

Corporate Structure



SGX Code: F99
Listed on the mainboard of the Singapore Exchange Securities Trading Limited
Number of ordinary shares outstanding: 1,453,549,775 shares

BEVERAGES & DAIRIES¹ 88%²

- **Subsidiary companies:**
 - Emerald Brewery Myanmar Limited (80.0%)
 - F&N Foods Pte Ltd (100.0%)
 - F&N Creameries Group (100.0%)
 - Fraser & Neave Holdings Bhd Group (55.5%)
 - Warburg Group (100.0%)
 - Yoke Food Industries Group (100.0%)
- **Associated company:**
 - Vietnam Dairy Products Joint Stock Company (20.4%)

This segment comprises the businesses upon which F&N was founded. Established in 1883, F&N today holds market leading positions in a range of categories within the food & beverage market in Singapore, Malaysia and Thailand. Some of F&N's leading brands are 100PLUS, F&N NUTRISOY, F&N MAGNOLIA and F&N SEASONS. The Group is also licensed by Nestlé, Sunkist Growers and ThaiBev to use the CARNATION, BEAR BRAND, SUNKIST, OYOSHI and CHANG brands, respectively.



PUBLISHING & PRINTING¹ 11%²

- **Subsidiary company:**
 - Times Publishing Group (100.0%)

A leading publishing and printing company in Singapore. Its diverse publishing, printing, distribution and retail businesses are based on the Total Service Concept, spanning conceptualisation to consumption. The Group has a global network of publishing offices, printing plants, retail outlets, distributors, direct sales teams and value-added suppliers worldwide.



OTHERS¹ 1%²

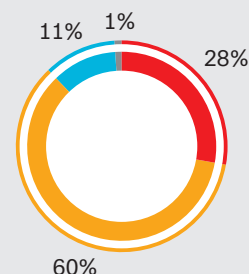
- **Subsidiary company:**
 - Sri Nona Group (55.5%)
- **Associated company:**
 - Cocoaland Holdings Berhad (15.3%³)
- **Joint venture companies:**
 - F&N International Holdings Co., Ltd (49.0%)
 - F&N Retail Connection Co., Ltd (74.0%)

In addition to focusing on its core business, the Group also seeks to develop other strategic investment projects to enhance income stream and maximise shareholder value. These investments add to F&N's key competitive advantage.

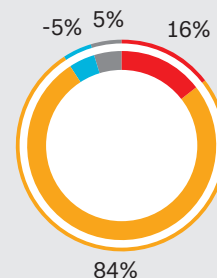
Notes:
1 The list highlights Key Operating Units of the F&N Group. For a detailed listing, please refer to Significant Subsidiary, Joint Venture and Associated Companies on pages 182 to 188
2 As a percentage of Group FY2022 Revenue
3 On 14 Nov 2022, Cocoaland became a wholly-owned subsidiary of Fraser & Neave Holdings Bhd Group

Contribution by Segment

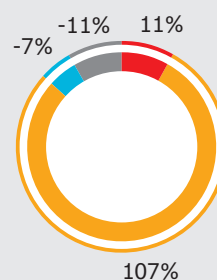
Revenue
\$2,003m



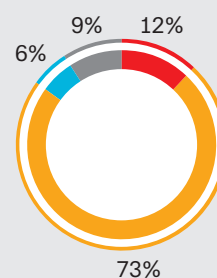
Profit Before Interest & Taxation
\$233m



Attributable Profit Before Fair Value Adjustment & Exceptional Items
\$129m



Total Assets
\$4,981m



Legend:
● Beverages ● Publishing & Printing
● Dairies ● Others