

## Board of Directors



Mr Charoen  
Sirivadhanabhakdi  
N Page 15



Khunying Wanna  
Sirivadhanabhakdi  
N Page 16



Tengku Syed  
Badarudin Jamalullail  
I Page 16



Mrs Siripen  
Sitasuwan  
I Page 17



Mr Timothy  
Chia Chee Ming<sup>1</sup>  
I Page 17



Mr Charles  
Mak Ming Ying  
I Page 18



Mr Chan  
Heng Wing  
I Page 18



Dr Sujittra  
Sombuntham  
I Page 19



Mr Koh  
Poh Tiong  
N Page 19



Mr Chotiphat  
Bijananda  
N Page 20



Mr Thapana  
Sirivadhanabhakdi  
N Page 20



Mr Sithichai  
Chaikriangkrai  
N Page 21



Mr Ng  
Tat Pun<sup>1</sup>  
I Page 22



Mr Michael  
Chye Hin Fah  
A Page 22



Mr Prapakon  
Thongthepairat  
A Page 23

N Non-Independent  
I Independent  
A Alternate Director

### Note:

<sup>1</sup> Ref to SGX announcement dated 5 Nov 2021 in relation to Mr Chia's resignation on 31 Dec 2021 and Mr Ng Tat Pun's appointment as an independent and non-executive director, and a member of the Audit Committee on 1 Jan 2022

**MR CHAROEN  
SIRIVADHANABHAKDI, 77**

**Chairman / Non-Independent  
and Non-Executive Director**

Date of first appointment as a director  
**28 Feb 2013**

Date of last re-appointment as a director  
**29 Jan 2019**

Country of principal residence  
**Thailand**

**BOARD COMMITTEE(S) SERVED ON**

- Nil

**ACADEMIC & PROFESSIONAL  
QUALIFICATION(S)**

- Honorary Doctoral Degree in Social Science (Social Work), Mahamakut Buddhist University, Thailand
- Honorary Doctoral Degree in Marketing, Rajamangala University of Technology Isan, Thailand
- Honorary Doctoral Degree in Buddhism (Social Work), Mahachulalongkornrajavidyalaya, Thailand
- Honorary Doctorate Degree in Business Administration, Sasin Graduate Institute of Business Administration, Chulalongkorn University, Thailand
- Honorary Doctoral Degree in Hospitality Industry and Tourism, Christian University of Thailand, Thailand
- Honorary Doctoral Degree in Sciences and Food Technology, Rajamangala University of Technology Lanna, Thailand
- Honorary Doctoral Degree in International Business Administration, University of the Thai Chamber of Commerce, Thailand
- Honorary Doctoral Degree in Management, Rajamangala University of Technology Suvarnabhumi, Thailand
- Honorary Doctor of Philosophy in Business Administration, Mae Fah Luang University, Thailand

- Honorary Doctoral Degree in Business Administration, Eastern Asia University, Thailand
- Honorary Doctoral Degree in Management, Huachiew Chalermprakiet University, Thailand
- Honorary Doctoral Degree in Industrial Technology, Chandrakasem Rajabhat University, Thailand
- Honorary Doctoral Degree in Agricultural Business Administration, Maejo Institute of Agricultural Technology, Thailand

**PRESENT DIRECTORSHIP(S)  
(as at 02 Dec 2021)**

**Listed companies**

- Asset World Corp Public Company Limited (Chairman)
- Berli Jucker Public Company Limited (Chairman)
- Frasers Property Limited (Chairman)
- Thai Beverage Public Company Limited (Chairman)
- Thai Group Holdings Public Company Limited (Chairman)

**Others**

- Beer Thai (1991) Public Company Limited (Chairman)
- Cristalla Co., Ltd. (Chairman)
- International Beverage Holdings Limited (Chairman)
- Plantheon Co., Ltd. (Chairman)
- Siriwana Co., Ltd. (Chairman)
- Sura Bangyikhan Group of Companies (Chairman)
- TCC Asset World Corporation Limited (Chairman)
- TCC Assets (Thailand) Company Limited
- TCC Corporation Limited (Chairman)
- TCC Group of Companies
- TCC Land Co., Ltd. (Chairman)

**PAST DIRECTORSHIP(S) OTHER THAN  
F&N HELD OVER THE PRECEDING  
FIVE YEARS**

**Listed companies**

- Big C Supercenter Public Company Limited<sup>1</sup>

**Others**

- North Park Golf and Sports Club Co., Ltd. (Chairman)
- Red Bull Distillery Group of Companies (Chairman)
- Southeast Corporation Co., Ltd. (formerly known as Southeast Group Co., Ltd.) (Chairman)

**PRESENT PRINCIPAL COMMITMENTS  
(other than Directorships)  
(as at 02 Dec 2021)**

- Nil

**PAST PRINCIPAL COMMITMENTS  
OVER THE PRECEDING FIVE YEARS  
(other than Directorships)**

- Nil

**OTHERS**

- Darjah Kebesaran Panglima Setia Mahkota (P.S.M.) which carries the title 'Tan Sri' from Malaysia
- Royal Order of Sahametrei, Grand Officer of the Most Noble Order of the Rajamitrabhorn of Cambodia

**SHAREHOLDING INTEREST IN  
F&N GROUP**

- Refer to Shareholding Statistics on pages 185 to 186

**RELATIONSHIP WITH OTHER  
DIRECTOR, EXECUTIVE OFFICER, F&N,  
SUBSTANTIAL SHAREHOLDER OF F&N  
OR SUBSTANTIAL SHAREHOLDER OF  
PRINCIPAL SUBSIDIARY**

- Spouse of Khunying Wanna Sirivadhanabhakdi (Vice-Chairman and substantial shareholder)
- Father of Mr Thapana Sirivadhanabhakdi (Director)
- Father-in-law of Mr Chotiphat Bijananda (Director)
- See "Directors' Interests in Shares or Debentures" in the Directors' Statement on page 87 for details on relationship with other substantial shareholders of F&N

**ADDITIONAL INFORMATION**

- Additional information on Charoen Sirivadhanabhakdi, who is seeking re-appointment as a Director at the 123<sup>rd</sup> Annual General Meeting, is provided on pages 194 to 201.

**Note:**

- <sup>1</sup> Delisted from the Stock Exchange of Thailand on 28 September 2017

## Board of Directors

**KHUNYING WANNA  
SIRIVADHANABHAKDI, 78**

**Vice-Chairman / Non-Independent  
and Non-Executive Director**

Date of first appointment as a director  
**28 Feb 2013**

Date of last re-appointment as a director  
**21 Jan 2021**

Country of principal residence  
**Thailand**

### BOARD COMMITTEE(S) SERVED ON

- Nil

### ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Honorary Doctoral Degree in Buddhism (Social Work), Mahachulalongkornrajavidyalaya, Thailand
- Honorary Doctoral Degree (Management), Mahidol University, Thailand
- Honorary Doctorate of Philosophy (Business Management), University of Phayao, Thailand
- Honorary Doctoral Degree from the Faculty of Business Administration and Information Technology, Rajamangala University of Technology Tawan-ok, Thailand
- Honorary Doctor of Philosophy in Social Sciences, Mae Fah Luang University, Thailand
- Honorary Doctoral Degree in Business Administration, Chiang Mai University, Thailand
- Honorary Doctoral Degree in Agricultural Business Administration, Maejo Institute of Agricultural Technology, Thailand
- Honorary Doctoral Degree in Bio-technology, Ramkhamhaeng University, Thailand

### PRESENT DIRECTORSHIP(S) (as at 02 Dec 2021)

#### Listed companies

- Asset World Corp Public Company Limited (Vice-Chairman)
- Berli Jucker Public Company Limited (Vice-Chairman)
- Frasers Property Limited (Vice-Chairman)
- Thai Beverage Public Company Limited (Vice-Chairman)
- Thai Group Holdings Public Company Limited (Vice-Chairman)

### Others

- Beer Thip Brewery (1991) Co., Ltd. (Chairman)
- Cristalla Co., Ltd (Vice-Chairman)
- International Beverage Holdings Limited (Vice-Chairman)
- Plantheon Co., Ltd. (Vice-Chairman)
- Sangsom Co., Ltd. (Chairman)
- Siriwana Co., Ltd. (Vice-Chairman)
- TCC Asset World Corporation Limited (Vice-Chairman)
- TCC Assets (Thailand) Company Limited
- TCC Corporation Limited (Vice-Chairman)
- TCC Group of Companies
- TCC Land Co. Ltd. (Vice-Chairman)

### PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

#### Listed companies

- Big C Supercenter Public Company Limited<sup>1</sup>

### Others

- North Park Golf and Sports Club Co., Ltd. (Vice-Chairman)
- Southeast Corporation Co., Ltd. (formerly known as Southeast Group Co., Ltd.) (Vice-Chairman)

### PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 02 Dec 2021)

- Nil

### PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Nil

### OTHERS

- Royal Order of Cambodia, Grand Cross of the Most Noble Order of the Rajamitrabhorn (First Class) in Diplomacy

### SHAREHOLDING INTEREST IN F&N GROUP

- Refer to Shareholding Statistics on pages 185 to 186

### RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Spouse of Mr Charoen Sirivadhanabhakdi (Chairman and substantial shareholder)
- Mother of Mr Thapana Sirivadhanabhakdi (Director)
- Mother-in-law of Mr Chotiphat Bijananda (Director)

- See "Directors' Interests in Shares or Debentures" in the Directors' Statement on page 88 for details on relationship with other substantial shareholders of F&N

### Note:

- <sup>1</sup> Delisted from the Stock Exchange of Thailand on 28 September 2017

**TENGKU SYED BADARUDIN  
JAMALULLAIL, 76**

**Lead Independent  
and Non-Executive Director**

Date of first appointment as a director  
**08 Jan 2014**

Date of last re-appointment as a director  
**29 Jan 2019**

Country of principal residence  
**Malaysia**

### BOARD COMMITTEE(S) SERVED ON

- Nominating Committee (Chairman)

### ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Master of Arts in Law & History, University of Cambridge, UK

### PRESENT DIRECTORSHIP(S) (as at 02 Dec 2021)

#### Listed companies

- Fraser & Neave Holdings Bhd (Chairman)

### Others

- Besar Holdings Sdn Bhd
- Mega SPJ Sdn Bhd
- Pusat Dialysis Centre Tuanku Syed Putra – NKF (Chairman)
- Tuanku Syed Putra Foundation
- Vacaron Company Sdn Bhd

### PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

#### Listed companies

- Hwang Capital (Malaysia) Berhad

### Others

- Berkat Restu Sdn Bhd<sup>1</sup>
- HDM Capital Sdn Bhd

### PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 02 Dec 2021)

- Nil

### PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Nil

#### SHAREHOLDING INTEREST IN F&N GROUP

- 2,062,000 shares in Fraser & Neave Holdings Bhd, a subsidiary of F&N listed on Bursa Malaysia

#### RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Nil

#### ADDITIONAL INFORMATION

- Additional information on Mr Tengku Syed Badarudin Jamalullail, who is seeking re-appointment as a Director at the 123<sup>rd</sup> Annual General Meeting, is provided on pages 194 to 201.

#### Note:

- 1 De-registered from the Companies Commission of Malaysia on 7 November 2018

#### MRS SIRIPEN SITASUWAN, 73

Independent and  
Non-Executive Director

Date of first appointment as a director  
**31 May 2013**

Date of last re-appointment as a director  
**29 Jan 2020**

Country of principal residence  
**Thailand**

#### BOARD COMMITTEE(S) SERVED ON

- Audit Committee (Chairman)
- Nominating Committee
- Remuneration Committee

#### ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Master of Business Administration, Wichita State University, Kansas, USA
- Bachelor of Arts (Commerce), Chulalongkorn University, Thailand
- Listed Company Director Programme, Singapore Institute of Directors, Singapore
- Director Certification Program (DCP) 2003, Thai Institute of Directors (IOD)

#### PRESENT DIRECTORSHIP(S) (as at 02 Dec 2021)

##### Listed companies

- Sermasuk Public Company Limited
- Thanachart Capital Public Company Limited

##### Others

- Nil

#### PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

##### Listed companies

- Thai Solar Energy Public Company Limited

##### Others

- Solaris Asset Management Co., Ltd. (Chairman)

#### PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 02 Dec 2021)

- Nil

#### PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Nil

#### SHAREHOLDING INTEREST IN F&N GROUP

- Nil

#### RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Nil

#### MR TIMOTHY CHIA CHEE MING<sup>1</sup>, 71

Independent and  
Non-Executive Director

Date of first appointment as a director  
**08 Jan 2014**

Date of last re-appointment as a director  
**29 Jan 2020**

Country of principal residence  
**Singapore**

#### BOARD COMMITTEE(S) SERVED ON

- Audit Committee
- Remuneration Committee (Chairman)

#### ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Bachelor of Science cum laude, majoring in Management, Fairleigh Dickinson University, USA

#### PRESENT DIRECTORSHIP(S) (as at 02 Dec 2021)

##### Listed companies

- Banyan Tree Holdings Limited
- Malaysia Smelting Corporation Berhad
- Thai Beverage Public Company Limited
- The Straits Trading Company Limited

##### Others

- Gracefield Holdings Limited (Chairman)

- Hup Soon Global Corporation Private Limited (Chairman)
- Innoven Capital Pte Ltd (Chairman)
- Seviara Holdings Pte Ltd
- Singapore Power Limited
- United Motor Works (Siam) Public Co Ltd (Chairman)
- Vertex Venture Holdings Ltd

#### PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

##### Listed companies

- Ceylon Guardian Investment Trust PLC
- Ceylon Investment PLC

##### Others

- Coutts & Co Ltd
- Gabelhorn Investments Pte Ltd
- HS Global Holdings Pte Ltd
- Innoven Capital China Pte Ltd
- Innoven Capital Singapore Pte Ltd
- Parkesville Pte Ltd
- QuantuMDx Group Limited
- Rahman Hydraulic Tin Sdn Bhd
- Straits Investment Management Pte Ltd
- United Motor Works (Mauritius) Ltd

#### PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 02 Dec 2021)

- ASEAN Business Club (Member, Advisory Council & Co-Chair, Singapore)
- Asian Civilisation Museum (Member, Advisory Board)
- Monetary Authority of Singapore (Member, Corporate Governance Advisory Committee)
- National Heritage Board (Member, Investment Committee)
- Singapore Indian Development Association (Term Trustee)
- Singapore Management University (Member)

#### PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Singapore Management University (Member, Board of Trustees)

#### SHAREHOLDING INTEREST IN F&N GROUP

- Nil

#### RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Nil

#### Note:

- 1 Ref to SGX announcement dated 5 Nov 2021 in relation to Mr Chia's resignation



## Board of Directors

### MR CHARLES MAK MING YING, 69

#### Independent and Non-Executive Director

Date of first appointment as a director  
**11 Jan 2018**

Date of last re-appointment as a director  
**21 Jan 2021**

Country of principal residence  
**Hong Kong**

#### BOARD COMMITTEE(S) SERVED ON

- Nil

#### ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Master of Business Administration, PACE University, USA
- Bachelor of Business Administration, PACE University, USA

#### PRESENT DIRECTORSHIP(S) (as at 02 Dec 2021)

##### Listed companies

- Frasers Property Limited

##### Others

- BeerCo Limited

#### PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

##### Listed companies

- Nil

##### Others

- Nil

#### PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 02 Dec 2021)

- PACE University, USA (Board of Trustees)

#### PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Morgan Stanley Asia Pacific (Vice-Chairman)
- Morgan Stanley Asia's Investment Banking Division (Senior Advisor)
- Morgan Stanley International Wealth Management (President)
- Chairman and Director of Bank Morgan Stanley AG

- Director in Morgan Stanley Asia Limited and a member of Morgan Stanley's Asia Pacific Executive Committee, the Morgan Stanley Wealth Management Committee and the International Operating Committee
- Managing Director and Head of Morgan Stanley Asia Pacific Private Wealth Management
- Executive Director and Senior Investment Adviser of Morgan Stanley's Private Wealth Management Group

#### SHAREHOLDING INTEREST IN F&N GROUP

- Nil

#### RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Nil

### MR CHAN HENG WING, 74

#### Independent and Non-Executive Director

Date of first appointment as a director  
**11 Jan 2018**

Date of last re-appointment as a director  
**21 Jan 2021**

Country of principal residence  
**Singapore**

#### BOARD COMMITTEE(S) SERVED ON

- Nil

#### ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Master of Science, Columbia Graduate School of Journalism, USA
- Master of Arts, University of Singapore, Singapore
- Bachelor of Arts (Honours), University of Singapore, Singapore

#### PRESENT DIRECTORSHIP(S) (as at 02 Dec 2021)

##### Listed companies

- EC World REIT
- Frasers Property Limited

##### Others

- One Bangkok Holdings Company Limited
- Precious Quay Pte. Ltd.
- Precious Treasure Pte Ltd

#### PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

##### Listed companies

- Banyan Tree Holdings Limited

##### Others

- Nil

#### PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 02 Dec 2021)

- China Cultural Centre Singapore (Member, Executive Board)
- Milken Institute Asia Center (Senior Advisor)
- Ministry of Foreign Affairs: Non-resident Ambassador to Austria

#### PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Nil

#### SHAREHOLDING INTEREST IN F&N GROUP

- Nil

#### RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Nil

## DR SUJITRA SOMBUNTHAM, 64

### Independent and Non-Executive Director

Date of first appointment as a director  
**11 Jan 2018**

Date of last re-appointment as a director  
**21 Jan 2021**

Country of principal residence  
**Thailand**

### BOARD COMMITTEE(S) SERVED ON

- Nil

### ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Medical Degree, Prince of Songkla University (First Class Honors, Valedictorian), Thailand
- Board of Internal Medicine, Chulalongkorn University, Thailand
- Diploma in Dermatology, University of London, United Kingdom
- Board of Family Medicine, The Royal College of Family Physicians of Thailand
- Certificate in Anti-Aging Medicine Specialization, World Society of Anti-Aging Medicine, European Organization of Scientific Anti-Aging Medicine
- American Board of Anti-Aging and Regenerative Medicine, USA
- Listed Entity Director Programme, Singapore Institute of Directors, Singapore

### PRESENT DIRECTORSHIP(S) (as at 02 Dec 2021)

#### Listed companies

- Nil

#### Others

- Bhatra Co., Ltd.
- DermScan Asia Co., Ltd.
- Springfield At Sea Co., Ltd.
- Springfield Beach Club Co., Ltd.
- Springfield Holding Co., Ltd.
- Springfield Royal Club Co., Ltd.
- Thaniya Co., Ltd.
- Thaniya Dental Center Co., Ltd.
- Thaniya Holding Co., Ltd.
- Thaniya Medical Center Co., Ltd.
- Thaniya Real Estate Co., Ltd.
- Thaniyakit Co., Ltd.
- Thanyaville Co., Ltd.
- Yada Development Co., Ltd.

### PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

#### Listed companies

- Nil

#### Others

- Nil

### PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 02 Dec 2021)

- St. Joseph Hospital Foundation (Vice-President)
- DermScan Asia Co., Ltd (Clinical Director)
- Thai Society of Cosmetic Dermatology and Surgery (Treasurer)
- Thai Society of Anti-Aging
- Honorary Advisory Board of Dysport
- Mae Fah Luang University (Guest Lecturer)
- Chulalongkorn University (Guest Lecturer)
- Thaniya Medical Clinic (Physician)

### PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Nil

### SHAREHOLDING INTEREST IN F&N GROUP

- Nil

### RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Nil

## MR KOH POH TIONG, 74

### Non-Independent and Non-Executive Director Adviser to The Board

Date of first appointment as a director  
**03 Apr 2013**

Date of last re-appointment as a director  
**29 Jan 2020**

Country of principal residence  
**Singapore**

### BOARD COMMITTEE(S) SERVED ON

- Board Executive Committee (Chairman)
- Sustainability and Risk Management Committee (Chairman)

### ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Bachelor of Science, University of Singapore, Singapore

### PRESENT DIRECTORSHIP(S) (as at 02 Dec 2021)

#### Listed companies

- Bukit Sembawang Estates Limited (Chairman)
- Delfi Limited
- Raffles Medical Group Limited
- Saigon Beer-Alcohol-Beverage Corporation (Chairman)

#### Others

- Asia Breweries Limited
- BeerCo Limited (Chairman)
- Great Eastern General Insurance (Malaysia) Berhad
- Great Eastern Life Assurance (Malaysia) Berhad
- Times Publishing Limited (Chairman)

### PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

#### Listed companies

- SATS Ltd (Director)
- United Engineers Ltd (Director)

#### Others

- National Kidney Foundation (Chairman)
- Singapore Kindness Movement (Chairman)
- The Great Eastern Life Assurance Company Ltd (Director)
- Yunnan Yulinquan Liquor Co., Ltd. (Chairman)

### PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 02 Dec 2021)

- Nil

### PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Nil

### SHAREHOLDING INTEREST IN F&N GROUP

- 251,315 shares in Fraser and Neave, Limited

### RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Nil

### ADDITIONAL INFORMATION

- Additional information on Mr Koh, who is seeking re-appointment as a Director at the 123<sup>rd</sup> Annual General Meeting, is provided on pages 194 to 201.

## Board of Directors

### MR CHOTIPHAT BIJANANDA, 57

#### Non-Independent and Non-Executive Director

Date of first appointment as a director  
**19 Feb 2013**

Date of last re-appointment as a director  
**29 Jan 2019**

Country of principal residence  
**Thailand**

#### BOARD COMMITTEE(S) SERVED ON

- Nil

#### ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Master of Business Administration, Finance, University of Missouri, USA
- Bachelor of Laws, Thammasat University, Thailand

#### PRESENT DIRECTORSHIP(S) (as at 02 Dec 2021)

##### Listed companies

- Frasers Property Limited
- Frasers Property (Thailand) Public Company Limited (formerly known as Ticon Industrial Connection Public Company Limited)
- Sermasuk Public Company Limited (2<sup>nd</sup> Vice-Chairman)
- Siam Food Product Public Company Limited
- Thai Group Holdings Public Company Limited

##### Others

- Asiatic House Co., Ltd.
- Concept Land 5 Co., Ltd.
- Dhamma Land Property Company Limited
- DL Engineering Solutions Company Limited
- Frasers Property Australia Pty Limited
- Pholmankhong Business Co., Ltd.
- Pro Garage Company Limited (formerly known as Sinn Bualuang Leasing Co., Ltd.)
- Southeast Academic Center Company Limited
- Southeast Advisory Company Limited
- Southeast Capital Company Limited (Chairman of Executive Board)
- Southeast Insurance Public Company Limited (Chairman of Executive Board)
- Southeast Joint Venture Co., Ltd.
- Southeast Life Insurance Public Company Limited (Chairman of Executive Board)
- Southeast Money Company Limited
- Southeast Money Retail Company Limited

- Southeast Property Co., Ltd.
- Suansilp Pattana 1 Co., Ltd.
- TCC Assets (Thailand) Company Limited
- TCC Privilege Card Company Limited
- ME Innovation Company Limited (formerly known as Big C Services Company Limited)
- Sentrics Consulting Company Limited
- Siam Food (2513) Co., Ltd.

#### PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

##### Listed companies

- Nil

##### Others

- Big C Services Co., Ltd.
- Golden Land Property Development Public Company Limited
- Sentrics Consulting Company Limited
- S Sofin Co., Ltd.
- Pro Checker Company Limited
- TCC Holdings (2519)
- TCC Property Development Co., Ltd.
- T.C.C. Technology Co., Ltd.

#### PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 02 Dec 2021)

- Nil

#### PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Nil

#### SHAREHOLDING INTEREST IN F&N GROUP

- Nil

#### RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Son-in-law of Mr Charoen Sirivadhanabhakdi (Chairman and substantial shareholder) and Khunying Wanna Sirivadhanabhakdi (Vice-Chairman and substantial shareholder)
- Brother-in-law of Mr Thapana Sirivadhanabhakdi (Director)

#### ADDITIONAL INFORMATION

- Additional information on Mr Chotiphat Bijananda, who is seeking re-appointment as a Director at the 123<sup>rd</sup> Annual General Meeting, is provided on pages 194 to 201.

### MR THAPANA SIRIVADHANABHAKDI, 46

#### Non-Independent and Non-Executive Director

Date of first appointment as a director  
**19 Feb 2013**

Date of last re-appointment as a director  
**29 Jan 2020**

Country of principal residence  
**Thailand**

#### BOARD COMMITTEE(S) SERVED ON

- Board Executive Committee (Vice-Chairman)
- Nominating Committee
- Remuneration Committee
- Sustainability and Risk Management Committee

#### ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Honorary Doctorate Degree in Business Administration, Sasin Graduate Institute of Business Administration, Chulalongkorn University, Thailand
- Honorary Doctoral Degree in Science (Logistics Management), King Mongkut's Institute of Technology Ladkrabang, Thailand
- Honorary Doctoral Degree of Arts, Rajamangala University of Technology Phra Nakhon, Thailand
- Honorary Doctoral Degree in Hospitality, Rajamangala University of Technology Krungthep, Thailand
- Honorary Doctoral Degree in Community Development, Chiang Mai Rajabhat University, Thailand
- Honorary Doctoral Degree of Business Administration in Strategic Logistic and Supply Chain Management, Suan Sunandha Rajabhat University, Thailand
- Honorary Doctoral Degree of Philosophy in General Management, Ramkhamhaeng University, Thailand
- Master of Science Administration in Financial Economics, Boston University, USA
- Bachelor of Business Administration (Finance), Boston University, USA

#### PRESENT DIRECTORSHIP(S) (as at 02 Dec 2021)

##### Listed companies

- Amarin Printing and Publishing Public Company Limited (Vice-Chairman)
- Sermasuk Public Company Limited (3<sup>rd</sup> Vice-Chairman)
- Thai Beverage Public Company Limited (President and CEO)
- Thai Group Holdings Public Company Limited

- The Siam Cement Public Company Limited (Independent Director)
- Univentures Public Company Limited (Vice-Chairman)

#### Others

- Adelfos Co., Ltd.
- Asia Breweries Limited
- Bistro Asia Co., Ltd. (Chairman)
- BeerCo Limited
- BeerCo Training Co., Ltd.
- Beer Thai (1991) Public Company Limited (Vice-Chairman)
- Chang Beer Company Limited
- Chang Corporation Co., Ltd.
- Food and Beverage United Co., Ltd.
- InterBev Investment Limited
- International Beverage Holdings Limited (President)
- Plantheon Co., Ltd.
- Pracharath Rak Samakkee Social Enterprise (Thailand) Co., Ltd.
- Red Bull Distillery Group of Companies (Chairman)
- SCG Chemicals Co., Ltd.
- Siam Breweries Limited
- South East Asia Logistics Pte. Ltd. (Chairman)
- Southeast Group of Companies (Vice-Chairman)
- TCC Group of Companies
- Thai Beverage Group of Companies
- Times Publishing Limited (Vice-Chairman)

#### PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

##### Listed companies

- Berli Jucker Public Company Limited
- Golden Land Property Development Public Company Limited
- Oishi Group Public Company Limited

#### Others

- GMM Channel Holding Co., Ltd.
- InterBev Malaysia Sdn. Bhd

#### PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 02 Dec 2021)

- Thai Beverage Public Company Limited (President & Chief Executive Officer)

#### PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Thai Beverage Public Company Limited (Chief Beer Product Group)

#### SHAREHOLDING INTEREST IN F&N GROUP

- Nil

#### RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Son of Mr Charoen Sirivadhanabhakdi (Chairman and substantial shareholder) and Khunying Wanna Sirivadhanabhakdi (Vice-Chairman and substantial shareholder)
- Brother-in-law of Mr Chatiphat Bijananda (Director)

#### OTHERS

- Knight of the Legion of Honor (Chevalier de la Légion d'Honneur)

#### MR SITHICHAI CHAIKRIANGKRAI, 67

##### Non-Independent and Non-Executive Director

Date of first appointment as a director  
**22 Feb 2013**

Date of last re-appointment as a director  
**29 Jan 2020**

Country of principal residence  
**Thailand**

#### BOARD COMMITTEE(S) SERVED ON

- Audit Committee
- Board Executive Committee
- Sustainability and Risk Management Committee

#### ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Bachelor of Accountancy (First Class Honors), Thammasat University, Thailand
- Diploma in Computer Management, Chulalongkorn University, Thailand
- Certificate of the Mini MBA Leadership Management, Kasetsart University, Thailand

#### PRESENT DIRECTORSHIP(S) (as at 02 Dec 2021)

##### Listed companies

- Asset World Corp Public Company Limited
- Berli Jucker Public Company Limited
- Frasers Property Limited
- Frasers Property (Thailand) Public Company Limited
- Oishi Group Public Company Limited
- Sermasuk Public Company Limited
- Siam Food Products Public Company Limited
- Thai Beverage Public Company Limited
- Univentures Public Company Limited

#### Others

- Asia Breweries Limited
- BeerCo Limited
- Big C Retail Holding Company Limited
- Chang Beer Company Limited
- Eastern Seaboard Industrial Estate (Rayong) Company Limited
- Food and Beverage Holding Co., Ltd.
- Frasers Property Commercial Asset Management (Thailand) Co., Ltd. (formerly known as Univentures REIT Management Co., Ltd.)
- Petform (Thailand) Co., Ltd.
- Siam Breweries Limited
- South East Asia Logistics Pte. Ltd.
- TCC Assets (Thailand) Company Limited
- Thai Beverage Can Co., Ltd.
- Thai Breweries Limited

#### PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

##### Listed companies

- Big C Supercenter Public Company Limited<sup>1</sup>
- Golden Land Property Development Public Company Limited

#### Others

- Nil

#### PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 02 Dec 2021)

- Thai Beverage Public Company Limited (Senior Executive Vice-President, Group CFO)

#### PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Nil

#### SHAREHOLDING INTEREST IN F&N GROUP

- Nil

#### RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Nil

#### Note:

- <sup>1</sup> Delisted from the Stock Exchange of Thailand on 28 September 2017



# Board of Directors

## MR NG TAT PUN, 77

### Independent and Non-Executive Director

Date of first appointment as a director  
**01 Jan 2022<sup>1</sup>**

Date of last re-appointment as a director  
-

Country of principal residence  
**Singapore**

### BOARD COMMITTEE(S) SERVED ON

- Audit Committee<sup>1</sup>

### ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Bachelor of Arts Degree (Economics and History), University of Singapore, Singapore
- Director of Accreditation Program (DAP) 2006, Thai Institute of Directors Association
- Business Future Series (BFS 3), Singapore Institute of Directors

### PRESENT DIRECTORSHIP(S) (as at 02 Dec 2021)

#### Listed companies

- Nil

#### Others

- SP Chemicals Pte. Ltd.

### PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

#### Listed companies

- EnGro Corporation Ltd.
- Sing Investments & Finance Limited (Chairman)
- Thai Beverage Public Company Limited

#### Others

- SP Chemicals Holdings Ltd. (Chairman)

### PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 02 Dec 2021)

- Monetary Authority of Singapore: Corporate Governance Advisory Committee

### PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Nil

### SHAREHOLDING INTEREST IN F&N GROUP

- Nil

### RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Nil

### ADDITIONAL INFORMATION

- Additional information on Mr Ng, who is seeking re-appointment as a Director at the 123<sup>rd</sup> Annual General Meeting, is provided on pages 194 to 201.

#### Note:

- 1 Ref to SGX announcement dated 5 Nov 2021 in relation to Mr Ng's appointment as an Independent and Non-Executive Director from 1 Jan 2022

## MR MICHAEL CHYE HIN FAH, 62

### Alternate Director to Mr Thapana Sirivadhanabhakdi

Date of first appointment as an  
alternate director  
**08 Feb 2017**

Country of principal residence  
**Singapore**

### BOARD COMMITTEE(S) SERVED ON

- Board Executive Committee
- Sustainability and Risk Management Committee

### ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Bachelor of Business Studies with First Class Honours in Accounting and Finance, Massey University, New Zealand
- Master of Business Studies with Distinction in Accounting and Finance, Massey University, New Zealand
- Fellow of the Institute of Singapore Chartered Accountants
- Associate Member of the Institute of Chartered Secretaries & Administrators
- Member of the Singapore Institute of Directors
- Associate Member of Chartered Secretaries Institute of Singapore

### PRESENT DIRECTORSHIP(S) (as at 02 Dec 2021)

#### Listed companies

- Saigon Beer-Alcohol-Beverage Corporation
- Vietnam Dairy Products Joint Stock Company

### Others

- Alliance Asia Investment Private Limited
- Alliance Strategic Investments Pte. Ltd.
- Asia Breweries Limited
- ASM International Limited
- Beer Chang International Limited
- BeerCo Limited (incorporated in Hong Kong)
- BeerCo Limited (incorporated in Singapore)
- BevCo Limited (incorporated in Hong Kong)
- BevCo Limited (incorporated in Thailand)
- Chang Beer Company Limited
- Chang Beer UK Limited
- Chang Corporation Co., Ltd.
- Chang Holding Co., Ltd.
- Chang International Co., Ltd.
- DECCO 235
- F&N Retail Connection Co., Ltd.
- Grand Royal Group International Company Limited (formerly known as Myanmar Distillery Company Limited)
- Havi Food Distribution (Thailand) Co., Ltd.
- Havi Logistics (Thailand) Limited
- Heritas Capital Management Pte. Ltd.
- IMC Pan Asia Alliance Corporation
- InterBev (Singapore) Limited
- InterBev (Singapore) 2019 Limited
- InterF&B Pte. Ltd.
- International Beverage Holdings Limited
- International Beverage Holdings (Singapore) Pte. Limited
- International Beverage Holdings (UK) Limited
- International Beverage Trading (Hong Kong) Limited
- International Breweries Limited
- Inver House Distillers Limited
- Inver House Distillers (ROI) Limited
- Marketing Magic Pte. Ltd.
- Max Asia Food and Beverage (Thailand) Co., Ltd.
- Myanmar Supply Chain and Marketing Services Company Limited
- Prudence Holdings Limited
- Siam Breweries Limited
- So Water Company Limited
- South East Asia Logistics Pte Ltd
- Super Brands Company Pte. Ltd.
- Super Beer Brands Limited (formerly known as Beer Super Brands Limited)
- Thai Breweries Limited
- Vietnam Beverage Company Limited (formerly known as Nga Son Beverage Joint Stock Company)

- Vietnam F&B Alliance Investment Joint Stock Company (formerly known as Nga Son Investment Joint Stock Company)
- Vietnam Logistics and Supply Chain Company Limited
- Wellwater Limited

#### PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

##### Listed companies

- Sermasuk Public Company Limited

##### Others

- C A C Co., Ltd.
- International Beverage Trading Limited
- Sermasuk Beverage Co., Ltd.
- Sermasuk Holdings Co., Ltd.
- Wrangyer Beverage (2008) Co., Ltd.

#### PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 02 Dec 2021)

- BeerCo Limited, Singapore (Chief Executive Officer)
- Thai Beverage Public Company Limited (Chief Beer Product Group)
- Vietnam Beverage Company Limited (Legal Representative/General Director)
- Vietnam F&B Alliance Investment Joint Stock Company (Legal Representative/Chairman of Board of Management)

#### PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Thai Beverage Public Company Limited (Executive Vice-President, Finance and Accounting Group, Deputy Group CFO and Chief Finance Officer – International Business)
- International Beverage Holdings Limited (Group Chief Finance Officer)
- Super Brands Company Pte. Ltd. (Executive Director)

#### SHAREHOLDING INTEREST IN F&N GROUP

- Nil

#### RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Nil

#### MR PRAPAKON THONGTHEPPAIROT, 50

##### Alternate Director to Mr Sithichai Chaikriangkrai

Date of first appointment as an alternate director

21 Mar 2013

Country of principal residence  
Thailand

#### BOARD COMMITTEE(S) SERVED ON

- Board Executive Committee
- Sustainability and Risk Management Committee

#### ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Advanced Management Programme, INSEAD, France
- Master of Science in Finance, Georgia State University, USA
- Master of Business Administration, Mercer University, USA
- Bachelor of Business Administration, Assumption University, Thailand
- Listed Company Director Programme, Singapore Institute of Directors, Singapore
- Director Certification Program (DCP) 2017, Thai Institute of Directors (IOD)

#### PRESENT DIRECTORSHIP(S) (as at 02 Dec 2021)

##### Listed companies

- Nil

##### Others

- Asiaeuro International Beverage (Guangdong) Co., Ltd.
- Asiaeuro International Beverage (Hong Kong) Limited
- ASM International Limited
- BeerCo Limited
- Bistro Asia Co., Ltd.
- Chang Holding Co., Ltd.
- Food and Beverage Holding Co., Ltd.
- Grand Royal Group International Co., Ltd.
- Green Bean Co., Ltd.
- InterBev Investment Limited
- International Beverage Holdings Limited
- International Beverages Trading Co., Ltd.
- Myanmar Supply Chain and Marketing Services Co., Ltd.
- P.M.T. Mansion Co., Ltd.
- Red Bull Distillery Group of Companies

- Siam Breweries Limited
- South East Asia Logistics Pte. Ltd.
- Super Beer Brands Limited
- Thai Beverage Group of Companies
- Thai Beverage Training Co., Ltd.
- ThaiBev Marketing Co., Ltd.
- Traditional Trade Management Co., Ltd.
- Vietnam Logistics and Supply Chain Company Limited

#### PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

##### Listed companies

- Nil

##### Others

- Thai Beverage Marketing Co., Ltd.
- Times Publishing Limited

#### PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 02 Dec 2021)

- Thai Beverage Public Company Limited (Executive Vice-President – Chief Spirit Product Group, Deputy Group CFO and Chief Finance Officer – International Business)

#### PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Held various senior executive positions in the TCC Group, namely Chief Route to Market and Senior Vice-President for Beer Product Group and Finance in Thai Beverage Public Company Limited, Director and Chief Executive Officer in Thai Beverage Marketing Co., Ltd., Senior Executive Vice-President for Land Development and Investment Management in TCC Land Group, Senior Executive Vice-President for Corporate Services in Plantheon Group and TCC Land Group, and Senior Executive Vice-President for Finance in TCC Land Group.

#### SHAREHOLDING INTEREST IN F&N GROUP

- Nil

#### RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Nil