

BOARD OF DIRECTORS

Mr Koh Poh Tiong

NI NE | Page 20



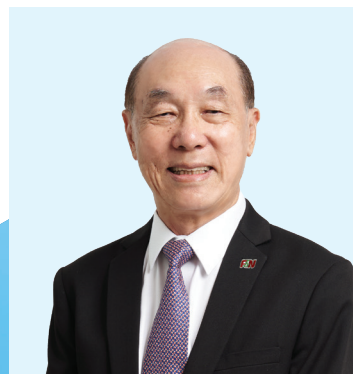
Mr Thapana Sirivadhanabhakdi

NI NE | Page 20



Mr Ng Tat Pun

I NE | Page 22



Ms Suong Dao Nguyen

I NE | Page 24



Mr Sithichai Chaikriangkrai

NI NE | Page 24



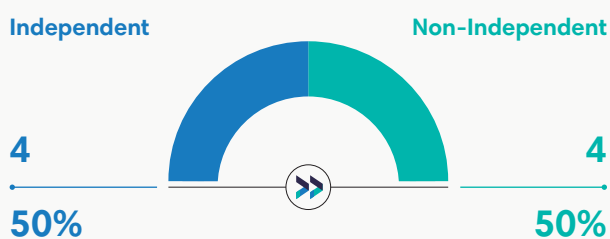
Mr Prapakon Thongtheppairot

NI NE | Page 26



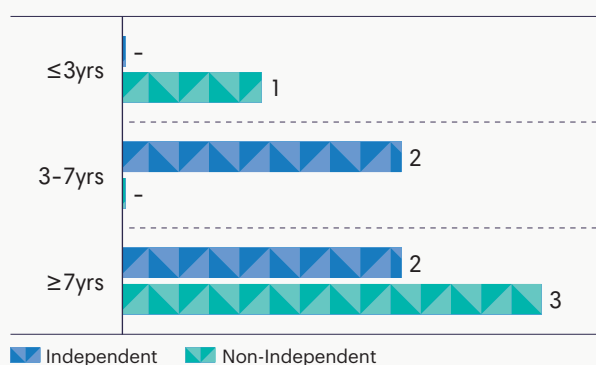
I Independent NI Non-Independent NE Non-Executive

Board Balance*



* Exclude Alternate Directors


Board Tenure*



Mr Chan Heng Wing

I NE


Page 22



Dr Sujittra Sombuntham

I NE

Page 23



Mr Kosit Suksingha

(Alternate Director to
Mr Thapana Sirivadhanabhakdi)

Page 26



Mr Michael Chye Hin Fah

(Alternate Director to
Mr Sithichai Chaikriangkrai)

Page 28



Gender Diversity*



FOR A
DYNAMIC
TOMORROW

BOARD OF DIRECTORS

Mr Koh Poh Tiong, 78

Chairman¹
Non-Independent and
Non-Executive Director

Date of first appointment as a Director:
03 Apr 2013

Date of last re-appointment as a Director:
24 Jan 2024

Country of principal residence:
Singapore

BOARD COMMITTEE(S) SERVED ON

- Nil

ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Bachelor of Science, University of Singapore, Singapore

PRESENT DIRECTORSHIP(S) (as at 8 Dec 2025)

Listed companies

- Bukit Sembawang Estates Limited (Chairman)
- Saigon Beer-Alcohol-Beverage Corporation (Chairman)

Others

- Apex Equity Group Pte. Ltd.
- Asia Breweries Limited
- Aurora Bloom Capital Pte. Ltd.
- BeerCo Limited (Chairman)
- Cambodia Breweries Pte. Ltd.
- Capital Prosperity Venture Pte. Ltd.
- Honor Harmony Holding Group Pte. Ltd.
- Opulent Business Solutions Pte. Ltd.
- Plenty Max Property Holdings Pte. Ltd.
- Prospera Investing Ventures Pte. Ltd.
- Stellar Asset Investment Pte. Ltd.
- Times Publishing Limited (Chairman)
- Timeless Treasure Investing Pte. Ltd.
- Trendy Prosperity Holding Pte. Ltd.

PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

Listed companies

- Delfi Limited
- Raffles Medical Group Limited

Others

- Great Eastern General Insurance (Malaysia) Berhad
- Great Eastern Life Assurance (Malaysia) Berhad
- Singapore Kindness Movement (Chairman)
- National Kidney Foundation (Chairman)

PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 8 Dec 2025)

- Thai Beverage Public Company Limited (Member of the Executive Committee)

PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Raffles Medical Group Limited (Senior Adviser to the Board)

SHAREHOLDING INTEREST IN F&N GROUP

- Deemed interest in 251,315 shares of Fraser and Neave, Limited

RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Nil

Mr Thapana Sirivadhanabhakdi, 50

Vice-Chairman¹
Non-Independent and
Non-Executive Director

Date of first appointment as a Director:
19 Feb 2013

Date of last re-appointment as a Director:
18 Jan 2023

Country of principal residence:
Thailand

BOARD COMMITTEE(S) SERVED ON

- Board Executive Committee (Chairman)
- Nominating Committee
- Remuneration Committee
- Sustainability and Risk Management Committee (Chairman)

ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Honorary Doctorate of Arts Degree in Entrepreneurship, University of the Thai Chamber of Commerce, Thailand
- Honorary Doctor of Philosophy (Buddhist Studies for Development), Mahamakut Buddhist University, Thailand
- Honorary Doctor of Philosophy (Environmental Science), Kasetsart University, Thailand
- Honorary Doctoral Degree in Buddhism, Mahachulalongkornrajavidyalaya University, Thailand
- Honorary Doctoral Degree in Business Administration from Chiang Mai University, Thailand
- Doctor of Business Administration (Business Innovation Management), Silpakorn University, Thailand
- Honorary Doctor of Arts in Art and Design, Bangkok University, Thailand
- Honorary Doctorate Degree in Business Administration (Management), Rajamangala University of Technology Isan, Thailand

Note:

- ¹ Mr Thapana Sirivadhanabhakdi was appointed on 16 January 2025.

Note:

- ¹ Mr Koh Poh Tiong was appointed Chairman of the Board on 16 January 2025.

- Honorary Doctorate Degree in Business Administration, Sasin Graduate Institute of Business Administration, Chulalongkorn University, Thailand
- Honorary Doctoral Degree in Science (Logistics Management), King Mongkut's Institute of Technology Ladkrabang, Thailand
- Honorary Doctoral Degree of Arts, Rajamangala University of Technology Phra Nakhon, Thailand
- Honorary Doctoral Degree in Hospitality, Rajamangala University of Technology Krungthep, Thailand
- Honorary Doctoral Degree in Community Development, Chiang Mai Rajabhat University, Thailand
- Honorary Doctoral Degree of Business Administration in Strategic Logistic and Supply Chain Management, Suan Sunandha Rajabhat University, Thailand
- Honorary Doctoral Degree of Philosophy in General Management, Ramkhamhaeng University, Thailand
- Master of Science Administration in Financial Economics, Boston University, USA
- Bachelor of Business Administration (Finance), Boston University, USA

PRESENT DIRECTORSHIP(S) (as at 8 Dec 2025)

Listed companies

- Amarin Corporations Public Company Limited (Vice-Chairman)
- Berli Jucker Public Company Limited (1st Vice-Chairman)
- Frasers Property Limited
- Thai Beverage Public Company Limited (Group CEO)
- Thai Group Holdings Public Company Limited (Vice-Chairman)
- The Siam Cement Public Company Limited (Independent Director)
- Univentures Public Company Limited (1st Vice-Chairman)

Others

- Adelfos Co., Ltd.
- Asia Breweries Limited
- BeerCo Limited (Vice-Chairman)
- BeerCo Training Co., Ltd. (Chairman)

- Beer Thai (1991) Public Company Limited (Chairman)
- Big C Supercenter Public Company Limited (Vice-Chairman)
- Bistro Asia Co., Ltd. (Chairman)
- Cambodia Breweries Pte. Ltd.
- Chang Beer Company Limited (Chairman)
- Chang Corporation Co., Ltd.
- Charoen Num Sub 1 Co., Ltd.
- Charoen Sin Tawee Wattana Co., Ltd. (formerly known as Tawee Pattanasub 7 Co., Ltd.)
- Charoen Sook Wananun Co., Ltd. (formerly known as Tawee Pattanasub 3 Co., Ltd.)
- Charoenwannapat Limited
- Food and Beverage United Co., Ltd.
- Foods Group Company Limited (Chairman)
- InterBev Investment Limited
- International Beverage Holdings Limited (President and 1st Vice-Chairman)
- International Beverage Holdings (New Zealand) Limited (Chairman)
- International Food Holding Co., Ltd. (Chairman)
- Plantheon Co., Ltd.
- Red Bull Distillery (1988) Co., Ltd. (Chairman)
- Rurak Samakkee Social Enterprise (Thailand) Co., Ltd. (formerly known as Pracharath Rak Samakkee Social Enterprise (Thailand) Co., Ltd.)
- Satttha Sub 9 Co., Ltd.
- SCG Chemicals Public Company Limited
- Sermasuk Public Company Limited (Chairman)
- Siam Breweries Limited
- South East Asia Logistics Pte. Ltd. (Chairman)
- SpiritsCo Limited (Chairman)
- Super Food Brands Company Pte. Ltd.
- Sustainability Expo Co., Ltd. (Chairman)
- TCC Group of Companies
- ThaiBev Co., Ltd.
- ThaiBev HC Development Co., Ltd.
- Thai Beverage Group of Companies
- The C Canvas Co., Ltd. (Chairman)
- Times Publishing Limited (Vice-Chairman)
- TSpace Digital Co., Ltd.
- VietBev Company Limited (Chairman)

PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

Listed companies

- Nil

Others

- Beer Thai (1991) Public Company Limited (Vice-Chairman)
- GMM Channel Holding Co., Ltd. (Chairman)
- Southeast Capital Co., Ltd. (Vice-Chairman)
- Southeast Insurance Public Company Limited (Vice-Chairman)
- Southeast Life Insurance Public Company Limited (Vice-Chairman)

PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 8 Dec 2025)

- Frasers Property Limited (Chairman of the Executive Committee)
- Thai Beverage Public Company Limited (1st Vice-Chairman of the Executive Committee and Group CEO)

PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Thai Beverage Public Company Limited (Chief Beer Product Group, Chief Center of Excellence, President and CEO)

SHAREHOLDING INTEREST IN F&N GROUP

- Refer to Shareholding Statistics on page 203

RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Son of Mr Charoen Sirivadhanabhakdi (Chairman Emeritus and substantial shareholder)

OTHERS

- Knight of the Legion of Honor (Chevalier de la Légion d'Honneur)
- Knight of the Order of the Star of Italy (Cavaliere dell'Ordine della Stella d'Italia)

ADDITIONAL INFORMATION

- Additional information on Mr Thapana Sirivadhanabhakdi, who is seeking re-appointment as a Director at the 127th Annual General Meeting, is provided on pages 212 to 217.

BOARD OF DIRECTORS

Mr Ng Tat Pun, 80

Lead Independent and Non-Executive Director

Date of first appointment as a Director:
01 Jan 2022

Date of last re-appointment as a Director:
24 Jan 2024

Country of principal residence:
Singapore

BOARD COMMITTEE(S) SERVED ON

- Audit Committee (Chairman)
- Nominating Committee (Chairman)
- Remuneration Committee

ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Bachelor of Arts Degree (Economics & History) 1968, University of Singapore, Singapore
- Director of Accreditation Program (DAP) 2006, Thai Institute of Directors Association
- Business Future Series (BFS 3), Singapore Institute of Directors

PRESENT DIRECTORSHIP(S) (as at 8 Dec 2025)

Listed companies

- Nil

Others

- SP Chemicals Pte. Ltd.

PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

Listed companies

- Sing Investments & Finance Limited
- Thai Beverage Public Company Limited

Others

- Nil

PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 8 Dec 2025)

- Nil

PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Monetary Authority of Singapore: Corporate Governance Advisory Committee

SHAREHOLDING INTEREST IN F&N GROUP

- Nil

RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Nil

Mr Chan Heng Wing, 78

Independent and Non-Executive Director

Date of first appointment as a Director:
11 Jan 2018¹

Date of last re-appointment as a Director:
24 Jan 2024

Country of principal residence:
Singapore

BOARD COMMITTEE(S) SERVED ON

- Remuneration Committee (Chairman)
- Audit Committee

ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Master of Science, Columbia Graduate School of Journalism, USA
- Master of Arts, University of Singapore, Singapore
- Bachelor of Arts (Honours), University of Singapore, Singapore

PRESENT DIRECTORSHIP(S) (as at 8 Dec 2025)

Listed companies

- Nil

Others

- One Bangkok Holdings Limited

Note:

- ¹ Mr Chan was appointed a Director of the Company on 28 February 2013 and resigned on 8 January 2014. He was re-appointed a Director of the Company on 11 January 2018.

PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

Listed companies

- Banyan Tree Holdings Limited
- Frasers Property Limited

Others

- Nil

PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 8 Dec 2025)

- China Cultural Centre Singapore (Member, Executive Board)
- Ministry of Foreign Affairs (Non-resident Ambassador to Austria)

PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Milken Institute Asia Center (Senior Advisor)
- OIG Food Asia Pacific Pte. Ltd. (Strategic Advisor), China

SHAREHOLDING INTEREST IN F&N GROUP

- Nil

RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Nil

Dr Sujittra Sombuntham, 68

Independent and Non-Executive Director

Date of first appointment as a Director:

11 Jan 2018

Date of last re-appointment as a Director:

16 Jan 2025

Country of principal residence:

Thailand

BOARD COMMITTEE(S) SERVED ON

- Nil

ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Medical Degree, Prince of Songkla University (First Class Honors, Valedictorian), Thailand
- Board of Internal Medicine, Chulalongkorn University, Thailand
- Diploma in Dermatology, University of London, United Kingdom
- Board of Family Medicine, The Royal College of Family Physicians of Thailand
- Certificate in Anti-Aging Medicine Specialization, World Society of Anti-Aging Medicine, European Organization of Scientific Anti-Aging Medicine
- American Board of Anti-Aging and Regenerative Medicine, USA
- Listed Entity Director Programme, Singapore Institute of Directors, Singapore

PRESENT DIRECTORSHIP(S) (as at 8 Dec 2025)

Listed companies

- Nil

Others

- Bhatra Co., Ltd.
- Dermscan Asia Co., Ltd.
- Springfield At Sea Co., Ltd.
- Springfield Holding Co., Ltd.
- Springfield Royal Club Co., Ltd.

- Thaniya Co., Ltd.
- Thaniya Dental Center Co., Ltd.
- Thaniya Holding Co., Ltd.
- Thaniya Medical Center Co., Ltd.
- Thaniya Real Estate Co., Ltd.
- Thaniyakit Co., Ltd.
- Thanyaville Co., Ltd.
- Yada Development Co., Ltd.

PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

Listed companies

- Nil

Others

- Nil

PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 8 Dec 2025)

- St. Joseph Hospital Foundation (Vice-President)
- Dermscan Asia Co., Ltd (Clinical Director)
- Thai Society of Cosmetic Dermatology and Surgery (Vice-President)
- Thai Society of Anti-Aging
- Honorary Advisory Board of Dysport
- Mae Fah Luang University (Guest Lecturer)
- Chulalongkorn University (Guest Lecturer)
- Thaniya Medical Clinic (Physician)

PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Nil

SHAREHOLDING INTEREST IN F&N GROUP

- Nil

RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Nil

BOARD OF DIRECTORS

Ms Suong Dao Nguyen, 59

Independent and
Non-Executive Director

Date of first appointment as a Director:
01 June 2022

Date of last re-appointment as a Director:
18 Jan 2023

Country of principal residence:
Vietnam

BOARD COMMITTEE(S) SERVED ON

- Nominating Committee

ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Juris Doctor, School of Law, University of California
- Bachelor's Degree in Classics (Greek & Latin), Harvard University
- Admission to the State Bar of California
- Admission to the State Bar of New York

PRESENT DIRECTORSHIP(S) (as at 8 Dec 2025)

Listed companies

- Nil

Others

- BeerCo Limited
- KCN Vietnam Group Joint Stock Company

PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

Listed companies

- Nil

Others

- Nil

PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 8 Dec 2025)

- DN Legal Limited (Founder and Chairwoman)
- Vietnam Chapter of Entrepreneurs' Organization (President)

PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Nil

SHAREHOLDING INTEREST IN F&N GROUP

- Nil

RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Nil

ADDITIONAL INFORMATION

- Additional information on Ms Suong Dao Nguyen, who is seeking re-appointment as a Director at the 127th Annual General Meeting, is provided on pages 212 to 217.

Mr Sithichai Chaikriangkrai, 71

Non-Independent and
Non-Executive Director

Date of first appointment as a Director:
22 Feb 2013

Date of last re-appointment as a Director:
18 Jan 2023

Country of principal residence:
Thailand

BOARD COMMITTEE(S) SERVED ON

- Audit Committee
- Board Executive Committee
- Sustainability and Risk Management Committee

ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Bachelor of Accountancy (First Class Honors), Thammasat University, Thailand
- Diploma in Computer Management, Chulalongkorn University, Thailand
- Certificate of the Mini MBA Leadership Management, Kasetsart University, Thailand

PRESENT DIRECTORSHIP(S) (as at 8 Dec 2025)

Listed companies

- Thai Beverage Public Company Limited
- Thai Group Holdings Public Company Limited
- Univentures Public Company Limited

Others

- Asia Breweries Limited
- Aurora Bloom Capital Pte. Ltd.
- BeerCo Limited
- Cambodia Breweries Pte. Ltd.
- Chang Beer Company Limited
- Eastern Seaboard Industrial Estate (Rayong) Company Limited
- Food and Beverage Holding Co., Ltd.
- Honor Harmony Holding Group Pte. Ltd.
- Kasemsubsiri Co., Ltd.
- N.C.C. Management and Development Co., Ltd.
- Oishi Group Public Company Limited
- Oishi Holding Company Limited
- One Bangkok Co., Ltd.
- Petform (Thailand) Co., Ltd.
- Sermasuk Public Company Limited
- Siam Breweries Limited
- Siam Food Products Public Company Limited
- South East Asia Logistics Pte. Ltd.

- TCC Assets (Thailand) Company Limited
- TCC Group of Companies
- TCC X Co., Ltd.
- Thai Breweries Limited

PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

Listed companies

- Asset World Corp Public Company Limited
- Berli Jucker Public Company Limited
- Frasers Property Limited
- Frasers Property (Thailand) Public Company Limited

Others

- Big C Retail Holding Company Limited
- Frasers Property Commercial Asset Management (Thailand) Co., Ltd.
- T Fertilizer Corporation Co., Ltd.
- Thai Beverage Can Co., Ltd.

PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 8 Dec 2025)

- Thai Beverage Public Company Limited (4th Vice-Chairman of the Executive Committee)

PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Thai Beverage Public Company Limited (Senior Executive Vice-President, Chief Investment and Group Chief Financial Officer)

SHAREHOLDING INTEREST IN F&N GROUP

- Nil

RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Nil

BOARD OF DIRECTORS

Mr Prapakon Thongtheppairot, 54

Non-Independent and Non-Executive Director¹

Date of first appointment as a Director:
16 Jan 2025

Date of last re-appointment as a Director:
-

Country of principal residence:
Thailand

BOARD COMMITTEE(S) SERVED ON

- Board Executive Committee
- Sustainability and Risk Management Committee

ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Advanced Management Programme, INSEAD, France
- Master of Science in Finance, Georgia State University, USA
- Master of Business Administration, Mercer University, USA
- Bachelor of Business Administration, Assumption University, Thailand
- Listed Company Director Programme, Singapore Institute of Directors (SID), Singapore
- Senior Accredited Director (SAD), Singapore Institute of Directors (SID), Singapore
- ESG Governance and Structure for Sustainability programme, Singapore Institute of Directors (SID), Singapore

PRESENT DIRECTORSHIP(S) (as at 8 Dec 2025)

Listed companies

- Asset World Corp Public Company Limited
- Berli Jucker Public Company Limited
- Frasers Property Limited

Others

- BeerCo Limited (Incorporated in Singapore)
- Big C Supercenter Public Company Limited
- InterBev (Singapore) 2019 Limited
- International Beverage Holdings Limited
- Thai Beverage Group of Companies
- ThaiBev Accounting and Business Services Co., Ltd. (Chairman)

Note:

- 1 Mr Prapakon Thongtheppairot was appointed a Non-Independent and Non-Executive Director on 16 January 2025.

PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

Listed companies

- Nil

Others

- Nil

PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 8 Dec 2025)

- Thai Beverage Public Company Limited (President and Group COO – International and Group Chief Financial Officer)

PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Thai Beverage Public Company Limited (Chief Spirits Product Group)
- Held various senior executive positions in the TCC Group, namely Chief Route to Market, Senior Vice-President – Beer Product Group, and Deputy Group CFO and CFO – International Business in Thai Beverage Public Company Limited, Director and Chief Executive Officer in Thai Beverage Marketing Co., Ltd., Senior Executive Vice-President – Land Development and Investment Management in TCC Land Group, Senior Executive Vice-President – Corporate Services in Plantheon Group and TCC Land Group, and Senior Executive Vice-President – Finance in TCC Land Group.
- Prior to joining TCC Group, he worked for Standard Chartered Bank from 2002 to 2009 in Bangkok and Singapore; from 1995 to 2001 for JPMorgan Chase in New York, Singapore and Hong Kong; and, in 1991, for Morgan Grenfell in Bangkok.

SHAREHOLDING INTEREST IN F&N GROUP

- Nil

RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Nil

ADDITIONAL INFORMATION

- Additional information on Mr Prapakon Thongtheppairot, who is seeking re-appointment as a Director at the 127th Annual General Meeting, is provided on pages 212 to 217.

Mr Kosit Suksingha, 59

Alternate Director to Mr Thapana Sirivadhanabhakdi

Date of first appointment as an Alternate Director:
28 March 2024

Country of principal residence:
Thailand

BOARD COMMITTEE(S) SERVED ON

- Board Executive Committee
- Sustainability and Risk Management Committee

ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Master of Business Administration (Honors) from Oklahoma City University, USA
- Bachelor of Veterinary Science from Chulalongkorn University
- LOGTECH – Program for Executives in Logistics & Technology from University of North Carolina, USA
- CEDI – Babson Entrepreneurial Leadership Program from Babson College, USA
- Director Certification Program (DCP) 2007, Thai Institute of Directors Association (IOD)
- Listed Company Director Program (Module 3), Masterclass for Directors (MCD 5), Listed Entity Director (LED) Program (Module 1, 2, 3, 4 – Environmental, Social and Governance Essentials (ESG)), ESG Governance and Structure for Sustainability programme, Singapore Institute of Directors (SID)
- Supercharge ESG Ambitions with Technology, KPMG and the Malaysian Institute of Certified Public Accountants (MICPA)
- Bursa Malaysia Mandatory Accreditation Programme (MAP), Institute of Corporate Directors Malaysia (ICDM)
- The Cambridge – Earth on Board – Board Director Programme

**PRESENT DIRECTORSHIP(S)
(as at 8 Dec 2025)****Listed companies**

- Fraser & Neave Holdings Bhd

Others

- Argento Tech Co., Ltd.
- ASMI (Cambodia) Industrial Management Co., Ltd. (Chairman)
- BeerCo (Cambodia) Co., Ltd.
- BeerCo Limited (Incorporated in Singapore)
- BetterBe Marketplace Co., Ltd.
- BevFood Holdings Pte. Ltd.
- BevFood Trading (Cambodia) Co., Ltd.
- BevTech Co., Ltd.
- C.A.I. (Social Enterprise) Co., Ltd.
- Cash Van Management Co., Ltd. (Vice-Chairman)
- Certu Systems, Inc.
- Certu Systems Ltd.
- Chang Beer Company Limited
- Chang Beer (Cambodia) Co., Ltd.
- Chang Holding Co., Ltd.
- Chang International Co., Ltd. (4th Vice-Chairman)
- Charun Business 52 Co., Ltd. (4th Vice-Chairman)
- D2C Services Co., Ltd.
- Digital and Technology Services Co., Ltd. (Chairman)
- Feed Addition Co., Ltd. (4th Vice-Chairman)
- Food and Beverage Holding Co., Ltd.
- Food of Asia Co., Ltd.
- Foods Group Company Limited
- FSR Management Co., Ltd.
- Great Brands Limited
- Havi Food Distribution (Thailand) Co., Ltd. (1st Vice-Chairman)
- Havi Logistics (Thailand) Limited (1st Vice-Chairman)
- Home and Office Delivery Co., Ltd.
- Horeca Management Co., Ltd. (Vice-Chairman)
- Industrial Beverage Pte. Ltd. (Chairman)
- International Food Holding Co., Ltd. (Vice-Chairman)
- Little John Digital Co., Ltd. (Vice-Chairman)
- Mee Chai Mee Chok Co., Ltd.

- MLSC Myanmar Logistics and Supply Chain Company Limited
- Modern Trade Management Co., Ltd. (Vice-Chairman)
- Money Mine Company Limited
- Must Be Company Limited
- NocNoc Choice Company Limited
- Oishi Holding Company Limited
- Open Innovation Co., Ltd.
- Pan International (Thailand) Co., Ltd. (5th Vice-Chairman)
- Petform (Thailand) Co., Ltd.
- SEA Logistics & Technology Pte. Ltd.
- SEAL (Cambodia) Logistics and Supply Chain Co., Ltd. (Chairman)
- SEAL (Cambodia) Pte. Ltd. (Chairman)
- Sermasuk Public Company Limited (3rd Vice-Chairman)
- Shinasab Co., Ltd.
- Sirivadhanabhakdi Co., Ltd.
- So Water Company Limited (Chairman)
- South East Asia Logistics Pte. Ltd.
- Sustainability Expo Co., Ltd. (Vice-Chairman)
- Tarad Dot Com Group Co., Ltd.
- TCC Group of Companies
- T.C.C. Technology Co., Ltd.
- ThaiBev Accounting and Business Services Co., Ltd.
- ThaiBev HC Development Co., Ltd.
- Thai Beverage Energy Co., Ltd. (4th Vice-Chairman)
- Thai Beverage Logistics Co., Ltd. (3rd Vice-Chairman)
- Thai Beverage Recycle Co., Ltd. (4th Vice-Chairman)
- Thai Beverage Training Co., Ltd.
- Thai Cooperage Co., Ltd. (4th Vice-Chairman)
- Thai Drinks Co., Ltd. (4th Vice-Chairman)
- Thai Molasses Co., Ltd. (4th Vice-Chairman)
- The C Canvas Co., Ltd.
- Times Publishing Limited
- Traditional Trade Management Co., Ltd. (Vice-Chairman)
- TSpace Digital Co., Ltd.
- VietBev Company Limited
- Vietnam Logistics and Supply Chain Company Limited

PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS**Listed companies**

- Nil

Others

- Nil

**PRESENT PRINCIPAL COMMITMENTS
(other than Directorships)
(as at 8 Dec 2025)**

- Thai Beverage Group Company Public Company (President and Group COO – Thailand, Chief Non-Alcoholic Beverages Product Group and Chief Digital and Technology)
- Thailand Institute of Packaging and Recycling Management for Sustainable Environment (Chairman)
- The Federation of Thai Industries (Vice-Chairman)

**PAST PRINCIPAL COMMITMENTS
OVER THE PRECEDING FIVE YEARS
(other than Directorships)**

- Nil

SHAREHOLDING INTEREST IN F&N GROUP

- Nil

RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Nil

BOARD OF DIRECTORS

Mr Michael Chye Hin Fah, 66

Alternate Director to
Mr Sithichai Chaikriangkrai¹

Date of first appointment as an Alternate Director:
16 Jan 2025

Country of principal residence:
Singapore

BOARD COMMITTEE(S) SERVED ON

- Board Executive Committee
- Sustainability and Risk Management Committee

ACADEMIC & PROFESSIONAL QUALIFICATION(S)

- Bachelor of Business Studies with First Class Honours in Accounting and Finance, Massey University, New Zealand
- Master of Business Studies with Distinction in Accounting and Finance, Massey University, New Zealand
- Fellow of the Institute of Singapore Chartered Accountants
- Associate Member of the Institute of Chartered Secretaries & Administrators
- Member of the Singapore Institute of Directors
- Associate Member of Chartered Secretaries Institute of Singapore

PRESENT DIRECTORSHIP(S) (as at 8 Dec 2025)

Listed companies

- Fraser & Neave Holdings Bhd
- Saigon Beer-Alcohol-Beverage Corporation
- Vietnam Dairy Products Joint Stock Company

Others

- Alliance Asia Investment Private Limited
- Alliance Strategic Investments Pte. Ltd.
- Apex Equity Group Pte. Ltd.
- Asia Breweries Limited
- ASM International Limited
- Aurora Bloom Capital Pte. Ltd.
- Beer Chang International Limited
- BeerCo (Cambodia) Co., Ltd. (Chairman)
- BeerCo Limited (incorporated in Hong Kong)
- BeerCo Limited (incorporated in Singapore)
- Best Spirits Company Limited

- BevCo Limited (incorporated in Hong Kong)
- BevCo Limited (incorporated in Thailand)
- BevFood Holdings Pte. Ltd. (Chairman)
- BevFood Trading (Cambodia) Co., Ltd (Chairman)
- Cambodia Breweries Pte. Ltd.
- Capital Prosperity Venture Pte. Ltd.
- Chang Beer Company Limited
- Chang Beer (Cambodia) Co., Ltd.
- Chang Beer UK Limited
- Chang Corporation Co., Ltd.
- Chang HK Limited
- Chang Holding Co., Ltd.
- Chang International Co., Ltd. (Executive Chairman/2nd Vice-Chairman)
- F&N Retail Connection Co., Ltd.
- Grand Royal Group International Company Limited (formerly known as Myanmar Distillery Company Limited)
- Havi Food Distribution (Thailand) Co., Ltd. (Chairman)
- Havi Logistics (Thailand) Limited (Chairman)
- Honor Harmony Holding Group Pte. Ltd.
- InterBev (Cambodia) Co., Ltd.
- InterBev Malaysia Sdn. Bhd.
- InterBev (Singapore) Limited
- InterBev (Singapore) 2019 Limited
- InterBev Timor, Unipessoal, Lda.
- InterBev Trading (China) Limited
- InterF&B Pte. Ltd.
- International Beverage Holdings Limited
- International Beverage Holdings (New Zealand) Limited
- International Beverage Holdings (Singapore) Pte. Limited
- International Beverage Holdings (UK) Limited
- International Beverage Trading (Hong Kong) Limited
- International Beverage Trading Vietnam Company Limited
- International Breweries Limited
- Inver House Distillers Limited
- Inver House Distillers (ROI) Limited
- Max Asia Food and Beverage (Thailand) Co., Ltd.
- MLSC Myanmar Logistics and Supply Chain Company Limited
- Myanmar Supply Chain and Marketing Services Company Limited
- OCTAVE Capital Pte. Ltd. (formerly known as Heritas Capital Management Pte. Ltd.)
- Opulent Business Solutions Pte. Ltd.
- Plenty Max Property Holdings Pte. Ltd.
- Prospera Investing Ventures Pte. Ltd.
- Prudence Holdings Limited
- SEA Logistics & Technology Pte. Ltd.

- Siam Breweries Limited
- South East Asia Logistics Pte. Ltd.
- Stellar Asset Investment Pte. Ltd.
- Super Beer Brands Limited (formerly known as Beer Super Brands Limited)
- Super Brands Company Pte. Ltd.
- Super Food Brands Company Pte. Ltd.
- Thai Breweries Limited
- Timeless Treasure Investing Pte. Ltd.
- Trendy Prosperity Holding Pte. Ltd.
- Tsao Pao Chee Group Limited (formerly known as IMC Pan Asia Alliance Corporation)
- VietBev Company Limited
- Vietnam Beverage Company Limited (formerly known as Nga Son Beverage Joint Stock Company)
- Vietnam F&B Alliance Investment Joint Stock Company (formerly known as Nga Son Investment Joint Stock Company)
- Vietnam Logistics and Supply Chain Company Limited
- Wellwater Limited

PAST DIRECTORSHIP(S) OTHER THAN F&N HELD OVER THE PRECEDING FIVE YEARS

Listed companies

- Nil

Others

- Nil

PRESENT PRINCIPAL COMMITMENTS (other than Directorships) (as at 8 Dec 2025)

- BeerCo Limited, Singapore (Chief Executive Officer)
- Thai Beverage Public Company Limited (Chief Beer Product Group)
- Thai Beverage Public Company Limited (Executive Committee Member)
- Larsen le Cognac des Vikings (Member of the Supervisory Board)

PAST PRINCIPAL COMMITMENTS OVER THE PRECEDING FIVE YEARS (other than Directorships)

- Nil

SHAREHOLDING INTEREST IN F&N GROUP

- Nil

RELATIONSHIP WITH OTHER DIRECTOR, EXECUTIVE OFFICER, F&N, SUBSTANTIAL SHAREHOLDER OF F&N OR SUBSTANTIAL SHAREHOLDER OF PRINCIPAL SUBSIDIARY

- Nil