



## FRASER AND NEAVE, LIMITED

(Incorporated in Singapore)  
(Company Registration No. 189800001R)

### GRANT OF AWARD OF SHARES PURSUANT TO THE F&N RESTRICTED SHARE PLAN 2019

In accordance with Rule 704(29) of the Listing Manual of the Singapore Exchange Securities Trading Limited (the “**SGX-ST**”), Fraser and Neave, Limited (the “**Company**”) hereby announces the details of the grant of contingent awards (“**Awards**”) of ordinary shares in the capital of the Company (“**Shares**”) pursuant to the F&N Restricted Share Plan 2019 (“**F&N RSP 2019**”) as follows:

a	Date of grant of Awards under the F&N RSP 2019	22 May 2026
b	Number of Shares which are the subject of the Awards granted under the F&N RSP 2019	1,248,350*
c	Market price of Shares on the date of grant	S\$1.42 per Share
d	Number of Shares granted to each director and controlling shareholder (and each of their associates), if any	Nil
e	Vesting date of Shares awarded	Tranche 1 (one-third): December 2026 Tranche 2 (one-third): December 2027 Tranche 3 (one-third): December 2028

\*Note: The actual number of Shares to be delivered pursuant to the Awards granted under the F&N RSP 2019 will range from 0% to 150% and is contingent on the achievement of pre-determined targets set over a one-year performance period.

BY ORDER OF THE BOARD

Jennifer Yu  
Company Secretary  
22 May 2026