FRASER AND NEAVE, LIMITED

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

COMPOSITION OF THE BOARD AND BOARD COMMITTEES

Fraser and Neave, Limited (the "**Company**") refers to its announcements dated 5 January 2026 on:

(a) the cessation of Mr Chan Heng Wing as Director of the Company;
(b) the cessation of Mr Sithichai Chaikriangkrai as Director of the Company;
(c) the cessation of Mr Michael Chye Hin Fah as alternate Director to Mr Sithichai; and
(d) Mr Chye's appointment as alternate Director to Mr Prapakon Thongtheppairot,

all with effect from the conclusion of the 127th Annual General Meeting ("**127th AGM**") to be held on 27 January 2026.

The Company wishes to announce that the following changes to the composition of the Board Committees will also take effect from the conclusion of the 127th AGM:

(a) Dr Sujittra Sombuntham, an independent and non-executive Director, will be appointed as a Member and as the Chairman of the Remuneration Committee;

(b) subject to her re-election at the 127th AGM as a Director, Ms Suong Dao Nguyen, an independent and non-executive Director, will be appointed as a Member of the Audit Committee ("**AC**"); and

(c) subject to his re-election at the 127th AGM as a Director, Mr Prapakon, a non-independent and non-executive Director, will be appointed as a Member of the AC.

Following from the above, the composition of the Board and Board Committees with effect from the conclusion of the 127th AGM will be as follows:

Board
Mr Koh Poh Tiong (Chairman)
Mr Thapana Sirivadhanabhakdi (Vice-Chairman)[1]
Mr Ng Tat Pun (Lead Independent Director)
Dr Sujittra Sombuntham
Ms Suong Dao Nguyen[2]
Mr Prapakon Thongtheppairot[3]
Mr Kosit Suksingha (Alternate Director to Mr Thapana Sirivadhanabhakdi)[4]
Mr Michael Chye Hin Fah (Alternate Director to Mr Prapakon Thongtheppairot)[5]

[1] Mr Thapana Sirivadhanabhakdi will retire by rotation at the 127th AGM and has offered himself for re-election – see Resolution 3 of the AGM Notice dated 5 January 2026. Mr Thapana's continued appointment as a Director is therefore subject to shareholders' approval at the 127th AGM.

[2] Ms Suong Dao Nguyen will retire by rotation at the 127th AGM and has offered herself for re-election – see Resolution 3 of the AGM Notice dated 5 January 2026. Ms Nguyen's continued appointment as a Director is therefore subject to shareholders' approval at the 127th AGM.

[3] Mr Prapakon Thongtheppairot will cease to hold office at the 127th AGM and has offered himself for re-election – see Resolution 3 of the AGM Notice dated 5 January 2026. Mr Prapakon's continued appointment as a Director is therefore subject to shareholders' approval at the 127th AGM.

[4] Mr Kosit Suksingha's continued appointment as alternate Director to Mr Thapana Sirivadhanabhakdi is subject to Mr Thapana's continued appointment as a Director, which is in turn subject to shareholders' approval at the 127th AGM – see footnote 1 above. Subject to Mr Thapana's re-election at the 127th AGM as a Director, Mr Kosit, as alternate Director to Mr Thapana, will remain as a Member of each of the Board Executive and Sustainability and Risk Management Committees.

[5] Mr Michael Chye Hin Fah's appointment as alternate Director to Mr Prapakon Thongtheppairot is subject to Mr Prapakon's continued appointment as a Director, which is in turn subject to shareholders' approval at the 127th AGM – see footnote 3 above. Subject to Mr Prapakon's re-election at the 127th AGM as a Director, Mr Chye, as alternate Director to Mr Prapakon, will remain as a Member of each of the Board Executive and Sustainability and Risk Management Committees.

Board Executive Committee
Mr Thapana Sirivadhanabhakdi (Chairman)[1]
Mr Prapakon Thongtheppairot[3]
Mr Kosit Suksingha[4]
Mr Michael Chye Hin Fah[5]

Audit Committee
Mr Ng Tat Pun (Chairman)
Ms Suong Dao Nguyen[2]
Mr Prapakon Thongtheppairot[3]

Remuneration Committee
Dr Sujittra Sombuntham (Chairman)
Mr Thapana Sirivadhanabhakdi[1]
Mr Ng Tat Pun

Sustainability and Risk Management Committee
Mr Thapana Sirivadhanabhakdi (Chairman)[1]
Mr Prapakon Thongtheppairot[3]
Mr Kosit Suksingha[4]
Mr Michael Chye Hin Fah[5]

Nominating Committee
Mr Ng Tat Pun (Chairman)
Mr Thapana Sirivadhanabhakdi[1]
Ms Suong Dao Nguyen[2]

BY ORDER OF THE BOARD

Jennifer Yu
Company Secretary

5 January 2026