

STR3NGTH of our businesses

FOOD & BEVERAGE

BEER ●

- Cambodia
- China
- Indonesia
- Laos
- Malaysia
- Mongolia
- Myanmar
- New Caledonia
- New Zealand
- Papua New Guinea
- Singapore
- Solomon Islands
- Sri Lanka
- Thailand
- Vietnam

NON-BEER ●

- Indonesia (Soft Drinks¹)
- Malaysia (Soft Drinks & Dairies)
- Singapore (Soft Drinks & Dairies)
- Thailand
- Vietnam (Dairies²)

¹ Licensing to third-party
² 9.7% stake in Vinamilk

PROPERTIES ▲

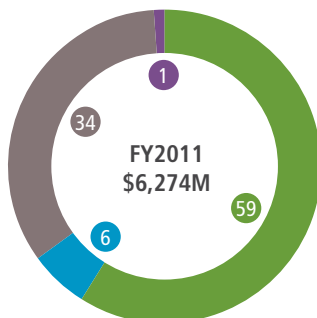
- Australia
- Bahrain
- China
- France
- Hong Kong
- Hungary
- India
- Indonesia
- Japan
- Korea
- Malaysia
- New Zealand
- Oman
- Philippines
- Qatar
- Saudi Arabia
- Singapore
- Thailand
- Turkey
- United Arab Emirates
- United Kingdom
- Vietnam



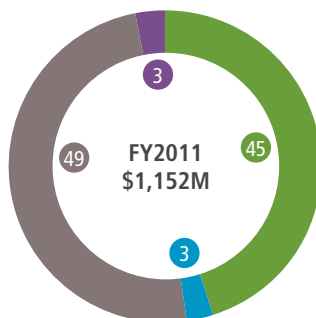
PUBLISHING & PRINTING ■

- Australia
- China
- Hong Kong
- India
- Malaysia
- Singapore
- Thailand
- United Kingdom
- United States of America

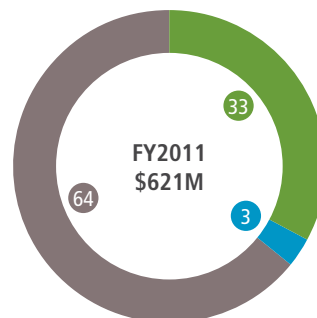
Revenue (%)



Profit before Interest and Taxation (%)



Attributable Profit before Fair Value Adjustment and Exceptional Items (%)

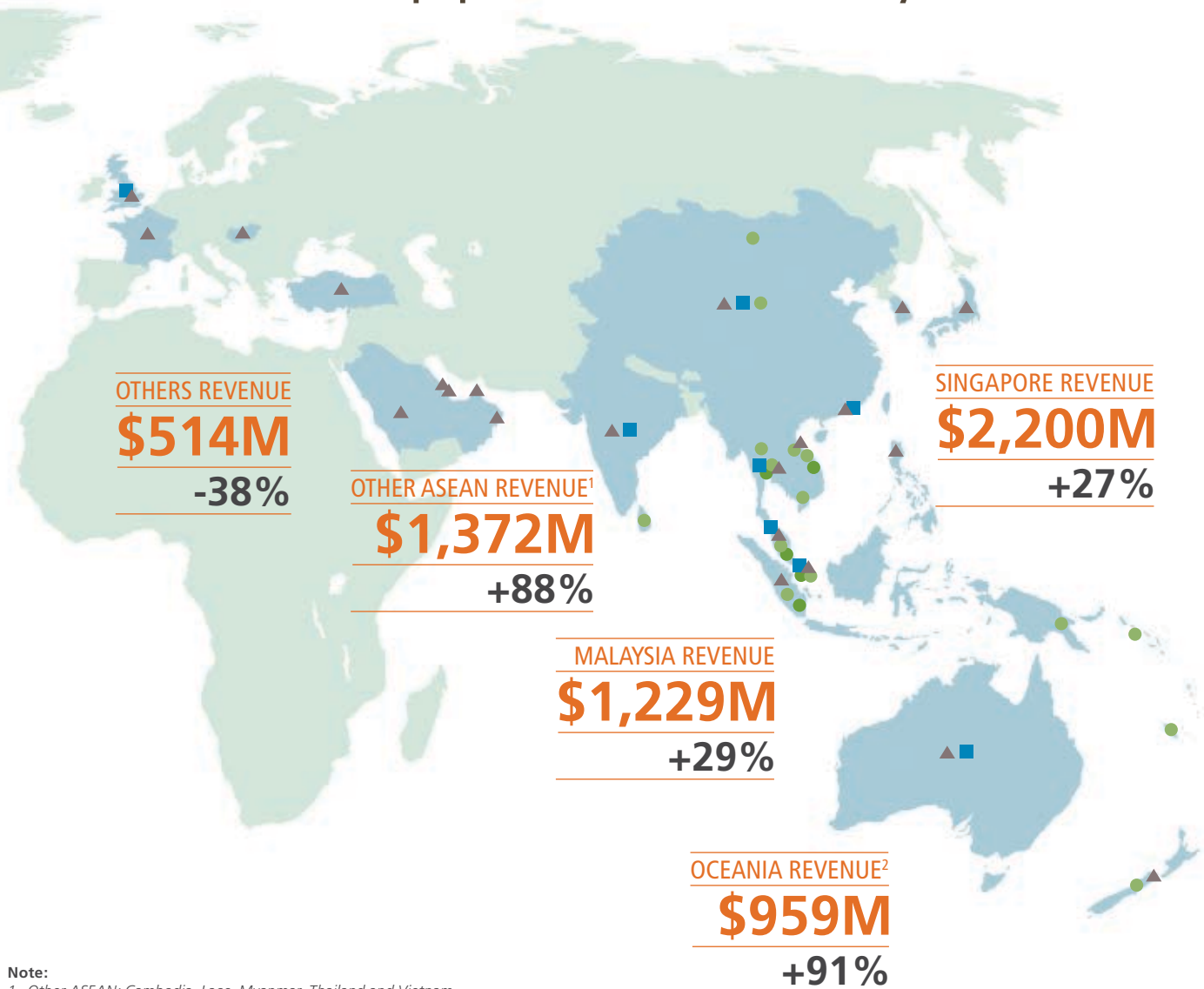


By Business Segment (%)



Presence in over **30** countries

Leadership positions in our key markets



Note:

¹ Other ASEAN: Cambodia, Laos, Myanmar, Thailand and Vietnam

² Oceania: Australia, New Zealand and Papua New Guinea

³ Percentage (%) denotes growth from FY2007 to FY2011

	Non-Beer (\$'000)	Beer (\$'000)	Publishing & Printing (\$'000)	Development Property (\$'000)	Commercial Property (\$'000)	Others (\$'000)	Group (\$'000)
Profit before Interest and Taxation⁴							
FY2011	150,298	371,791	27,187	407,770	160,969	33,536	1,151,551
Growth from FY2001 (%)	288%	477%	35%	250%	39%	4%	214%
Profit before Interest and Taxation Contribution (%)⁴							
FY2011	13%	32%	3%	35%	14%	3%	-
In FY2001	11%	18%	6%	33%	33%	9%	-

⁴ Excludes Discontinued Operations