

Fraser and Neave, Limited
Annual Report 2007



Enterprise Asia

Integrity, the pursuit of excellence, and an entrepreneurial spirit – they are the hallmarks of F&N. These core principles are what make F&N the formidable multi-national enterprise that we are today, with an international reach in our core businesses of Food & Beverage, Properties and Publishing & Printing, extending as far as the US, Europe and the Middle East.

Yet we remain true to our heritage. As a long term investor rooted in Asia, F&N is as committed to contributing to her development today as we were over a century ago. Our F&B brands are household names in Asia, and our Properties segment is burgeoning both in numbers and scale throughout the region. Asia is primed for greatness, with economies ringing in hearty growth figures, and F&N is well positioned to capitalise on her growth and share in her future, which looks extraordinarily bright.

As we commemorate our 125th anniversary in 2008, this milestone will be marked by our renewed commitment towards delivering on our promises of innovation and quality, so as to reinforce the trust and confidence that our customers and shareholders have placed in us. Even as we celebrate the past, we eagerly await the future. By holding fast and constant to our promises, we are confident that we can achieve sustainable and continued success.

CONTENTS

Group Financial Highlights	2
Chairman's Statement	10
In Recognition of Dr Michael Fam	14
Board of Directors	16
Corporate Information	20
Corporate Structure	21
Group Financial Overview	22
Operating and Financial Review	
– Food & Beverage	24
– Properties	32
– Publishing & Printing	44
Building and Edifying People	50
Treasury Highlights	52
Enterprise-Wide Risk Management	54
Total Shareholder Returns	56
Corporate Governance Report	57
Index to Financial Report	73
Financial Calendar	

Enterprise Asia

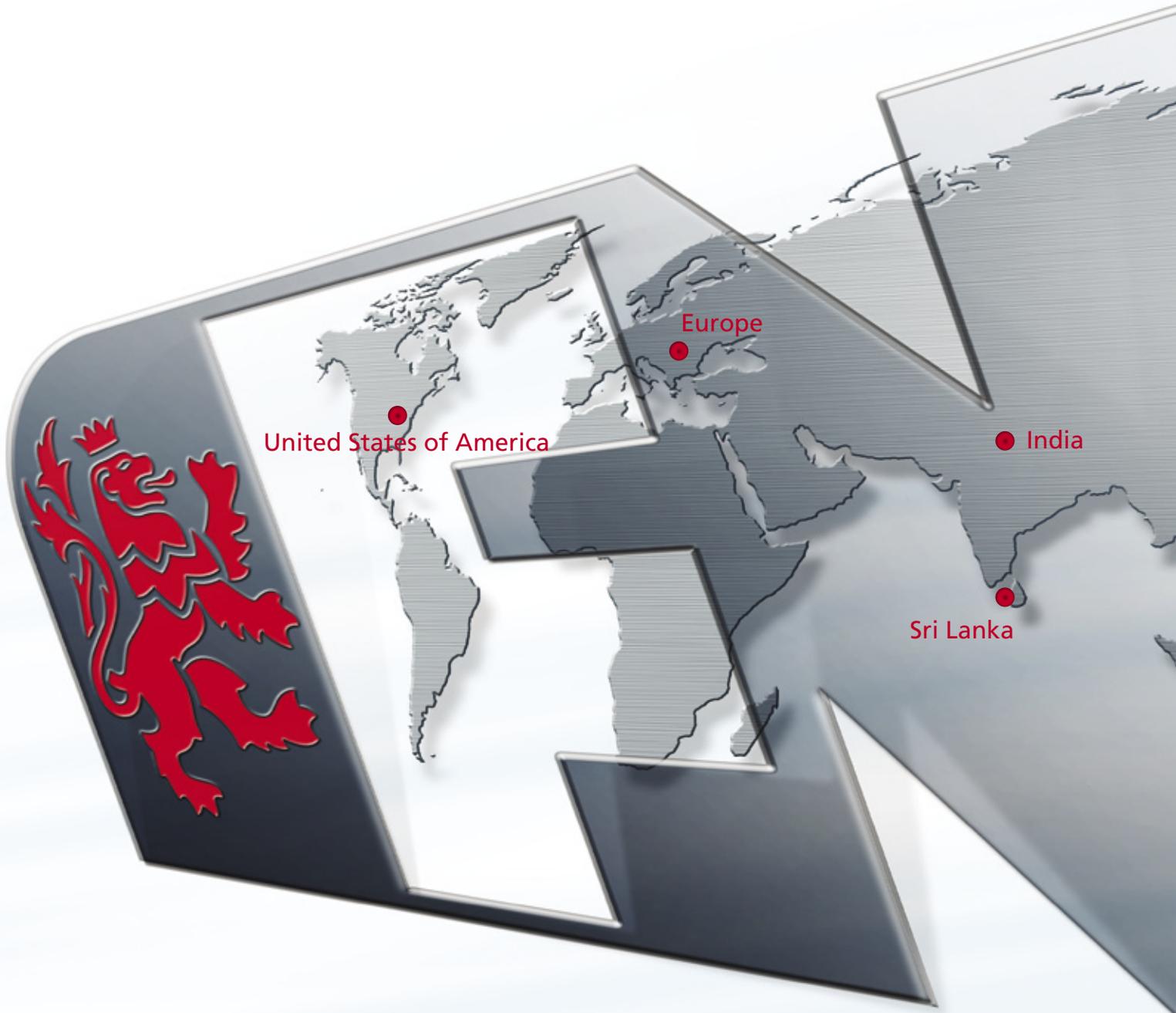
Enterprise Asia

Fraser and Neave, Limited Annual Report 2007

Design and production by Su Yeang Pte Ltd

Fraser and Neave, Limited
#21-00 Alexandra Point
438 Alexandra Road
Singapore 119958
Tel: (65) 6318 9393
Fax: (65) 6271 0811
www.fraserandneave.com

(Company Registration No. 189800001R)
(Incorporated in the Republic of Singapore)



Enterprise Asia

**Embracing
New Paradi**



● Mongolia

● China

● Korea

● Japan

● Taiwan

● Laos

● Thailand

● Cambodia

● Vietnam

● Malaysia

● Singapore

● Indonesia

● Papua New Guinea

● Australia

● New Zealand

Armed with a visionary outlook and clear focus, F&N is poised to seize opportunities in untapped markets, and redefine traditional businesses for optimal performance. The adoption of an asset-light property fund model is a classic example of our innovative approach towards our core business, ensuring that we continue to deliver high value and returns to our shareholders.

gms



Enterprise Asia
Rising with
Asia



With our roots entrenched in Asia, F&N remains vested in the region's rapid growth. Asia's burgeoning middle class has generated an escalating demand for quality housing and lifestyle products – an opportunity that F&N is well positioned to capitalise on. Leveraging on our firm foundation, local knowledge and global networks, we are ready to contribute to and share in Asia's wealth creation.



Enterprise Asia
**Nurturing a
Winning Cul**

125 YEARS

An impeccable track record spanning 125 years speaks for the quality upheld by F&N in all of our businesses. Our shared knowledge and experience, coupled with the entrepreneurial spirit of our people, drive the success of F&N amidst a competitive marketplace. Complementing our focus on human capital is our unwavering rigour in corporate governance, which enables us to maintain our reputation as one of Asia's household names.

ture

