

# Corporate Structure



FRASER AND NEAVE, LIMITED

Listed on the Mainboard of the  
Singapore Exchange Securities Trading Limited (“SGX-ST”)  
Stock Code: F99

## Food & Beverage

### Fraser & Neave Holdings Bhd

- 24 Subsidiary companies
- 1 Associated company  
*Cocoaland Holdings Berhad*
- 1 Joint Venture company

### Other Listed & Unlisted Companies

- 12 Subsidiary companies  
*Asia Dairies (S) Pte Ltd*  
*F&NBev Manufacturing Pte. Ltd.*  
*F&N Dairy Investments Pte Ltd*  
*F&N Foods Pte Ltd*  
*F&N Interflavine Pte Ltd*  
*F&N Services (F&B) (M) Sdn Bhd*  
*F&N United Ltd*  
*Magnolia – PDL Dairies (1993) Sdn Bhd*  
*Tiger Tavern Sdn Bhd*  
*PT F&N Indonesia*  
*F&N Creameries Group*
  - 4 Subsidiary companies
- Yoke Food Industries Group*
  - 2 Subsidiary companies

## Publishing & Printing

### Times Publishing Group

- 36 Subsidiary companies
- 1 Joint Operation
- 3 Associated companies  
Listed Company  
*PMP Limited*

## Others

### Other Unlisted Companies

- 6 Subsidiary companies  
*F&N Investments Pte Ltd*  
*F&N Services (L) Bhd*  
*F&N Treasury Pte Ltd*  
*Fraser & Neave (Singapore) Pte. Limited*  
*Fraser & Neave Investments (HK) Ltd*  
*InterF&B Pte. Ltd.*