



***A Legacy Built on Passion***  
***A Milestone for Celebration***

FRASER AND NEAVE, LIMITED  
annual report 2013

01 A Legacy Built on Passion, A Milestone for Celebration  
02 Looking back on 130 years  
06 Performance at a Glance  
08 Corporate Profile

09 Group Financial Performance  
10 Global Presence

12 Message from the Chairman  
18 Board of Directors

26 Corporate Information  
27 Corporate Structure

**CEO Business Review**

28 Food & Beverage

42 Properties  
52 Publishing & Printing

## Contents

Investor Relations 63  
Treasury Highlights 64

**Corporate Social Responsibility**

Giving Back to the Community 66  
Conserving our Environment 70

Delivering Product Excellence 72  
Human Capital Management 73

Enterprise-wide Risk Management 76  
Corporate Governance Report 77  
Index to Financial Report 96



## A Legacy Built on Passion A Milestone for Celebration

Behind F&N's every great success story is a great vision and a partnership – a partnership between a company and its people – that stands the test of time.

Starting with two visionary men, John Fraser and David Chalmers Neave, to its current community of 10,000 employees, F&N's legacy of a pioneering spirit and entrepreneurial fervour has led it to boldly venture beyond the shores of Singapore to the rest of Asia. It is through the character of F&N's People that F&N has successfully become the giant that it is today.

One can still find the same commitment, inspiration and passion that have driven F&N's People for more than a century emanating from every corner of our organisation today.

That's what makes being part of our great organisation so special.

Our People not only genuinely care about getting the job done, they also take great pride in their work, every single day. It is undoubtedly their talent, knowledge, experience and zeal that have made our company what it is today.

On this anniversary, we can look back at our accomplishments with pride and joy. In 130 years, we have evolved into a leading conglomerate with strong brands that have touched and enriched lives for generations. All this, of course, would have been impossible without the drive, perseverance and teamwork of our People.

As we celebrate our 130<sup>th</sup> anniversary this year, we want to thank all those who have accompanied us through our journey, and who have made the F&N legacy a tale of ingenuity, devotion and passion.

# Looking back on 130 years



**1898**

The Singapore and Straits Aerated Water Company becomes Fraser and Neave, Limited (F&N) upon issuing its shares to the public.



**1883**

Scotsmen John Fraser and David Chalmers Neave establish The Singapore and Straits Aerated Water Company, alongside their printing press, to produce carbonated soft drinks.

**1931**

The company enters into a joint venture with Heineken N.V. of Holland to form Malayan Breweries Limited to produce beer.

*Tiger Beer* is born as Singapore's first homegrown beer a year later.



**1936**

F&N is awarded the Coca-Cola bottling franchise for Singapore and Malaysia.



## 1959

The region's first sweetened condensed milk plant is built in Petaling Jaya, Malaysia, under a joint venture with Beatrice Foods of Chicago. The facility opens in 1961.



## 1974

In July, F&N launches the F&N corporate logo to better reflect its growing group of businesses and international expansion.

A state-of-the-art ice-cream manufacturing plant is built in Singapore.



## 1983

F&N marks its centennial: *100PLUS*, a carbonated isotonic sports drink, is launched to commemorate the milestone.



## 1987

F&N, with Goodman Felders Watties, takes control of Cold Storage Holdings.

## 1985

F&N's breweries and soft drinks plant in Singapore are relocated for the vacated lands to be developed by F&N as it enters the property business.

## 1990

Restructuring of Cold Storage Holdings – Centrepoint Properties becomes a member of F&N, and the Group acquires Cold Storage Holdings' dairy operations in Singapore.

Malayan Breweries Limited is renamed Asia Pacific Breweries Limited (APB).



# Looking back on 130 years



**1995**

F&N sets up Myanmar Brewery Limited to register a foothold in the country's developing beer market.

**1999**

F&N acquires a 20.1% stake in Times Publishing Group.



**1996**

Fraser & Neave Holdings Bhd comes into being following the restructuring of the Group's Malaysian soft drinks, dairies and glass businesses, in compliance with Malaysia's New Economic Policy.



**2002**

F&N delists Times Publishing and Centrepoint Properties through two voluntary conditional cash offers in 2001.

F&N returns capital of \$0.80 per share to shareholders and cancels 1 ordinary share for every 10 ordinary shares held.

**2000**

A third core business is established when F&N assumes majority control of the Times Publishing Group.



**1998**

*Fraser Suites Singapore and Fraser Place Robertson Walk* open for business as the first of F&N's serviced residence properties.





## 2008

The Group acquires a 17.7% stake in SGX-ST listed Allco Commercial REIT, now known as Frasers Commercial Trust.



## 2013

F&N becomes a part of Thailand's TCC Group, which is engaged in food and beverage, real estate, industrial trading and consumer products, insurance and agriculture.

F&N distributes \$3.28 per share in cash to shareholders, an aggregate amount of \$4.73 billion, which is substantially the Company's gain from the APB sale.

F&N celebrates its 130<sup>th</sup> anniversary.



## 2012

F&N divests its entire interest in APB, which has grown to become one of the key players in the beer industry in the Asia Pacific region.

## 2006

F&N launches its retail REIT, Frasers Centrepoint Trust.

F&N announces the acquisition of Nestle's canned and liquid milk business in Malaysia and Thailand, and becomes the largest canned milk producer in Southeast Asia following its completion in February 2007.

