CORPORATE STRUCTURE



FRASER AND NEAVE, LIMITEI

Listed on the Mainboard of the Singapore Exchange Securities Trading Limited

Stock Code: F99

Number of Ordinary Shares Outstanding: 1,448,121,153 Shares (Excluding 131,126 Treasury Shares)

FOOD & BEVERAGE



Fraser & Neave Holdings Bhd

- o 20 Subsidiary companies
- o 1 Joint Venture company
- o 1 Associated company Listed company Cocoaland Holdings Berhad

Other Listed & Unlisted Companies

- 19 Subsidiary companies Asia Dairies (S) Pte Ltd Emerald Brewery Myanmar Limited F&NBev Manufacturing Pte. Ltd. F&N Dairy Investments Pte Ltd F&N Foods Pte Ltd F&N Interflavine Pte. Ltd. F&N Myanmar Services Limited 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 Malaysia Sdn. Bhd. Warburg Vending Services Pte. Ltd. F&N Creameries Group
 - 4 Subsidiary companies Yoke Food Industries Group
 - 1 Subsidiary company
- o 1 Associated company
 Listed company
 Vietnam Dairy Products Joint Stock
 Company

PUBLISHING & PRINTING



Times Publishing Group

- o 33 Subsidiary companies
- o 1 Joint Venture company
- o 2 Associated companies

OTHERS



Other Unlisted Companies

o 6 Subsidiary companies F&N Investments Pte Ltd F&N Myanmar Investments Pte. Ltd. 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)

Mrs Siripen Sitasuwan

Mr Timothy Chia Chee Ming

Mr Charles Mak Ming Ying

Mr Chan Heng Wing

Dr Sujittra Sombuntham

Mr Koh Poh Tiong

Mr Chotiphat Bijananda

Mr Thapana

Sirivadhanabhakdi

Mr Sithichai Chaikriangkrai

Mr Michael Chye Hin Fah (Alternate Director to

Mr Thapana Sirivadhanabhakdi)

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 Michael Chye Hin Fah

Mr Prapakon Thongtheppairot

SUSTAINABILITY AND RISK MANAGEMENT COMMITTEE

Mr Koh Poh Tiong (Chairman)

Mr Thapana Sirivadhanabhakdi

Mr Sithichai Chaikriangkrai

Mr Michael Chye Hin Fah

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

. Siriyadhanabhakdi

REMUNERATION COMMITTEE

Mr Timothy Chia Chee Ming (Chairman)

Mrs Siripen Sitasuwan

Mr Thapana Sirivadhanabhakdi

GROUP MANAGEMENT

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

Mr Edmond Neo Chief Executive Officer, Beer

Mr Siew Peng Yim Chief Executive Officer, Times Publishing Group

Mr Hui Choon Kit Chief Financial Officer and Company Secretary

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)

PRINCIPAL BANKERS

Oversea-Chinese Banking Corporation Limited

DBS Bank Ltd

Crédit Agricole Corporate and Investment Bank CitiBank N.A.