

CORPORATE STRUCTURE



SGX Code: F99

Listed on the mainboard of the Singapore Exchange Securities Trading Limited

Number of ordinary shares outstanding (as at 5 December 2023): 1,455,298,220

**BEVERAGES
& DAIRIES¹**
86%
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**
10%
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
4%
Subsidiary Companies:

- Cocoaland Holdings Berhad Group (**55.5%**)
- Sri Nona Group (**55.5%**)

Joint Venture Companies:

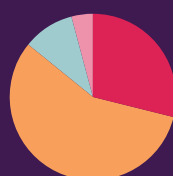
- F&N International Holdings Co., Ltd (**49.0%**)
- F&N Retail Connection Co., Ltd (**74.0%**)

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.

Contribution by Segment

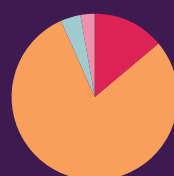
Revenue

\$2,099m

BEVERAGES
29%DAIRIES
57%PUBLISHING
& PRINTING
10%OTHERS
4%

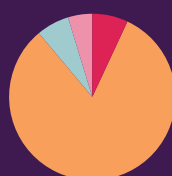
Profit Before Interest & Taxation ("PBIT")

\$249m

BEVERAGES
15%DAIRIES
86%PUBLISHING
& PRINTING
-4%OTHERS
3%

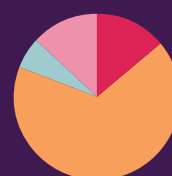
Attributable Profit Before Fair Value Adjustment & Exceptional Items ("APBFE")

\$133m

BEVERAGES
9%DAIRIES
105%PUBLISHING
& PRINTING
-8%OTHERS
-6%

Total Assets

\$5,122m

BEVERAGES
14%DAIRIES
67%PUBLISHING
& PRINTING
6%OTHERS
13%**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 192 to 198