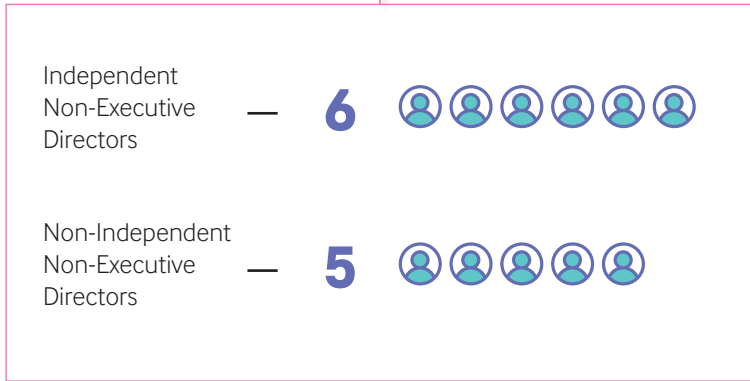
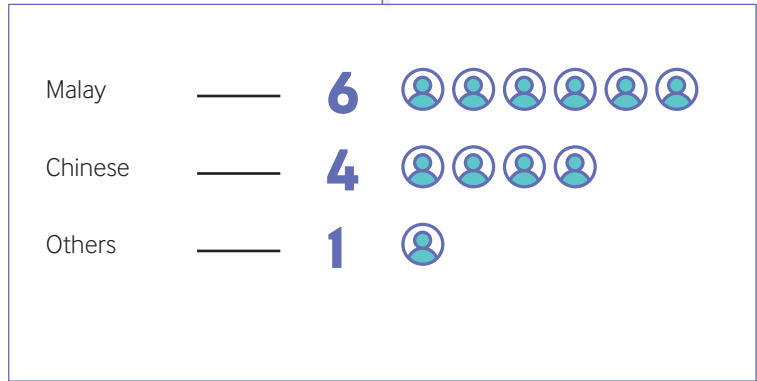


BOARD COMPOSITION

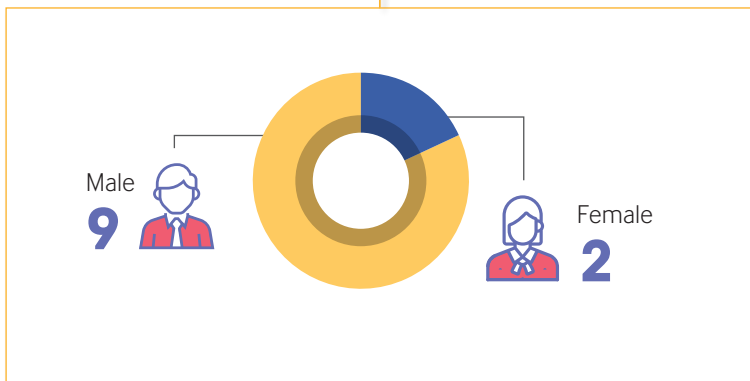
COMPOSITION



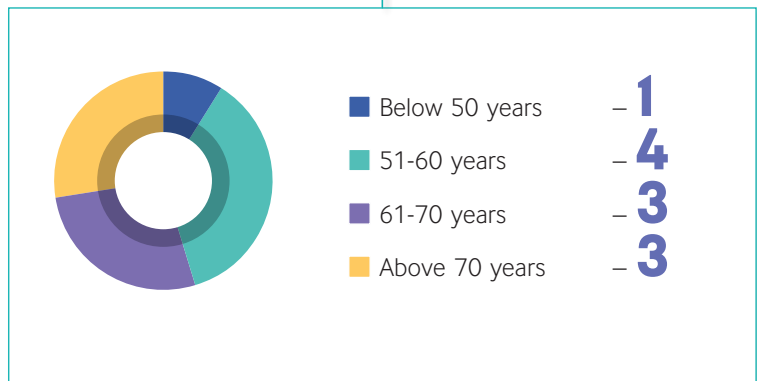
ETHNICITY



GENDER



AGE GROUP



COMMITTEE MEMBER KEY

A Audit Committee	R Remuneration Committee	S Share Buy-Back Committee
N Nominating Committee	E Group Executive Committee	M Sustainability & Risk Management Committee

PROFILE OF BOARD OF DIRECTORS



Malaysian Age 74

R S N

Date of Appointment
24 February 1987

Number of Board
Meetings Attended
7/7

**Y.A.M. Tengku Syarif Bendahara Perlis
Syed Badarudin Jamalullail Ibni
Almarhum Tuanku Syed Putra Jamalullail**

Chairman of Board,

Non-Independent Non-Executive Director

QUALIFICATION(S)

- Master of Arts degree in Law & History, Cambridge University, United Kingdom

MEMBERSHIP(S) OF BOARD COMMITTEES

- Remuneration Committee (Chairman)
- Share Buy-Back Committee (Chairman)
- Nominating Committee

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR LISTED ISSUER(S)

- Director of Fraser and Neave, Limited ("FNL"), Singapore

PRESENT APPOINTMENT(S)

- Board Member of Yayasan Tuanku Syed Putra, a charitable foundation
- President of Tuanku Syed Putra Dialysis Centre, Perlis

PAST DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR PAST APPOINTMENT(S)

- Director of Hwang Capital (Malaysia) Berhad
- Director of Hwang-DBS Investment Bank Berhad
- Director of Hwang Investment Management Berhad

Y.A.M. Tengku Syed Badarudin Jamalullail does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company save and except that he is an Independent Non-Executive Director of FNL, a major shareholder of the Company. He has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

PROFILE OF BOARD OF DIRECTORS



Singaporean Age 56

E N R

Date of Appointment
1 October 2015Number of Board
Meetings Attended
7/7**Mr. Lee Meng Tat***Non-Independent Non-Executive Director***QUALIFICATION(S)**

- Master of Business Administration, Imperial College, London
- Bachelor of Engineering (Mechanical), National University of Singapore
- Advanced Management Programme, Harvard Business School
- Certificate in Corporate Governance, International Directors Programme (IDP-C), INSEAD

MEMBERSHIP(S) OF BOARD COMMITTEES

- Group Executive Committee (Chairman)
- Nominating Committee
- Remuneration Committee

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR LISTED ISSUER(S)

- Director of Vietnam Dairy Products Joint Stock Company, a company listed on the Ho Chi Minh Stock Exchange

PRESENT APPOINTMENT(S)

- Chief Executive Officer, Non-Alcoholic Beverages of the Fraser and Neave, Limited Group

PAST DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR PAST APPOINTMENT(S)

- Chief Executive Officer of Wildlife Reserves Singapore
- Chief Corporate Development Officer for Foods and Beverages division of the Fraser and Neave, Limited Group
- Regional Director of China in Asia Pacific Breweries Limited
- Chief Executive Officer of Heineken-APB (China) Management Services Co. Ltd.

Mr. Lee Meng Tat does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company save and except that he is a nominee director of Fraser and Neave, Limited, a major shareholder of the Company. He has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.



Malaysian Age 65

A N R

Date of Appointment
23 February 2016

Number of Board
Meetings Attended
7/7

Mr. David Siew Kah Toong

Independent Non-Executive Director

QUALIFICATION(S)

- Member of Malaysian Institute of Accountants ("MIA")
- Member of Malaysian Institute of Certified Public Accountants ("MICPA")
- Member of CPA Australia

MEMBERSHIP(S) OF BOARD COMMITTEES

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

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR LISTED ISSUER(S)

- Director of Tan Chong Motor Holdings Berhad
- Director of Great Eastern Life Assurance (Malaysia) Berhad

PRESENT APPOINTMENT(S)

- Chairman of Audit Committee, Member of the Risk Management and Sustainability Committee and Nominating and Remuneration Committee of Tan Chong Motor Holdings Berhad
- Managing Partner of Sekhar & Tan, Chartered Accountants
- Member of the Practice Review Committee of the MIA
- Member of the Public Practice, Auditing and Accounting Technical and Financial Statement Review Committees of MICPA
- Member of Audit Committee of Great Eastern Life Assurance (Malaysia) Berhad

PAST DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR PAST APPOINTMENT(S)

- Director, Chairman of Audit Committee and Member of Remuneration Committee of Wing Tai Malaysia Berhad (now known as Wing Tai Malaysia Sdn Bhd)
- Finance Director of Malaysian Mosaics Berhad
- Managing Partner of BDO
- Board Member of the Financial Reporting Foundation
- Member of the Developing Nations Committee of the International Federation of Accountants
- Special Administrator for several public listed companies pursuant to the Pengurusan Danaharta Nasional Berhad Act 1998

Mr. David Siew Kah Toong does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company. He has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

PROFILE OF BOARD OF DIRECTORS



Malaysian Age 75

M E S

Date of Appointment
10 May 2000

Number of Board
 Meetings Attended
6/7

Mr. Lee Kong Yip*Non-Independent Non-Executive Director***QUALIFICATION(S)**

- Bachelor in Economics (Hons) degree majoring in statistics, University of Malaya
- Executive Programme, Graduate School of Business Administration, University of California Berkeley, The United States of America

MEMBERSHIP(S) OF BOARD COMMITTEES

- Sustainability & Risk Management Committee (Chairman)
- Group Executive Committee
- Share Buy-Back Committee

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR LISTED ISSUER(S)

- Director of Great Eastern Takaful Berhad

PRESENT APPOINTMENT(S)

- Nil

PAST DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR PAST APPOINTMENT(S)

- Director of Overseas Assurance Corporation (Malaysia) Berhad, Overseas Assurance Corporation (Holdings) Berhad, Great Eastern Life Assurance (Malaysia) Berhad, Great Eastern Capital (Malaysia) Sdn Bhd and The Great Eastern General Insurance Company Sdn Bhd
- Executive Vice-President and Director of OCBC Bank (Malaysia) Berhad

Mr. Lee Kong Yip does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company save and except that he is a nominee director of Fraser and Neave, Limited, a major shareholder of the Company. He has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.



Malaysian	Age 47
-----------	--------

N	A	R
---	---	---

Date of Appointment
23 January 2013

Number of Board
Meetings Attended
7/7

Dato' Johan Tazrin bin Hamid Ngo

Independent Non-Executive Director

QUALIFICATION(S)

- Bachelor of Arts (Honours) degree in Business Economics, Reading University, United Kingdom
- Associate Member of the Society of Investment Professionals, United Kingdom (CFA Institute) and European Associate of Financial Analysts

MEMBERSHIP(S) OF BOARD COMMITTEES

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

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR LISTED ISSUER(S)

- Nil

PRESENT APPOINTMENT(S)

- Managing Director and Chief Investment Officer of Amara Investment Management Sdn Bhd, a fund management company licensed by the Securities Commission

PAST DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR PAST APPOINTMENT(S)

- Portfolio Manager of Coutts & Co. (London) Ltd
- Director, Kenanga Asset Management Sdn Bhd
- Director, Kenanga Unit Trust Berhad

Dato' Johan Tazrin bin Hamid Ngo does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company. He has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

PROFILE OF BOARD OF DIRECTORS



Danish Age 77

E M

Date of Appointment
7 May 2013Number of Board
Meetings Attended
6/7**Dato' Jorgen Bornhoft***Non-Independent Non-Executive Director***QUALIFICATION(S)**

- Degree in Accountancy and Finance (Bachelor of Commerce), Copenhagen Business School

MEMBERSHIP(S) OF BOARD COMMITTEES

- Group Executive Committee
- Sustainability & Risk Management Committee

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR LISTED ISSUER(S)

- Chairman of Hap Seng Consolidated Berhad

PRESENT APPOINTMENT(S)

- Vice-Chairman of International Beverage Holdings Limited

PAST DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR PAST APPOINTMENT(S)

- Chairman, Managing Director, Director and Chief Executive Officer of Carlsberg Brewery Malaysia Berhad
- Chief Executive Officer of Carlsberg Asia Pte Ltd, Singapore
- Vice-President of Carlsberg International A/S, Denmark
- President of the Malaysian International Chamber of Commerce and Industry
- Director of Hap Seng Plantations Holdings Berhad

Dato' Jorgen Bornhoft does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company save and except that he is a nominee director of Fraser and Neave, Limited, a major shareholder of the Company. He has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.



Singaporean Age 55

E A M

Date of Appointment
6 August 2014Number of Board
Meetings Attended
7/7**Mr. Hui Choon Kit***Non-Independent Non-Executive Director***QUALIFICATION(S)**

- Master of Business Administration degree, Nanyang Technological University
- Bachelor of Business degree, Curtin University, Australia
- Member of the Institute of Singapore Chartered Accountants

MEMBERSHIP(S) OF BOARD COMMITTEES

- Group Executive Committee
- Audit Committee
- Sustainability & Risk Management Committee

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR LISTED ISSUER(S)

- Nil

PRESENT APPOINTMENT(S)

- Chief Financial Officer and Company Secretary of the Fraser and Neave, Limited Group

PAST DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR PAST APPOINTMENT(S)

- Senior Manager, Business Development of the Fraser and Neave, Limited Group
- Corporate Finance Banker in Singapore and Thailand
- Accountant and Financial Consultant in Ernst & Young

Mr. Hui Choon Kit does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company save and except that he is a nominee director of Fraser and Neave, Limited, a major shareholder of the Company. He has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

PROFILE OF BOARD OF DIRECTORS



Malaysian	Age 59
-----------	--------

M	S
---	---

Date of Appointment
24 January 2018

Number of Board
Meetings Attended
6/7

Puan Aida binti Md Daud*Independent Non-Executive Director***QUALIFICATION(S)**

- Master in Business Administration, Strathclyde University, Scotland
- Bachelor of Science in Business Administration (Finance and Law), Portland State University, The United States of America
- Senior Associate Member of the Financial Securities Institute of Australia
- Certified Member of Financial Planning Association of Malaysia
- Diploma in Public Administration, Institute Teknologi MARA

MEMBERSHIP(S) OF BOARD COMMITTEES

- Sustainability & Risk Management Committee
- Share Buy-Back Committee

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR LISTED ISSUER(S)

- Director of Amway (Malaysia) Holdings Berhad

PRESENT APPOINTMENT(S)

- Senior Vice President of Human Capital Division of Permodalan Nasional Berhad ("PNB")
- Director of PNB Investment Institute Sdn Bhd

PAST DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR PAST APPOINTMENT(S)

- Head of Human Resource Operations & Administration Department, PNB
- Head of Human Capital Planning & Development Department, PNB
- Chief Executive Officer, PNB Investment Institute Sdn. Berhad
- Head of Corporate Services Department, PNB
- Research and Corporate Services Analyst, PNB
- Represented PNB on the board of Cerebos Malaysia Sdn Bhd, Kim Fashion Knitwear (Malaysia) Sdn Berhad, Malaysian Nasional Reinsurance Berhad, Amalgamated Industries Steel Berhad and Lion Corporation Berhad
- Member of the Board of Governors of Financial Planning Association of Malaysia

Puan Aida binti Md Daud does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company. She has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.



Malaysian	Age 59
-----------	--------

N	R
---	---

Date of Appointment
24 January 2018

Number of Board
Meetings Attended
7/7

Puan Faridah binti Abdul Kadir

Independent Non-Executive Director

QUALIFICATION(S)

- Master of Business Administration, Cranfield School Management, United Kingdom
- Economics (Accounting & Finance) degree, London School of Economics, United Kingdom

MEMBERSHIP(S) OF BOARD COMMITTEES

- Nominating Committee
- Remuneration Committee

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR LISTED ISSUER(S)

- Nil

PRESENT APPOINTMENT(S)

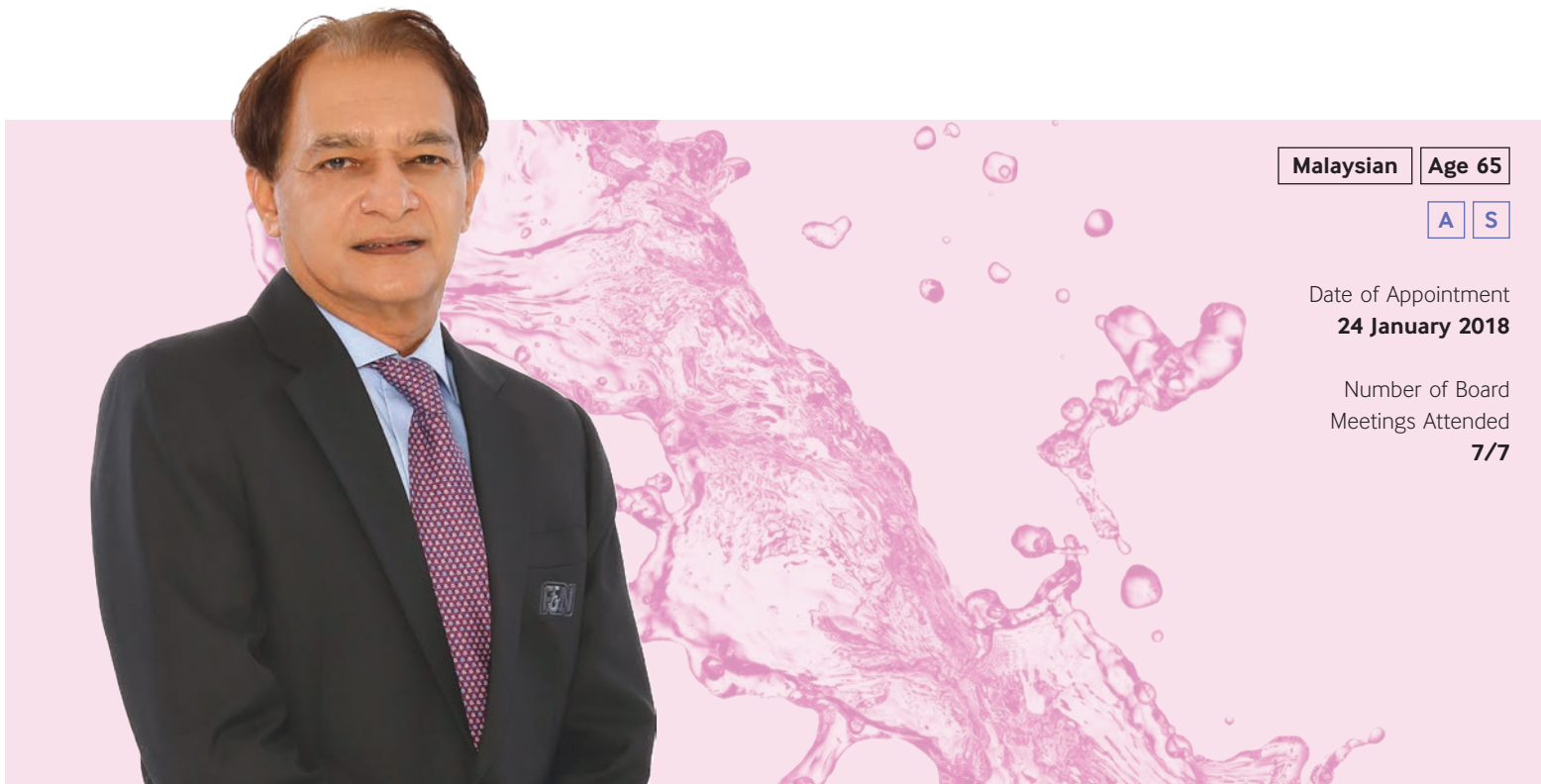
- Board Member of Trustees of Yayasan Kadir & Fatimah
- Council Member of the Society for the Severely Mentally Handicapped Selangor
- Director of Fibertex Personal Care Sdn Bhd, Kay & Ef Sdn Bhd, Kay and Ef Trading Sdn Bhd and Fatimah Hashim Holdings Sdn Bhd

PAST DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR PAST APPOINTMENT(S)

- Board Member of the Malaysian Danish Business Council, ISS Facility Services Sdn Bhd and Danfoss Industries Sdn Bhd
- Regional Representative of The Industrialization Fund for Developing Countries, Denmark ("IFU")
- Advisor of IFU (Malaysian projects)
- Executive of Permata Chartered Merchant Bank

Puan Faridah binti Abdul Kadir does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company. She has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

PROFILE OF BOARD OF DIRECTORS



Malaysian

Age 65

A S

Date of Appointment

24 January 2018Number of Board
Meetings Attended**7/7****Datuk Mohd Anwar bin Yahya***Independent Non-Executive Director***QUALIFICATION(S)**

- Bachelor of Science (Honours) degree in Economics and Accountancy, University of Hull, United Kingdom
- Chartered Accountant, Institute of Chartered Accountants England & Wales
- Member of the Malaysian Institute of Accountants and the Malaysian Institute of Certified Public Accountants

MEMBERSHIP(S) OF BOARD COMMITTEES

- Audit Committee
- Share Buy-Back Committee

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR LISTED ISSUER(S)

- Director of Maybank Islamic Berhad
- Director of FGV Holdings Berhad
- Director of Pelaburan Hartanah Nasional Bhd
- Director of Amanah Saham Nasional Berhad

PRESENT APPOINTMENT(S)

- Partner of Sage 3 Sdn Bhd
- Director of Usains Holdings Sdn Bhd
- Director of Technology Park Corporation Malaysia Sdn Bhd

PAST DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR PAST APPOINTMENT(S)

- Partner of PricewaterhouseCoopers
- Partner of Maybridge Consulting PLT
- Chief Executive Officer of Permodalan Kelantan Berhad
- Finance Manager of Lembaga Kemajuan Kelantan Selatan

Datuk Mohd Anwar bin Yahya does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company. He has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.



Malaysian	Age 62
-----------	--------

E

Date of Appointment
8 November 2018

Number of Board
Meetings Attended
6/6

Datuk Kamaruddin bin Taib

Independent Non-Executive Director

QUALIFICATION(S)

- Bachelor of Science in Mathematics, University of Salford, United Kingdom

MEMBERSHIP(S) OF BOARD COMMITTEE

- Group Executive Committee

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR LISTED ISSUER(S)

- Chairman of GHL Systems Berhad
- Chairman of Great Eastern Takaful Berhad
- Chairman of HSBC Amanah Malaysia Berhad
- Director of Great Eastern General Insurance (Malaysia) Berhad
- Director of Malaysia Smelting Corporation Berhad
- Director of RAM Holdings Berhad

PRESENT APPOINTMENT(S)

- Director of DNV GL Malaysia Sdn Bhd
- Director of I Great Capital Holdings Sdn Bhd and FIDE FORUM (Financial Institutions Directors Education FORUM)
- Member of the Independent Review Panel for Great Eastern Life Assurance (Malaysia) Berhad
- Member of the Internal Audit Sub-committee of The Royal Selangor Golf Club

PAST DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND/OR PAST APPOINTMENT(S)

- Executive Chairman of DNV GL Malaysia Sdn Bhd
- Director of Great Eastern Life Assurance (Malaysia) Berhad
- Director of BFC Exchange Sdn Bhd
- Trustee of the Malaysian Oil & Gas Services Council

Datuk Kamaruddin bin Taib does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company. He has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

MANAGEMENT TEAM



Special thanks to [libby & Co.](#), Empire Shopping Gallery.

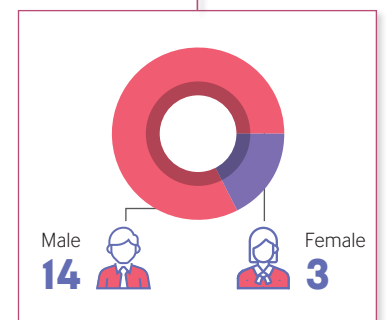


Suchit Riewcharoon [Managing Director, F&N Dairies (Thailand) Limited]
David Hoong Cheong Wai [Senior Director, Human Capital, Organisation and Technology Management]
Lau Cheng Yew [Director, Property & Integrated Projects]
Soh Swee Hock [Managing Director, International Markets Development]
Graham Lim [Director, Marketing]

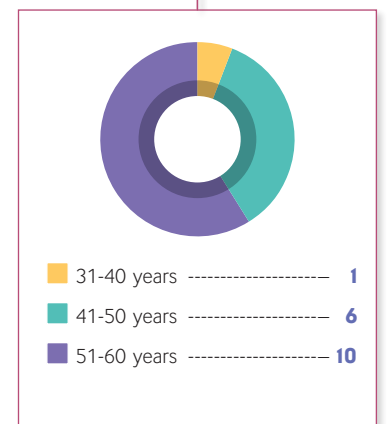


Dr. Yap Peng Kang [Senior Director, Manufacturing and Corporate Research & Development]
Albert Loh Wee Han [Head, Internal Audit]
Bryan Lee Chee Kong [Director, Domestic Commercial Operations (East Malaysia & Brunei)]

GENDER



AGE GROUP



PROFILE OF CHIEF EXECUTIVE OFFICER



Singaporean Age 53

Date of Appointment
1 December 2014

Lim Yew Hoe

Chief Executive Officer

ACADEMIC/PROFESSIONAL QUALIFICATION(S)

- Bachelor of Science (Estate Management) degree, National University of Singapore
- Master of Business Administration majoring in Banking and Finance, Nanyang Technological University of Singapore

WORKING EXPERIENCE

Joined Asia Pacific Breweries Limited (now known as Heineken Asia MTN Pte Ltd) in 1997 and has held various positions in Asia Pacific Breweries Limited Group, the last being Managing Director of Asia Pacific Brewery (Hanoi) Limited in 2014.

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND LISTED ISSUER(S)

Cocoaland Holdings Bhd

He does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company. He has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

PROFILE OF KEY SENIOR MANAGEMENT



Singaporean Age 46

Date of Appointment
4 February 2019

Lai Kah Shen

Director, Finance/Chief Financial Officer

ACADEMIC/PROFESSIONAL QUALIFICATION(S)

- Bachelor of Accountancy, Nanyang Technological University
- Chartered Financial Analyst, Association for Investment Management & Research
- Bachelor of Law, University of London

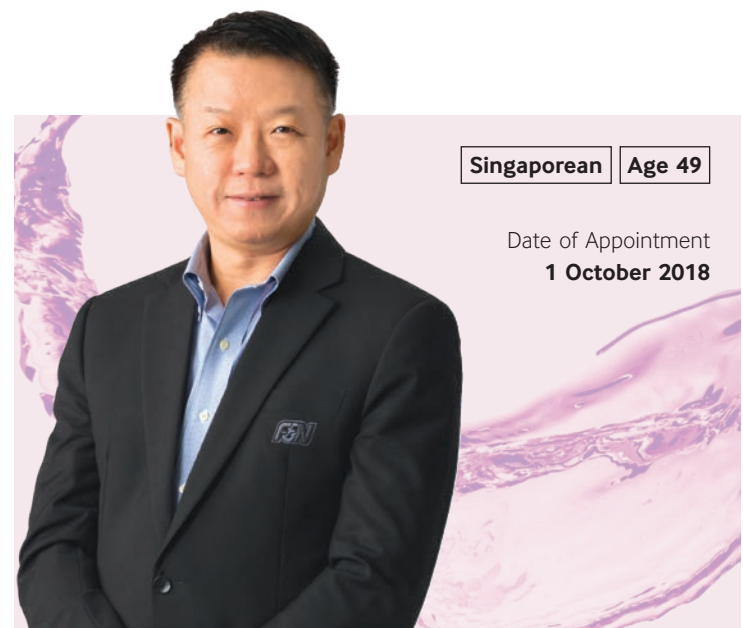
WORKING EXPERIENCE

- Positions held in Fraser and Neave, Limited Group:
 - July 2009 to January 2019 – Financial Controller, Food & Beverage including heading Fraser and Neave, Limited Group's ice cream division and also concentrate plant operation
 - May 2003 to June 2009 – Group Finance Manager
- July 1997 to April 2003 – Auditor in PricewaterhouseCoopers before moving on to public-listed companies in banking and commercial sectors

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND LISTED ISSUER(S)

Nil

He does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company. He has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.



Singaporean Age 49

Date of Appointment
1 October 2018

Bart Lim Siang Chin

Managing Director, Domestic Commercial Operations (Peninsular Malaysia)

ACADEMIC/PROFESSIONAL QUALIFICATION(S)

- Bachelor of Business Studies, Nanyang Technological University, Singapore

WORKING EXPERIENCE

- Over 24 years of experience in customer development, marketing and operation controls, and has held various operational and leadership roles, among which were the positions of Regional Director for Johnson & Johnson Consumer (Asia Pacific), General Manager for Carlsberg Singapore Pte Ltd and Chief Operating Officer for St. Joseph's Home
- Positions held in Fraser and Neave, Limited Group:
 - January 2018 to present – General Manager, Emerging and New Markets prior to assuming the current role
 - April 2014 to September 2015 – General Manager, Non-Alcoholic Beverages CEO's Office

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND LISTED ISSUER(S)

Nil

He does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company. He has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

PROFILE OF KEY SENIOR MANAGEMENT



Malaysian Age 59

Date of Appointment
5 August 2013

David Hoong Cheong Wai

Senior Director, Human Capital, Organisation and Technology Management

ACADEMIC/PROFESSIONAL QUALIFICATION(S)

- Bachelor degree of Arts majoring in business administration and industry psychology, Wilfrid Laurier University, Waterloo Ontario, Canada

WORKING EXPERIENCE

- Over 35 years of human resource management experience in the manufacturing environment for large organisations of various industries
- June 2006 to July 2013 – Vice President, Human Resource of Unisem (M) Berhad

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND LISTED ISSUER(S)

Nil

He does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company. He has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.



Malaysian Age 57

Date of Appointment
1 October 2015

Soh Swee Hock

Managing Director, International Markets Development

ACADEMIC/PROFESSIONAL QUALIFICATION(S)

- Master of Business Administration majoring in corporate finance, State University of New York, Buffalo, The United States of America

WORKING EXPERIENCE

- January 2010 – Senior Manager, Projects of Fraser & Neave Holdings Bhd Group
- Positions held in Asia Pacific Breweries Limited:
 - June 2009 – General Manager (Business Development, China)
 - July 2004 – Assistant General Manager (Projects)
- 1992 to June 2004 – held various positions in Lion Group of Malaysia, the last being General Manager, China Investment Division
- 1988 to 1992 – held various positions in IBM Malaysia, the last being Planning Analyst

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND LISTED ISSUER(S)

Cocoaland Holdings Bhd

He does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company. He has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.



Thai Age 55

Date of Appointment
1 April 2019

Suchit Riewcharoon

Managing Director, F&N Dairies (Thailand) Limited

ACADEMIC/PROFESSIONAL QUALIFICATION(S)

- Master in Marketing, Thammasart University, Thailand
- Bachelor of Business Administration majoring in Marketing, Assumption University, Thailand

WORKING EXPERIENCE

- February 2007 to March 2019 – Head of Sales for Thailand and Indochina of F&N Dairies (Thailand) Limited
- 1988 to 2007 – held various managerial positions in Nestle (Thai) Limited, the last being Business Excellence and Training Manager

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND LISTED ISSUER(S)

Nil

He does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company. He has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.



Malaysian Age 60

Date of Appointment
4 February 2019

Tan Hock Beng

Senior Director, Procurement and Special Projects

ACADEMIC/PROFESSIONAL QUALIFICATION(S)

- Malaysian Institute of Certified Public Accountants (Member)
- Malaysian Institute of Accountants (Member)

WORKING EXPERIENCE

- Positions held in Fraser & Neave Holdings Bhd:
 - February 2017 to February 2019 – Senior Vice President, Finance & Procurement/Chief Financial Officer
 - October 2015 to January 2017 – Senior Vice President, Supply Chain, Business Control & Business Development
 - August 2011 to September 2015 – Managing Director, F&N Dairies (Malaysia) Sdn Bhd
 - October 2006 to July 2011 – Deputy Country Head & Chief Financial Officer, F&N Dairies (Thailand) Limited
 - August 2001 to September 2006 – Group Corporate Planning & Business Development Manager
- Group Financial Controller of a public listed conglomerate, Hong Leong Financial Services Bhd in 2001
- 1984 to 2000 – Held various finance and audit positions at the Malaysian operations of British American Tobacco Group, including a 3-year secondment at its headquarters in London
- 1979 to 1983 – Started his career in auditing with Price Waterhouse & Co.

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND LISTED ISSUER(S)

Nil

He does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company. He has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

PROFILE OF KEY SENIOR MANAGEMENT

**Dr. Yap Peng Kang**

Senior Director, Manufacturing and Corporate Research & Development

ACADEMIC/PROFESSIONAL QUALIFICATION(S)

- Doctorate of Philosophy (PhD) in Microbiology
- Bachelor of Science (Hons) in Microbiology, National University of Singapore

WORKING EXPERIENCE

- October 2017 to present – Head, Corporate Research & Development of Fraser and Neave, Limited prior to assuming the current role
- Over 21 years of experience in the brewery industry and has held various senior positions in the Heineken Group of Companies

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND LISTED ISSUER(S)

Nil

He does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company. He has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

**Bryan Lee Chee Kong**

Director, Domestic Commercial Operations (East Malaysia & Brunei)

ACADEMIC/PROFESSIONAL QUALIFICATION(S)

- Chartered Institute of Marketing, Berkshire, United Kingdom

WORKING EXPERIENCE

- 30 years of experience at various MNCs with solid range of experience not limited to Strategic Developments, Innovations & New Product Development, Brand and Trade Marketing. The last posting was in Myanmar heading the Commercial Division at a leading Beverage Company

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND LISTED ISSUER(S)

Nil

He does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company. He has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.



Singaporean Age 42

Date of Appointment
1 August 2005**Graham Lim***Director, Marketing***ACADEMIC/PROFESSIONAL QUALIFICATION(S)**

- Bachelor of Business majoring in Marketing & Finance, University of Technology, Sydney

WORKING EXPERIENCE

- Positions held in Fraser and Neave, Limited Group:
 - September 2011 to April 2016 – Country Manager for F&N Foods Myanmar Branch Office
 - February 2008 to August 2011 – Regional Marketing Manager, Sports Beverages

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND LISTED ISSUER(S)

Nil

He does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company. He has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.



Malaysian Age 57

Date of Appointment
5 December 2018**Timothy Ooi Aik Tuan***Director, Group Legal Counsel & Company Secretary***ACADEMIC/PROFESSIONAL QUALIFICATION(S)**

- LL.B (Hons), University of London
- Barrister-at-Law, Middle Temple
- Licensed Company Secretary

WORKING EXPERIENCE

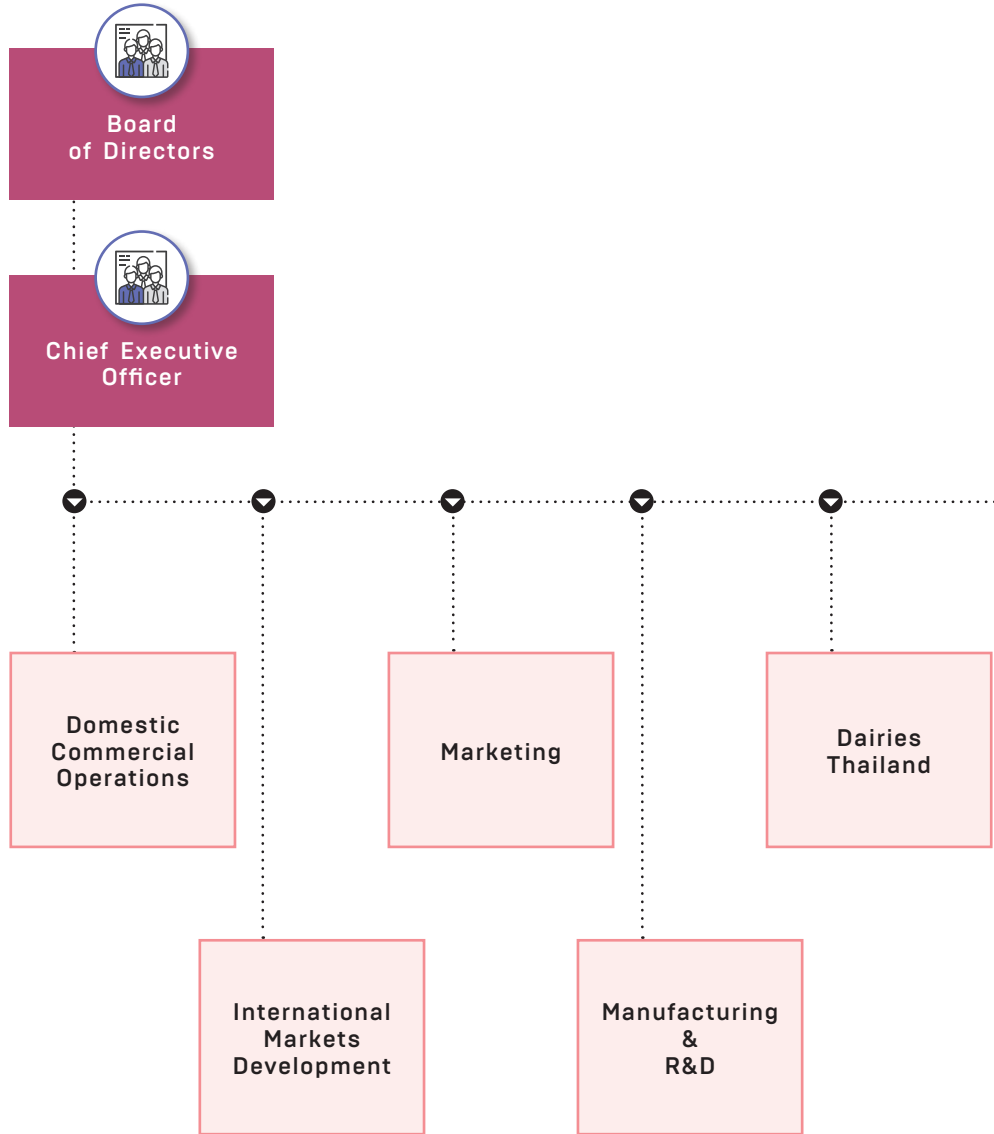
- Over 30 years' experience as legal counsel, company secretary and compliance officer in various organisations in Hong Kong and Malaysia
- 2012 – Head, Legal of Fraser & Neave Holdings Bhd Group
- 2018 – In addition to overseeing legal department, he is also responsible for the company secretarial services of Fraser & Neave Holdings Bhd Group

PRESENT DIRECTORSHIP(S) IN PUBLIC COMPANY(IES) AND LISTED ISSUER(S)

Nil

He does not have any family relationship with any director and/or major shareholder of the Company, nor any personal interest in any business arrangement involving the Company. He has had no conviction for offences within the past five years and has had no public sanction or penalty imposed by the relevant regulatory bodies during the financial year, which require disclosure pursuant to the Main Market Listing Requirements of Bursa Malaysia Securities Berhad.

ORGANISATION STRUCTURE



WORKFORCE

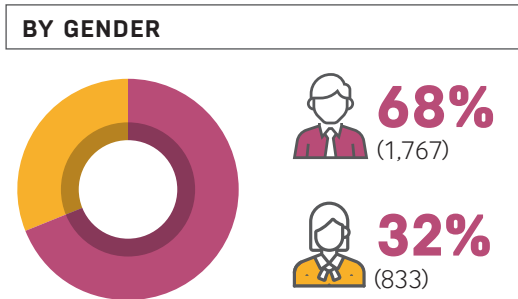
NUMBER OF EMPLOYEES
2,600

BY EMPLOYMENT STATUS

2,558 Permanent Contract	42 Temporary Contract
------------------------------------	---------------------------------

BY JOB CATEGORY

1,044 Executive	1,556 Non-Executive
---------------------------	-------------------------------



AVERAGE NUMBER OF HOURS OF TRAINING PER EMPLOYEE PER YEAR
22

