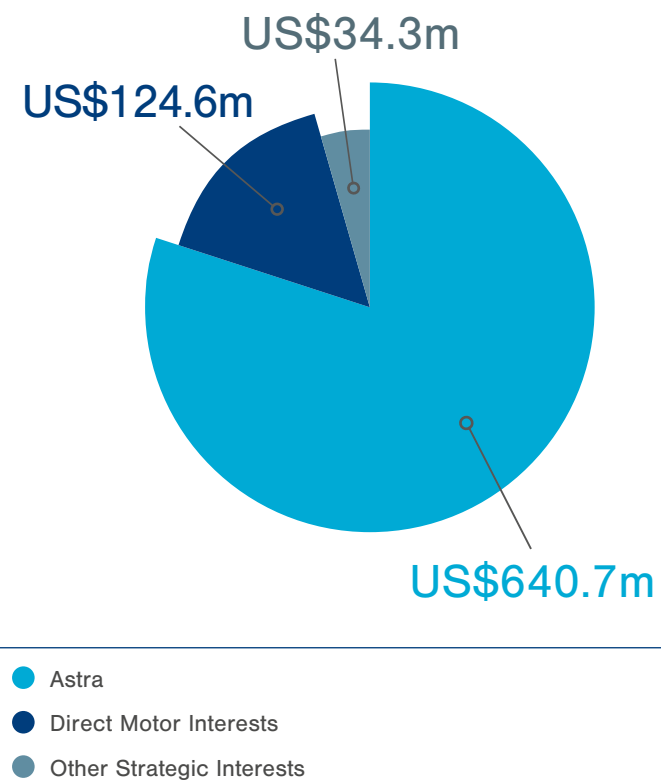


# WE ADAPT TO CHANGING BUSINESS ENVIRONMENTS

Our diversified businesses and geographical reach have enabled us to gain experience and know-how across different markets. Adapting to changing business environments since 1899, we are a multi-industry business group with a strong regional presence today.

- Stay ahead by being dynamic and entrepreneurial
- Harness strength and build resilience and relevance through diversification
- Customer-centricity drives us to respond to new business models

UNDERLYING PROFIT BY BUSINESS



**INNOVATING**  
to meet customer needs since 1899



**US\$1.2 BILLION**  
acquisition of a 10% interest in Vinamilk



**REPRESENTS A DIVERSE GROUP OF 17 AUTOMOTIVE MARQUES**  
in 5 countries