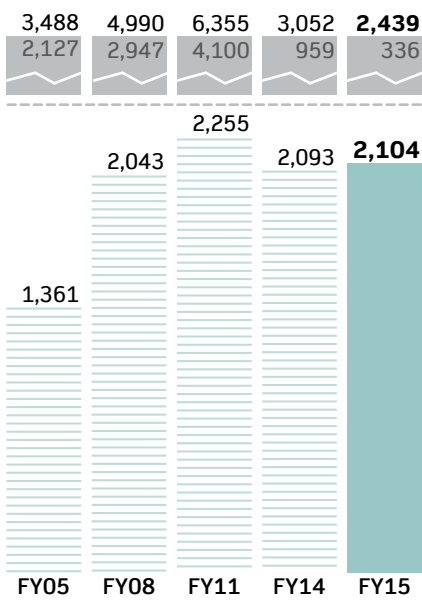


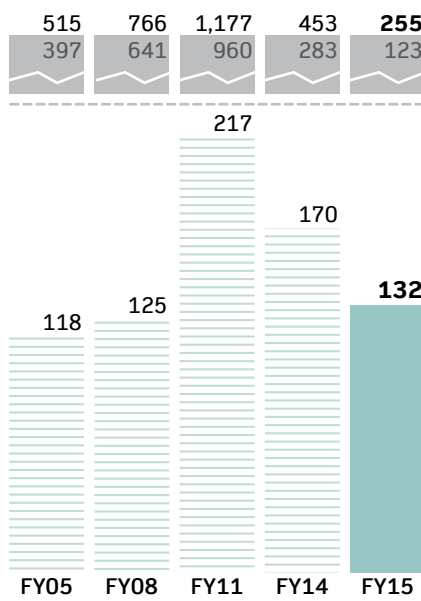
Performance at a Glance

Revenue (\$m)



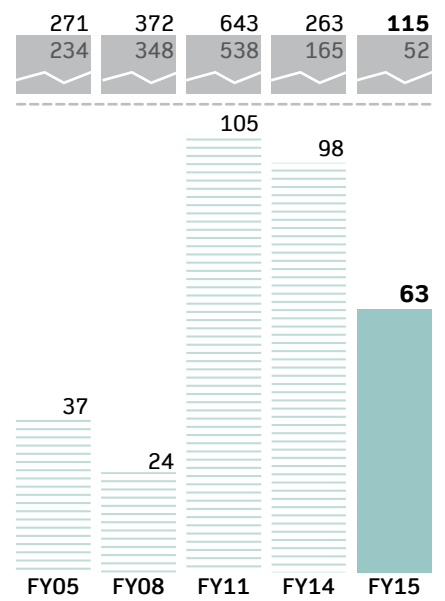
10-year CAGR **▲4%³**
 Increase from FY2005 **▲55%³**

Profit Before Interest & Taxation (\$m)



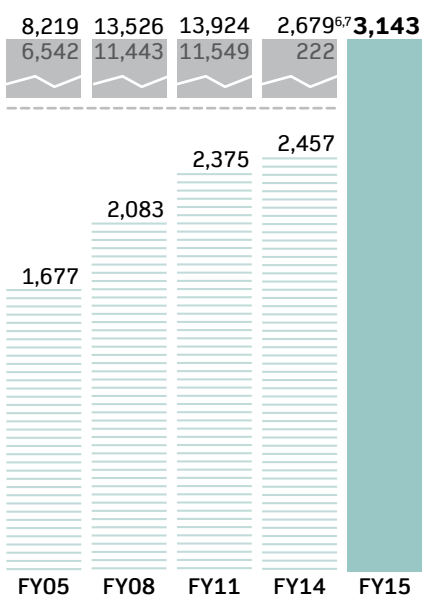
10-year CAGR **▲1%³**
 Increase from FY2005 **▲12%³**

Attributable Profit Before Fair Value Adjustment and Exceptional Items (\$m)



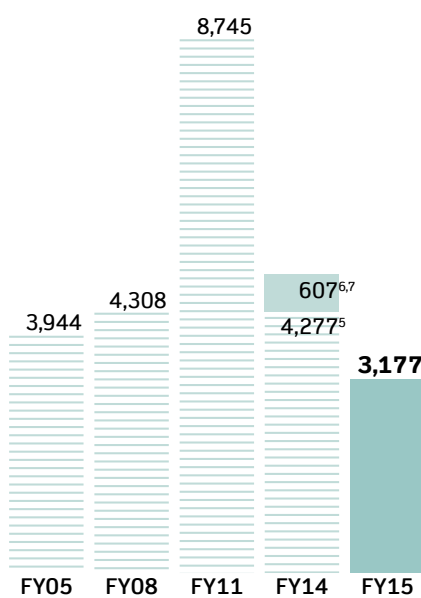
10-year CAGR **▲6%³**
 Increase from FY2005 **▲71%³**

Total Assets (\$m)

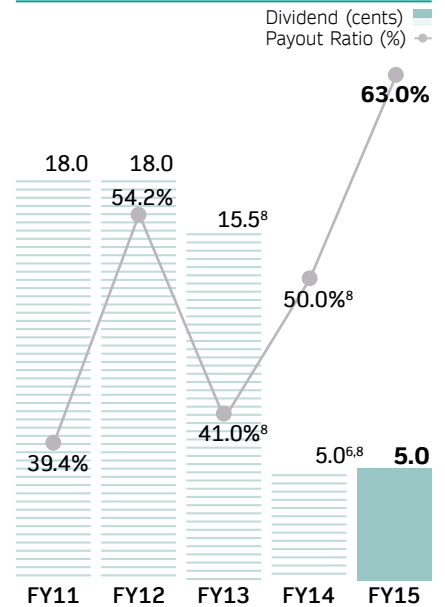


10-year CAGR **▲6%³**
 Increase from FY2005 **▲87%³**

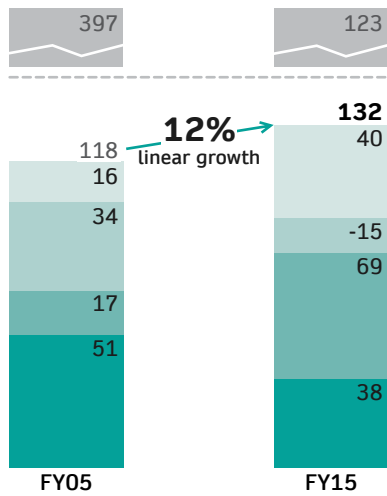
Market Capitalisation⁴ (\$m)



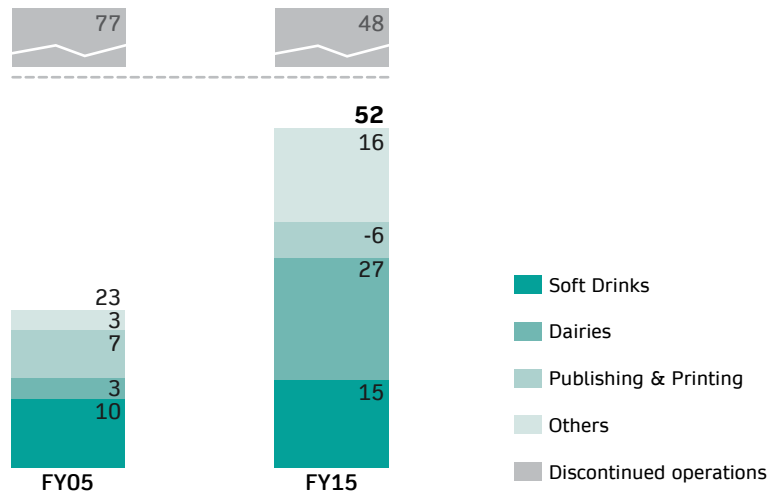
Distribution



**Profit Before Interest and Taxation
By Business Segment (\$m)**

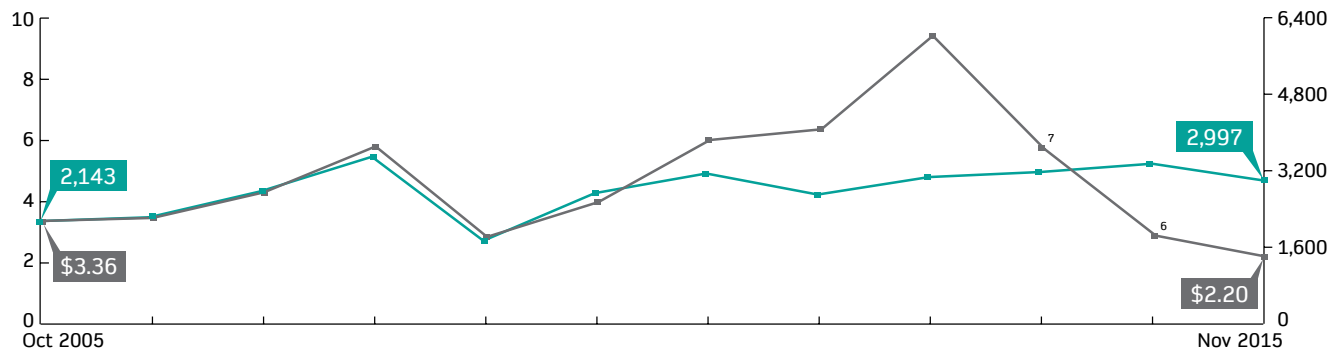


**Share of Profit Before
Interest and Taxation (%)**

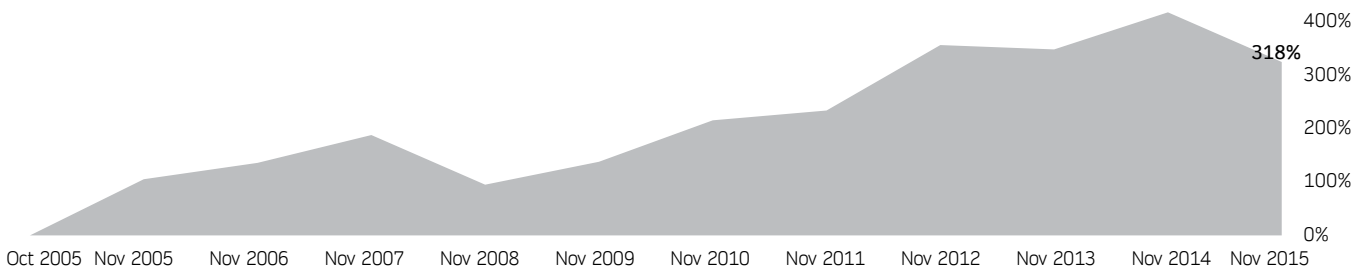


Share Price Performance and STI

**Fraser and Neave, Limited
Share Price (\$)**



Cumulative Total Shareholder Return (Oct 2005 - Nov 2015): 318%



Notes:

- 1 FY05, FY08 and FY11: As previously reported; FY14: Restated for FRS111
- 2 Results of Asia Pacific Breweries Limited/Asia Pacific Investment Pte Ltd ("APB/APIPL"), Frasers Centrepoint Limited ("FCL") and Myanmar Brewery Limited ("MBL") for FY05 – FY11 have been reclassified as discontinued operations. FCL FY14 results and MBL FY14 and FY15 results are presented separately as discontinued operations in the Group Financial Statements on pages 94-180
- 3 Excludes discontinued operations of APB/APIPL, FCL and MBL
- 4 Based on issued shares at close of business on the first trading day after preliminary announcement of results
- 5 In January 2014, the Group completed the relisting of its property arm, FCL by undertaking an *in-specie* distribution of all FCL shares to F&N shareholders. F&N shareholders received, without cash outlay, two FCL shares for each F&N share owned. Shares of FCL were listed by way of introduction on the Main Board of the SGX on 9 January 2014
- 6 In April 2014, the Group distributed \$607m (or \$0.42 per share) to shareholders in a capital reduction exercise
- 7 In July 2013, the Group distributed \$4.7b (or \$3.28 per share) to shareholders in a capital reduction exercise
- 8 Excludes capital distribution of \$3.28 per share in FY13 and \$0.42 per share in FY14