

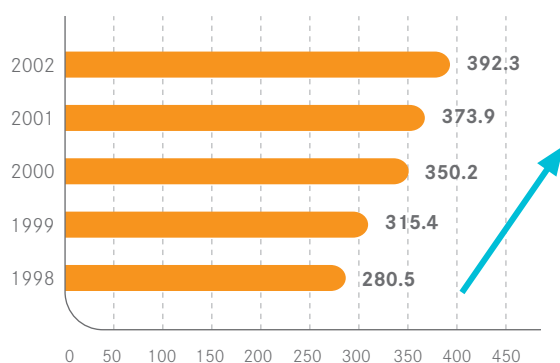
# Financial Highlights

## Key Financial Indicators

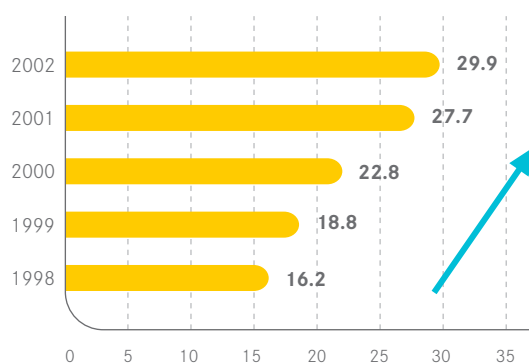
	1998	1999	2000	2001	2002
Sales (S\$ million)	280.5	315.4	350.2	373.9	<b>392.3</b>
Net Profit Before Tax (S\$ million)	25.5	25.9	30.8	38.9	<b>39.8</b>
Net Profit After Tax and Minority Interests (S\$ million)	16.2	18.8	22.8	27.7*	<b>29.9</b>
Shareholders' Funds (S\$ million)	56.7	57.9	72.8	85.2*	<b>100.7</b>
Return on Shareholders Equity (%)	28.5	32.5	31.3	35.0*	<b>32.2</b>
Return on Total Assets (%)	11.7	12.5	15.5	16.2*	<b>13.1</b>
Earnings Per Share (cents)	3.2	3.8	4.6	5.5*	<b>6.0</b>
Interest Cover (times)	17.1	28.0	35.0	39.7	<b>29.4</b>
Debt Equity Ratio	0.3	0.2	0.1	0.2	<b>0.7</b>

\* Restated due to adoption of SAS 12

**Turnover** (S\$ million) CAGR: 8.7%



**PATMI** (S\$ million) CAGR: 16.6%



## 5-Year EVA Performance

	ROC (%)	COC (%)	EVA Spread (%)	Av.EVA Capital (S\$ m)	Group EVA (S\$ m)
<b>1998</b>	19.5	9.3	10.2	98.2	10.1
<b>1999</b>	20.2	8.3	11.9	99.4	11.9
<b>2000</b>	23.5	8.7	14.8	100.9	14.9
<b>2001</b>	26.5	8.4	18.1	111.2	20.1
<b>2002</b>	<b>24.2</b>	<b>8.2</b>	<b>16.0</b>	<b>135.4</b>	<b>21.7</b>

ROC = Return on Capital; COC = Cost of Capital; EVA Spread = ROC less COC

<b>EVA Statement</b>		<b>Restated</b>	<b>Reported</b>
<b>In S\$'000</b>	<b>2002</b>	<b>(Note 5)</b>	<b>2001</b>
Profit before Taxation and after share of results of Associated Companies	39,803	38,883	38,883
Adjustments for :			
Increase in general provision for doubtful debts	76	142	142
(Decrease)/Increase in general provision for stock obsolescence	(21)	354	354
Interest expense	1,401	1,006	1,006
Interest expense on non-capitalised leases	170	221	221
Amortisation of goodwill	697	371	371
Adjusted Earnings Before Income Tax	42,126	40,977	40,977
Less Cash Operating Taxes (1)	9,329	11,524	11,524
<b>Net Operating Profit After Tax (NOPAT)</b>	<b>32,797</b>	<b>29,453</b>	<b>29,453</b>
Average EVA Capital Employed (2)	135,411	109,230	111,176
<b>Weighted Average Cost of Capital (3)</b>	<b>8.20%</b>	<b>8.40%</b>	<b>8.40%</b>
Capital Charge	11,104	9,175	9,339
<b>Group Economic Value Added (EVA)</b>	<b>21,693</b>	<b>20,278</b>	<b>20,114</b>
Less: Minority Share of EVA	299	82	82
<b>EVA Attributable to Ordinary Shareholders</b>	<b>21,992</b>	<b>20,360</b>	<b>20,196</b>
Unusual Items (UI) (Gains)/Losses (4)	(802)	0	0
<b>EVA Attributable to Shareholders (exclude UI)</b>	<b>21,190</b>	<b>20,360</b>	<b>20,196</b>

(1): The reported current tax is adjusted for statutory tax impact on interest expense.

(2): Monthly average total assets less non-interest bearing liabilities plus timing provisions, goodwill amortised, and present value of operating leases.

**Major Capital Components at year end: (In S\$'000)**

Long-Term Debt	4,792	2,839
Short-Term Debt	63,239	18,454
Equity	108,684	93,738
Others	14,460	15,351

(3): The Weighted Average Cost of Capital is calculated in accordance to Singapore Technologies ("ST") Group EVA Policy as follows : -

- i) Cost of Equity using Capital Asset Pricing Model with market risk premium set at 7.0% (2001: 7.0%);
- ii) Risk-free rate of 3.94% (2001: 4.12%) based on yield-to-maturity of Singapore Government 10-year (2001: 10-year) Bonds;
- iii) Ungeared beta at 0.7 based on ST risk categorisation;
- iv) Cost of Debt rate at 4.30% (2001: 4.58%) using 5-year Singapore Dollar Swap Offered Rate plus 75 basis points (2001: 5-year Singapore Dollar Swap Offered Rate plus 75 basis points).

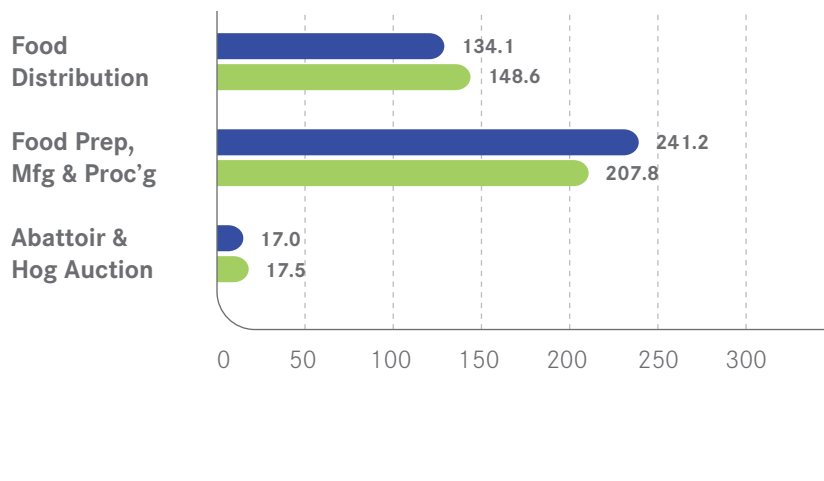
(4): Unusual Items (UI) refer to divestment of investment properties, subsidiaries and associates, long-term investments and disposal of major fixed assets.

(5): In 2001, the EVA reported of \$20.114 million was based on EVA of the Group excluding UI and before MI. The capital employed was adjusted for the capital gains/losses from Unusual Items. With effect from 2002, the statement is refined to reflect the EVA attributable to shareholders (excluding minority share of EVA). All capital gains/losses from UI now form part of the capital employed to be accounted for.

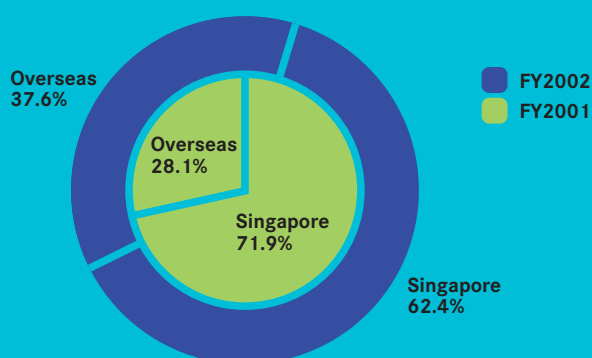
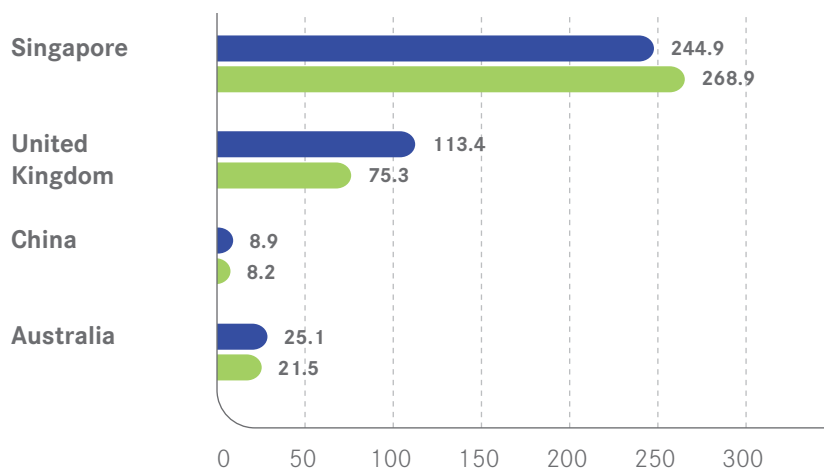
The restated 2001 Group EVA attributable to shareholders of \$20.360 million reflects the above changes.

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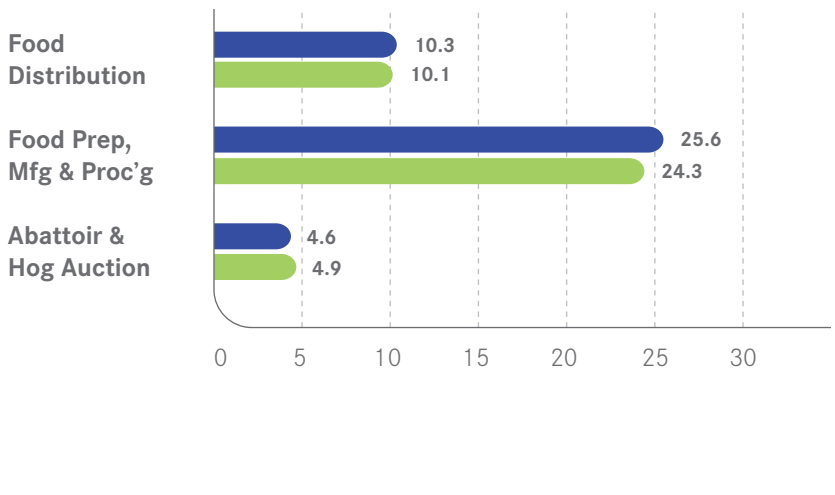
**Turnover** by Business Activity (S\$ million)



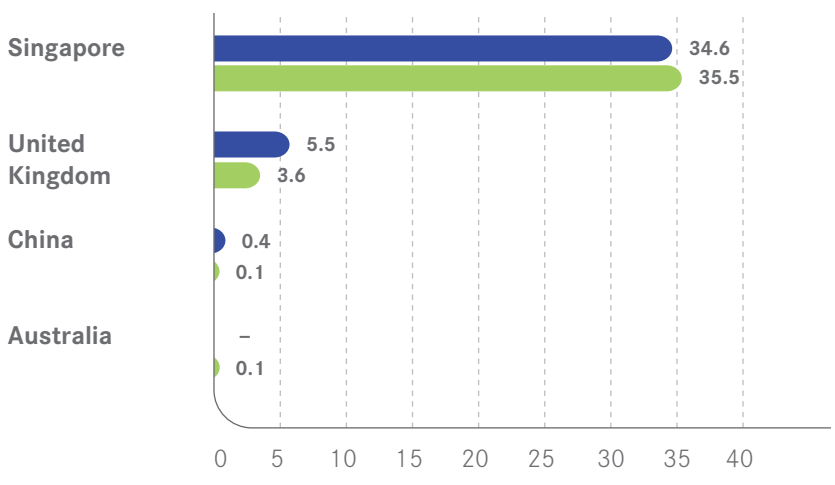
**Turnover** by Geographical Region (S\$ million)



**Profit Before Tax\*** by Business Activity (S\$ million)



**Profit Before Tax\*** by Geographical Region (S\$ million)



\* Before Associates and Joint Venture Results

