

## BOARD OF DIRECTORS

Mr Lee Hsien Yang (*Chairman*)  
 Mr Timothy Chia Chee Ming  
 Mr Ho Tian Yee  
 Mr Simon Israel  
 Mr Koh Beng Seng  
 Mr Stephen Lee  
 Mr Soon Tit Koon  
 Mr Tan Chong Meng  
 Mr Nicky Tan Ng Kuang

## BOARD EXECUTIVE COMMITTEE

Mr Lee Hsien Yang (*Chairman*)  
 Mr Ho Tian Yee  
 Mr Stephen Lee  
 Mr Simon Israel  
 Mr Soon Tit Koon

## AUDIT COMMITTEE

(including Risk Management Committee)

Mr Koh Beng Seng (*Chairman*)  
 Mr Timothy Chia Chee Ming  
 Mr Stephen Lee  
 Mr Tan Chong Meng  
 Mr Nicky Tan Ng Kuang

## REMUNERATION & STAFF ESTABLISHMENT COMMITTEE

Mr Stephen Lee (*Chairman*)  
 Mr Timothy Chia Chee Ming  
 Mr Ho Tian Yee  
 Mr Soon Tit Koon

## NOMINATING COMMITTEE

Mr Ho Tian Yee (*Chairman*)  
 Mr Timothy Chia Chee Ming  
 Mr Stephen Lee  
 Mr Nicky Tan Ng Kuang

## GROUP MANAGEMENT

Mr Koh Poh Tiong  
 – Chief Executive Officer,  
 Food and Beverage

Mr Lim Ee Seng  
 – Chief Executive Officer,  
 Frasers Centrepoint Group

Dato' Ng Jui Sia  
 – Chief Executive Officer,  
 Times Publishing Group

Mr Roland Pirmez  
 – Chief Executive Officer,  
 Asia Pacific Breweries Limited

Mr Tan Ang Meng  
 – Chief Executive Officer,  
 Fraser & Neave Holdings Bhd

Mr Christopher Tang  
 – Chief Executive Officer,  
 Frasers Centrepoint Commercial

Mr Anthony Cheong  
 – Group Company Secretary

Mr Patrick Goh  
 – Group Financial Controller

## REGISTERED OFFICE

#21-00 Alexandra Point  
 438 Alexandra Road  
 Singapore 119958  
 Tel: (65) 6318 9393  
 Fax: (65) 6271 0811

## SHARE REGISTRAR AND TRANSFER OFFICE

Tricor Barbinder Share Registration Services  
 8 Cross Street  
 #11-00 PWC Building  
 Singapore 048424  
 Tel: (65) 6236 3333  
 Fax: (65) 6236 3405

## AUDITOR

Ernst & Young  
 Partner-in-charge: Mr Kevin Kwok  
 (since financial year ended 30 Sep 2004)

## PRINCIPAL BANKER

Oversea-Chinese Banking Corporation Limited



## Food & Beverage

### Asia Pacific Breweries Group

- 50 Subsidiary companies
- 3 Joint venture companies
- 2 Associated companies

### Fraser & Neave Holdings Bhd

- 28 Subsidiary companies

### Other Listed and Unlisted Companies

- 15 Subsidiary companies

Asia Dairies (S) Pte Ltd  
 F&N Boncafe Beverages Pte Ltd  
 F&N Dairy Investments Pte Ltd  
 F&N DCH Holding Pte Ltd  
 F&N Foods Pte Ltd  
 F&N United Ltd  
 F&N Vietnam Foods Co Ltd  
 F&N Interflavine Pte Ltd  
 Magnolia – PDL Dairies (1993) Sdn Bhd  
 Myanmar Brewery Ltd  
 Paedia Nutrition Company Ltd  
 Premier Milk (S) Pte Ltd  
 Red Lion Holdings Pte Ltd  
 Tien Chun Pte Ltd  
 Tiger Taverns Sdn Bhd

- 1 Joint venture company

Asia Pacific Investment Pte Ltd

- 1 Associated company

China Dairy Group Ltd

## Properties

### Frasers Centrepoint Limited Group

- 152 Subsidiary companies
- 10 Joint venture companies
- 6 Associated companies

### Frasers Centrepoint Trust

### Frasers Property China Group

- 14 Subsidiary companies
- 1 Associated company

## Publishing & Printing

### Times Publishing Group

- 66 Subsidiary companies
- 2 Joint venture companies
- 2 Associated companies

### Other Listed Companies

- 2 Associated companies

Fung Choi Media Group Limited  
 PMP Limited

## Others

### Other Listed & Unlisted Companies

- 10 Subsidiary companies

F&N Investment Pte Ltd  
 F&N Services (L) Bhd  
 F&N Treasury Pte Ltd  
 Fannet Online Pte Ltd  
 Fannet Online Sdn Bhd  
 Fraser & Neave (Singapore) Pte Ltd  
 Fraser & Neave Investment (HK) Ltd  
 International Theme Parks (Singapore) Pte Ltd  
 Phoenix (Singapore) Pte Ltd  
 Vision Century Limited