

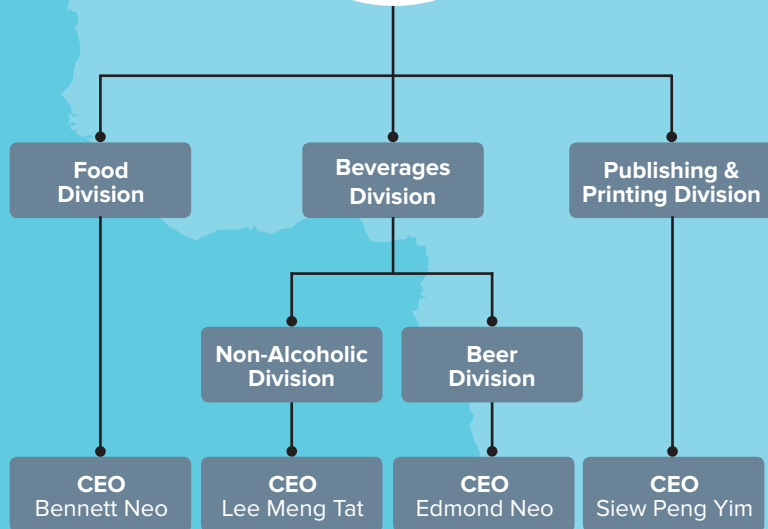
# THIS IS F&N

Fraser and Neave, Limited (“F&N” or the “Group”) had its origins, more than a century ago, in the spirited decisions of two enterprising young men, John Fraser and David Neave, who diversified from their printing business to pioneer the aerated water business in Southeast Asia in 1883. From a soft drinks base, F&N ventured into the businesses of beer in 1931, dairies in 1959, property development and management in 1990 and publishing & printing in 2000. In 2012, the Group divested a substantial part of its beer business. In January 2014, through a distribution in specie and re-listing of Frasers Centrepoint Limited by way of introduction on the Singapore stock exchange, the Group demerged its Properties business.

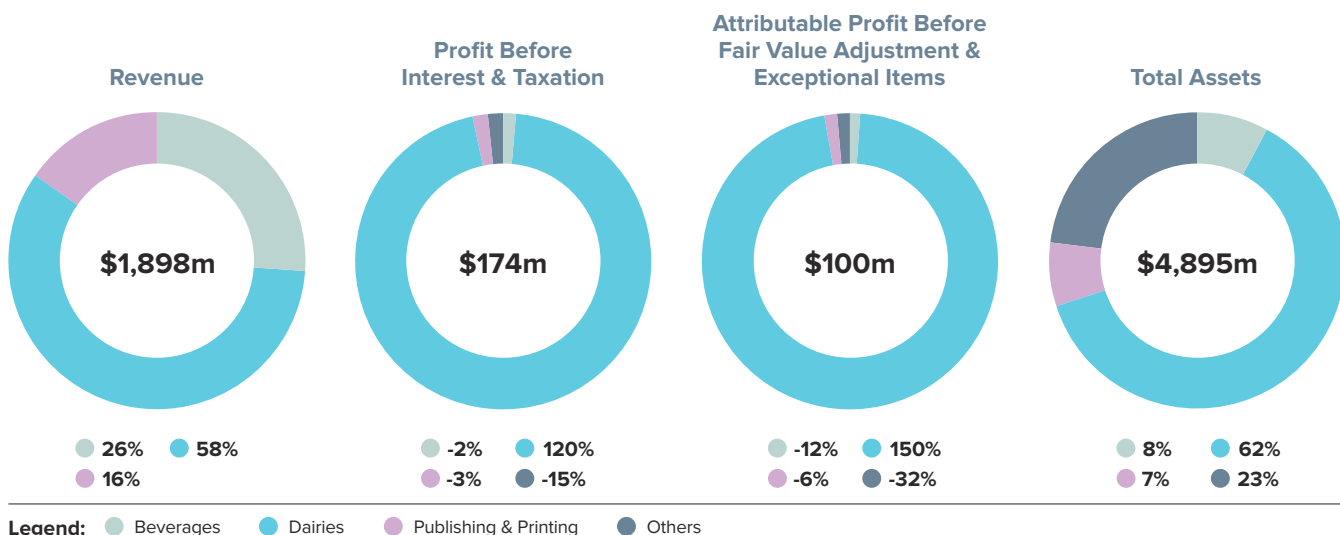
Today, F&N is a leading Asia Pacific Consumer Group with expertise and prominent standing in the Food & Beverage and Publishing & Printing industries. Leveraging its strengths in marketing and distribution, research and development, brands and financial management, as well as years of acquisition experience, the Group provides key resources and sets strategic directions for its subsidiary companies across both industries.

Listed on the Singapore stock exchange, F&N 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 7,600 people worldwide.

Note:  
The Group owns approximately 7.8% of PMP Limited in Australia

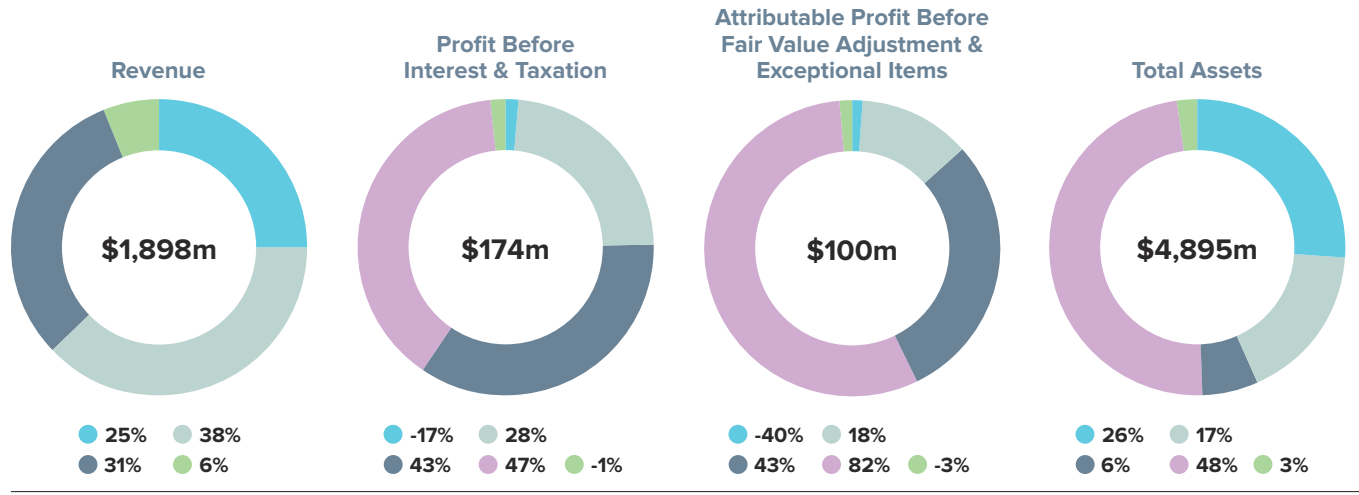


## Contribution by Segment





Contribution by Geography



Legend: Singapore (Blue), Malaysia (Green), Thailand (Dark Blue), Vietnam (Purple), Others (Light Green)