product innovation, diversifying our portfolio, leveraging distribution networks in core markets, and expanding our business in SEA, the F&N ThaiBev Group aims to be the largest and most profitable beverage company in SEA.

F&B Revenue (\$m)



-6% from FY2015

20

New F&B products  
launched in  
FY2016

SINGAPORE

#2

vending player following  
acquisition of Warburg

No. of active vending  
machines increased almost

3x

F&B Profit Before  
Interest & Taxation (\$m)



+32% from FY2015

Profit Before Interest  
& Taxation Margin (%)



+2pp from FY2015

VIETNAM

F&N Vietnam LLC incorporated  
for the distribution and trading  
of non-alcoholic beverages  
and beer

MALAYSIA

Over  
\$70m

invested in capacity  
expansion in FY2016

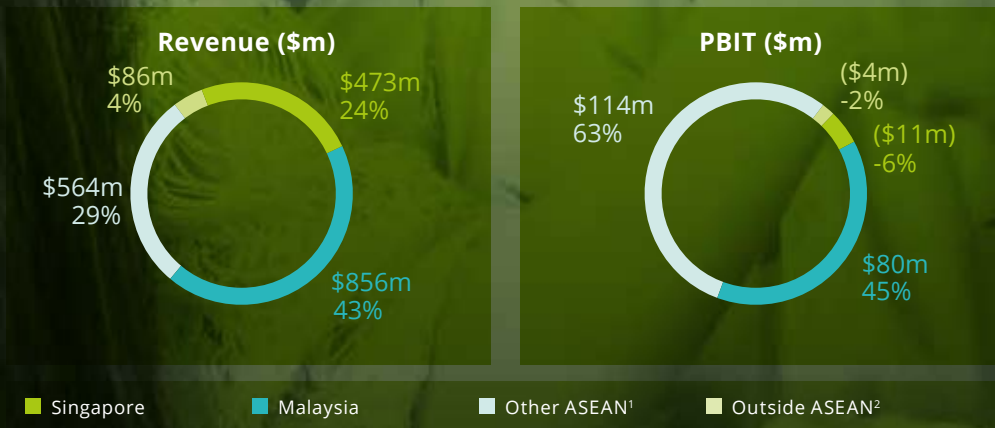
# 2 DIVERSITY

Diversify revenue and earnings through geographic expansion and product diversification.

## NO OF PRODUCTS AND FLAVOURS IN PORTFOLIO AS AT FY2016



## CONTRIBUTION BY GEOGRAPHY



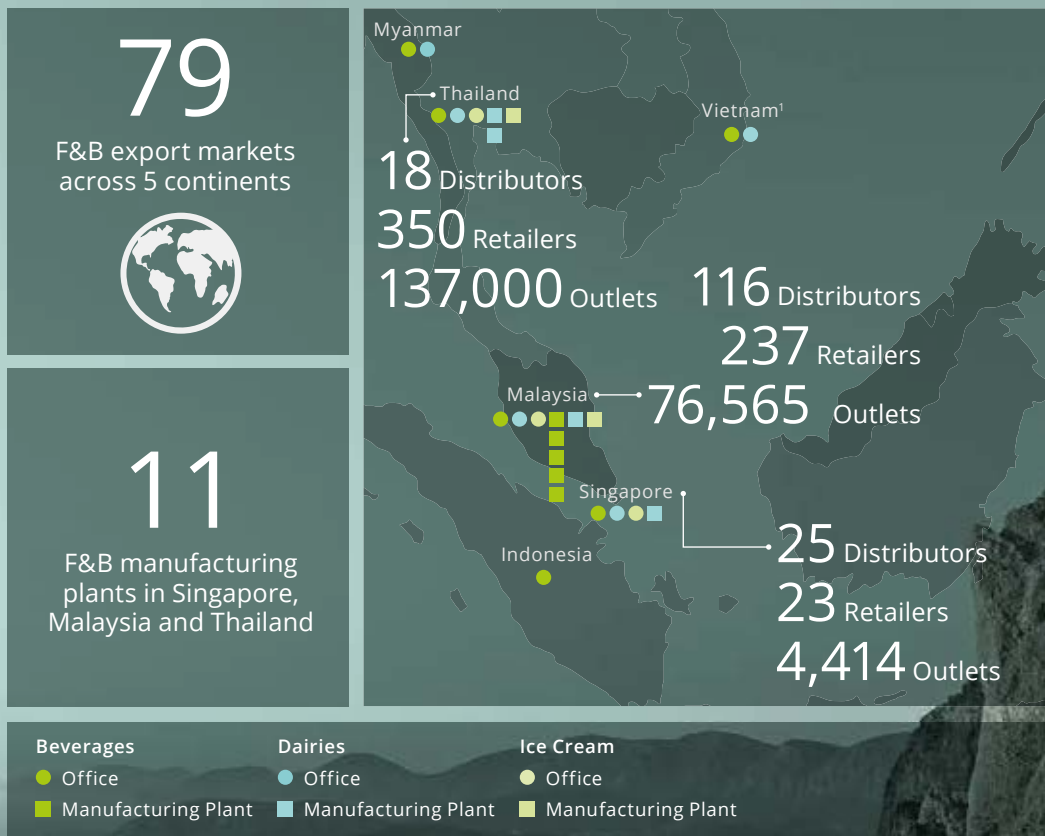
Notes:

- 1 Other ASEAN: Myanmar, Thailand, Vietnam and Indonesia
- 2 Outside ASEAN: China, Taiwan, India, Australia, Europe and USA



# 3 REACH

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



Note:

1 Following the acquisition of an additional 5.4% stake in Vinamilk on 12 December 2016, our stake has been increased to 16.35%

# 4 BRANDS

To be amongst the top three players in our markets.

We are honoured that our Brands in our core and new markets are amongst the greats.





# 5 PROFESSIONALISM

To be the employer of choice, and to ensure a diverse and high-performance workforce.

38,647  
training hours



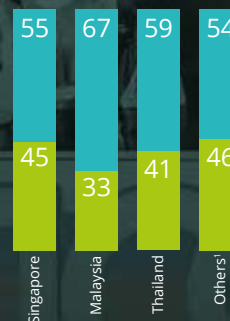
### Total Employees



### Employees by Gender (%)



### Employees by Country (%)



■ Male

■ Female

Note:

<sup>1</sup> Myanmar, Vietnam, China, Hong Kong, India and the USA