

SHAREHOLDING STATISTICS

AS AT 8 DECEMBER 2025

Class of Shares - Ordinary Shares
Voting Rights - One vote per share

Size of Shareholdings	No. of Shareholders	%	No. of Shares	%*
1 - 99	151	2.21	5,402	0.00
100 - 1,000	1,221	17.84	1,016,949	0.07
1,001 - 10,000	3,990	58.30	18,164,057	1.25
10,001 - 1,000,000	1,465	21.40	75,562,275	5.19
1,000,001 and above	17	0.25	1,360,498,366	93.49
TOTAL	6,844	100.00	1,455,247,049	100.00%

TOP TWENTY SHAREHOLDERS (as shown in the Register of Members and Depository Register)

No.	Shareholder's Name	Shareholdings	%*
1	INTERBEV INVESTMENT LIMITED	1,014,051,428	69.68
2	DBS NOMINEES PTE LTD	136,362,005	9.37
3	UNITED OVERSEAS BANK NOMINEES (PRIVATE) LIMITED	129,744,178	8.92
4	CITIBANK NOMINEES SINGAPORE PTE LTD	45,570,652	3.13
5	DBS VICKERS SECURITIES (SINGAPORE) PTE LTD	11,123,255	0.76
6	UOB KAY HIAN PTE LTD	6,007,905	0.41
7	RAFFLES NOMINEES (PTE) LIMITED	4,444,128	0.31
8	PHILLIP SECURITIES PTE LTD	2,193,132	0.15
9	HSBC (SINGAPORE) NOMINEES PTE LTD	1,610,157	0.11
10	THIA CHENG SONG	1,386,000	0.10
11	IFAST FINANCIAL PTE LTD	1,361,850	0.09
12	YEO WEI HUANG	1,298,900	0.09
13	OCBC NOMINEES SINGAPORE PTE LTD	1,237,010	0.09
14	OCBC SECURITIES PRIVATE LTD	1,051,346	0.07
15	JACK INVESTMENT PTE LTD	1,039,800	0.07
16	HENG SIEW ENG	1,009,900	0.07
17	THE TITULAR ROMAN CATHOLIC ARCHBISHOP OF KUALA LUMPUR	1,006,720	0.07
18	CHOO MEILEEN	900,000	0.06
19	TEH BEE YEN	900,000	0.06
20	JINLI INVESTMENT PTE LTD	880,000	0.06
TOTAL		1,363,178,366	93.67

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AS AT 8 DECEMBER 2025

SUBSTANTIAL SHAREHOLDERS (as shown in the Register of Substantial Shareholders)

	Direct Interest		Deemed Interest	
	No. of Shares	%*	No. of Shares	%*
TCC Assets Limited	256,452,456	17.62%	-	-
InterBev Investment Limited	1,014,051,428	69.68%	-	-
International Beverage Holdings Limited ⁽¹⁾	-	-	1,014,051,428	69.68%
Thai Beverage Public Company Limited ⁽²⁾	-	-	1,014,051,428	69.68%
Siriwana Co., Ltd. ⁽³⁾	-	-	1,014,051,428	69.68%
Siriwanan Co., Ltd. ⁽³⁾	-	-	1,014,051,428	69.68%
Opulent Business Solutions Pte. Ltd. ⁽⁴⁾	-	-	1,014,051,428	69.68%
Charoen Sook Wananun Co., Ltd. ⁽⁴⁾	-	-	1,014,051,428	69.68%
Charoen Sin Tawee Wattana Co., Ltd. ⁽⁴⁾	-	-	1,014,051,428	69.68%
Charoen Num Sub 1 Co., Ltd. ⁽⁴⁾	-	-	1,014,051,428	69.68%
Mr Charoen Sirivadhanabhakdi ^{(4) (5)}	-	-	1,270,503,884	87.31%
Estate of the late Khunying Wanna Sirivadhanabhakdi ⁽⁵⁾	-	-	256,452,456	17.62%
Mr Thapana Sirivadhanabhakdi ⁽⁴⁾	-	-	1,014,051,428	69.68%
Ms Atinant Bijananda ⁽⁴⁾	-	-	1,014,051,428	69.68%
Ms Wallapa Traisorat ⁽⁴⁾	-	-	1,014,051,428	69.68%
Ms Thapanee Techajareonvikul ⁽⁴⁾	-	-	1,014,051,428	69.68%
Mr Panote Sirivadhanabhakdi ⁽⁴⁾	-	-	1,014,051,428	69.68%

To the best of the Company's knowledge and based on records of the Company as at 8 December 2025, approximately 12% of the issued shares of the Company are held in the hands of the public and this complies with Rule 723 of the SGX-ST Listing Manual.

Notes:

* Percentage is based on 1,455,247,049 shares as at 8 December 2025 (excluding 1,577,230 treasury shares as at 8 December 2025. Rounded to the nearest decimal point. Any discrepancy between the listed percentages and the totals thereof is due to rounding.

⁽¹⁾ International Beverage Holdings Limited ("IBHL") holds a 100% direct interest in InterBev Investment Limited ("IBIL") and is therefore deemed to be interested in all of the shares of F&N in which IBIL has an interest.

⁽²⁾ Thai Beverage Public Company Limited ("ThaiBev") holds a 100% direct interest in IBHL, which in turn holds 100% direct interest in IBIL. ThaiBev is therefore deemed to be interested in all of the shares of F&N in which IBIL has an interest.

⁽³⁾ Siriwana Co., Ltd. ("Siriwana") holds a 45.24% direct interest in ThaiBev. Siriwana also holds a 100% direct interest in Siriwanan Co., Ltd. ("Siriwanan") and is therefore deemed to have an interest in all of the ThaiBev shares in which Siriwanan has an interest. Siriwanan has a direct interest of approximately 20.60% in ThaiBev shares, and Siriwana's interest in ThaiBev shares is approximately 65.84%.

ThaiBev holds a 100% direct interest in IBHL, which in turn holds a 100% direct interest in IBIL. Each of Siriwana and Siriwanan is therefore deemed to be interested in all of the shares of F&N in which IBIL has an interest.

⁽⁴⁾ Each of Mr Charoen Sirivadhanabhakdi, Mr Thapana Sirivadhanabhakdi, Ms Atinant Bijananda, Ms Wallapa Traisorat, Ms Thapanee Techajareonvikul and Mr Panote Sirivadhanabhakdi is among the class of beneficiaries of a discretionary trust (the "Trust Arrangements"), where KCKY Super Private Limited is the trustee of such discretionary trust and wholly-owns Opulent Business Solutions Pte. Ltd. ("OBS"). Pursuant to the Trust Arrangements, each of Mr Charoen Sirivadhanabhakdi, Mr Thapana Sirivadhanabhakdi, Ms Atinant Bijananda, Ms Wallapa Traisorat, Ms Thapanee Techajareonvikul and Mr Panote Sirivadhanabhakdi is therefore deemed to be interested in all of the shares of F&N in which IBIL has an interest.

OBS holds a 49% interest in each of Charoen Sook Wananun Co., Ltd. (formerly known as Tawee Pattanasub 3 Co., Ltd.) ("Charoen Sook Wananun") and Charoen Sin Tawee Wattana Co., Ltd. (formerly known as Tawee Pattanasub 7 Co., Ltd.) ("Charoen Sin Tawee Wattana"), and the remaining shares in Charoen Sook Wananun and Charoen Sin Tawee Wattana are held by Charoen Num Sub 1 Co., Ltd. ("CN1") and Charoen Sook Wananun, respectively. Siriwana is wholly-owned by Charoen Sin Tawee Wattana and Charoen Sook Wananun. Siriwana holds a 45.24% direct interest in ThaiBev. Siriwana also holds a 100% direct interest in Siriwanan which holds a 20.60% direct interest in the ThaiBev shares. ThaiBev holds a 100% direct interest in IBHL, which in turn holds a 100% direct interest in IBIL.

Each of OBS, Charoen Sook Wananun, Charoen Sin Tawee Wattana and CN1 is therefore deemed to be interested in all of the shares of F&N in which IBIL has an interest.

⁽⁵⁾ Each of Mr Charoen Sirivadhanabhakdi and the estate of the late Khunying Wanna Sirivadhanabhakdi, owns 50% of the issued share capital of TCC Assets Limited ("TCCA"), and is therefore deemed to be interested in all of the shares of F&N in which TCCA has an interest.