

# 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.

## Food & Beverage

A household name to many, F&N has established itself as a leader in the Food & Beverage arena in Singapore and Malaysia since the 1930s. Beyond soft drinks, it has successfully ventured into beer brewing, glass manufacturing as well as dairy products. Through established distribution networks and joint partnerships, F&N looks to reinforce its foothold in the Food & Beverage industry geographically across the Asia Pacific region, further expand its portfolio of reputable brands and strengthen its research and development capabilities.

## Properties

A wholly-owned subsidiary of F&N, Frasers Centrepoint Limited is one of the leading Singapore-based property companies with a strong foothold in property development, property investment, serviced residences and investment funds. Its global footprint covers projects in Australia, China, Japan, Korea, New Zealand, Philippines, Thailand, UAE, UK and Vietnam.

## Publishing & Printing

Singapore's largest publishing and printing company, Times Publishing has a well established track record in the publishing, printing, direct sales, distribution and retailing of books and magazines. It is also a major provider of educational services. It operates a global network of 20 international offices, 40 subsidiaries and four associated companies in key cities in Southeast Asia, East Asia, Australia, Europe, UK and USA.

## FINANCIAL CALENDAR

31 January 2008

Annual General Meeting

14 February 2008

*(after close of trading) (tentative)*

Announcement of 1st Quarter Results

09 May 2008

*(after close of trading) (tentative)*

Announcement of 2nd Quarter Results

Declaration of Interim Dividend

08 August 2008

*(after close of trading) (tentative)*

Announcement of 3rd Quarter Results

14 November 2008

*(after close of trading) (tentative)*

Announcement of Full Year Results

Declaration of Final Dividend