

## Group at a Glance

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### 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.

## Our 3 Core Businesses

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### FOOD & BEVERAGE

A household name to many, F&N has established itself as a leader in the Food & Beverage (F&B) arena in Singapore and Malaysia since 1930. Beyond soft drinks, it has successfully ventured into the business of beer brewing in 1931, dairies in 1959 and glass containers in 1972. The Group's Soft Drinks, Dairies and Glass Containers divisions, based in Singapore, Malaysia, Thailand, Vietnam and China, are operated primarily through Fraser and Neave Holdings Bhd; while our beer business, executed mainly through Asia Pacific Breweries Limited, operates 30 breweries in 12 countries in the Asia Pacific. Today, the Group owns a portfolio of reputable brands including *F&N*, *100PLUS*, *SEASONS* for Soft Drinks; *Magnolia*, *Daisy*, *Fruit Tree Fresh*, *Nutrisoy* and *Nutritea* for Dairies; and *Tiger*, *Anchor*, *Baron's* and *ABC* for Beer. The Group's consistent dominance in market share across various products has led to F&N being conferred numerous brand awards. Through established distribution networks and joint partnerships, F&N aims to reinforce its foothold in the F&B industry geographically across Asia Pacific, further expand its portfolio of brands and strengthen its research and development capabilities.

### PROPERTIES

Frasers Centrepoint Limited (FCL) is a wholly-owned subsidiary of F&NL. It is a leading Singapore-based property company with a strong foothold in property development, property investment, serviced residences and investment funds. Under F&NL's stewardship, FCL's business has evolved from a single shopping centre along Orchard Road to an integrated real estate group, focused on growing its business interests in residential (Frasers Centrepoint Homes), commercial real estate (Frasers Centrepoint Commercial), serviced apartments (Frasers Hospitality), and overseas projects (Frasers Property). Its global footprint covers projects in Australia, China, Japan, Korea, New Zealand, Philippines, Thailand, UAE, UK and Vietnam. With the objective to continue delivering sustainable earnings to our shareholders, the Group shall remain focused on building an integrated commercial real estate model and balancing its portfolio by diversifying overseas and across multiple sectors.

### PUBLISHING & PRINTING

The rich intellectual capital of Times Publishing paved the Group's entry into the knowledge-based economy. Singapore's largest publishing and printing company, Times Publishing has a well-established track record in publishing, printing, direct sales, distribution and retailing of books, magazines and the provision of educational services. It operates a global network of 20 international offices, 40 subsidiaries and four associated companies in key cities in South-East Asia, East Asia, Australia, Europe, UK, and USA. Its concept of "Total Service" engages its diverse businesses in every stage of the printed word – from conceptualisation right through to marketing and distribution – for the benefit of its consumers and business partners.