



Fraser & Neave, Limited
Sharpening Our
Focus on F&B

27 August 2013

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F&N continues to be a formidable and leading F&B player in ASEAN



Food & Beverage



- **# 1 soft drinks** brand in Malaysia
- **# 2 soft drinks** brand in Singapore
- **# 1 in isotonic drinks** in Singapore and Malaysia
- **Market leader in dairy products**
 - #1 pasteurised juice and liquid milk in Singapore
 - #1 canned milk in Malaysia
 - #1 evaporated and sterilised milk in Thailand
- **Grown to be one of the top five** dairy companies in Thailand post-acquisition in 2007



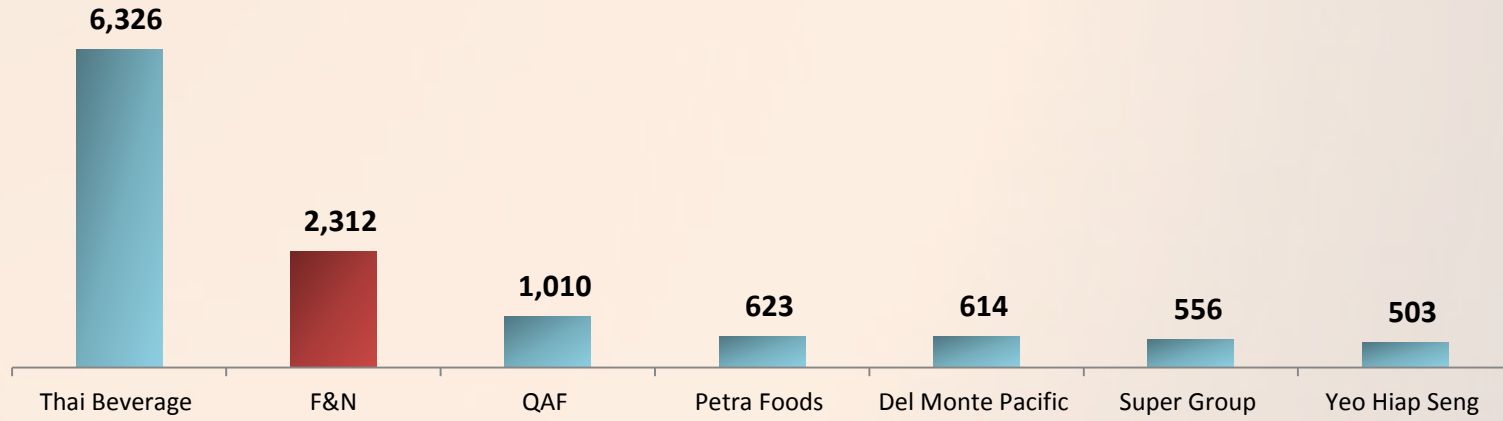
- **#1 Brewery, #1 Branded Beer** in Myanmar

Publishing and Printing

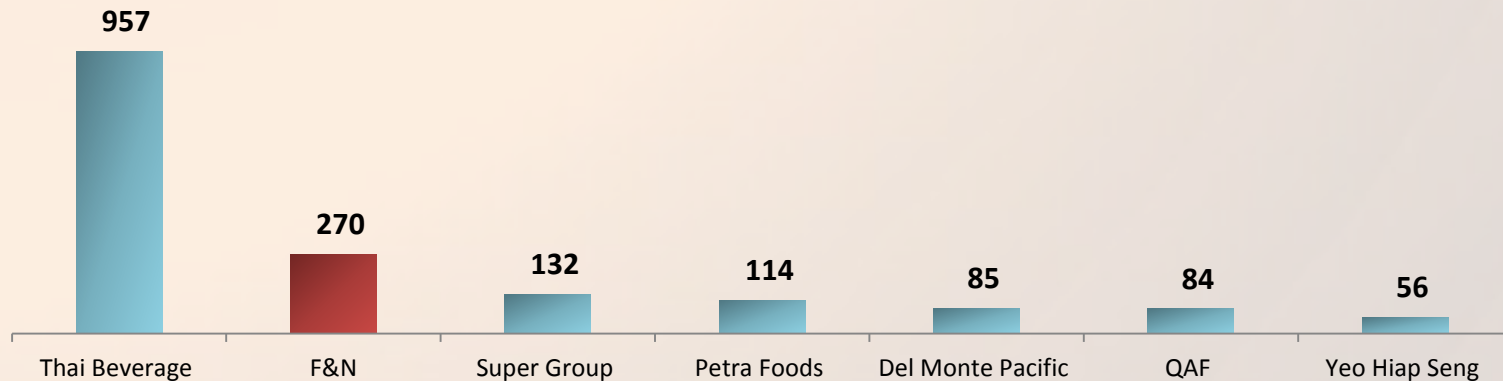


F&N is expected to retain its position among the largest food and beverage companies listed on the SGX-ST

LTM Revenue ended 30 June 2013 (S\$m)



LTM EBITDA ended 30 June 2013 (S\$m)



Accelerate growth through our F&B strategies



1 Portfolio of powerful regional brands

Non-Bever



No. 1
isotonic drink
in Singapore
and Malaysia



No. 1
bottled water
brand in
Singapore

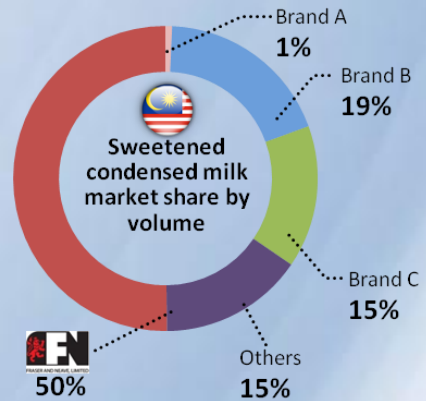
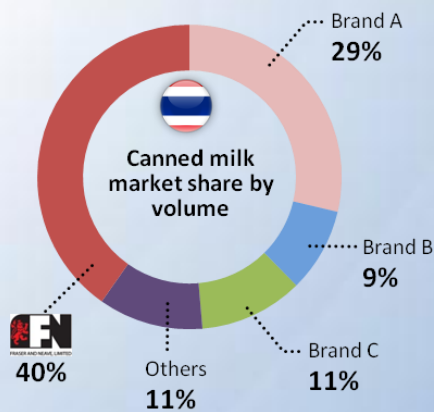
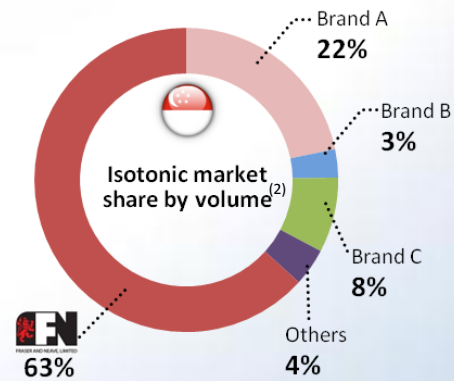
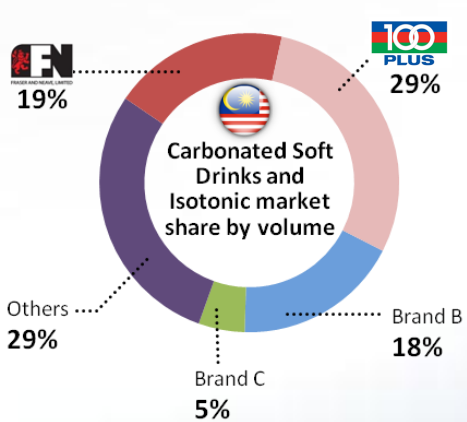


Established and Reputable Brand

- One of the most established and successful brands in ASEAN
- Long heritage with founding of soft drinks business in 1883
- Exciting and extensive portfolio of F&B products
- Multiple awards and accolades for quality, safety and distinctive marketing



Strong Market Leadership ⁽¹⁾



Source: Nielsen, MAT

Notes:

(1) As at March 2013

(2) As at July 2013

1 Dominant position in Myanmar's growing beer market

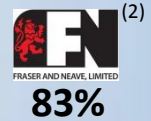
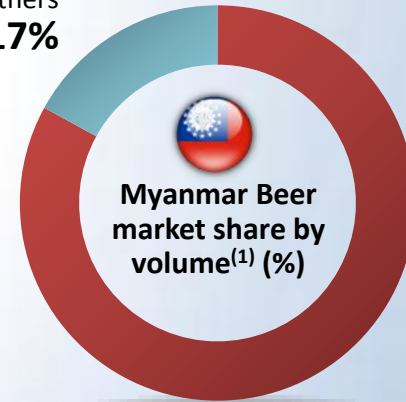
Beer



No. 1
Brewer in
Myanmar

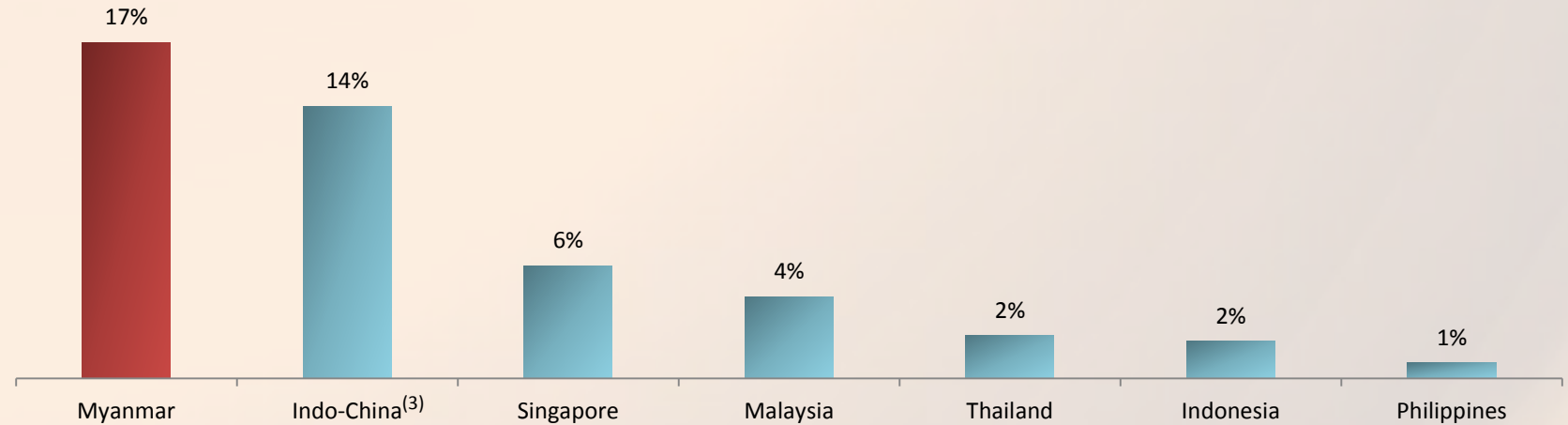
- Market leadership
- Control of direct distributorship
- Capacity upgrading completed in FY2012 to seize growth opportunities

Others
17%



Significant Beer Market Growth in Myanmar

(CAGR 2005 – 2010)



Source: Myanmar Business Network; Plato Logic's International Beer Report

Notes:








(1) As at May 2013; <http://www.myanmar-business.org/2013/05/myanmar-thirsting-for-beer-hard-liquor.html>

(2) Through its subsidiary, Myanmar Brewery Limited

(3) Indo-China consists average CAGRs of Cambodia, Vietnam and Laos

1

Harnessing stable cash flows from entrenched market leadership positions in core markets

Business	Key Brands	Region	Position ⁽¹⁾	Market Volume CAGR 2007-2017F
Soft Drinks	  	Malaysia	No.1 beverage player	5.4%
		Singapore	No.1 in isotonic segment; No. 2 in Singapore	2.9%
Dairy Products	  	Malaysia	No.1 canned milk	3.1%
		Singapore	No.1 in pasteurised juice and milk	1.8%
		Thailand	No. 1 evaporated milk and sterilised milk	4.1%
Beer		Myanmar	No.1	17% ⁽²⁾

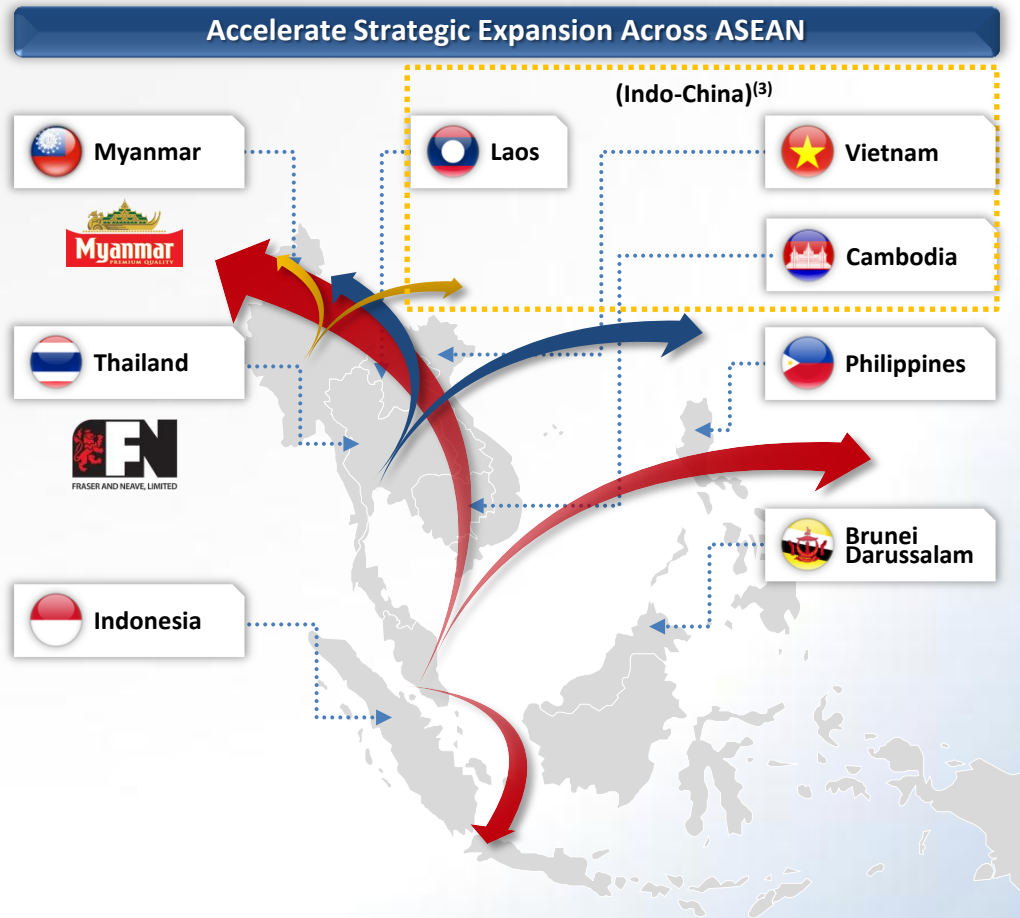
Source: Company, Euromonitor

Notes:

(1) As at March, July 2013

(2) Historical CAGR from 2005 to 2010

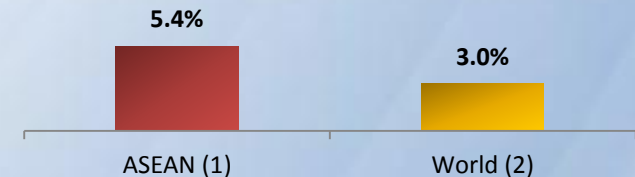
2 Extend presence and penetrate new markets through partnerships and networks



Focus on core markets in ASEAN

- Large population of ~600m
- Tap rising affluence and preference for healthier beverages
- Extend market reach
- Penetrate new markets

Disposable Income CAGR (2012-20)



Source: Company, Euromonitor as of August 2013

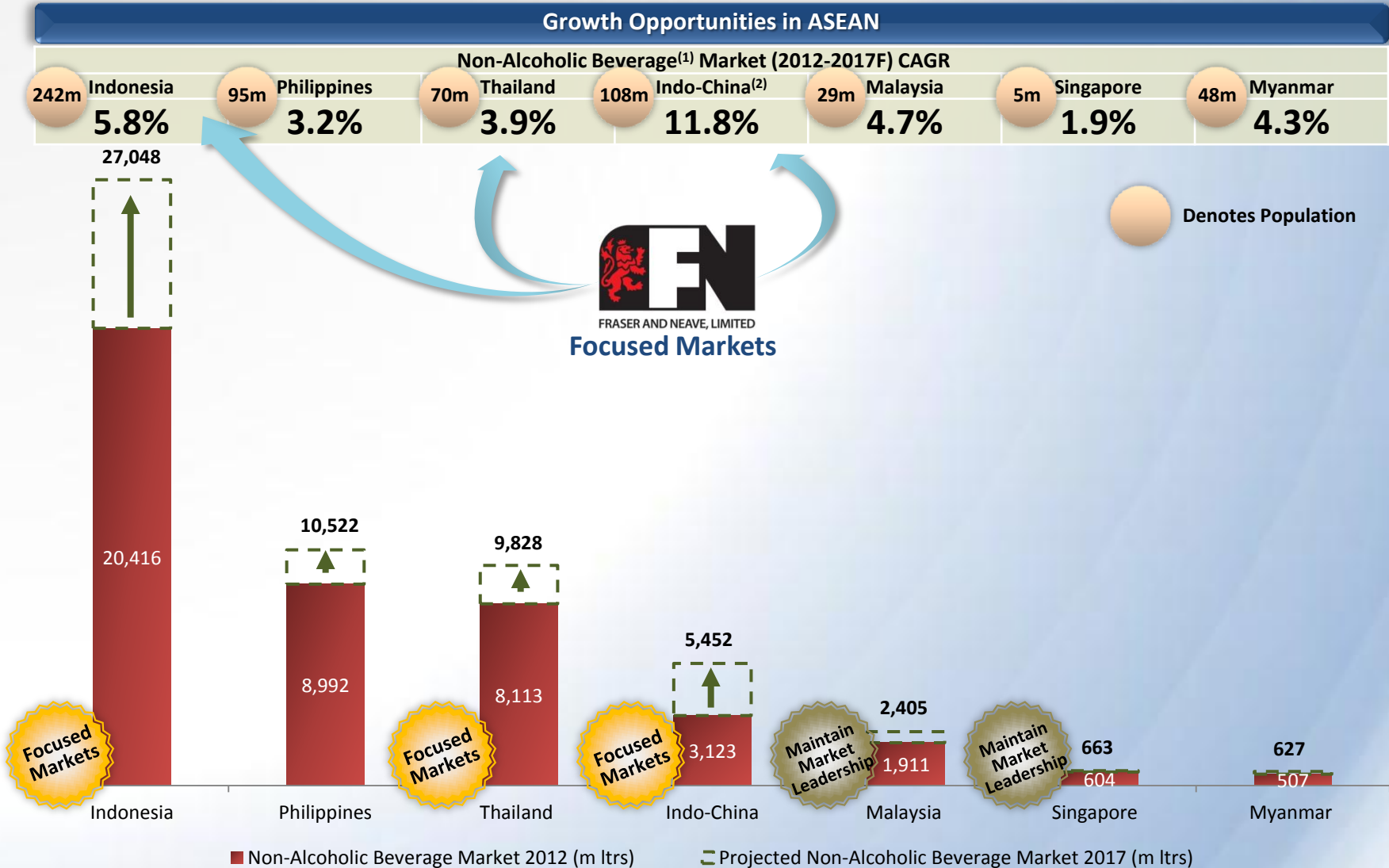
Notes:

(1) Defined by Euromonitor as Singapore, Malaysia, Thailand, Indonesia, Philippines and Vietnam

(2) Defined by Euromonitor as 85 major economies of the world

(3) Indo-China consists of Vietnam, Cambodia and Laos

2 Considerable untapped growth potential in ASEAN region



Source: Company, Euromonitor

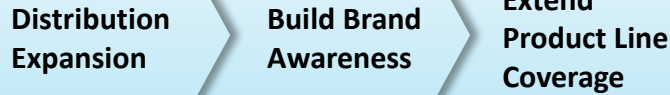
Notes:

(1) Comprising Carbonated Soft Drinks, Juices, Water, Isotonic, Energy, Tea, Coffee, Asian Soft Drinks, Milk, Yogurt Drinks, Soya Milk, Soya Bean Drinks

(2) Indo-China consists of Vietnam, Cambodia and Laos

3 Build on strong alliances with international brands with a focus on ASEAN

Enhancing Returns Through Value-Added Solutions



Partnerships



Fully Executed

Recent Developments



- #1 Green Tea Brand in Thailand
- Oishi is part of the TCC Group



- Largest Van Route
- 72,000 Outlets
- 60,000 Cooler Units
- 5,100 Vending Machines



- Import and distribute in Malaysia
- Future Development
 - Extend product line coverage
 - Production in Malaysia
 - Extend distribution

Future Plans

Working with strategic partners to strengthen beverage distribution networks and product development in the region

4

Sharpen management focus to drive growth, optimize cost structure and improve profitability

Sharpen Focus and Drive Growth

Restructured senior management team brings dedicated focus on growing the F&N business

Drive Growth and Develop Synergies



Mr Koh Poh Tiong

- Chairman of the F&N Board Committee
- Advisor to the F&N Board
- Formerly CEO of F&N (F&N Division) for 3 years and Asia Pacific Breweries Limited ("APB") for 15 year

Non-Beer

Beer



Dato' Ng Jui Sia

- CEO of Non-Alcoholic Beverage Division
- Formerly CEO of F&N Holdings Bhd



Mr Huang Hong Peng

- CEO of Beer Division
- Formerly held various senior regional management positions in APB for 13 years

Enhance Margins Through Cost Reduction



- Reduce procurement costs through greater economies of scale
- Explore further cost synergies with our partners

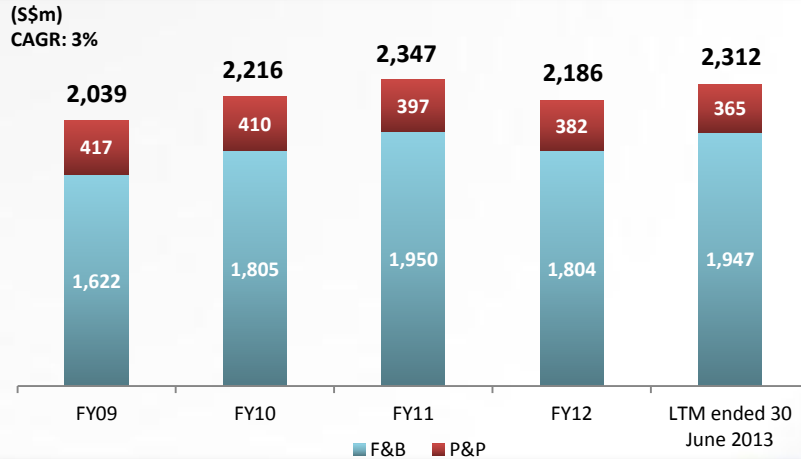
5 Proven track record and strong balance sheet



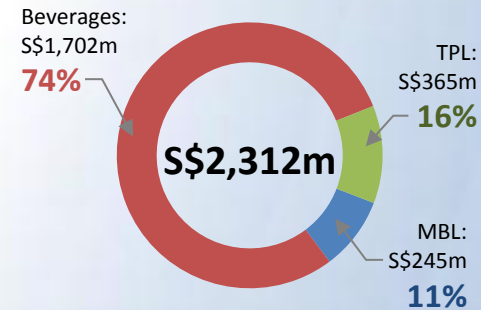
Strong financial flexibility to undertake inorganic and organic growth opportunities

- Net Cash as at 30 June 2013⁽¹⁾: S\$903 million
- Net Cash per Share ⁽²⁾: S\$0.63

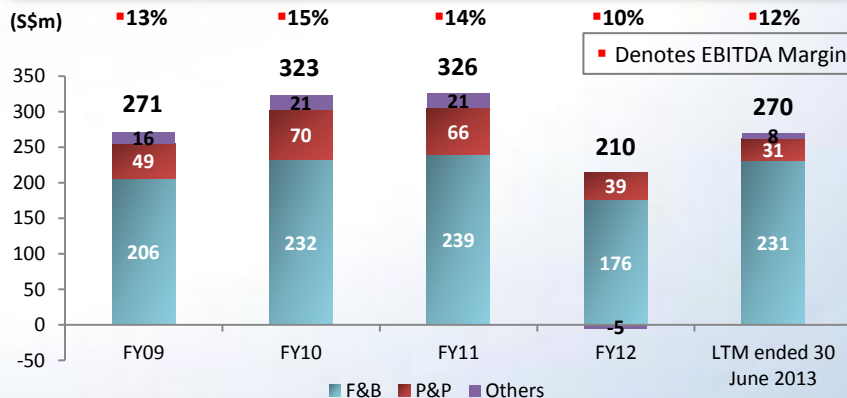
5 Year Historical Revenue



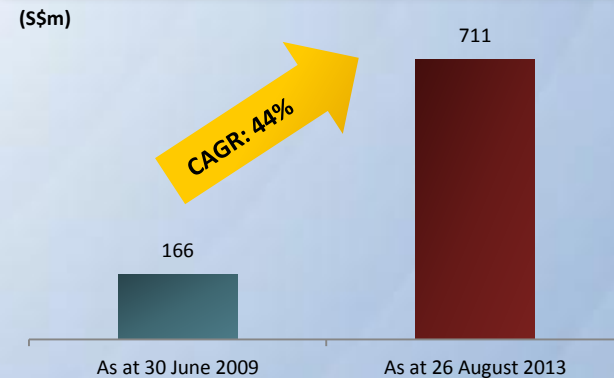
LTM Revenue ended 30 June 2013



5-Year Historical EBITDA and EBITDA Margin



Market Value of Investment Holdings⁽³⁾



Source: Company, Bloomberg

Notes:

(1) Proforma assumptions: After Capital Reduction and FCL Distribution

(2) Net Cash divided by current shares outstanding of 1,441,519,436 F&N shares

(3) Consists interest stakes in Vinamilk, PMP and Fung Choi; Market Value = Currency adjusted price as of 26 August 2013 multiplied by last reported shares outstanding reported as at respective dates

Established publishing and printing business

One of the most reputable names in publishing, printing, distribution and retail in the Asia-Pacific



Publishing	Printing	Retail & Distribution
<ul style="list-style-type: none"> ▪ Leading Educational Publisher in Singapore with over 40 years in educational publishing ▪ Presence in over 50 countries 	<ul style="list-style-type: none"> ▪ Provides complete print and distribution solutions ▪ Operations in Singapore, Malaysia, and China 	<ul style="list-style-type: none"> ▪ A leading distributor of books and magazines and in Asia Pacific since 1968 ▪ Well established distribution infrastructure and proven track record ▪ > 4,000 touch points to chain bookstores, news stands, supermarkets, hotels and schools

Education

Global footprint:
50 territories



Adopted by schools in over 50 countries