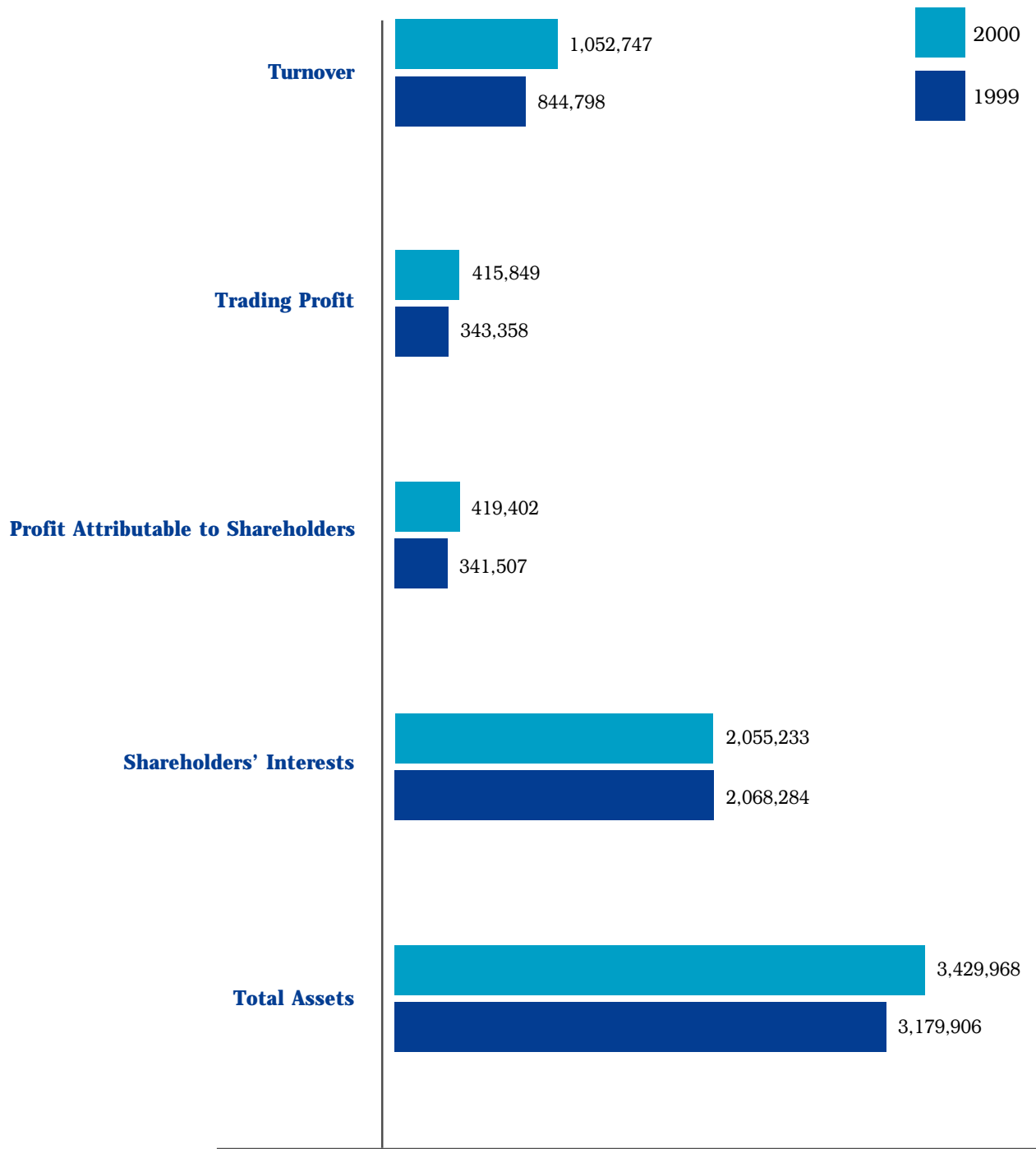




GROUP FINANCIAL HIGHLIGHTS

	2000 S\$'000	1999 S\$'000	Change %
1. Turnover	1,052,747	844,798	24.6
2. Trading profit	415,849	343,358	21.1
3. Profit before taxation	515,533	421,678	22.3
4. Profit after taxation	397,393	326,380	21.8
5. Minority interests	134	(53)	352.8
6. Extraordinary items	21,875	15,180	44.1
7. Profit attributable to shareholders	419,402	341,507	22.8
8. Shareholders' interests	2,055,233	2,068,284	(0.6)
9. Total assets	3,429,968	3,179,906	7.9
10. Total liabilities	1,374,735	1,111,622	23.7
11. Dividends (net)	414,493	150,454	175.5
12. Profitability ratios	%	%	
a. Operating margin	39.5	40.6	(1.1) % points
b. Return on turnover	39.8	40.4	(0.6) % points
c. Return on shareholders' funds	20.4	16.5	3.9 % points
13. Per share data			
a. Net tangible assets	S\$5.55	S\$5.61	(1.1)
b. Profit before tax	S\$1.39	S\$1.14	21.9
c. Profit after tax and minority interests	S\$1.07	S\$0.88	21.6
d. Gross dividends (cents)	150	55	172.7
e. Dividend cover (times)	1.0	2.2	(54.5)
14. Value Added	S\$	S\$	
a. Per employee	215,977	184,258	17.2
b. Per \$ employment costs	2.94	2.98	(1.3)
c. Per \$ investment in fixed assets (before depreciation)	1.11	0.86	29.1
d. Per \$ turnover	0.73	0.71	2.8



S\$'000