FRASER AND NEAVE, LIMITED

126th Annual General Meeting

RESPONSES TO SUBSTANTIAL AND RELEVANT QUESTIONS RECEIVED FROM SHAREHOLDERS

1

Gross profit margin in FY24 was 32%, vs FY23's 30% and FY22's 29%. Any reasons for not commenting on the improvement?

Response:

The increase in gross profit margin from 29% in FY2022 to 30% in FY2023, and further to 32% in FY2024, was driven by lower input costs and improved selling prices.

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2

Page 54 states that Dairies Vietnam has 15 dairy farms in Vietnam and Laos. Will the Malaysian dairy farm rely on Dairies Vietnam's expertise?

Response:

Yes, our integrated dairy farm in Malaysia has benefited from Vinamilk’s expertise. We actively collaborate with Vinamilk, sharing knowledge in areas such as dairy farming, to ensure the farm's setup and operations are guided by their experience.

3

What is the state of transportation in Laos?

Response:

While Laos' transportation infrastructure is still developing, access within its capital Vientiane is sufficient for the distribution of F&N's products.

4 What led to the deterioration of PBIT and APBFE, despite the integration of operations of Cocoaland and Sri Nona? Are prospects of improvement forseeble?

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Response:

The decrease in PBIT and APBFE in “Others” segment can primarily be attributed to:

1. Lower contribution from beverage base, primarily due to increased brand support costs.
2. The higher tax expense of $20.4 million, due to higher foreign withholding tax on dividend received following the expiry of the BOI tax incentive.

These factors have impacted profitability despite the integration of the operations of the Cocoaland and Sri Nona group of companies acquired by FNHB.

While we do not provide we are actively managing these factors, including tax-related impacts, and continue to monitor opportunities for improvement. We remain focused on optimizing our operations to drive future growth and value for shareholders.

5

Page 59 refers to sales of 100PLUS and Sarsi in Thailand, but based on page 138, beverage revenue in the country was below $1,000 in FY23 and FY24. Please shed light on the discrepancy.

Response:

Our soft drinks business in Thailand operates under a licensing model, where only the sales of beverage bases are recorded in our books, not the revenue from the sales of ready-to-drink Sarsi products.

6

Why did the Group fare badly in Singapore despite the popularity of F&N products here?

Response:

The Group's performance in Singapore was impacted by significant marketing expenses for its brands across markets, as well as corporate costs. As brand owner, F&N actively supports these investments in our brands to ensure their continued success. Our operations are further supported by royalty income, which helps offset some of these expenses.

THANK YOU