

# Driving Value

Since its formation 123 years ago by John Fraser and David Neave, Fraser and Neave, Limited (F&N), has been and is continuing to drive value for its shareholders, customers and employees. With the legacy of a pioneering spirit and entrepreneurial fervour, the Group ventures boldly from the Singapore shores to the rest of Asia and beyond.

Today, F&N is a leading Pan Asian Consumer Group with core expertise and dominant standing in the Food & Beverage, Properties and Publishing & Printing industries.

The Group's vision is to become a successful world-class multinational enterprise. Key to achieving this is its mission to uphold its tradition of encouraging entrepreneurial risk-taking with prudence. The Group zealously protects its reputation for integrity, competence and commitment to shareholders' interest as it is the cornerstone for its enduring success and the foundation for value creation for its shareholders.

Over the past decade, F&N has focused its efforts on seeking international growth and building brands. Having met most of its objectives, it is now in a stronger position to take advantage of further growth in the Asia Pacific region. Across its businesses, the Group looks to the future with great confidence as it focuses on driving even greater value and scaling greater heights in the years ahead.



## VISION, MISSION, STRATEGIES

# Vision

To be a world-class multinational enterprise with an Asian base, providing superior returns with a focus on the Food & Beverage, Properties and Publishing & Printing businesses.

# Mission

To be a world-class multinational enterprise providing superior returns to our shareholders, excellent value for our customers and a rewarding career for our employees.

# Strategies

F&N's role as the parent company and entrepreneurial shareholder of our core businesses will remain unchanged. We will play a proactive and pivotal role, on the respective boards and board committees, in charting the strategic directions of the individual businesses, identifying and creating new opportunities of growth for our subsidiaries, and leveraging on our foundations, strengths and networks to steer the Group to even greater heights.





The strategy for growth based on the three core businesses is clear. Given Singapore's small domestic market, growth for the Group can only be achieved by extracting operating efficiencies, expanding into new markets and venturing into new businesses – measures that have been actively pursued by F&N. Continuing to drive shareholder value, the Group targets the following:

- Re-deployment of assets to higher-yielding activities to focus on asset-light, fee-based businesses;
- Effective capital management to improve returns to shareholders;
- Expand and grow core businesses through intra-market growth, expansion to new markets and new synergistic ventures; and
- Balance the existing business portfolios by increasing contribution from Food & Beverage and Publishing & Printing businesses.

