



FRASER AND NEAVE, LIMITED

Trusted by Generations



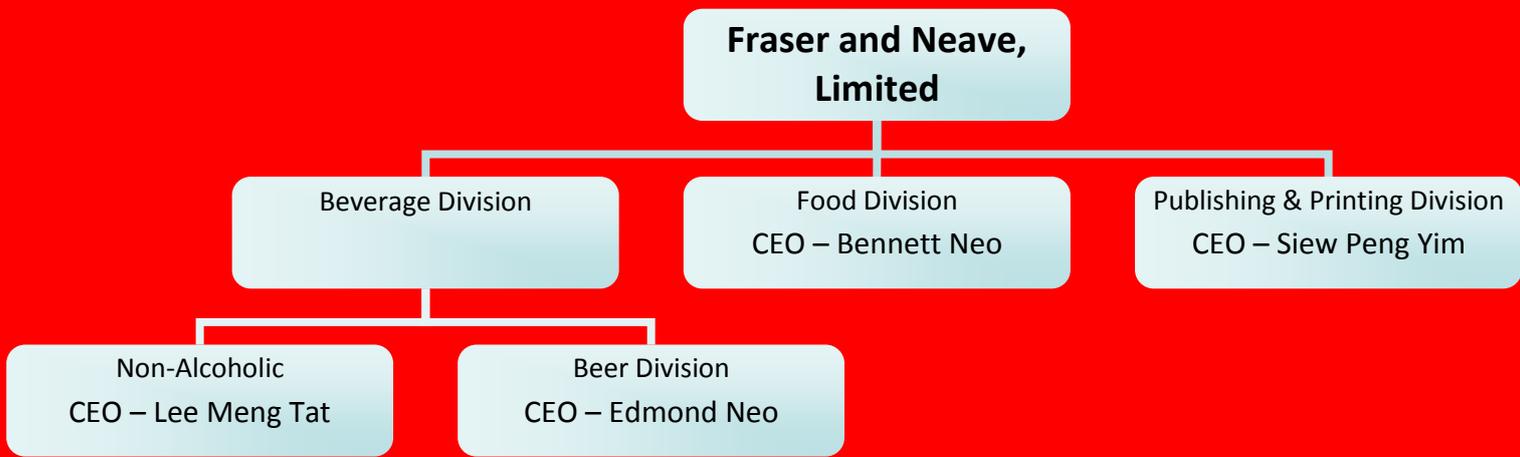
A portfolio with



Products sold in



F&N is a leading Asia Pacific Consumer Group with expertise and prominent standing in the Food & Beverage and Publishing & Printing industries. Listed on the Singapore stock exchange, it 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 over 6,800 people worldwide.



Operations in

12

COUNTRIES

Singapore (HQ)

- | | |
|-----------------------------|-----------|
| Australia | Chile* |
| China (including Hong Kong) | |
| India | Indonesia |
| Malaysia | Myanmar |
| Thailand | UK* |
| USA* | Vietnam** |



14

FACTORIES



6,813

EMPLOYEES

* Not highlighted on map

** @ 31 Jan 2017, the Group owns an 17.5% stake in Vinamilk



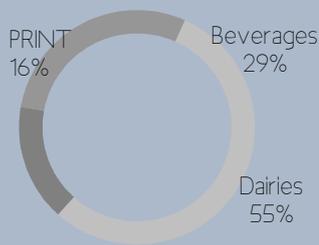
F&N by numbers (@ 30 Sep 16)

REVENUE

S\$1,979M

FY2015: S\$2,121M

REVENUE BY SEGMENT



TOTAL ASSETS

S\$3,773M

FY2015: S\$3,143M

TOTAL EQUITY

S\$3,153M

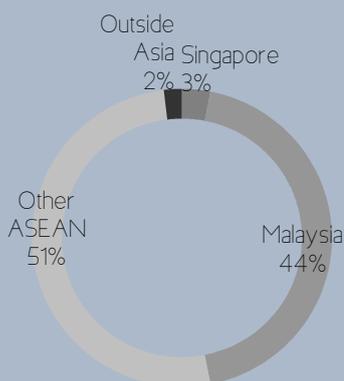
FY2015: S\$2,556M

EBITDA

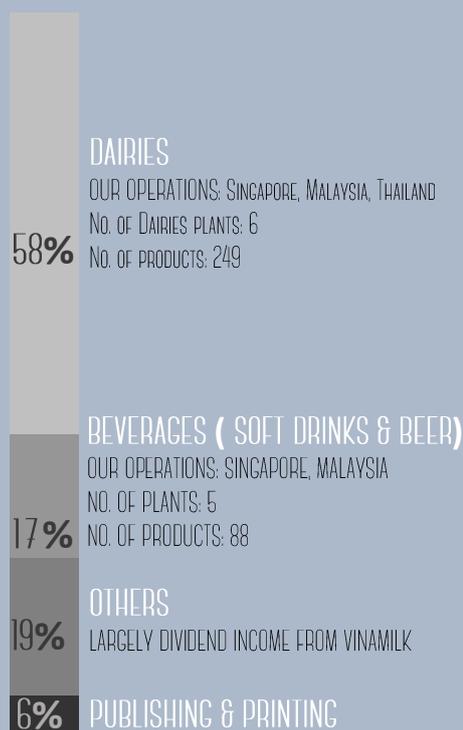
S\$241M

FY2015: S\$215M

EBITDA BY GEOGRAPHY



EBITDA BY SEGMENT



OUR STRATEGIC DIRECTION

- 1. CLEARLY TARGETTED 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.
- 2. LEADING THROUGH INNOVATION**
 F&N fosters a culture of creative thinking and embraces changes. It requires businesses to generate new innovation each year, in products development or processes, so as to maintain sustainable leadership in its industry.
- 3. STRIVE 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.
- 4. INVESTMENTS FOCUSING ON RIGHT TO WIN**
 F&N targets leading market positions in all markets in which it competes. It prioritises its investments in markets where it has a *right to win*. F&N looks at markets that offer the best medium- to long-term growth and profitability opportunities, encompassing the way it competes, its capabilities with which it will compete, and the portfolio decisions. In this respect, it places considerable emphasis on expanding its activities in Southeast Asia, particularly Indonesia, Myanmar and Vietnam.
- 5. COMMIT TO TALENT DEVELOPMENT**
 Our strategy incorporates a roadmap for attracting, developing and retaining our most valuable asset – People. It 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.



Fraser and Neave, Limited



FOOD & BEVERAGE DIVISION

A household name to many, F&N has established itself as an innovative and trusted leader in the Food & Beverage arena in Southeast Asia.

Since its humble beginnings as a producer of carbonated soft drinks in Singapore in 1883, the Group has successfully ventured into various food & beverage categories such as Dairies and Ice Cream, as well as Beer. Today, the F&N Group has one of Southeast Asia's strongest portfolios of award-winning, trusted, quality and leadership brands in Singapore, Malaysia, Thailand, Myanmar, Vietnam and Indonesia.



LEADING BRANDS

(I) Non-Alcoholic Beverages



(II) Beer



- 100PLUS: No. 1 soft drink in Malaysia and No. 2 in Singapore
- 100PLUS: No. 1 isotonic drink in Singapore and Malaysia
- OISHI: No. 1 ready-to-drink green tea in Malaysia
- NUTRISOY: No. 1 soya milk in Singapore and Malaysia
- TEAPOT/CARNATION: No. 1 canned milk in Malaysia and Thailand



PUBLISHING & PRINTING DIVISION

Singapore's largest publishing and printing company, Times Publishing has a well-established track record in publishing, printing, distribution and retailing of books. It operates a global network spanning Australia, Chile, China, HK, India, Malaysia, Singapore, Thailand, the USA and UK.



KEY BRANDS

