

## Financial Highlights

---

|  | 2000         | 1999  |
|--|--------------|-------|
| S\$ Million  |              |       |
| <hr/>  |              |       |
| <b>Consolidated Profit and Loss Account</b>                            |              |       |
| <hr/>  |              |       |
| Year ended 31 March  |              |       |
| Turnover   | <b>531.3</b> | 464.5 |
| Profit before income tax   | <b>25.5</b>  | 28.7  |
| Extraordinary items  | <b>2.3</b>   | 5.6   |
| Profit after income tax, extraordinary items<br>and minority interests | <b>19.8</b>  | 20.6  |
| Basic earnings per share of S\$0.80 each (cents)                       |              |       |
| – Before extraordinary items   | <b>21.38</b> | 25.27 |
| – After extraordinary items  | <b>19.15</b> | 19.89 |
| Tax-exempt dividend (cents per share of S\$0.80 each)                  | <b>9.0</b>   | 11.0  |

### Consolidated Balance Sheet

---

At 31 March

|                     |              |       |
|---------------------|--------------|-------|
| Shareholders' funds | <b>278.5</b> | 265.3 |
| Total assets        | <b>654.5</b> | 587.8 |
| Capital expenditure | <b>46.5</b>  | 40.9  |

### Ratios

---

|   |            |     |
|---|------------|-----|
| Current assets: Current liabilities (ratio) | <b>1.1</b> | 1.8 |
| Inventory turnover period (months)          | <b>2.9</b> | 3.1 |
| Net bank borrowings: Equity (ratio)         | <b>0.6</b> | 0.5 |

### Other Information

---

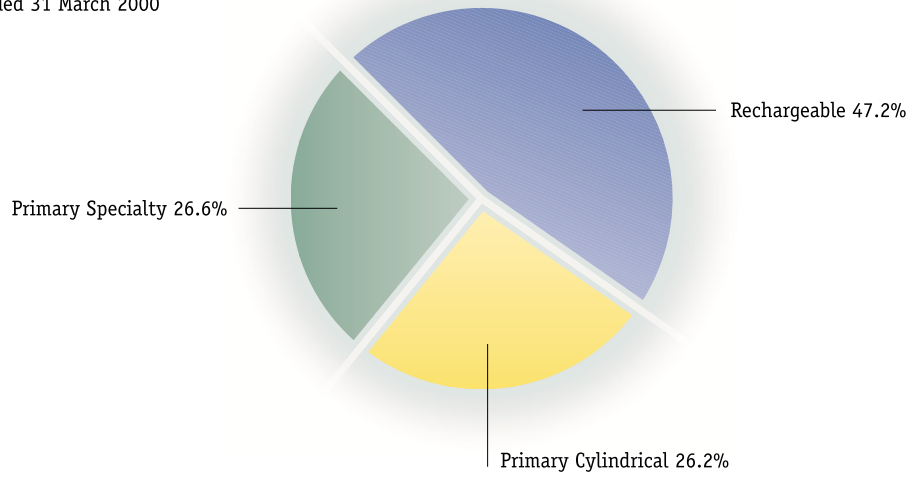
Number of employees

|                          |                |         |
|--------------------------|----------------|---------|
| Subsidiaries             | <b>7,000</b>   | 6,600   |
| Associates               | <b>970</b>     | 920     |
| Total floor area (sq.m.) |                |         |
| Subsidiaries             | <b>154,000</b> | 146,000 |
| Associates               | <b>25,000</b>  | 36,000  |

Certain comparative numbers were amended in view of the prior year adjustment made.

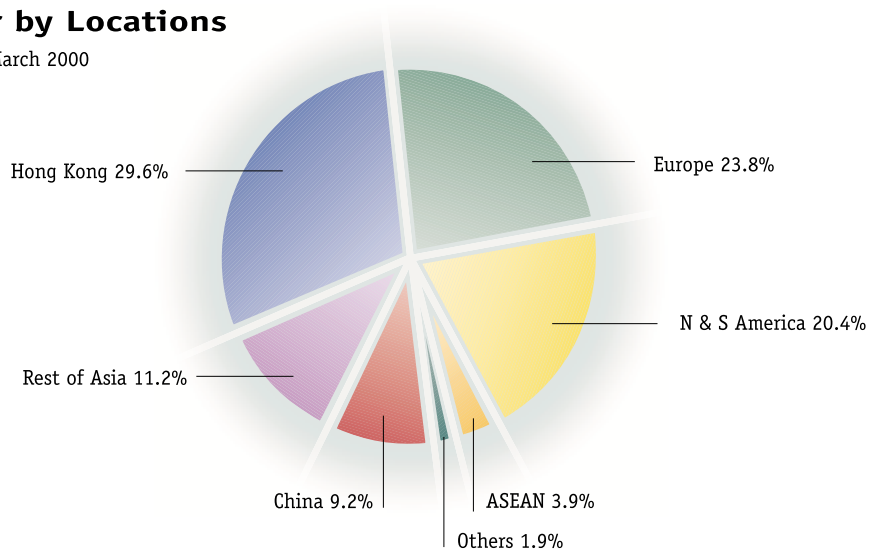
## Turnover by Products

Year ended 31 March 2000



## Turnover by Locations

Year ended 31 March 2000



## Total Assets by Locations

At 31 March 2000

