01 - OVERVIEW

## MILESTONES

## Our JOURNEY



John Fraser and David Chalmers Neave established The Singapore and Straits Aerated Water Company to produce carbonated soft drinks.



The Singapore and Straits Aerated Water Company went public as Fraser and Neave, Limited.



Formation of Malayan Breweries Limited (renamed Asia Pacific Breweries Ltd ("APB") in 1990) with Heineken N.V. of Holland to produce beer. Tiger Beer was launched the next year.



Entered a joint venture with Beatrice Foods of Chicago to build the region's first sweetened condensed milk plant in Petaling Jaya, Malaysia.



Dairy production commenced in Singapore.



Relocated its Singapore brewery and soft drinks plant to free up the prime sites for development.



Restructured Cold Storage Holdings - Centrepoint Properties became a member of F&N, and the Group acquired Cold Storage Holdings' dairy operations in Singapore.

## 1992

F&N Coca-Cola Pte Ltd was formed as an anchor bottler for The Coca-Cola Company in Singapore, Malaysia, Brunei, Vietnam, Cambodia, Sri Lanka, Nepal and Pakistan.



F&N entered Myanmar's beer market.



Restructured Malaysia's soft drinks, dairies and glass businesses under Fraser & Neave Holdings Bhd, in compliance with Malaysia's New Economic Policy.



Acquired 20.1% stake in Times Publishing Group. A takeover offer was subsequently launched for the company.





F&N acquired Nestle's liquid canned milk business in Singapore, Malaysia, Thailand and Brunei.



Divested APB for a cash consideration of \$5.6 billion.



F&N became a part of Thailand's TCC Group, one of the largest companies in Thailand with businesses in food and beverage, real estate, industrial trading and consumer products, insurance and agriculture.



F&N secured a 22-year licensing agreement with Nestle for the manufacture and distribution of Nestle's canned milk products in ASEAN.



Acquired Warburg, a leading player in Singapore's vending market.



Vietnam Dairy Products Joint Stock Company ("Vinamilk") became an associated company of F&N.



Established Emerald Brewery Myanmar Limited to brew, distribute and market CHANG BEER.

## 2021/2022

F&N entered the packaged food business with the acquisitions of Sri Nona Group of Companies and Cocoaland Holdings Bhd.

F&N commenced the construction of an integrated dairy farm in Malaysia.