

corporate STRUCTURE

01

Food & Beverage

Fraser & Neave Holdings Bhd

- o 23 Subsidiary companies
- o 1 Associated company
Cocoaland Holdings Berhad
- o 1 Joint venture company
Vacaron Company Sdn Bhd

Other Listed & Unlisted Companies

- o 13 Subsidiary companies
Asia Dairies (S) Pte Ltd
F&NBev Manufacturing Pte. Ltd.
F&N Dairy Investments Pte Ltd
F&N Foods Pte Ltd
F&N Interflavine Pte Ltd
F&N Services (F&B) (M) Sdn Bhd
F&N United Ltd
Magnolia – PDL Dairies (1993) Sdn Bhd
Myanmar Brewery Limited¹
Tiger Taverns Sdn Bhd
PT F&N Indonesia
F&N Creameries Group
 - 4 Subsidiary companies
 - 2 Subsidiary companies

02

Publishing & Printing

Times Publishing Group

- o 37 Subsidiary companies
 - o 1 Joint venture company
 - o 4 Associated companies
- Listed Companies
Fung Choi Media Group Limited
PMP Limited

03

Others

Other Unlisted Companies

- o 6 Subsidiary companies
F&N Investments Pte Ltd
F&N Services (L) Bhd
F&N Treasury Pte Ltd
Fraser & Neave (Singapore) Pte. Limited
Fraser & Neave Investments (HK) Ltd
International Theme Parks (Singapore) Pte Ltd

Note:

¹ On 31 October 2014, the Company announced that it had received the decision on its arbitration with Myanma Economic Holdings Limited ("MEHL"). The arbitral tribunal has ruled that MEHL's valuation of US\$246 million does not represent a fair value of the Company's 55 per cent stake in MBL, and that the sale should take place at a price to be determined by an independent valuer to be appointed by both parties, failing which by a valuer named by the arbitral tribunal.