



# MESSAGE FROM THE FISH



WE BELIEVE  
INNOVATION  
IS THE KEY TO  
UNLOCKING MORE  
VALUE FOR THE  
GROUP AND OUR  
STAKEHOLDERS.



Dear Friends,

Qian Hu is at the cross-road of transformation. In moving to our next level of growth, innovation has become a vital strategic thrust for Qian Hu, a key to our industry's long-term sustainability. Coupled with productivity, our strategy is to continue to drive growth, create opportunities in new markets, and continually improve our competitive edge. We need to have the ability to adopt unusual approaches to problems, thinking ahead of competition and anticipating market trends.

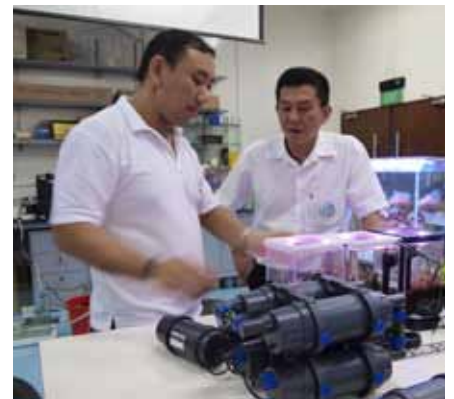
Beginning right here at our fish farm in Singapore, we will automate our farm operations which will eventually be rolled out to our regional fish hubs in Beijing, Shanghai, Thailand, Malaysia and Indonesia.

Already, we have achieved significant progress in our leading-edge Dragon Fish research which started in 2007. With our early mover advantage, we believe that Qian Hu will be the first Arowana farm in the world to genetically produce unique Dragon Fish in the next few years.

Clearly, the future ahead for Dragon Fish continues to be bright. In China, particularly, where Dragon Fish demand remains robust, Qian Hu aims to be the biggest distributor of Dragon Fish and other imported tropical fish, as well as one of the top three in accessories distribution.

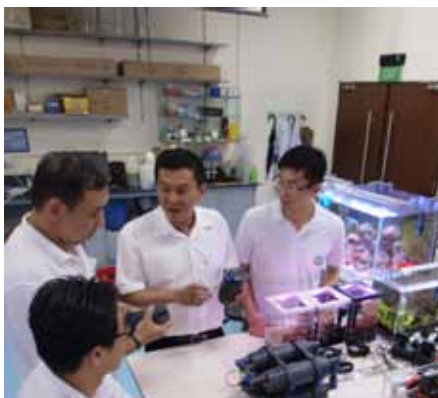
Apart from China, all of our major hubs, such as Thailand, Malaysia and Indonesia will be centres of excellence in ornamental fish and accessories distribution. Our Indonesian subsidiary is progressing well and is well on its way to becoming one of the top three exporters in the next few years. With the sheer size of the Indonesian market, we are optimistic that all of our key markets in Asia will help to propel the Group's vision of becoming the world's number one exporter of ornamental fish.

On the accessories front, our goal is to export to more than 60 countries, and to spur global demand for our innovative products, the Group aims to develop at least four innovative products every year and establish Qian Hu as the most creative Asian accessories provider. We were very encouraged that our LumiQ series of new-generation fish tanks, with in-built docking stations and passive speaker systems, had won the Best New Product Awards at the Pet Expo 2012 in Australia.



Our subsidiary in India, Qian Hu Aquasstar, which manufactures aquarium tanks, is working hard at gaining significant market share in the Indian Subcontinent whilst Malaysia will soon build the largest pet retail chain store in the Peninsular.

Even our plastics operations will jump of the bandwagon of change, and develop the appropriate technology for producing environmentally sustainable plastics products, and be the leading one-stop plastics solutions provider in Singapore and the region.



For our initial efforts at implementing innovation throughout our operations, we are pleased to have the recognition of Spring Singapore who conferred us the 2013 Innovation Excellence Award. This accolade endorses our strategy of transforming Qian Hu into a next-generation ornamental fish company powered by technology and innovation. It is indeed a timely encouragement for us!

The process in getting this Innovation Award was a difficult and challenging one, even though we had successfully participated and won the SQA twice, and also won the People Excellence award. In the last few years, we didn't dare apply for the Innovation Award because our journey in innovation had been wrought with bumps and uncertainties. It took a lot of trials and failures before we got things just right, and after many years of extensive R&D, I am so pleased that our efforts have finally paid off. Innovation really requires a lot of time, patience and determination.

We have always set out to build a company that lasts through the generations, not only in sustaining profitability, but placing a high priority on the various expectations of our stakeholders as well. We believe innovation is the key to unlocking more value for the Group and our stakeholders. Thank you for support!

**Kenny The Fish**

Executive Chairman & Managing Director



# 主席的话

各位朋友：

仟湖正处于转型的十字路口。在我们迈向另一层次的成长之际，创新已成为一个至关重要的战略重点，这也是我们业界长期可持续发展的关键。再加上生产力，我们的策略是持续推动增长、在新市场创造机会，不断地提高我们的竞争优势。我们需要有能力采取异乎寻常的方式来解决各种问题、有超前的思维来面对竞争和预测未来的市场趋势。

从我们在新加坡的鱼场开始，我们将启动自动化操作，并在成功实施后，在北京、上海、泰国、马来西亚和印度尼西亚的区域鱼场中心复制同一套策略。

我们在2007年开始的龙鱼的研究工作，已经取得领先的显著进展。有这先行的优势，我们相信在未来数年里，仟湖将会是世界首个以基因生产独特龙鱼的龙鱼养殖场。

很显然的，龙鱼的发展前景依然是光明的。尤其是在中国，龙鱼的需求仍然保持强劲，仟湖致力成为在中国国内供应龙鱼与其他进口热带鱼的最大经销商，并也成为水族器材的三大经销商之一。

除了中国，集团其他重要的经营中心如泰国、马来西亚和印度尼西亚，将成为观赏鱼与水族器材的卓越经销中心。我们在印度尼西亚的子公司正顺利发展，并有望在未来数年里成为该国三大出口商之一。因着印度尼西亚庞大的市场，我们对我们在亚洲的重要市场抱持乐观的态度，它们将更快地推进本集团成为世界第一大观赏鱼出口商的愿景。

在水族器材方面，我们的目标是能出口到超过60个国家，增进全球对我们的革新产品的需求，本集团旨在每年能够研发至少四种革新产品，使仟湖成为亚洲最具创意的水族器材供应商。我们的LumiQ系列——设有内置充电基座与无源扬声器系统的新一代鱼缸于2012年赢得澳大利亚国际宠物展会的最佳新产品奖，也激励我们继续奋进。

我们在印度专门生产鱼缸的子公司Qian Hu Aquasstar，正致力在印度成为一家能够抢占显著市场份额的公司。我们也即将在马来西亚建立最大的宠物零售连锁店网络。

我们的塑料业务也面对革新浪潮，全力开发出一种有利环境可持续发展的塑料品生产技术，并也将成为新加坡与本区域领先的一站式塑料供应商。

对于我们在整体业务实施创新所做的努力，我们欣然获得新加坡创新局的认可，颁予我们2013年卓越创新奖。这项荣誉认可我们透过技术与创新转型成为一家新世代观赏鱼公司的策略。对我们而言，这项鼓励正如同及时雨！

想要赢得这项创新奖的过程并不简单，也颇具挑战性，尽管我们早前已先后两次获得新加坡素质奖和一次人力卓越奖，但因为创新的路途上还是充满颠簸与不确定，所以过去数年来，我们都不敢申请参与创新奖。经过了诸多的试验和失败，最终寻得正确的方向，再经历了多年来广泛的研发，我很高兴我们的努力终于得到了回报。创新确实是需要大量的时间，耐心和决心。

我们一直都着力于建立一家能持续经历几代人的公司，不单单能维持盈利，也会优先的考虑我们股东的各种期望。我们相信，创新是一把为集团和股东们开启更多价值的钥匙。感谢你们一路来的支持。

叶金利  
执行主席暨董事总经理