GROUP FIVE-YEAR FINANCIAL SUMMARY

	Financial Year ended 31 March				
	2024	2023	2022	2021	2020
In a compa Charles and ICC mailling)					
Income Statement (S\$ million) Revenue(1)	1,686.7	1,872.3	1,665.6	1,404.7	1,313.8
Operating profit ⁽¹⁾	84.9	93.2	1,005.0	79.3	1,313.6
EBITDA ⁽¹⁾⁽²⁾	201.3	93.2 168.1	112.1	79.5 136.6	202.3
	201.3 78.3	24.7	193.2 83.1	47.6	202.3 91.1
Net profit ⁽³⁾					
Exceptional items, net of tax (income / (loss)) ⁽¹⁾⁽⁴⁾	36.8	(7.7)	1.9	(12.5)	(9.1)
Underlying net profit ⁽⁵⁾	41.5	32.4	81.3	60.1	100.2
Balance Sheet (S\$ million)					
Total assets	3,135.9	2,837.8	2,679.4	2,721.8	2,751.6
Ordinary shareholders' equity	1,131.9	1,130.2	1,307.4	1,276.8	1,252.6
Total shareholders' equity	1,421.0	1,374.3	1,142.1	1,671.4	1,642.3
Cash and cash equivalents	476.7	495.7	280.4	501.2	493.0
Net debt / (cash)	350.4	128.7	236.6	(178.9)	(128.6)
Perpetual securities	251.5	251.5		346.8	346.8
Net debt / (cash) plus perpetual securities ⁽⁶⁾	601.9	380.2	236.6	167.9	218.3
The dest (least) plus perpetual securities	002.5	000.2	200.0	107.5	210.0
Cash Flow (S\$ million)					
Net cash inflow from operating activities	93.4	115.7	89.5	215.4	183.2
Capital expenditure (cash)	55.2	28.4	24.3	21.9	27.1
Free cash flow ⁽⁷⁾	38.2	87.3	65.3	193.6	156.0
Key Ratios					
EBITDA margin (%) ⁽¹⁾	11.9	9.0	11.6	9.7	15.4
Net profit margin (%) ⁽¹⁾	4.6	1.3	5.0	3.4	6.9
Return on average invested capital (%)	3.7	1.3	4.6	2.4	4.6
Return on average ordinary shareholders' equity (%)	6.9	2.0	6.4	3.8	7.2
Net debt to ordinary shareholders' equity (%)	31.0	11.4	18.1	N.M. ⁽⁸⁾	N.M. ⁽⁸⁾
Net debt / (cash) plus perpetual securities to total	31.0	11.1	10.1	14.1-1.	14.1-1.
shareholders' equity (%)(6)	42.4	27.7	20.7	10.0	13.3
EBITDA to finance expense (number of times)(1)	6.6	8.6	13.1	12.4	16.0
Day Change Information (County)					
Per Share Information (S cents)	3.0	0.6	3.1	1.5	3.4
Earnings per share – basic				2.0	3.4 3.8
Earnings per share – underlying net profit ⁽⁵⁾	1.4	1.0	3.0		
Net assets per share	61.5	61.4	58.1	72.2	71.1
Dividend per share – ordinary	0.74	0.58	1.8	1.1	2.7

- (1) For financial year ended 31 March 2020, the consolidated income statement of the Group is presented as "Continuing Operations", which excludes the U.S. Subsidiaries. Discontinued operations arise from U.S. subsidiaries (as defined in announcement dated 19 September 2019).
- (2) EBITDA is defined as profit before tax, adding back interest and depreciation and amortisation expenses.

(3) Net profit is defined as profit attributable to equity holders of the Company.

- Net debt / (cash) plus perpetual securities and its ratio to ordinary shareholders' equity are presented for comparative purposes.
- Free cash flow refers to net cash inflow from operating activities less cash capital expenditure.

⁽⁴⁾ Exceptional items comprised one-off items such as asset impairment, fair value changes on investment properties, fair value loss on put option

redemption liabilities, gains or losses on sale of investments and property, plant and equipment, M&A related expenses and others.

Underlying net profit is defined as net profit before exceptional items, net of tax. Earnings per share – underlying net profit has been re-presented to exclude the underlying net profit attributable to perpetual securities holders of the Company.