



FRASER AND NEAVE, LIMITED

Trusted by Generations



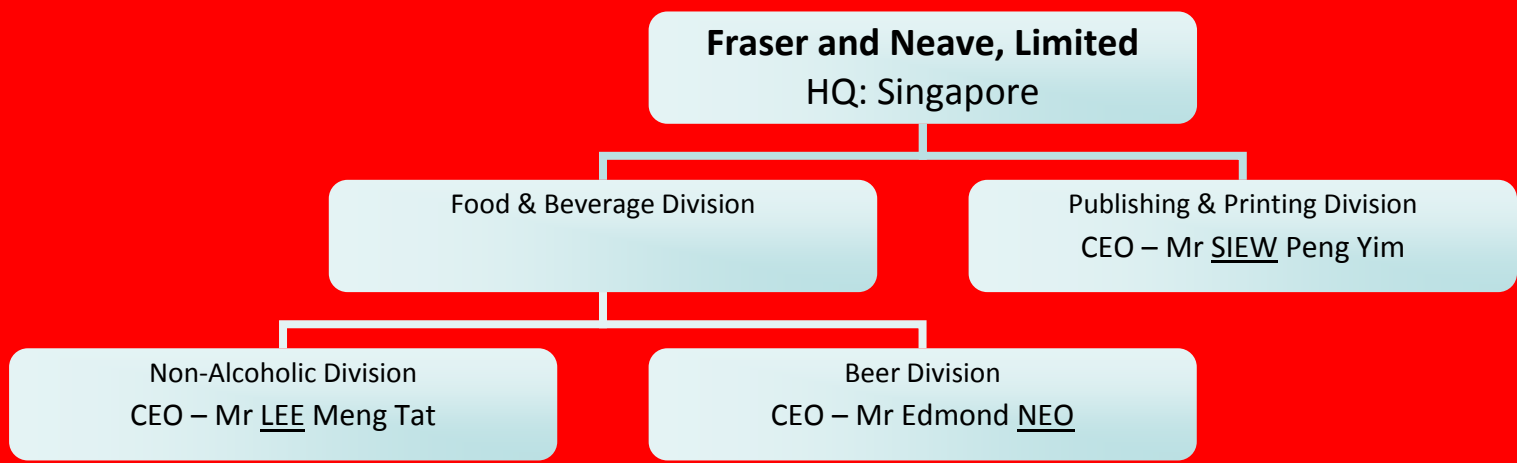
A portfolio with



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 11 countries spanning Asia Pacific, Europe and the USA, and employs over 7,700 people worldwide.



Operations in

11

COUNTRIES  
Singapore (HQ)

- Brunei
- China (including Hong Kong)
- India
- Malaysia
- Thailand
- Vietnam\*\*
- Chile\*
- Indonesia
- Myanmar
- USA\*



16

FACTORIES



Over

7,700

EMPLOYEES

\* Not highlighted on map

\*\* @ F&N owns an effective 20.01% stake in Vietnam Dairy Products Joint Stock Company @ 30 September 2019

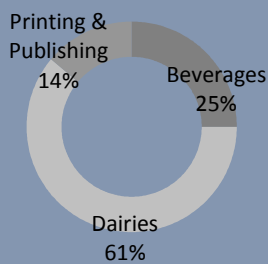
# \$ \$ F&N by numbers (FY2019)

@30 September 2019

## REVENUE

S\$1,902M

### FY2019 REVENUE BY SEGMENT



FY2018: S\$1,835M

## TOTAL ASSETS

S\$4,719M

FY2018: S\$4,506M

## TOTAL EQUITY

S\$3,332M

FY2018: S\$3,164M

## OUR STRATEGIC DIRECTION

### 1. WINNING WITH BRANDS

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.

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.

### 2. WINNING WITH INNOVATION

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

### 3. WINNING IN MARKETPLACE

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.

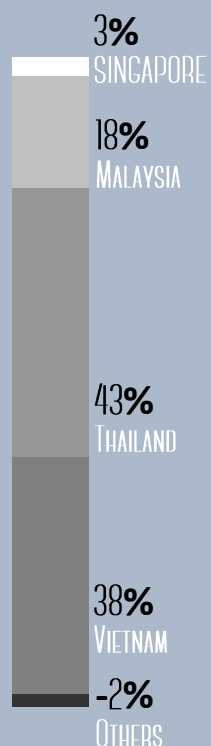
### 4. WINNING WITH PEOPLE

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.

EBIT S\$284M

FY2018: S\$215M

### FY2019 EBIT BY GEOGRAPHY



### FY2019 EBIT BY SEGMENT



\* Mainly via our 20.01% interest in Vinamilk



## 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 carbonated soft drink in Malaysia
- 100PLUS:** No. 1 isotonic drink in Singapore and Malaysia
- OYOSHI** and **F&N SEASONS:** No. 1 ready-to-drink tea (Asian drinks) in Malaysia
- F&N NUTRISOY:** No. 1 soya drink in Singapore
- F&N/TEAPOT/CARNATION:** No. 1 total sweetened condensed milk and total evaporated milk in Malaysia



## 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 Chile, China, HK, India, Malaysia, Singapore, Thailand and the USA.



### KEY BRANDS

