

Group Financial Highlights

	2001 S\$'000	2000 S\$'000	Change %
1. Turnover	1,030,492	1,052,747	(2.1)
2. Profit from operations	337,690	437,768	(22.9)
3. Profit before exceptional items	396,585	515,533	(23.1)
4. Profit before taxation	428,596	537,408	(20.2)
5. Profit after taxation	339,781	419,268	(19.0)
6. Minority interests	1,020	134	661.2
7. Profit attributable to shareholders	340,801	419,402	(18.7)
8. Shareholders' interests	2,150,390	2,055,233	4.6
9. Total assets	3,422,024	3,429,968	(0.2)
10. Total liabilities	1,271,634	1,374,735	(7.5)
11. Dividends (net)	196,712	414,493*	(52.5)
12. Profitability ratios	%	%	
a. Operating margin	32.8	41.6	(8.8) % points
b. Return on turnover	33.1	39.8	(6.7) % points
c. Return on shareholders' funds	15.8	20.4	(4.6) % points
13. Per share data			
a. Net tangible assets	S\$5.82	S\$5.55	4.9
b. Profit before tax	S\$1.16	S\$1.45	(20.0)
c. Profit attributable to shareholders	S\$0.92	S\$1.13	(18.6)
d. Gross dividends (cents)	70	150	(53.3)
e. Dividend cover (times)	1.7	1.0	70.0
14. Value added	S\$	S\$	
a. Per employee	162,842	215,977	(24.6)
b. Per \$ employment costs	2.33	2.94	(20.7)
c. Per \$ investment in fixed assets (before depreciation)	0.86	1.11	(22.5)
d. Per \$ turnover	0.67	0.73	(8.2)

* Included a special dividend of 80 cents per S\$1 share called the Millennium Dividend.

