

Board of Directors



Mr Charoen Sirivadhanabhakdi

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Khunying Wanna Sirivadhanabhakdi

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Tengku Syed Badarudin Jamalullail

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Mr Ng Tat Pun

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Mr Chan Heng Wing

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Ms Suong Dao Nguyen

I Page 21



Mr Charles Mak Ming Ying

I Page 21



Dr Sujitra Sombuntham

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Mr Koh Poh Tiong

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Mr Chotiphat Bijananda

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Mr Thapana Sirivadhanabhakdi

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Mr Sithichai Chaikriangkrai

 Page 25



Mr Michael Chye Hin Fah

(Alternate Director to Mr Thapana Sirivadhanabhakdi) Page 26



Mr Prapakon Thongtheppairot

(Alternate Director to Mr Sithichai Chaikriangkrai) Page 27

Board of Directors

MR CHAROEN SIRIVADHANABHAKDI, 78

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
18 Jan 2022

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 01 Dec 2022)

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

- 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 Limited¹

Others

- Beer Thai (1991) Public Company Limited (Chairman)
- 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 01 Dec 2022)

- 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 192 to 193

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

Note:

- ¹ Delisted from the Stock Exchange of Thailand on 28 September 2017.

**KHUNYING WANNA
SIRIVADHANABHAKDI, 79**

**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 01 Dec 2022)**

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

- 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 Limited¹

Others

- Beer Thip Brewery (1991) Co., Ltd. (Chairman)
- 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 01 Dec 2022)**

- 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 page 192 to 193

**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:

- ¹ Delisted from the Stock Exchange of Thailand on 28 September 2017.

Board of Directors

<p>TENGKU SYED BADARUDIN JAMALULLAIL, 77</p> <p>Lead Independent and Non-Executive Director</p> <p>Date of first appointment as a director 08 Jan 2014</p> <p>Date of last re-appointment as a director 18 Jan 2022</p> <p>Country of principal residence Malaysia</p> <p>BOARD COMMITTEE(S) SERVED ON</p> <ul style="list-style-type: none"> Nominating Committee (Chairman) <p>ACADEMIC & PROFESSIONAL QUALIFICATION(S)</p> <ul style="list-style-type: none"> Master of Arts in Law & History, University of Cambridge, UK <p>PRESENT DIRECTORSHIP(S) (as at 01 Dec 2022)</p> <p>Listed companies</p> <ul style="list-style-type: none"> Fraser & Neave Holdings Bhd (Chairman) <p>Others</p> <ul style="list-style-type: none"> Besar Holdings Sdn Bhd Mega SPJ Sdn Bhd Pusat Dialysis Centre Tuanku Syed Putra – NKF (Chairman) Tuanku Syed Putra Foundation Vacaron Company Sdn Bhd <p>PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS</p> <p>Listed companies</p> <ul style="list-style-type: none"> Hwang Capital (Malaysia) Berhad <p>Others</p> <ul style="list-style-type: none"> Berkat Restu Sdn Bhd¹ HDM Capital Sdn Bhd <p>PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 01 Dec 2022)</p> <ul style="list-style-type: none"> Nil <p>PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)</p> <ul style="list-style-type: none"> Nil <p>SHAREHOLDING INTEREST IN F&N GROUP</p> <ul style="list-style-type: none"> 2,062,000 shares in Fraser & Neave Holdings Bhd, a subsidiary of F&N listed on Bursa Malaysia 	<p>RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY</p> <ul style="list-style-type: none"> Nil <p>Note:</p> <p>1 De-registered from the Companies Commission of Malaysia on 7 November 2018.</p> <p>MR NG TAT PUN, 77</p> <p>Independent and Non-Executive Director</p> <p>Date of first appointment as a director 01 Jan 2022</p> <p>Date of last re-appointment as a director 18 Jan 2022</p> <p>Country of principal residence Singapore</p> <p>BOARD COMMITTEE(S) SERVED ON</p> <ul style="list-style-type: none"> Audit Committee (Chairman) Remuneration Committee <p>ACADEMIC & PROFESSIONAL QUALIFICATION(S)</p> <ul style="list-style-type: none"> 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 <p>PRESENT DIRECTORSHIP(S) (as at 01 Dec 2022)</p> <p>Listed companies</p> <ul style="list-style-type: none"> Nil <p>Others</p> <ul style="list-style-type: none"> SP Chemicals Pte. Ltd. <p>PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS</p> <p>Listed companies</p> <ul style="list-style-type: none"> EnGro Corporation Ltd. Sing Investments & Finance Limited Thai Beverage Public Company Limited <p>Others</p> <ul style="list-style-type: none"> SP Chemicals Holdings Ltd. <p>PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 01 Dec 2022)</p> <ul style="list-style-type: none"> Monetary Authority of Singapore: Corporate Governance Advisory Committee 	<p>PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)</p> <ul style="list-style-type: none"> Nil <p>SHAREHOLDING INTEREST IN F&N GROUP</p> <ul style="list-style-type: none"> Nil <p>RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY</p> <ul style="list-style-type: none"> Nil <p>MR CHAN HENG WING, 75</p> <p>Independent and Non-Executive Director</p> <p>Date of first appointment as a director 11 Jan 2018*</p> <p>Date of last re-appointment as a director 21 Jan 2021</p> <p>Country of principal residence Singapore</p> <p>BOARD COMMITTEE(S) SERVED ON</p> <ul style="list-style-type: none"> Remuneration Committee (Chairman) Audit Committee <p>ACADEMIC & PROFESSIONAL QUALIFICATION(S)</p> <ul style="list-style-type: none"> Master of Science, Columbia Graduate School of Journalism, USA Master of Arts, University of Singapore, Singapore Bachelor of Arts (Honours), University of Singapore, Singapore <p>PRESENT DIRECTORSHIP(S) (as at 01 Dec 2022)</p> <p>Listed companies</p> <ul style="list-style-type: none"> EC World REIT Fraser's Property Limited <p>Others</p> <ul style="list-style-type: none"> One Bangkok Company Limited Precious Quay Pte. Ltd. Precious Treasure Pte Ltd <p>PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS</p> <p>Listed companies</p> <ul style="list-style-type: none"> Banyan Tree Holdings Limited <p>Others</p> <ul style="list-style-type: none"> Nil
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PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 01 Dec 2022)

- 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

Note:

- * Mr Chan was appointed a Director of the Company on 28 February 2013 and resigned on 8 January 2014. He was reappointed a Director of the Company on 11 January 2018.

MS SUONG DAO NGUYEN, 56

Independent and Non-Executive Director

Date of first appointment as a director
01 June 2022

Date of last re-appointment as a director
-

Country of principal residence
Vietnam

BOARD COMMITTEE(S) SERVED ON

- Nominating Committee

ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Juris Doctor, School of Law, University of California
- Bachelor's Degree in Classics (Greek & Latin), Harvard University
- Admission to the State Bar of New York
- Admission to the State Bar of California

PRESENT DIRECTORSHIP(S) (as at 01 Dec 2022)

- BeerCo Limited
- KCN Vietnam Group Joint Stock Company

PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 01 Dec 2022)

- Founder and Managing Partner, DN Legal Limited

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 Ms Suong Dao Nguyen, who is seeking re-appointment as a Director at the 124th Annual General Meeting, is provided on pages 202 to 209.

MR CHARLES MAK MING YING, 70

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 01 Dec 2022)

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 01 Dec 2022)

- 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

ADDITIONAL INFORMATION

- Additional information on Charles Mak Ming Ying, who is seeking re-appointment as a Director at the 124th Annual General Meeting, is provided on pages 202 to 209.

Note:

- * Mr Mak was appointed a Director of the Company on 28 February 2013 and resigned on 8 January 2014. He was reappointed a Director of the Company on 11 January 2018.

Board of Directors

<p>DR SUJITTRA SOMBUNTHAM, 65</p> <p>Independent and Non-Executive Director</p> <p>Date of first appointment as a director 11 Jan 2018</p> <p>Date of last re-appointment as a director 21 Jan 2021</p> <p>Country of principal residence Thailand</p> <p>BOARD COMMITTEE(S) SERVED ON</p> <ul style="list-style-type: none"> • Nil <p>ACADEMIC & PROFESSIONAL QUALIFICATION(S)</p> <ul style="list-style-type: none"> • 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 <p>PRESENT DIRECTORSHIP(S) (as at 01 Dec 2022)</p> <p>Listed companies</p> <ul style="list-style-type: none"> • Nil <p>Others</p> <ul style="list-style-type: none"> • Bhatra Co., Ltd. • DermScan Asia Co., Ltd. • Springfield At Sea 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. 	<p>PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS</p> <p>Listed companies</p> <ul style="list-style-type: none"> • Nil <p>Others</p> <ul style="list-style-type: none"> • Nil <p>PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 01 Dec 2022)</p> <ul style="list-style-type: none"> • 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) <p>PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)</p> <ul style="list-style-type: none"> • Nil <p>SHAREHOLDING INTEREST IN F&N GROUP</p> <ul style="list-style-type: none"> • Nil <p>RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY</p> <ul style="list-style-type: none"> • Nil <p>ADDITIONAL INFORMATION</p> <ul style="list-style-type: none"> • Additional information on Dr Sujittra Sombuntham, who is seeking re-appointment as a Director at the 124th Annual General Meeting, is provided on pages 202 to 209. 	<p>MR KOH POH TIONG, 75</p> <p>Non-Independent and Non-Executive Director Adviser to The Board</p> <p>Date of first appointment as a director 03 Apr 2013</p> <p>Date of last re-appointment as a director 18 Jan 2022</p> <p>Country of principal residence Singapore</p> <p>BOARD COMMITTEE(S) SERVED ON</p> <ul style="list-style-type: none"> • Board Executive Committee (Chairman) • Sustainability and Risk Management Committee (Chairman) <p>ACADEMIC & PROFESSIONAL QUALIFICATION(S)</p> <ul style="list-style-type: none"> • Bachelor of Science, University of Singapore, Singapore <p>PRESENT DIRECTORSHIP(S) (as at 01 Dec 2022)</p> <p>Listed companies</p> <ul style="list-style-type: none"> • Bukit Sembawang Estates Limited (Chairman) • Delfi Limited • Saigon Beer-Alcohol-Beverage Corporation (Chairman) <p>Others</p> <ul style="list-style-type: none"> • Asia Breweries Limited • BeerCo Limited (Chairman) • Great Eastern General Insurance (Malaysia) Berhad • Great Eastern Life Assurance (Malaysia) Berhad • Times Publishing Limited (Chairman) <p>PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS</p> <p>Listed companies</p> <ul style="list-style-type: none"> • Raffles Medical Group Limited (Director) • SATS Ltd (Director) <p>Others</p> <ul style="list-style-type: none"> • National Kidney Foundation (Chairman) • Singapore Kindness Movement (Chairman) • Yunnan Yulinquan Liquor Co., Ltd. (Chairman)
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PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 01 Dec 2022)

- Thai Beverage Public Company Limited (Member of Executive Committee)

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

MR CHOTIPHAT BIJANANDA, 58

Non-Independent and Non-Executive Director

Date of first appointment as a director
19 Feb 2013

Date of last re-appointment as a director
18 Jan 2022

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 01 Dec 2022)

Listed companies

- Frasers Property Limited
- Frasers Property (Thailand) Public Company Limited (formerly known as Ticon Industrial Connection Public Company Limited)
- Sermasuk Public Company Limited (2nd 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
- ME Innovation Service Company Limited (formerly known as Big C Services Company Limited)
- Pro Garage Company Limited (formerly known as Sinn Bualuang Leasing Co., Ltd.)
- Rod Dee Det Auto Company Limited
- S Sofin Co., Ltd.
- Sentrics Consulting Company Limited
- Siam Food (2513) Co., Ltd
- Southeast Academic Center Company Limited
- Southeast Advisory Company Limited
- Southeast Capital 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
- Thai Wellness Living Company Limited

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

Listed companies

- Nil

Others

- Golden Land Property Development Public Company Limited
- TCC Holdings (2519)
- TCC Property Development Co., Ltd.
- T.C.C. Technology Co., Ltd.

PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 01 Dec 2022)

- 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)

Board of Directors

MR THAPANA SIRIVADHANABHAKDI, 47

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)

- Doctor of Business Administration (Business Innovation Management), Silpakorn University, Thailand
- Honorary Doctor of Arts in Art and Design, Bangkok University, Thailand
- Honorary Doctorate Degree in Business Administration (Management), Rajamangala University of Technology Isan, Thailand
- 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
- Director Accreditation Program (DAP) 2004, Thai Institute of Directors Association (IOD)

PRESENT DIRECTORSHIP(S) (as at 01 Dec 2022)

Listed companies

- Amarin Printing and Publishing Public Company Limited (Vice-Chairman)
- Sermasuk Public Company Limited (3rd 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 (Chairman)
- Chang Beer Company Limited
- Chang Corporation Co., Ltd
- Food and Beverage United Co., Ltd
- InterBev Investment Limited
- International Beverage Holdings Limited (President and CEO)
- Plantheon Co., Ltd.
- Pracharath Rak Samakkee Social Enterprise (Thailand) Co., Ltd.
- Red Bull Distillery Group of Companies (Chairman)
- SCG Chemicals Public Company Limited (formerly known as SCG Chemicals Co., Ltd.)
- Siam Breweries Limited
- South East Asia Logistics Pte. Ltd. (Chairman)
- Super Food Brands Company Pte. Ltd.
- TCC Group of Companies
- Thai Beverage Group of Companies
- Times Publishing Limited (Vice-Chairman)
- TSpace Digital Company Limited
- VietBev Company Limited (Chairman)

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

Listed companies

- Berli Jucker Public Company Limited
- Oishi Group Public Company Limited (Vice-Chairman)

Others

- GMM Channel Holding Co., Ltd.
- Golden Land Property Development Public Company Limited
- Southeast Capital Co., Ltd. (Vice-Chairman)
- Southeast Insurance Public Company Limited (Vice-Chairman)
- Southeast Life Insurance Public Company Limited (Vice-Chairman)
- TCC Holdings (2519) Co., Ltd.

PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 01 Dec 2022)

- 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 Chotiphat Bijananda (Director)

OTHERS

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

ADDITIONAL INFORMATION

- Additional information on Thapana Sirivadhanabhakdi, who is seeking re-appointment as a Director at the 124th Annual General Meeting, is provided on pages 202 to 209.

**MR SITHICHAJ
CHAIKRIANGKRAI, 68**

**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 01 Dec 2022)**

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
- Thai Group Holdings Public Company Limited
- Univentures Public Company Limited

Others

- Asia Breweries Limited
- BeerCo 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 Limited¹
- Golden Land Property Development Public Company Limited

Others

- Big C Retail Holding Company Limited

**PRESENT PRINCIPAL
COMMITMENTS
(other than Directorships)
(as at 01 Dec 2022)**

- Thai Beverage Public Company Limited (Senior Executive Vice-President)²

**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 Sithichai Chaikriangkrai, who is seeking re-appointment as a Director at the 124th Annual General Meeting, is provided on pages 202 to 209.

Notes:

- 1 Delisted from the Stock Exchange of Thailand on 28 September 2017.
- 2 Mr Sithichai Chaikriangkrai stepped down as Group CFO of Thai Beverage Public Company Limited on 1 October 2022. He will continue to serve as its Director and Senior Executive Vice-President.

Board of Directors

MR MICHAEL CHYE HIN FAH, 63

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 01 Dec 2022)

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 (Cambodia) 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
- SEA Logistics & Technology Pte. Ltd.
- Siam Breweries Limited
- So Water Company Limited
- South East Asia Logistics Pte. Ltd.
- Super Beer Brands Limited (formerly known as Beer Super Brands Limited)
- Super Brands Company Pte. Ltd.
- Super Food Brands Company Pte. Ltd.
- Thai Breweries Limited
- VietBev Company 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 01 Dec 2022)

- BeerCo Limited, Singapore (Chief Executive Officer)
- Thai Beverage Public Company Limited (Chief Beer Product Group)
- Vietnam Beverage Company Limited (Legal Representative)
- 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)
- InterBev (Singapore) Limited (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, 51**

**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 01 Dec 2022)**

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.
- D2C Services 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
- Myanmar Supply Chain and Marketing Services Co., Ltd.
- Open Innovation Co., Ltd.
- Red Bull Distillery Group of Companies
- Red Lobster Retail Asia Co., Ltd.
- Siam Breweries Limited
- South East Asia Logistics Pte. Ltd.
- SEA Logistics & Technology Pte. Ltd.
- Super Beer Brands Limited
- Super Food Brands Company Pte. Ltd.
- Thai Beverage Group of Companies
- Thai Beverage Training Co., Ltd.
- ThaiBev Marketing Co., Ltd.
- VietBev Company Limited
- 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 01 Dec 2022)**

- Thai Beverage Public Company Limited (Executive Vice-President – Group Chief Financial Officer and Chief Spirit Product Group)

**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, Senior Vice-President for Beer Product Group, and Deputy Group CFO and CFO-International Business 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.
- Prior to joining TCC Group, he worked for Standard Chartered Bank from 2002 to 2009 in Bangkok and Singapore; from 1995 to 2001 for JPMorgan Chase in New York, Singapore and Hong Kong; and, in 1991, for Morgan Grenfell in Bangkok.

**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