

CORPORATE STRUCTURE



FRASER AND NEAVE, LIMITED

Listed on the Mainboard of the Singapore Exchange Securities Trading Limited ("SGX-ST")

Stock Code: F99

Number of Ordinary Shares Outstanding 1,445,773,703 Shares
(Excluding 1,304,051 Treasury Shares)

FOOD & BEVERAGE

FRASER & NEAVE HOLDINGS BHD

23 Subsidiary companies

1 Associated company

Listed company

Cocoaland Holdings Berhad

1 Joint venture company

OTHER LISTED & UNLISTED COMPANIES

16 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) Sdn Bhd

F&N United Limited

F&N Vietnam Limited Liability Company

Magnolia – PDL Dairies (1993) Sdn. Bhd.

PT. F&N Indonesia

Tiger Tavern Sdn. Bhd.

Warburg Engineering Pte. Ltd.

Warburg Vending Pte Ltd

Warburg Vending Services Pte. Ltd.

F&N Creameries Group

4 Subsidiary companies

Yoke Food Industries Group

2 Subsidiary companies

PUBLISHING & PRINTING

TIMES PUBLISHING GROUP

35 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 (Hong Kong) Limited

InterF&B Pte. Ltd.

CORPORATE INFORMATION

BOARD OF DIRECTORS

Mr Charoen Sirivadhanabhakdi
(Chairman)

Khunying Wanna Sirivadhanabhakdi
(Vice-Chairman)

Tengku Syed Badarudin Jamalullail
(Lead Independent Director)

Mr Timothy Chia Chee Ming

Mr Koh Poh Tiong

Mrs Siripen Sitasuwan

Mr Chotiphat Bijananda

Mr Thapana Sirivadhanabhakdi

Mr Sithichai Chaikriangkrai

Mr Prapakon Thongtheppairot
(Alternate Director to
Mr Sithichai Chaikriangkrai)

BOARD EXECUTIVE COMMITTEE

Mr Koh Poh Tiong (Chairman)

Mr Thapana Sirivadhanabhakdi
(Vice-Chairman)

Mr Sithichai Chaikriangkrai

Mr Prapakon Thongtheppairot

RISK MANAGEMENT COMMITTEE

Mr Koh Poh Tiong (Chairman)

Mr Thapana Sirivadhanabhakdi

Mr Sithichai Chaikriangkrai

Mr Prapakon Thongtheppairot

AUDIT COMMITTEE

Mrs Siripen Sitasuwan (Chairman)

Mr Timothy Chia Chee Ming

Mr Sithichai Chaikriangkrai

NOMINATING COMMITTEE

Tengku Syed Badarudin Jamalullail
(Chairman)

Mrs Siripen Sitasuwan

Mr Thapana Sirivadhanabhakdi

REMUNERATION COMMITTEE

Mr Timothy Chia Chee Ming (Chairman)

Mrs Siripen Sitasuwan

Mr Thapana Sirivadhanabhakdi

PRINCIPAL BANKERS

Crédit Agricole Corporate and
Investment Bank

DBS Bank Ltd

Oversea-Chinese Banking
Corporation Limited

Standard Chartered Bank

The Hongkong and Shanghai Banking
Corporation Limited

GROUP MANAGEMENT

Mr Lee Meng Tat
Chief Executive Officer,
Non-Alcoholic Beverages

Mr Edmond Neo
Chief Executive Officer, Beer

Mr Bennett Neo
Chief Executive Officer, Food

Mr Siew Peng Yim
Chief Executive Officer,
Times Publishing Group

Mr Anthony Cheong Fook Seng
Group Company Secretary

Mr Hui Choon Kit
Chief Financial Officer

REGISTERED OFFICE

438 Alexandra Road
#20-00 Alexandra Point
Singapore 119958
Tel: (65) 6318 9393
Fax: (65) 6271 0811

SHARE REGISTRAR AND TRANSFER OFFICE

Tricor Barbinder Share Registration
Services
80 Robinson Road #02-00
Singapore 068898
Tel: (65) 6236 3333
Fax: (65) 6236 3405

AUDITOR

KPMG LLP
Partner-in-charge: Quek Shu Ping
(with effect from financial year 2016)