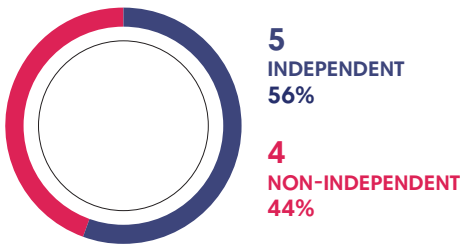


BOARD OF DIRECTORS

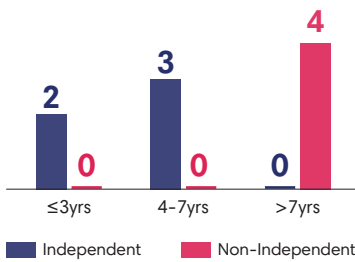
Guiding the Way TOGETHER



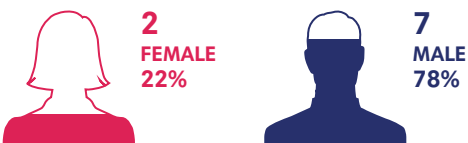
BOARD BALANCE*



BOARD TENURE*



GENDER DIVERSITY*



Mr Charoen Sirivadhanabhakdi

NI NE Page 22



Mr Ng Tat Pun

I NE Page 22



Mr Chan Heng Wing

I NE Page 23

NI Non-Independent | I Independent | NE Non-Executive

* Exclude Alternate Directors



Ms Suong Dao Nguyen

I NE Page 23



Mr Charles Mak Ming Ying

I NE Page 24



Dr Sujitra Sombuntham

I NE Page 24



Mr Koh Poh Tiong

NI NE Page 25



Mr Thapana Sirivadhanabhakdi

NI NE Page 26



Mr Sithichai Chaikriangkrai

NI NE Page 27



Mr Michael Chye Hin Fah

(Alternate Director to
Mr Thapana Sirivadhanabhakdi)
Page 28



Mr Prapakon Thongtheppairot

(Alternate Director to
Mr Sithichai Chaikriangkrai)
Page 29

BOARD OF DIRECTORS

Mr Charoen Sirivadhanabhakdi, 79

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 05 Dec 2023)

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/Executive Chairman)
- Thai Group Holdings Public Company Limited (Chairman)

Others

- International Beverage Holdings Limited (Chairman)
- Siriwana Co., Ltd. (Chairman)
- Sura Bangyikhan Group of Companies (Chairman)
- TCC Asset World Corporation Limited (Chairman)
- TCC Corporation Limited (Chairman)
- TCC Group of Companies (Chairman)
- TCC Land Co., Ltd. (Chairman)

Past Directorship(s) Other Than F&N Held Over The Preceding Five Years

Listed companies

- Nil

Others

- Beer Thai (1991) Public Company Limited (Chairman)
- Red Bull Distillery Group of Companies (Chairman)
- Southeast Corporation Co., Ltd. (Chairman)

Present Principal Commitments (other than Directorships) (as at 05 Dec 2023)

- 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 202 to 203

Relationship With Other Director, Executive Officer, F&N, Substantial Shareholder Of F&N Or Substantial Shareholder Of Principal Subsidiary

- Father of Mr Thapana Sirivadhanabhakdi (Director)
- See "Directors' Interests in Shares or Debentures" in the Directors' Statement on page 95 for details on relationship with other substantial shareholders of F&N

Mr Ng Tat Pun, 78

Lead Independent and
Non-Executive Director

Date of first appointment as a director
01 Jan 2022

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

Country of principal residence
Singapore

Board Committee(s) Served On

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

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 05 Dec 2023)

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
- Thai Beverage Public Company Limited

Others

- SP Chemicals Holdings Ltd.

Present Principal Commitments (other than Directorships) (as at 05 Dec 2023)

- 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 Ng Tat Pun, who is seeking re-appointment as a Director at the 125th Annual General Meeting, is provided on pages 212 to 217.

Mr Chan Heng Wing, 76

Independent and Non-Executive Director

Date of first appointment as a director
11 Jan 2018¹

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

Country of principal residence
Singapore

Board Committee(s) Served On

- Audit Committee
- Remuneration Committee (Chairman)

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 05 Dec 2023)

Listed companies

- EC World REIT

Others

- One Bangkok Holdings Limited

Past Directorship(s) Other Than F&N Held Over The Preceding Five Years

Listed companies

- Banyan Tree Holdings Limited
- Frasers Property Limited

Others

- Precious Quay Pte. Ltd.
- Precious Treasure Pte Ltd

Present Principal Commitments (other than Directorships) (as at 05 Dec 2023)

- China Cultural Centre Singapore (Member, Executive Board)
- Ministry of Foreign Affairs (Non-resident Ambassador to Austria)

Past Principal Commitments Over The Preceding Five Years (other than Directorships)

- Milken Institute Asia Center (Senior Advisor)

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 Chan Heng Wing, who is seeking re-appointment as a Director at the 125th Annual General Meeting, is provided on pages 212 to 217.

Note:

- 1 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, 57

Independent and Non-Executive Director

Date of first appointment as a director
01 June 2022

Date of last re-appointment as a director
18 Jan 2023

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 05 Dec 2023)

Listed companies

- Nil

Others

- BeerCo Limited
- KCN Vietnam Group Joint Stock Company

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 05 Dec 2023)

- DN Legal Limited (Founder and Managing Partner)
- Vietnam Chapter of Entrepreneurs' Organisation (President)

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

BOARD OF DIRECTORS

Mr Charles Mak Ming Ying, 71

Independent and
Non-Executive Director

Date of first appointment as a director
11 Jan 2018¹

Date of last re-appointment as a director
18 Jan 2023

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 05 Dec 2023)

Listed companies

- Nil

Others

- BeerCo Limited

Past Directorship(s) Other Than F&N Held Over The Preceding Five Years

Listed companies

- Frasers Property Limited

Others

- Nil

Present Principal Commitments (other than Directorships) (as at 05 Dec 2023)

- 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

Note:

¹ 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.

Dr Sujittra Sombuntham, 66

Independent and
Non-Executive Director

Date of first appointment as a director
11 Jan 2018

Date of last re-appointment as a director
18 Jan 2023

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 Specialisation, World Society of Anti-Aging Medicine, European Organisation 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 05 Dec 2023)

Listed companies

- Nil

Others

- 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.

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 05 Dec 2023)

- St. Joseph Hospital Foundation (Vice-President)
- DermScan Asia Co., Ltd (Clinical Director)
- Thai Society of Cosmetic Dermatology and Surgery (Vice-President)
- 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, 76
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
18 Jan 2022

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 05 Dec 2023)

Listed companies

- Bukit Sembawang Estates Limited (Chairman)
- Saigon Beer-Alcohol-Beverage Corporation (Chairman)

Others

- Asia Breweries Limited
- BeerCo Limited (Chairman)
- Cambodia Breweries Pte. Ltd.
- Times Publishing Limited (Chairman)

Past Directorship(s) Other Than F&N Held Over The Preceding Five Years

Listed companies

- Delfi Limited¹
- Raffles Medical Group Limited
- SATS Ltd

Others

- Great Eastern General Insurance (Malaysia) Berhad²
- Great Eastern Life Assurance (Malaysia) Berhad²
- National Kidney Foundation (Chairman)
- Singapore Kindness Movement (Chairman)
- Yunnan Yulinquan Liquor Co., Ltd. (Chairman)

Present Principal Commitments (other than Directorships) (as at 05 Dec 2023)

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

Past Principal Commitments Over The Preceding Five Years (other than Directorships)

- Raffles Medical Group Limited (Senior Adviser to the Board)³

Shareholding Interest In F&N Group

- Deemed interest in 251,315 shares of 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 Koh Poh Tiong, who is seeking re-appointment as a Director at the 125th Annual General Meeting, is provided on pages 212 to 217.

Notes:

- 1 Mr Koh Poh Tiong retired as a Director from Delfi Limited on 25 April 2023.
- 2 Mr Koh Poh Tiong retired as a Director from Great Eastern General Insurance (Malaysia) Berhad and Great Eastern Life Assurance (Malaysia) Berhad on 15 May 2023.
- 3 Mr Koh Poh Tiong stepped down as Senior Adviser to the Board of Raffles Medical Group Limited on 31 December 2022.

BOARD OF DIRECTORS

Mr Thapana Sirivadhanabhakdi, 48

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 2023

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 Doctoral Degree in Buddhism, Mahachulalongkornrajavidyalaya, Thailand
- Honorary Doctoral Degree in Business Administration, Chiang Mai University, Thailand
- 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

Present Directorship(s) (as at 05 Dec 2023)

Listed companies

- Amarin Corporations Public Company Limited (formerly known as Amarin Printing and Publishing Public Company Limited) (Vice-Chairman)
- Frasers Property Limited
- 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)

- Cambodia Breweries Pte. Ltd.
- Chang Beer Company Limited
- Chang Corporation Co., Ltd
- Food and Beverage United Co., Ltd
- InterBev Investment Limited
- International Beverage Holdings Limited (President and CEO)
- International Beverage Holdings (New Zealand) Limited (Chairman)
- 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
- ThaiBev Co., Ltd.
- ThaiBev HC Development Co., Ltd.
- Thai Beverage Group of Companies
- The C Canvas Co., Ltd. (Chairman)
- 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

Others

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

**Present Principal Commitments
(other than Directorships)
(as at 05 Dec 2023)**

- Frasers Property Limited (Chairman of Executive Committee)
- 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)

Others

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

**Mr Sithichai Chaikriangkrai, 69
Non-Independent and
Non-Executive Director**

Date of first appointment as a director
22 Feb 2013

Date of last re-appointment as a director
18 Jan 2023

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 05 Dec 2023)**

Listed companies

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

Others

- Asia Breweries Limited
- BeerCo Limited
- Cambodia Breweries Pte. Ltd.
- 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**

- Nil

Others

- Big C Retail Holding Company Limited
- Siam Food Products Public Company Limited¹
- Oishi Group Public Company Limited²

**Present Principal Commitments
(other than Directorships)
(as at 05 Dec 2023)**

- Thai Beverage Public Company Limited (Senior Executive Vice-President)³

**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

Notes:

- ¹ Delisted from the Stock Exchange of Thailand on 19 July 2023.
- ² Delisted from the Stock Exchange of Thailand on 6 September 2023.
- ³ 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, 64

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 05 Dec 2023)

Listed companies

- Fraser & Neave Holdings Bhd
- 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 (Cambodia) Co., Ltd.
- BeerCo Limited (incorporated in Hong Kong)
- BeerCo Limited (incorporated in Singapore)
- BevCo Limited (incorporated in Hong Kong)
- BevCo Limited (incorporated in Thailand)
- BevFood Holdings Pte. Ltd.
- Cambodia Breweries Pte. Ltd.
- Chang Beer Company Limited
- Chang Beer (Cambodia) Co., Ltd.
- Chang Beer UK Limited
- Chang Corporation Co., Ltd.
- Chang Holding Co., Ltd.
- Chang International Co., Ltd.
- 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 (New Zealand) 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
- Max Asia Food and Beverage (Thailand) Co., Ltd.
- MLSC Myanmar Logistics and Supply Chain Company Limited
- 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

- Nil

Others

- C A C Co., Ltd.
- DECCO 235
- International Beverage Trading Limited
- Marketing Magic Pte. Ltd.

**Present Principal Commitments
(other than Directorships)
(as at 05 Dec 2023)**

- BeerCo Limited, Singapore (Chief Executive Officer)
- Thai Beverage Public Company Limited (Chief Beer Product Group)
- Thai Beverage Public Company Limited (Executive Committee Member)
- Saigon Beer-Alcohol-Beverage Corporation (Member of the Board of Directors and Member of Audit Committee)
- Larsen le Cognac des Vikings (Member of the Supervisory Board)
- Vietnam Beverage Company Limited (Legal Representative/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, 52
Alternate Director to Mr Sithichai
Chaikriangkrai

Date of first appointment as an
alternate director
21 March 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 (SID), Singapore

**Present Directorship(s)
(as at 05 Dec 2023)**

Listed companies

- Nil

Others

- BeerCo Limited
- BevFood Holdings Pte. Ltd.
- BevFood Trading (Cambodia) Co., Ltd
- Digital and Technology Services Co., Ltd.
- International Beverage Holdings Limited
- MLSC Myanmar Logistics and Supply Chain Company Limited
- Thai Beverage Group of Companies
- ThaiBev Accounting and Business Services Co., Ltd. (Chairman)

**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 05 Dec 2023)**

- Thai Beverage Public Company Limited (Executive Vice-President – Group Chief Financial Officer and Chief Spirit Product Group)
- Larsen – Le Cognac Des Vikings (Member of Supervisory Board)

**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