

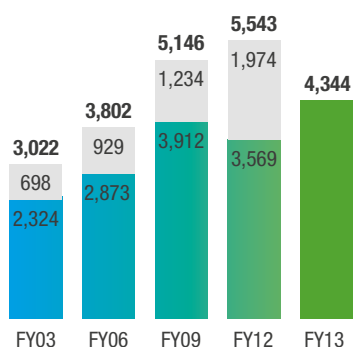
Performance at a Glance

Revenue (\$M)

\$4,344M

- F&B and Properties contributed strongly to topline growth

10-year CAGR 6%



87%³

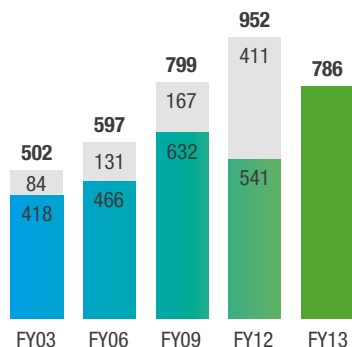
Increase from FY2003's \$2,324M

Profit Before Interest & Taxation⁴ (\$M)

\$786M

- F&B and Properties earnings each jumped more than twofolds

10-year CAGR 7%



88%³

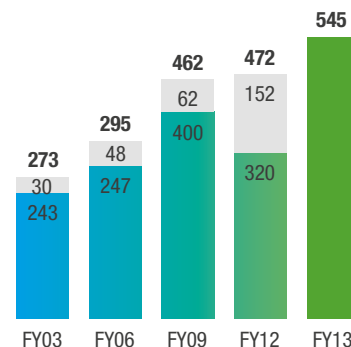
Increase from FY2003's \$418M

Attributable Profit⁴ (\$M)

\$545M

- 10-year compounded annual growth rate of 8%

10-year CAGR 8%



124%³

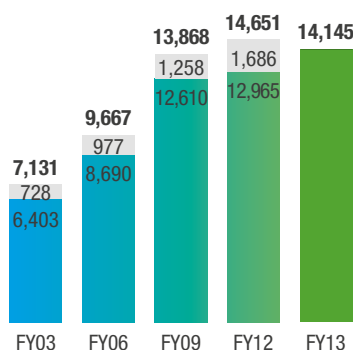
Increase from FY2003's \$243M

Total Assets (\$M)

\$14,145M

- Properties accounted for around 71% of Group's total assets

10-year CAGR 8%



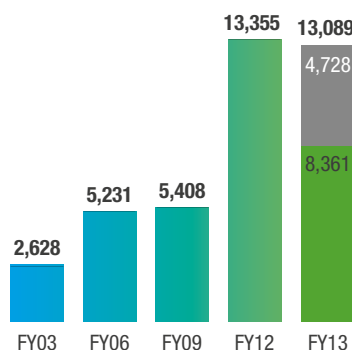
121%³

Increase from FY2003's \$6,403M

Market Capitalisation⁵ (\$M)

\$8,361M

10-year CAGR 12%⁶



218%

Increase from FY2003's \$2,628M

Distribution

15.5¢

- Comprising a proposed final dividend of 12.0 cents and interim dividend of 3.5 cents paid earlier
- Dividend payout ratio remains in line with Group's dividend policy
- The Group distributed some \$4.7b (\$3.28 per share) to shareholders in a capital reduction exercise

55%

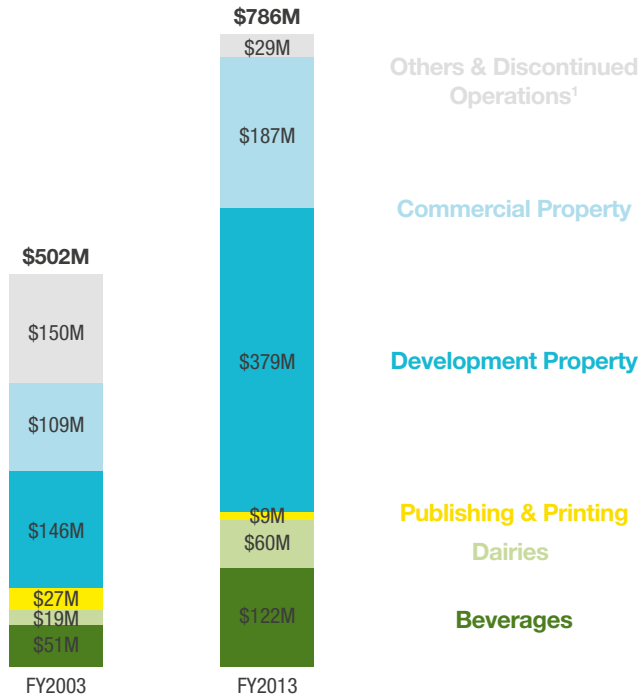
Increase from FY2003's 10.0 cents

- Discontinued operations (APB/APIPL)
- Capital distribution of \$4.7b to shareholders

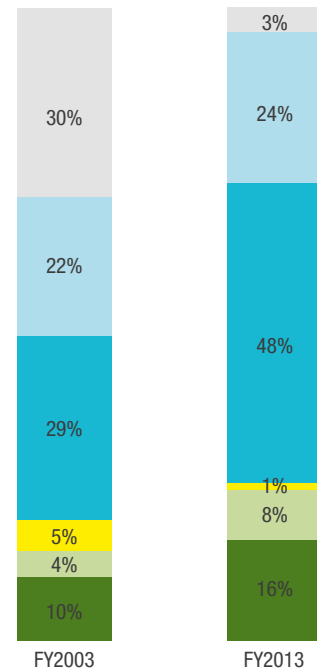
Note:

- FY2003, FY2006 and FY2009: As previously reported; FY2012: Restated for amendments to FRS12 and to comply with FY2013's presentation
- FY2003 - FY2012 includes the Group's share of Asia Pacific Breweries Limited/Asia Pacific Investment Pte Ltd ("APB/APIPL") results. APB/APIPL FY2012 results were presented separately as discontinued operations in the Group Financial Statements
- Excludes discontinued operations of APB/APIPL
- Before fair value adjustment and exceptional items
- Based on issued shares at close of business on the first trading day after preliminary announcement of results
- Based on post-capital distribution market capitalisation of \$8,361m

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



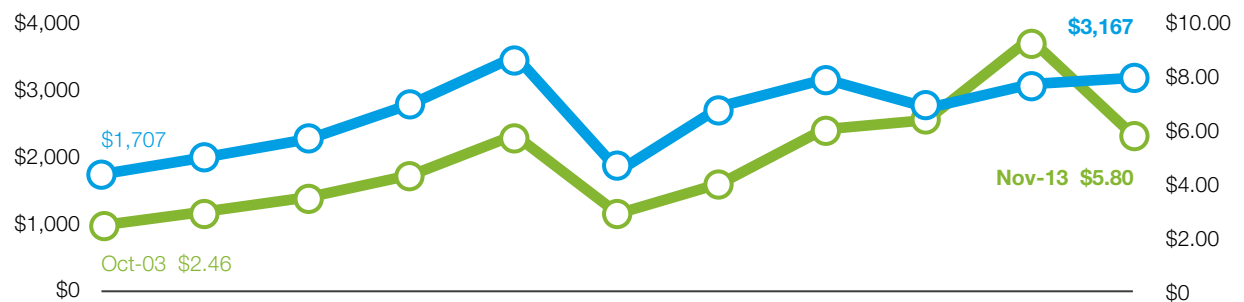
**Share of Profit Before
Interest and Taxation (%)**



Note:
1 Discontinued operations refer to the Group's share of APB/APIPL results

Share Price (\$)

LHS: Straits Times Index
RHS: Fraser and Neave, Limited



Cumulative Total Shareholder Return (Oct 2003 - Nov 2013): 511%

