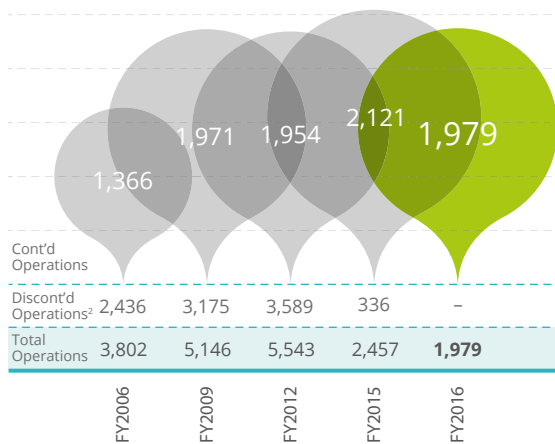


PERFORMANCE AT A GLANCE

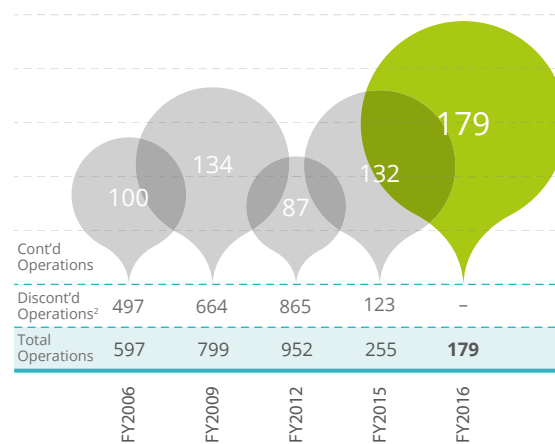
Revenue (\$m)

10-Year CAGR **+4%³**
Increase from FY2006 **+45%³**



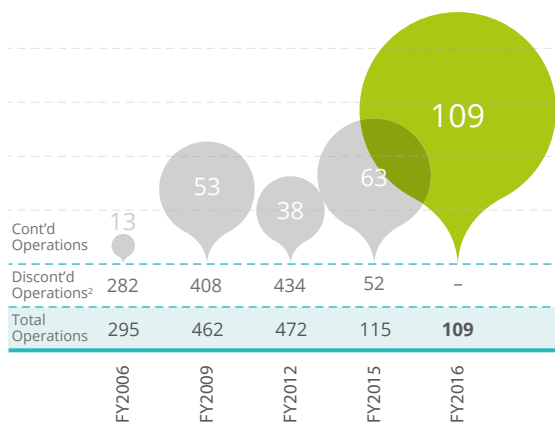
Profit Before Interest & Taxation (\$m)

10-Year CAGR **+6%³**
Increase from FY2006 **+79%³**



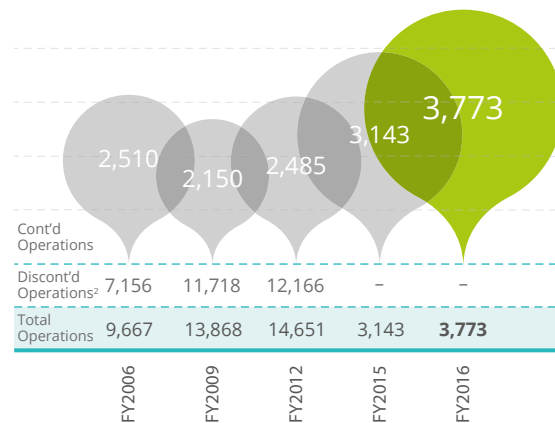
Attributable Profit Before Fair Value Adjustment & Exceptional Items (\$m)

10-Year CAGR **+24%³**
Increase from FY2006 **+725%³**

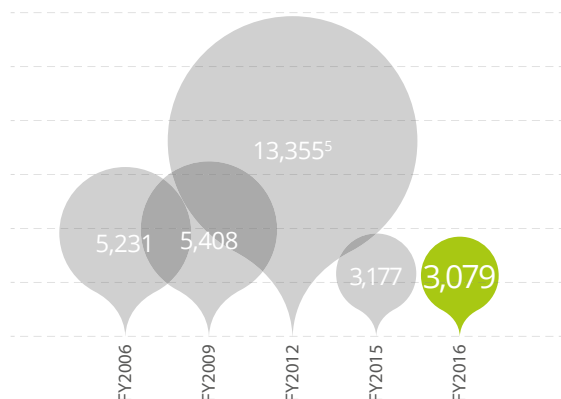


Total Assets (\$m)

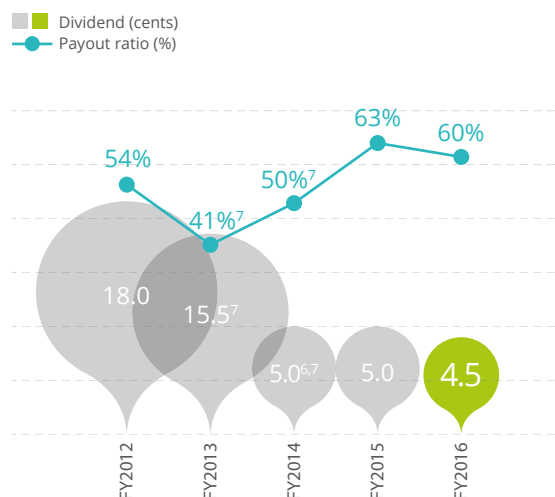
10-Year CAGR **+4%³**
Increase from FY2006 **+50%³**



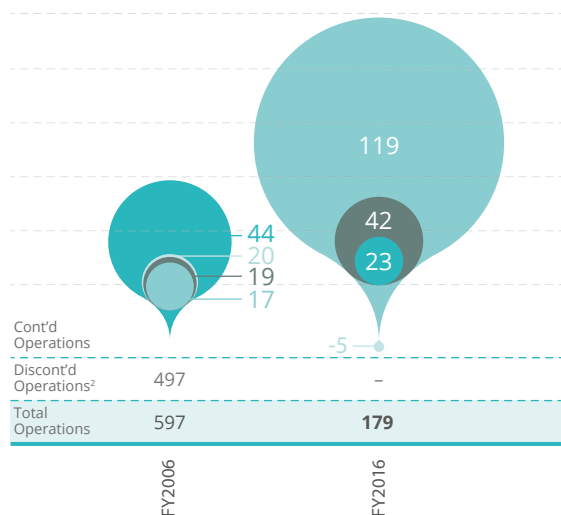
Market Capitalisation⁴ (\$m)



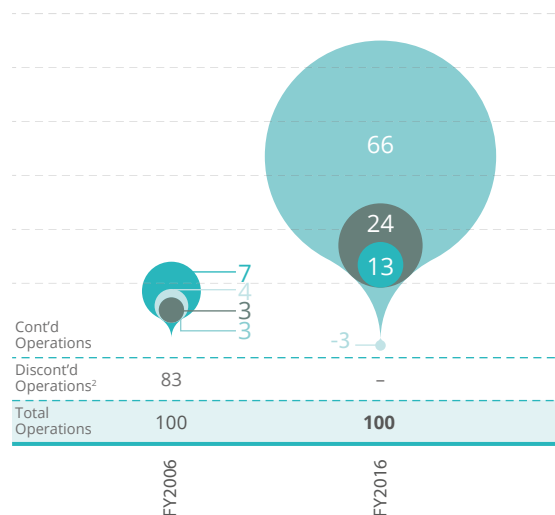
Distribution



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



Share of Profit Before Interest & Taxation By Business Segment (%)



■ Beverages ■ Dairies ■ Publishing & Printing ■ Others

Notes:

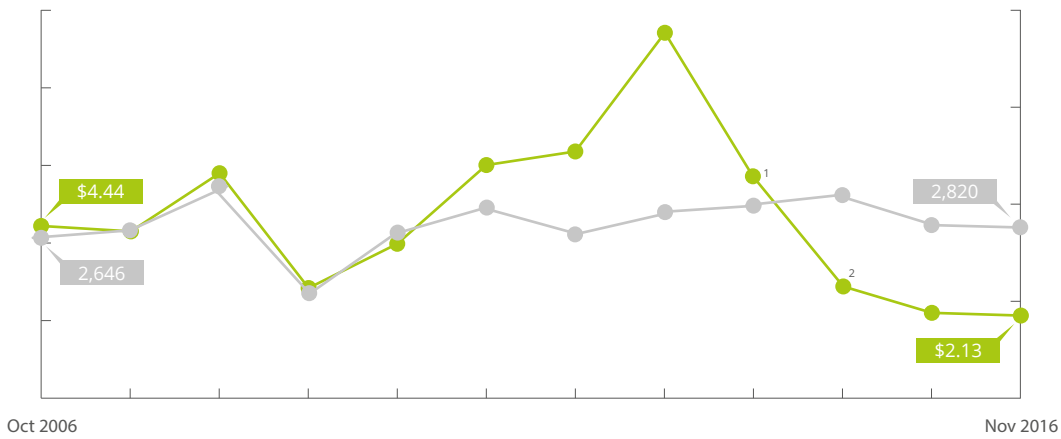
- 1 FY2006, FY2009, FY2012 and FY2015: As previously reported
- 2 Upon the disposal of Asia Pacific Breweries Limited/Asia Pacific Investment Pte Ltd ("APB/APIPL") and Myanmar Brewery Limited ("MBL"), and the distribution in-specie of Frasers Centrepoint Limited ("FCL"), the results have been classified as discontinued operations
- 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 F&N distributed approximately \$5.4b to shareholders via two capital reduction exercises in July 2013 (\$4.7b) and April 2014 (\$607m). 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
- 6 In April 2014, the Group distributed \$607m (or \$0.42 per share) to shareholders in a capital reduction exercise
- 7 Excludes capital distribution of \$3.28 per share in FY2013 and \$0.42 per share in FY2014

PERFORMANCE AT A GLANCE

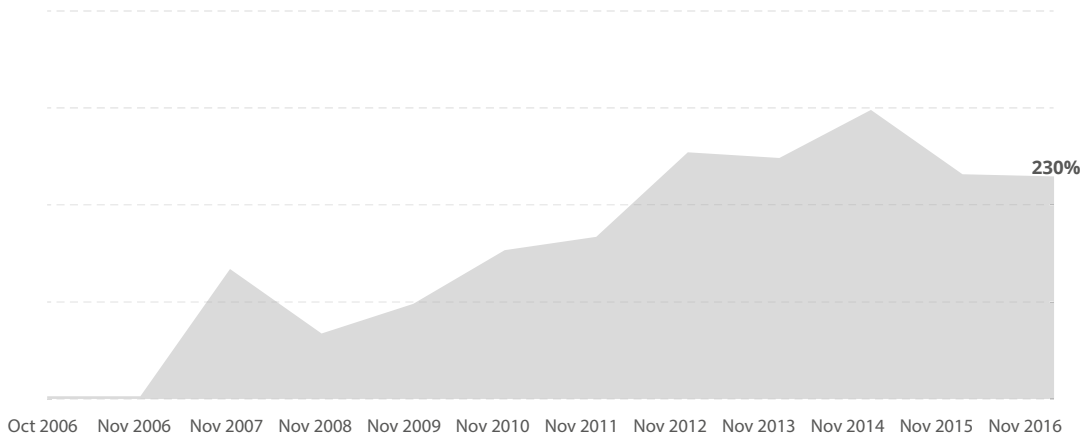
Share Price Performance and Straits Times Index ("STI")

Fraser and Neave, Limited
Share Price (\$)

STI



Cumulative Total Shareholder Return (Oct 2006 - Nov 2016): 230%



Notes:

- 1 In July 2013, the Group distributed \$4.7b (or \$3.28 per share) to shareholders in a capital reduction exercise
- 2 In April 2014, the Group distributed \$607m (or \$0.42 per share) to shareholders in a capital reduction exercise