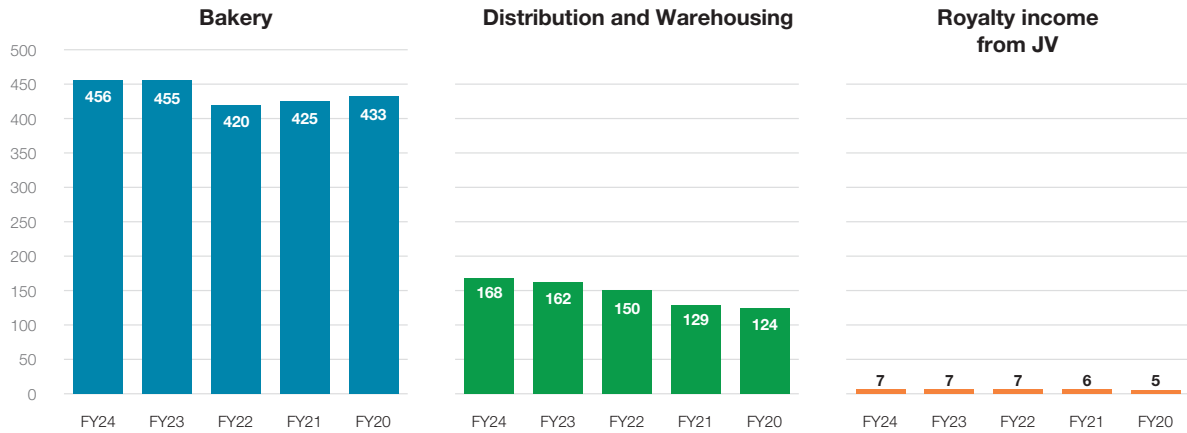


FINANCIAL HIGHLIGHTS

	FY2024	FY2023	FY2022*	FY2021	FY2020
INCOME STATEMENT (S\$'000)					
Revenue	636,107	628,590	577,523	558,976	561,785
Earnings before interest, tax, depreciation and amortisation ("EBITDA") before exceptional items	59,554	48,047	45,664	68,211	90,474
Profit before taxation ("PBT") after exceptional items	44,635	40,991	37,151	28,741	54,400
Profit attributable to owners of the Parent ("PATMI") after exceptional items	34,704	27,485	25,748	22,220	42,066
STATEMENT OF FINANCIAL POSITION (S\$'000)					
Total assets	664,280	669,160	664,759	878,160	868,081
Total liabilities	163,241	180,678	165,300	345,832	351,162
Total equity	501,039	488,482	499,459	532,328	516,919
Equity attributable to owners of the Parent	499,680	486,851	497,708	530,554	516,310
Total cash and cash equivalents	209,403	215,677	216,792	88,705	81,362
Gross debt ^(Note 1)	31,966	48,923	41,751	56,955	71,329
SELECTED EARNINGS, LIQUIDITY AND SOLVENCY DATA					
EBITDA margin before exceptional items (%)	9%	8%	8%	12%	16%
Net margin after exceptional items (%) ^(Note 2)	5%	4%	4%	4%	7%
Return after exceptional items on average shareholders' equity (%)	7%	6%	5%	4%	8%
Return after exceptional items on average assets (%)	5%	4%	3%	3%	5%
Earnings per share (cents)	6.0	4.8	4.5	3.9	7.3
Net asset value per share (cents) ^(Note 3)	86.9	84.6	86.5	92.2	89.8
Total dividends per share (cents)	5.0	5.0	7.0*	5.0	5.0
Dividend payout (%)	83%	105%	112%*	129%	68%
Current ratio (no. of times) ^(Note 4)	2.9	2.7	3.1	1.9	1.9
Net gearing ratio (no. of times) ^(Note 5)	(0.36)	(0.34)	(0.35)	(0.06)	(0.02)
Capital expenditure (S\$'000) ^(Note 6)	19,338	39,680	26,552	30,092	31,149
SELECTED VALUATION DATA					
Number of shares outstanding @ 31 December ('000)	575,268	575,268	575,268	575,268	575,268
Total market capitalisation (S\$'000)	480,349	468,844	477,473	506,236	514,865
Price/Book Value (no. of times) ^(Note 7)	1.0	1.0	1.0	1.0	1.0
Price/Revenue (no. of times) ^(Note 8)	0.8	0.7	0.8	0.9	0.9
P/E Ratio (no. of times) ^(Note 9)	13.8	17.1	18.5	22.8	12.2
Price/CF (no. of times) ^(Note 10)	7.4	8.1	9.1	4.6	5.4
Total Dividend Yield (%)	6%	6%	8%*	6%	6%

FINANCIAL HIGHLIGHTS

Group Revenue from Key Segments (S\$m) (before inter-segment elimination)



Contribution from Key Segments (S\$m) (before exceptional items)



The above charts reflect financial performance of the key business segments only. The charts exclude financials of head office.

Notes:

- * In 2022, special dividends of \$0.02 per share was paid. The special dividends relates to the discontinued operations and is excluded from the calculation of dividend payout.
- 1. Gross debt is calculated as bank borrowings, lease liabilities and loans from non-controlling interests.
- 2. Net margin is computed based on PATMI after exceptional items.
- 3. Net asset value per share is computed based on total assets less total liabilities and non-controlling interests.
- 4. Current ratio is computed based on total current assets and total current liabilities. For 2020 and 2021, both assets and liabilities belonging to disposal group classified as held for sale are excluded in the computation.
- 5. Net gearing ratio is calculated by dividing net debt/(cash) against equity attributable to owners of the Parent.
- 6. Capital expenditure relates to actual cash flows incurred. For 2020 and 2021, this includes those incurred by the discontinued operations. For 2022, 2023 and 2024, this includes the reinstatement of the damaged production lines in connection with the severe flooding at one of the Group's Malaysian factories in December 2021.
- 7. Price/Book Value is calculated by dividing total market capitalisation against equity attributable to owners of the Parent at the end of the year.
- 8. Price/Revenue is calculated by dividing total market capitalisation at the end of the year against annual revenue.
- 9. P/E Ratio is calculated by dividing total market capitalisation at the end of the year against PATMI after exceptional items.
- 10. Price/CF is calculated by dividing total market capitalisation at the end of the year against net cash from operating activities.