



## In Recognition of Dr Michael Fam

# A Visionary Leader

Dr Michael Fam retired as Chairman of Fraser and Neave, Limited (“F&NL”) on 14 October 2007 as part of a planned succession. As Chairman of F&NL for 24 years, he was the chief architect and main driving force in shaping the F&N Group as we know it today. He can, undoubtedly, be credited with much of the Group’s success and growth as an international conglomerate. His far-sighted decisions have laid solid foundations for the development of the Group well into the future.

Dr Fam’s association with F&NL dates back to 1978 when he was appointed a Director. When he was appointed Chairman in 1983 on the retirement of Tan Sri Dr Tan Chin Tuan, the Group’s attributable profit for the year was \$30 million and shareholders’ funds stood at \$290 million. By the end of FY2007, the Group’s attributable profit had grown more than 12 times to \$378 million and shareholders’ funds had swelled 18 times to \$5.2 billion.

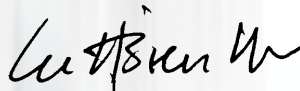
The Group’s strong financial record and performance over the years, especially its resilience in difficult economic times, are a testament to Dr Fam’s vision, bold leadership and passion for entrepreneurship. Dr Fam will be best remembered for his pivotal role in steering F&NL into the Properties business. The well-timed relocation of old plants to modernise facilities and realise the development potential of former factory sites is a prime example of the many value creation strategies that Dr Fam had formulated to deliver quantum profit growth for the Group. This was a brilliant diversification strategy. In FY2007, Properties accounted for 77% of the Group’s attributable profit.

Another far-reaching contribution of Dr Fam was his idea to form a 50:50 regional brewing joint venture between F&NL and Heineken NV in 1986. This joint venture has enabled Asia Pacific Breweries Limited ("APB") to successfully expand its brewery presence beyond its original markets of Singapore, Malaysia and Papua New Guinea. Today, APB in which F&NL effectively owns 39.7%, has a portfolio of 32 breweries in 11 countries. By the end of 1st Quarter 2008, APB will have three more breweries in China, India and Laos.

It is not possible to list all of Dr Fam's contributions in this short statement and we would like to refer shareholders to Dr Fam's Accountability Statement\* issued as part of his AGM Address on 26 January 2006.

Dr Fam's multi-core business model has proven to be a winning formula for the Group. The Group has grown into an enterprise with over \$4.7 billion in revenues. F&NL's market capitalisation currently exceeds \$7.9 billion, placing us amongst the Top 25 listed companies on the Singapore Stock Exchange. The Company's core businesses are now well positioned to play leading roles in the regional and international arena.

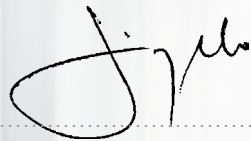
On behalf of all shareholders, management and staff, the Directors say a warm "Thank You and we all wish you good health and much happiness in your well deserved retirement".



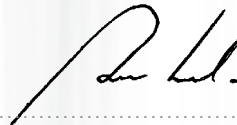
Lee Hsien Yang



Timothy Chia



Ho Tian Yee



Simon Israel



Koh Beng Seng




Lee Ek Tieng



Stephen Lee



Lee Tih Shih



Nicky Tan



Anthony Cheong

04 December 2007

\* Note: This Statement is available on our website [www.fraserandneave.com](http://www.fraserandneave.com)