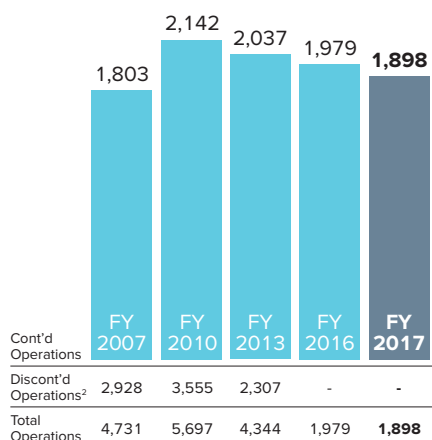


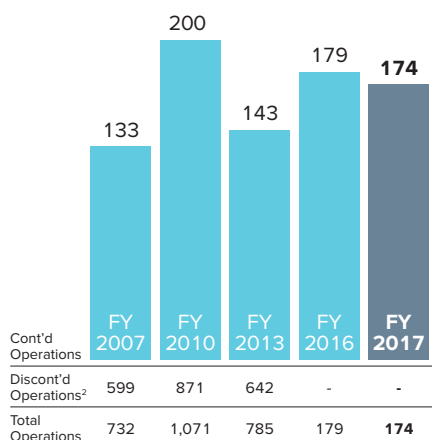
## PERFORMANCE AT A GLANCE

### Revenue (\$m)



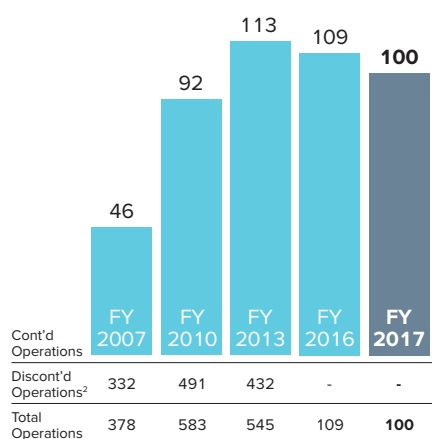
10-Year CAGR **+1%**<sup>3</sup>  
Increase from FY2007 **+5%**<sup>3</sup>

### Profit Before Interest & Taxation (\$m)



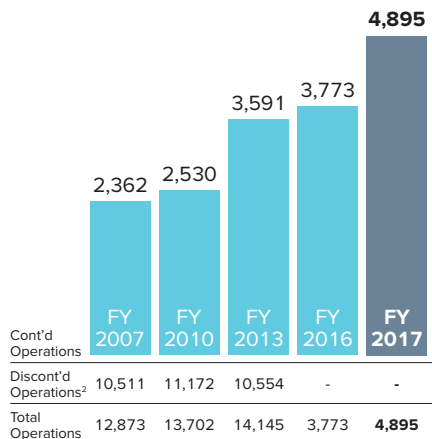
10-Year CAGR **+3%**<sup>3</sup>  
Increase from FY2007 **+31%**<sup>3</sup>

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



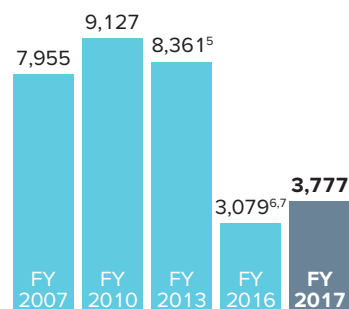
10-Year CAGR **+8%**<sup>3</sup>  
Increase from FY2007 **+117%**<sup>3</sup>

### Total Assets (\$m)

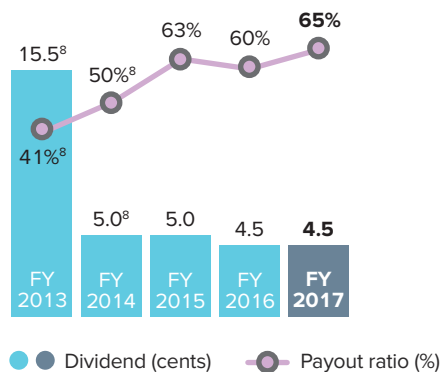


10-Year CAGR **+8%**<sup>3</sup>  
Increase from FY2007 **+107%**<sup>3</sup>

### Market Capitalisation<sup>4</sup> (\$m)



### Distribution



#### Notes:

- FY2007, FY2010, FY2013 and FY2016: As previously reported
- Upon the disposal of Asia Pacific Breweries Limited/Asia Pacific Investment Pte Ltd ("APB/APIPL") and Myanmar Brewery Limited ("MBL"), and the distribution in-specie of Frasers Centrepoint Limited ("FCL"), their respective results have been classified as discontinued operations
- Excludes discontinued operations of APB/APIPL, FCL and MBL
- Based on issued shares at close of business on the first trading day after preliminary announcement of results
- In July 2013, the Group distributed \$4.7b (or \$3.28 per share to shareholders in a capital reduction exercise
- In January 2014, F&N relisted its property arm, FCL by undertaking a distribution in-specie of 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 Mainboard of SGX on 9 January 2014
- In April 2014, the Group distributed \$607m (or \$0.42 per share) to shareholders in a capital reduction exercise
- Excludes capital distribution of \$3.28 per share in FY2013 and \$0.42 per share in FY2014