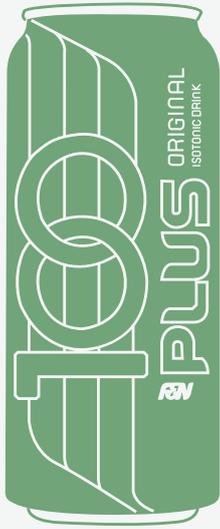


CEO Business Review



NEW MARKETS

- Indonesia
- Myanmar
- Thailand
- Vietnam



NEW MARKETS

ĐƠN VỊ TỔ CHỨC: 100 PLUS, VIETNAM ATHLETICS

ĐƠN VỊ TÀI TRỢ: gojek, asics, Begin, 123Go, AQUA

WE FINISHED TOGETHER!

VIETNAM ATHLETICS

100 PLUS ACTIVE REFRESHING TIDAK BERKARBOHAT (NON-CARB) MINUMAN ISOTONIK

Na, K, Ca, Cl, PO4

Vitamins B3, B6, B12

ဘာမိန့်တွေထက် ပိုသတိမ

NO. 1 BEST SELLING MALAYSIA

HEALTHY CHOICE

DIETETIC

DIETETIC LEGION

NEW MARKETS

- 📍 Indonesia
- 📍 Myanmar
- 📍 Thailand
- 📍 Vietnam

New Markets FY2021 performance has been impacted by the pandemic, as weaker sentiments due to COVID-induced lockdowns and other public health safety measures dampened demand. While vaccination rates in our New Markets have picked up, their recoveries continued to be curtailed by recurring spikes of COVID-19 cases, resulting in the reimposition of stringent containment measures in some countries.

Despite the challenges, efforts have been made to expand and deepen distribution channels, in particular for 100PLUS and TEAPOT, with a clear focus on the SEA region. F&N will continue to drive growth through investment in our brands and extend our route-to-market capabilities. Alongside our organic growth strategy, we will continue to seek acquisitions which are value enhancing or capability-enhancing.

(A) INDONESIA

This year, PT YFI, a subsidiary of the Group, responded to the challenges by adopting a low-risk strategy to protect profitability and safeguard liquidity, while focusing on deepening

and widening distribution. Despite the pandemic-induced curbs, PT YFI recorded revenue growth and improved profitability, compared with FY2020. The higher revenue was attributed to well-executed route-to-market strategy, which focused on the convenience store, supermarket and e-commerce channels. A new strategic partnership also significantly improved PT YFI's distribution network in the greater Jakarta area, East Java and Bali island. This year, PT YFI was also appointed the distributor for SUNKIST Growers USA to distribute the popular range of SUNKIST sparkling beverages throughout Indonesia.

The launch of TEAPOT in December also boosted PT YFI's dairy business, complementing our very popular F&N range of canned milk which has been in the market for over 20 years. In addition, the successful listings of F&N Coffee Soda and DAYDAY Bird's Nest Drink in Alfamart and Alfamidi stores have also continued to drive sales and conversion.

To date, our range of products – 100PLUS, F&N canned milk, TEAPOT, DAYDAY Asian soft drinks, UNIFRESH, F&N Sparkling Drinks, SUNKIST and F&N SEASONS Asian Drinks range – are available in over 20 major cities. We remained focus on building our brands, distribution and expanding our range of products in both retail and F&B outlets in all key cities.

Indonesia will remain a key market and a core component in our growth

strategy. Its immense and growing consumer market presents opportunities to the Group. We are determined to pursue every opportunity to grow this important market. We shall continue to seek growth through investment in our brands and extend route-to-market capabilities, and by strategic acquisitions to broaden and deepen our footprint in Indonesia.

(B) MYANMAR

100PLUS continued to strengthen its brand position as the drink of choice for consumers who lead active lifestyles. From November '20 to January '21, 100PLUS launched a thematic communication campaign, OUTDO THE ORDINARY, to raise awareness of the benefits of consuming isotonic beverages. The campaign was supported by advertisements on social media and strong on-ground merchandising and shelf visibility. This three-month long campaign was complemented by a virtual running event, the 100PLUS ACTIVE VIRTUAL RUN 2020. More than 1,000 runners participated in the virtual run, generating more than one million engagements on Facebook, reinforcing 100PLUS's leadership in the isotonic segment.

In November, to provide convenience to consumers, we introduced TEAPOT in innovative packaging – TEAPOT GOLD Sweetened Beverage Creamer Easy Open and TEAPOT Evaporated Creamer Easy Open. These new introductions drove sales and further strengthened TEAPOT's presence in the canned milk market.



F&N PRODUCTS
are available in over
20 major cities in
Indonesia



F&N
was appointed by
SUNKIST Growers USA
to distribute SUNKIST's
range of sparkling
beverages in Indonesia



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NEW MARKETS

- 📍 Indonesia
- 📍 Myanmar
- 📍 Thailand
- 📍 Vietnam

F&N canned milk continued to focus its efforts in relevant food service channels such as tea and coffee shop operators in Yangon, Myanmar. This year, F&N successfully sought a new alliance with a tea shop operator to exclusively provide TEAPOT condensed and evaporated

canned milk to all its tea shops in Yangon. This new partnership increased TEAPOT's on-premise presence, which has led to sales growth.

(C) THAILAND (SOFT DRINK)

The fast-moving-consumer-goods ("FMCG") industry in Thailand faced a tough year in 2021 due to the COVID-19 pandemic. As a result of longer lockdown periods and stringent government measures, the economy was inevitably affected. Consumers are more cautious in their spending, prioritizing healthier alternatives and essential products. Although the government has launched various subsidy programs, the FMCG and beverage industries continued to face

challenges, and will likely continue do so even into 2022.

Amidst the COVID-19 outbreak, 100PLUS continued to strengthen its unique positioning as a healthy carbonated beverage at points of purchase and via online media. Despite continued restrictions on outdoor activities, 100PLUS, as the hydration drink of choice, was able to continue its sponsorship of sports-related events – BURIRAM MARATHON 2021, SUPHANBURI CLASSIC RACE MUEANGNHOE Y2020, KHAO YAI MARATHON RUN, and TENNIS CHAMPIONSHIP MATCH – successfully generating trials and sustaining brand awareness. As a strong advocate for



**“ANH EM
CÙNG CHA KHÁC VỊ”
NHÀ 100PLUS**



100PLUS VỊ CHANH
đã gửi một lời mời kết bạn

CHẤP NHẬN

TỪ CHỐI





100PLUS
continued its sponsorship
for sports-related events
in Thailand, Myanmar
and Vietnam



100PLUS
raised funds in support of
local athletes in Vietnam

NEW

New **TEAPOT**
products in Myanmar

- TEAPOT GOLD Sweetened Beverage Creamer Easy Open
- TEAPOT Evaporated Creamer Easy Open

active and healthy lifestyles, 100PLUS also sponsored sports associations such as the BADMINTON T. THAILAND CLUB and BASKETBALL CLUB (HITECH).

100PLUS continued to ensure brand presence and visibility at the Happy and Healthy Bike Lane – a world-class outdoor cycling track – which attracted over 600,000 amateur and professional cyclists annually.

F&N Sarsi, F&N's popular flavoured carbonated soft drink kept up its brand building pace through point of purchase media and in-store promotions to encourage trial and repeat purchase. This much-loved beverage is available in both modern trade and traditional trade channels.

(D) VIETNAM: F&N VIETNAM LIMITED COMPANY ("FNV")

This year, in addition to increasing brand visibility, FNV has also been focused

on converting shoppers during point-of-purchase, in-store promotions and outdoor activations at sports venues and supermarkets to encourage out-of-home and modern trade consumption. Quarterly promotions and gift redemptions were also rolled out, which contributed to FNV achieving higher sales volume this fiscal year.

100PLUS continued to strengthen its brand position as the drink of choice for those who lead active lifestyles. In January, 100PLUS organized the RUN FOR VIETNAMESE ATHLETICS event in collaboration with the Ho Chi Minh City ("HCMC") Athletics Federation, to raise funds to support local athletes who represented Vietnam in the 2021 Olympics and 31st Southeast Asian Games. This first relay running event in Vietnam helped increase brand awareness and reinforced 100PLUS's image as the enabler for active lifestyles.

Following its successful sporting sponsorship, 100PLUS rolled out a three-month long digital marketing campaign, BURST YOUR ENERGY, BREAK THE LIMIT, from April to June. This campaign was launched on popular online media platforms – Facebook and YouTube – attracting over 100 participants who took part in its online-to-offline consumer engagement activities. Supported by iTVCs, KV and AOC, this campaign achieved over 7 million hits and 90,000 engagements on both online platforms, successfully increasing 100PLUS's share of voice and brand presence in the country.

To sustain brand awareness, 100PLUS continued its support for various sports events and running clubs such as the HCMC INTERNATIONAL MARATHON 2021, VIETRACE 365, HOA BINH PARK RUN CLUB, PHUMYHUNG RUNNERS CLUB and HAIPHONG RUNNERS CLUB in Vietnam.