FRASER AND NEAVE, LIMITED

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

RECONSTITUTION OF BOARD COMMITTEE

Fraser and Neave, Limited (the "**Company**") refers to its announcements dated 13 December 2022 on:

- Tengku Syed Badarudin Jamalullail relinquishing his appointment as Lead Independent Director ("**Lead ID**") and Chairman of the Nominating Committee ("**NC**") at the end of 7 January 2023, and retiring after the conclusion of the Annual General Meeting of the Company on 18 January 2023 ("**AGM**"), and

- the cessation of Mr Chotiphat Bijananda as non-independent and non-executive Director of the Company after the conclusion of the AGM,

(the "**Earlier Announcements**").

Further to the Earlier Announcements, the Company wishes to announce that, with effect from 8 January 2023:

- Mr Ng Tat Pun, an independent, non-executive Director who is Chairman of the Audit Committee ("**AC**") and a member of the Remuneration Committee ("**RC**"), shall be appointed as Lead ID and Chairman of the NC.

- The composition of the NC will be reconstituted as follows:

  Nominating Committee
  Mr Ng Tat Pun (Chairman)
  Ms Suong Dao Nguyen
  Mr Thapana Sirivadhanabhakdi

- The composition of the other Board Committees of the Company (namely, the AC, the Board Executive Committee, the RC and the Sustainability and Risk Management Committee) remains unchanged, as follows:

  Audit Committee
  Mr Ng Tat Pun (Chairman)
  Mr Chan Heng Wing
  Mr Sithichai Chaikriangkrai

  Board Executive Committee
  Mr Koh Poh Tiong (Chairman)
  Mr Thapana Sirivadhanabhakdi (Vice-Chairman)
  Mr Sithichai Chaikriangkrai
  Mr Michael Chye
  Mr Prapakon Thongtheppairot

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Remuneration Committee
Mr Chan Heng Wing (Chairman)
Mr Ng Tat Pun
Mr Thapana Sirivadhanabhakdi

Sustainability and Risk Management Committee
Mr Koh Poh Tiong (Chairman)
Mr Thapana Sirivadhanabhakdi
Mr Sithichai Chaikriangkrai
Mr Michael Chye
Mr Prapakon Thongtheppairot

BY ORDER OF THE BOARD

Samuel Lee
Company Secretary

13 December 2022