

ABOUT FRASER & NEAVE HOLDINGS BHD

GRI 102-2 to 102-7, GRI 102-10; GRI 102-16; GRI 102-18; GRI 201-2

Who We Are

Fraser & Neave Holdings Bhd (F&NHB or the Group) is listed on Bursa Malaysia's Main Board and is amongst the region's oldest and most established companies. Founded in 1883 to produce carbonated soft drinks by John Fraser and David Chalmers Neave – from whom the 'F&N' initials are derived – the Group has grown to be an iconic household name that is trusted to provide 'Pure Enjoyment, Pure Goodness' through its wide portfolio of well-loved brands.

A Syariah-compliant company, the Group has an annual turnover of close to RM4 billion from its core businesses in the manufacture, sales and marketing of beverages and dairy products. Today, the Group is one of the largest beverage manufacturers and distributors in the region with brands such as 100PLUS, F&N Fun Flavours, F&N NutriSoy, F&N SEASONS, F&N ICE MOUNTAIN, BORNEO, OYOSHI, est Cola and RANGER. Within the dairies line, we produce sweetened condensed and evaporated milk, as well as packaged milk and juice products under the F&N, TEAPOT, Gold Coin, F&N Magnolia, FARMHOUSE and F&N Fruit Tree brands. F&N is also an exclusive manufacturer, marketer and distributor of Carnation products in Thailand, Laos and Cambodia; Carnation, Cap Junjung and Ideal canned milk products in Malaysia, Singapore and Brunei. Currently, F&NHB has over 170 products in Malaysia and Thailand.

There have been no significant changes to F&NHB's size, operations, ownership or supply chain during the past year.

The Group's operating businesses are organised according to products and services, namely Food and Beverages Malaysia (F&B Malaysia) which encompass both Soft Drinks and Dairies Malaysia business; Food and Beverages Thailand (F&B Thailand); Property and others.

*Bringing
food &
beverages
to life*

VISION

To become the
leading total beverage company
in Malaysia and the region

MISSION

To provide superior returns to
our shareholders, excellent value for
our customers and a rewarding career
for our employees

Global Values

Our Global Values serve as a compass for our actions and describe how we behave in our organisation.



Collaboration

We leverage the power of inherent strengths and diversity to create inclusive synergies and commit to team goals



Creating Values

We are passionate about applying new idea and grasping opportunities to create positive impacts



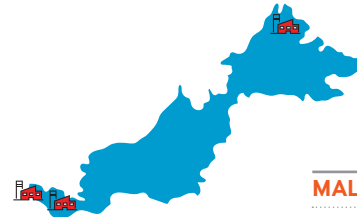
Caring for Stakeholders

We embrace our stakeholders' perspectives with good intent and the right mindset to bring them into our long-term sustainability efforts



GEOGRAPHICAL FOOTPRINT

F&NHB is headquartered in Kuala Lumpur. We have eight manufacturing facilities in Malaysia and Thailand which are serving the needs of customers in ASEAN and beyond. F&NHB operates in Malaysia, Brunei, Thailand and Indochina and exports products to 82 countries across the globe.



MALAYSIA

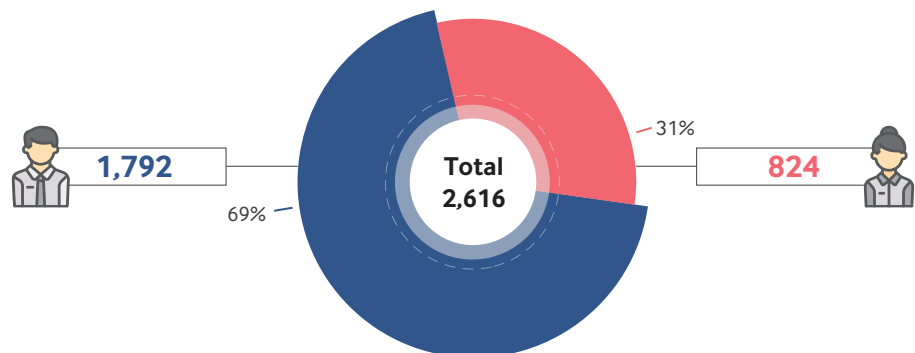
- 3** Beverage Plants
- 2** Mineral Water Plants
- 1** Dairy Plant

THAILAND

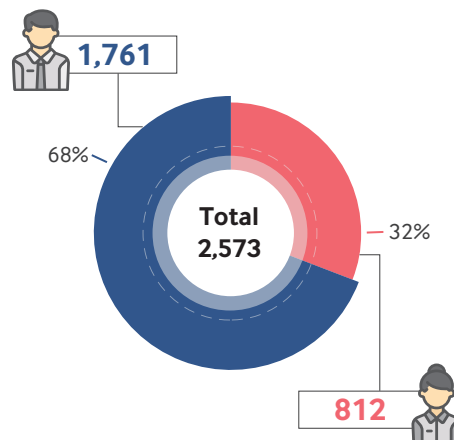
- 2** Dairy Plants

TOTAL WORKFORCE

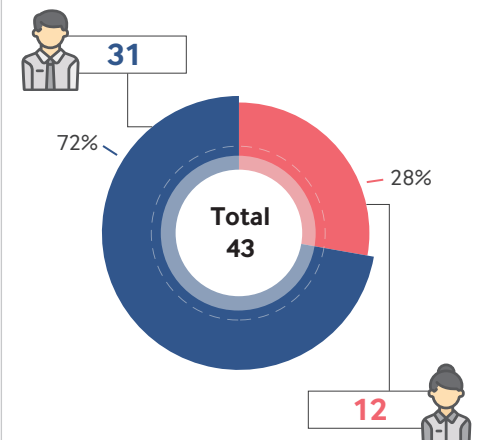
GENDER



FULL-TIME EMPLOYEES



TEMPORARY EMPLOYEES



*We do not have part-time employees in FY2020

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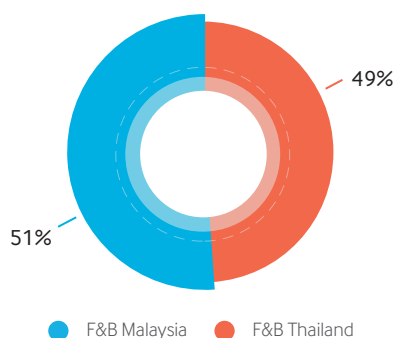
Corporate Structure

The Group's operating businesses are organised according to products and services, namely Food and Beverages Malaysia (F&B Malaysia) which encompasses both Soft Drinks and Dairies Malaysia business, Food and Beverages Thailand (F&B Thailand), Property and others.

FY2020 REVENUE AND OPERATING PROFIT BY BUSINESS SEGMENT

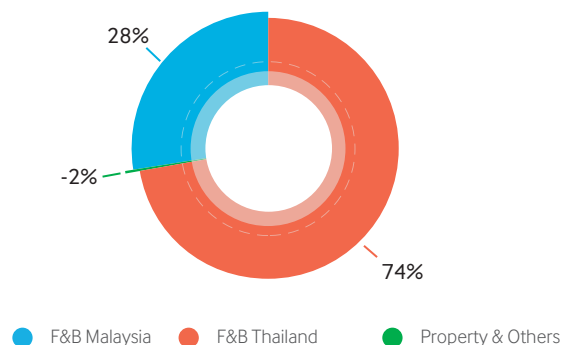
GROUP REVENUE

Contribution by Business Segment (%)



GROUP OPERATING PROFIT

Contribution by Business Segment (%)



CORPORATE STRUCTURE (as at 30 November 2020)



FOOD & BEVERAGES MALAYSIA

100%

F&N Beverages Manufacturing Sdn Bhd

100%

Borneo Springs Sdn Bhd

100%

F&N Beverages Marketing Sdn Bhd

100%

F&N Dairies Manufacturing Sdn Bhd

100%

F&N Dairies Distribution (Singapore) Pte Ltd

100%

F&N Marketing (B) Sdn Bhd

100%

Fraser & Neave (Malaya) Sdn Bhd *

100%

Fraser and Neave MENA DWC-LLC

100%

Lion Share Management Limited

100%

F&N Dairies (Malaysia) Sdn Bhd

100%

Premier Milk (Malaya) Sdn Berhad

100%

Awana Citra Sdn Bhd #



FOOD & BEVERAGES THAILAND

100%

F&N Dairies (Thailand) Limited

PROPERTY

100%

F&N Properties Sdn Bhd

100%

Greenclipper Corporation Sdn Bhd

100%

Nuvak Company Sdn Bhd

100%

Utas Mutiara Sdn Bhd

100%

Tropical League Sdn Bhd

70%

Lettricia Corporation Sdn Bhd

50%

Vacaron Company Sdn Bhd

OTHERS

100%

Fraser & Neave (Malaya) Sdn Bhd *

100%

F&N Capital Sdn Bhd

100%

Elsinburg Holdings Sdn Bhd

100%

F&N AgriValley Sdn Bhd

27.19%

Cocoaland Holdings Berhad

Notes:

* Classified under Food & Beverages Malaysia and Others segments.

Incorporated on 10 November 2020.

ABOUT FRASER & NEAVE HOLDINGS BHD

OUR SUPPLY *Chain*

The preparation, production and packaging of our beverages and dairy products require a range of raw materials, equipment, and other goods and services. During the past year, we engaged with over 2,900 global and local suppliers across our supply chain, including manufacturers, wholesalers, retailers, importers/merchants, contractors and professional services providers. We spent a total of RM3.21 billion on products and services provided by our suppliers.



SOURCING

We work closely with our suppliers to ensure their goods and services meet quality, environmental and social standards, in addition to our stringent internal standards. This helps to ensure that our products are safe and of high quality. To ensure the sustainability of our business, we have risk management mechanisms in place to manage issues associated with the commodities upon which we rely.



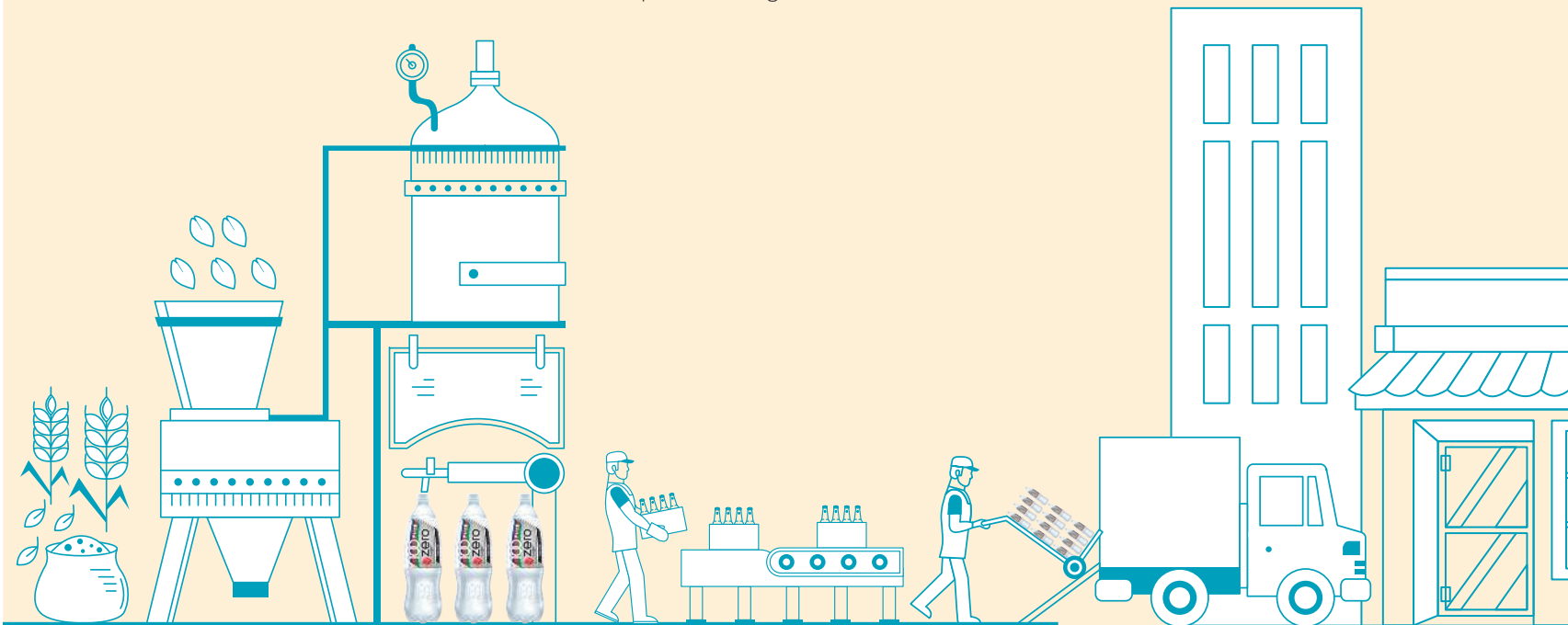
PRODUCTION

We have implemented a standardised safe production process, in accordance with international standards, throughout all of our operations. We strive for eco-efficient processes, in which we provide good value and maximum benefit without polluting the environment and surrounding communities. We strive to optimise resource use and consider the environmental and social impacts of water consumption, waste, effluents and emissions at all production stages.



DISTRIBUTION

We have a fully integrated and extensive distribution system and network to ensure that our products are efficiently distributed to our consumers. Our focus is to minimise the environmental and social impacts from transportation by managing our energy use, while safeguarding the safety of our personnel and local communities. We are also continuously innovating our processes and implementing digital technologies to improve efficiency.





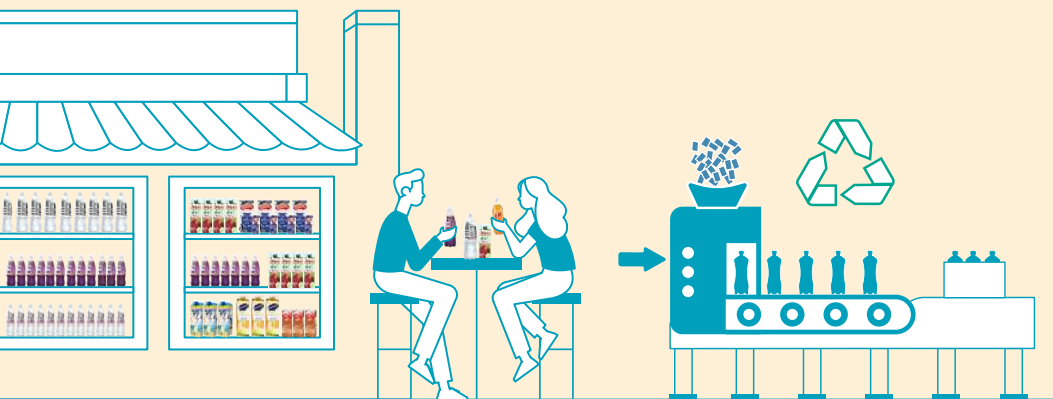
MARKETING AND SALES

Responsible marketing and sales practices are of great importance to F&NHB. We demonstrate consumer and societal responsibility by providing healthier product options and informative product labels. We also seek feedback from our customers on our products to improve our marketing practices and, most importantly, to create sustainable value for consumers and for our business.



POST-CONSUMPTION PACKAGING MANAGEMENT

We minimise the impact of post-consumer waste through research and development to deliver innovative and environmental-friendly packaging. We are continuously seeking out sustainable packaging that can also meet the needs of our consumers. In addition to applying Circular Economy principles throughout F&NHB, we promote environmental awareness to the communities where we operate.



SUSTAINABILITY MEMBERSHIP OF ASSOCIATIONS

We believe that our sustainability journey is one where we proactively manage and understand our footprint on the larger environment and society. As such, we partner with, and take guidance from, international organisations and sustainability thought leaders. F&N is a proud member of the Roundtable on Sustainable Palm Oil (RSPO), Support Asia for Sustainable Palm Oil (SASPO) and the Buyer Supporting VIVE Sustainable Supply Chain Programme.

F&NHB also endorses sustainability charters, principles and standards, including United Nations Sustainable Development Goals (UN SDGs), GRI and the International Integrated Reporting Council (IIRC).

Memberships in industry or other associations, and national or international advocacy groups or organisations.



SASPO



Sustainability charters, principles or other initiatives to which F&N subscribes or endorses.

SUSTAINABLE DEVELOPMENT GOALS



INTEGRATED REPORTING <IR>