Appendix A

RESPONSE TO INQUIRIES

FRASER & NEAVE HOLDINGS BHD

EXTRAORDINARY GENERAL MEETING

QUESTIONS FROM EPF

1. I am writing this email in hopes of seeking clarification on some of the aspects of Fraser & Neave Holdings Berhad's Proposed SGP2021. If I could kindly refer you to Appendix I of the Draft Rules, under Subject Number 5 (Grant of Awards and SGP Price), may I confirm that some of the awards under the SGP2021 will be performance-related, but not all of them will be?

Though Rule 5 (Grant of Awards and SGP Price) in the Rules is worded as such, in practice, the Company will award shares to its employees who are eligible to participate based on performance only. Performance will be measured based on the Group's achievements as well as by individual targets. Job-grade and talent category are sub-criteria given additional shares to recognize seniority and talent-strength but these are also subject to the individuals performing to the expected level as determined by their set goals and key performance indicators for the year.

The above practice has been the feature of our current SGP which we have been executing for the past 8 grants and we will remain consistent in this with SGP21.

QUESTION

2. On a separate note, we also have a query on SGP2012 that we hope you could help us out with for clarity sake. We noticed that together with the unvested shares, SGP2012 has awarded about 1.22% of the company's total issued shares, while the plan allowed for up to 10%. May we understand the reasons or the thought process by the Remuneration Committee behind the relatively lower grants? Were the performance targets too difficult to achieve?

The relatively lower grants awarded under SGP2012 was due to challenging market conditions affecting our product categories over the past few years, made worse in the last financial year due to the pandemic. As mentioned in an earlier answer to a question on SGP2021, as our grants are performance-based, thus the lower grants correctly reflect Group performance.

THANK YOU