



2003 Full-Year Results Briefing

16 February 2004



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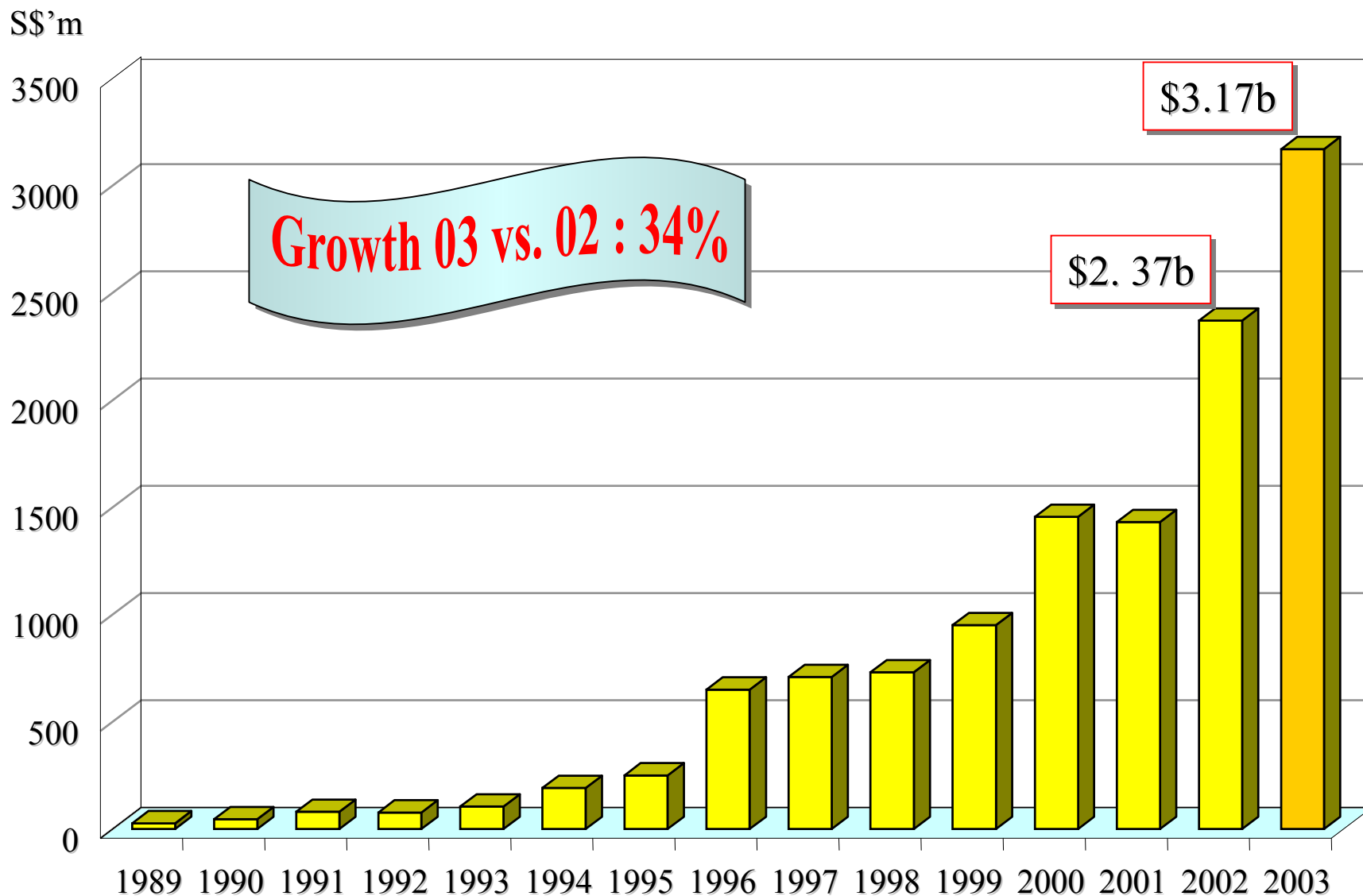


Financial Performance FY2003

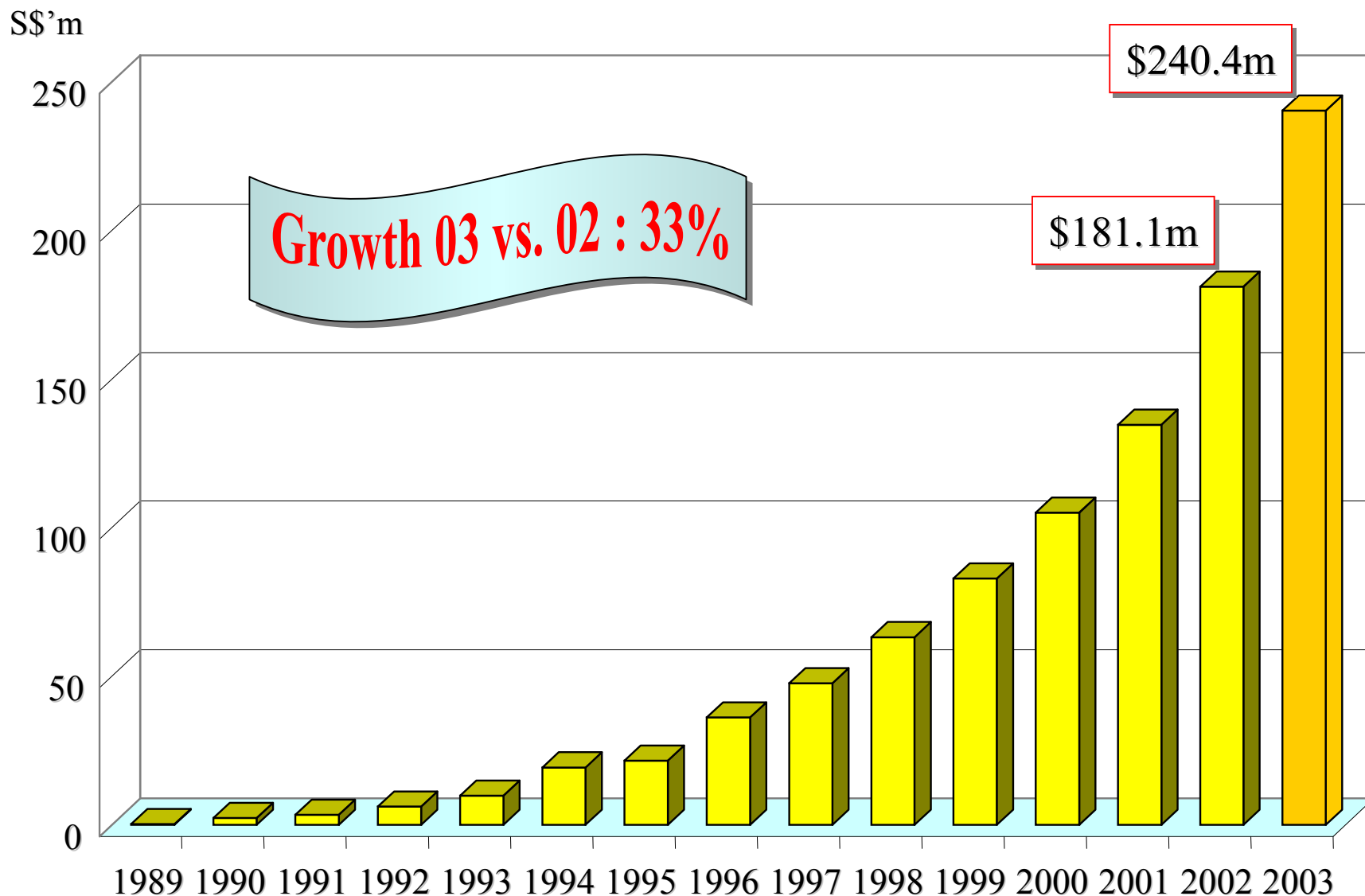
Overview

- Revenue grew 34% from S\$2.37b to S\$3.17b
- Net profit increased 33% from S\$181.1m to S\$240.4m
- EPS on weighted average basis increased 25% to 96.3cents
- Net profit margin stable at ~ 7.6%
- Balance sheet @ 31 Dec'03
 - *shareholders' funds* : S\$1.34b
 - *net assets per share* : S\$5.22
 - *cash* : S\$779m
- Dividend rate
 - *25% tax exempt + 50% less 22% tax*

Group Revenue (1989 – 2003)



Group Profit After Tax (1989 – 2003)



Revenue Analysis



- Strong growth in most market segments
 - *printing & imaging*
 - *computer peripherals and data storage*
 - *test & measurement*
 - *medical*

- Healthy capacity utilization across all facilities, including new additions in Malaysia and China at end 2002

- Addition of new customers
 - *networking & communications*
 - *medical*
 - *advanced data storage*
 - *automotives*

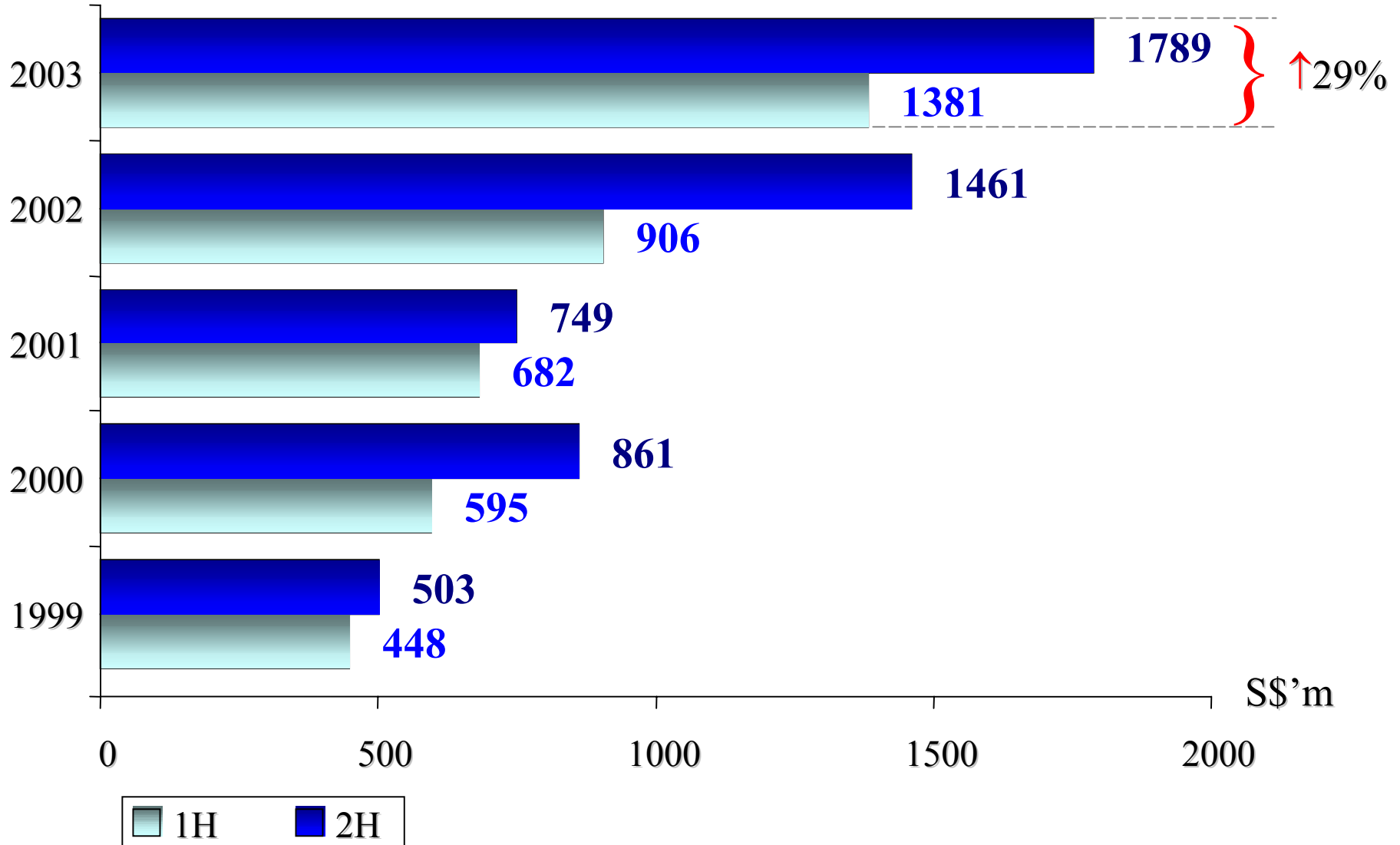
Revenue Analysis (Cont'd...)



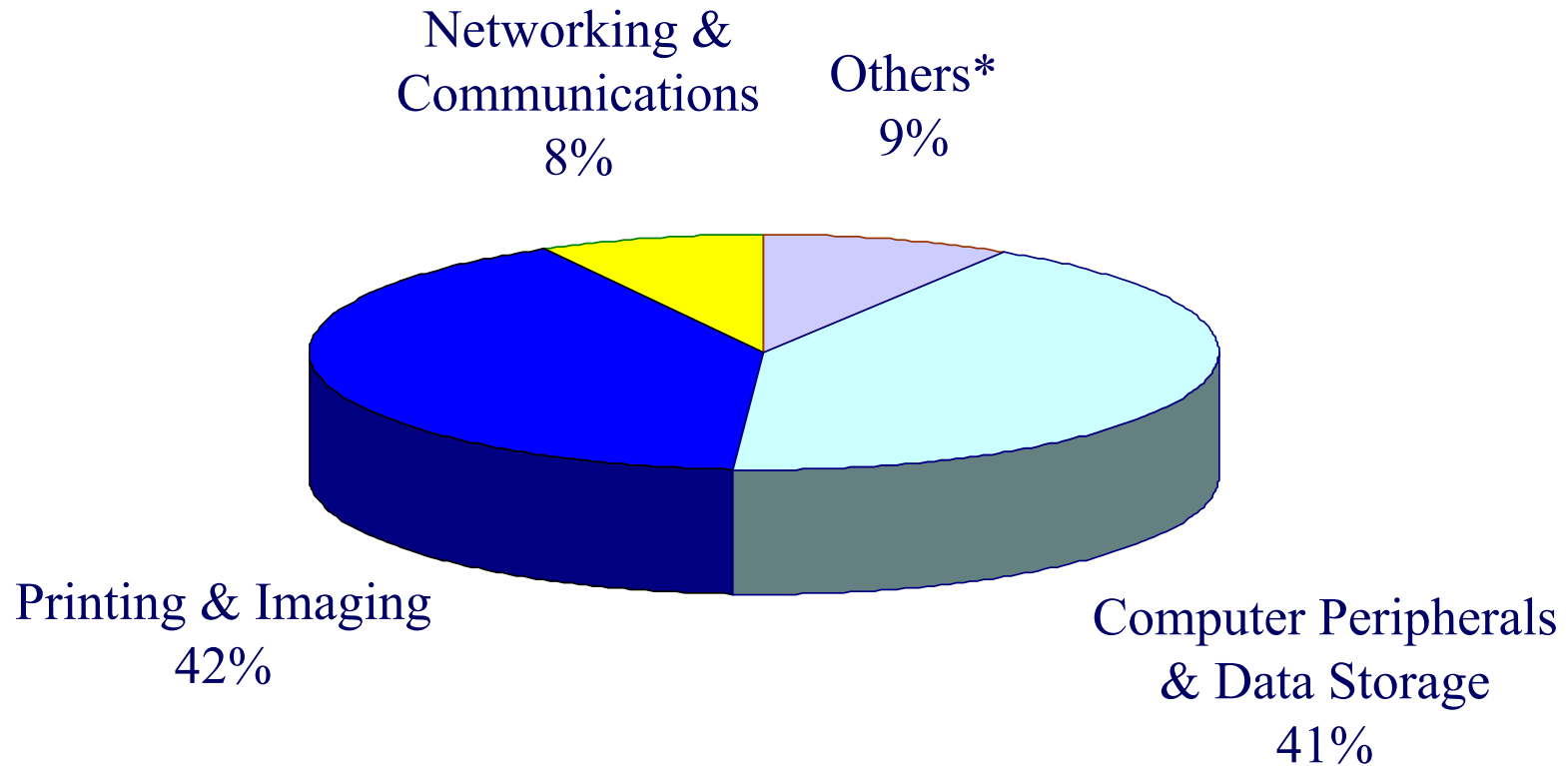
- New product introductions
 - *test & measurement*
 - *advanced data storage*
 - *mobile computing and communications*
 - *RF communication*
 - *printing & imaging*

- Expansion of EFS activities into Asia, Europe and USA
 - *inclusion of product servicing and reverse logistics in service offerings*

Revenue by Half-Year



Revenue Contribution by Product Segment



*includes test & measurement, medical, automotive, automatic optical inspection products

Profit After Tax Analysis



- Strong revenue growth in all market segments
- Foreign exchange losses reduced, although USD depreciated substantially during the year
- Despite increased in depreciation and amortization charges
- Improved cost-to-capability ratio
- Efficient tax structure

Summary of Performance (FY03 vs. FY02)



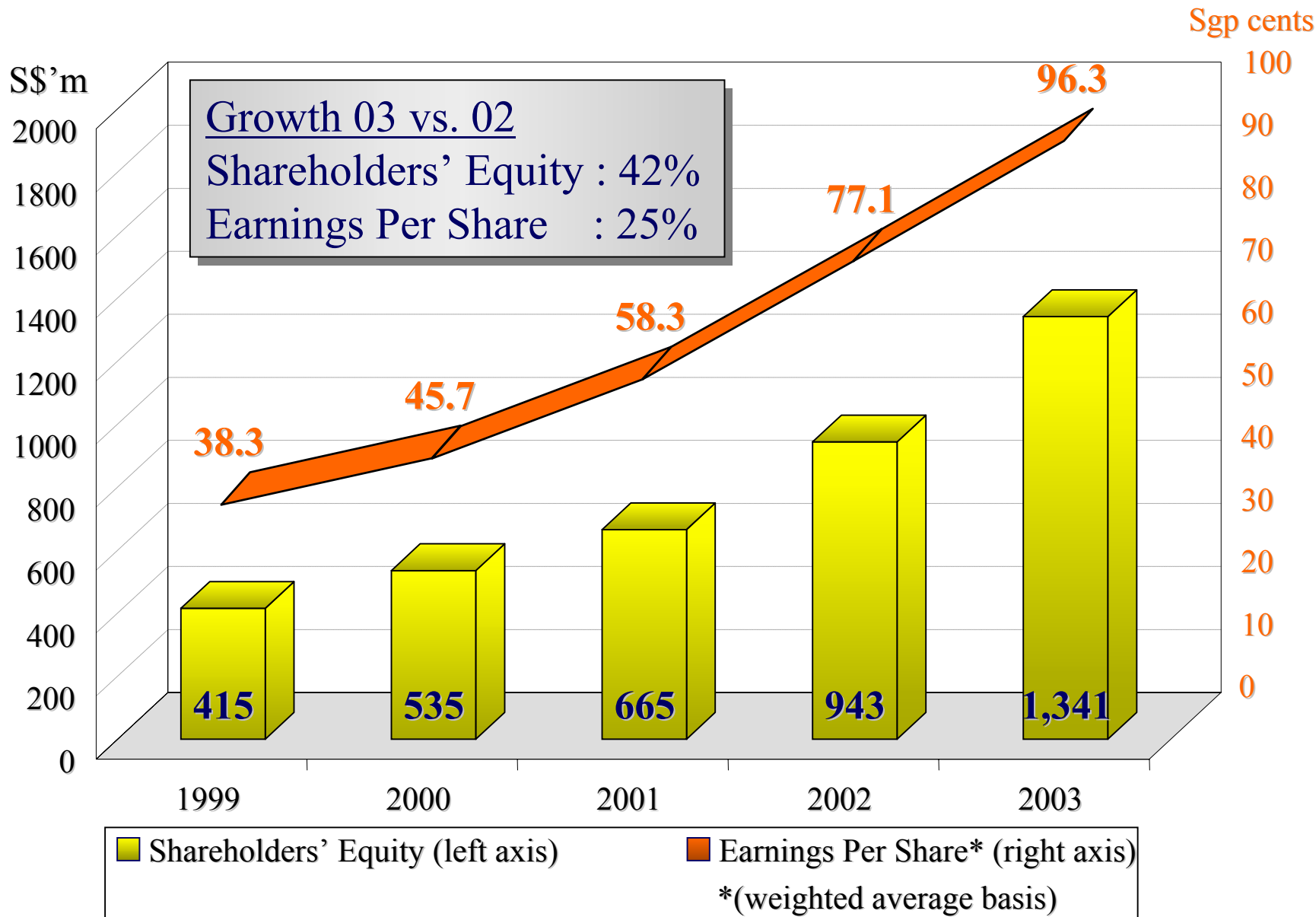
	<u>FY03</u>	<u>FY02</u>	<u>Change</u>
➤ Revenue	\$3,170 m	\$2,366 m	34%
➤ EBITDA (excl. Forex impact)	\$296.5 m	\$235.9 m	26%
• <i>Depreciation & Amortization</i>	(\$55.9 m)	(\$42.7 m)	
• <i>Forex Impact</i>	(\$5.0 m)	(\$12.7 m)	
➤ Profit from Operations	\$235.6 m	\$180.5 m	31%
• <i>Interest Income</i>	\$12.1 m	\$12.1 m	
• <i>Minority Items and Associates</i>	(\$3.7 m)	(\$1.4 m)	
➤ Profit Before Tax	\$244.0 m	\$191.2 m	28%
• <i>Tax</i>	(\$3.6 m)	(\$10.1 m)	
➤ Net Profit After Tax	\$240.4 m	\$181.1 m	33%

Summary of 4Q Performance

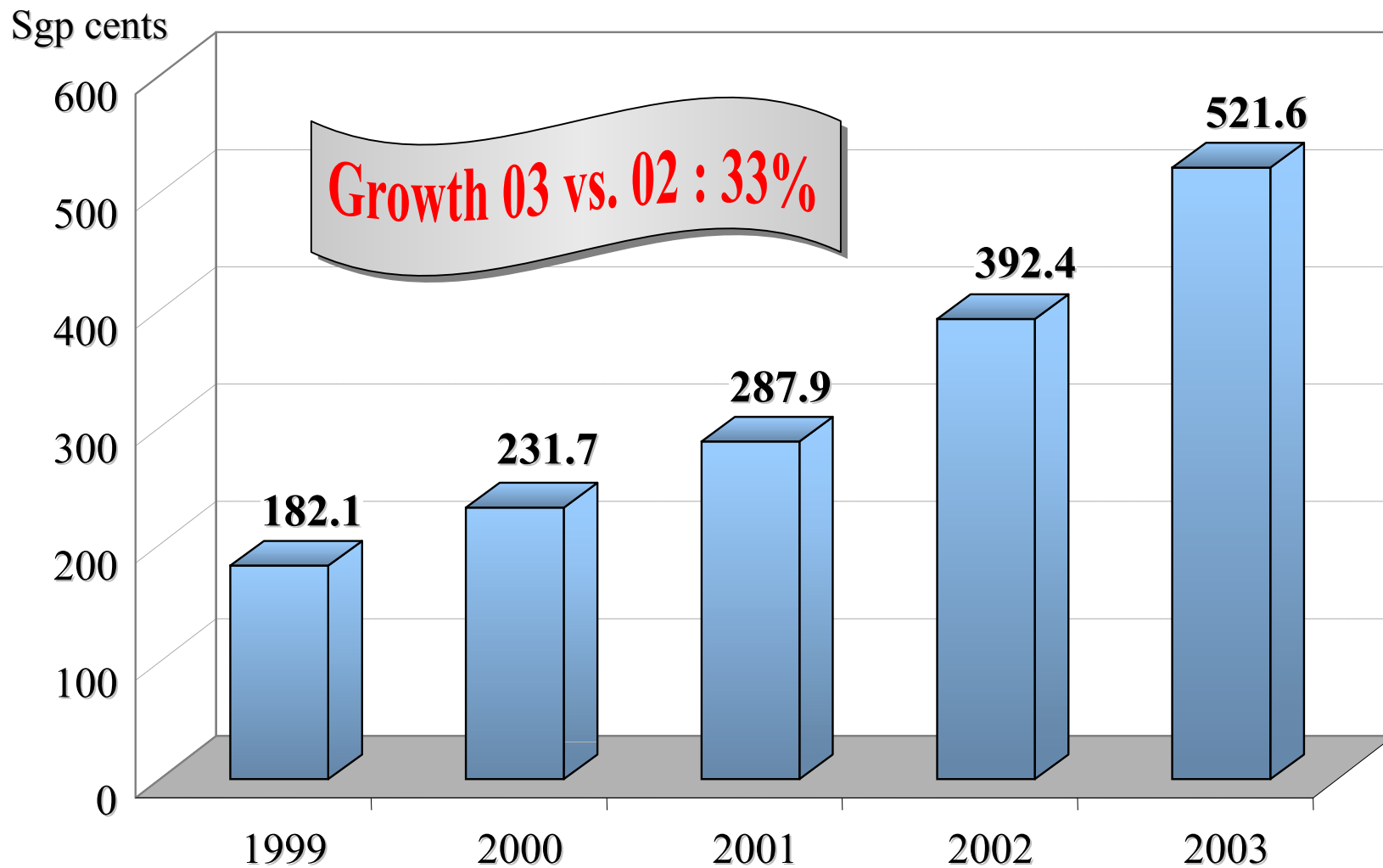


	<u>4Q'03</u>	<u>4Q'02</u>	<u>Change</u>
➤ Revenue	\$ 867 m	\$ 782 m	11%
➤ EBITDA (excl. Forex impact)	\$ 87.1 m	\$ 66.6 m	31%
• <i>Depreciation & Amortization</i>	(\$ 14.5 m)	(\$ 13.0 m)	
• <i>Forex Impact</i>	(\$ 5.0 m)	(\$ 2.8 m)	
➤ Profit from Operations	\$ 67.6 m	\$ 50.8 m	33%
• <i>Interest Income</i>	\$ 3.4 m	\$ 3.9 m	
➤ Profit Before Tax	\$ 71.0 m	\$ 54.7 m	30%
• <i>Tax</i>	\$ 2.5 m	\$ 4.0 m	
➤ Net Profit After Tax	\$ 73.5 m	\$ 58.7 m	25%

Shareholders' Equity / EPS (1999 – 2003)

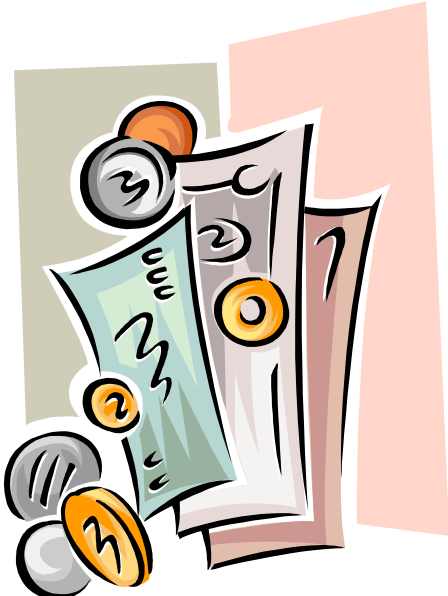


Net Assets Per Share (1999 – 2003)

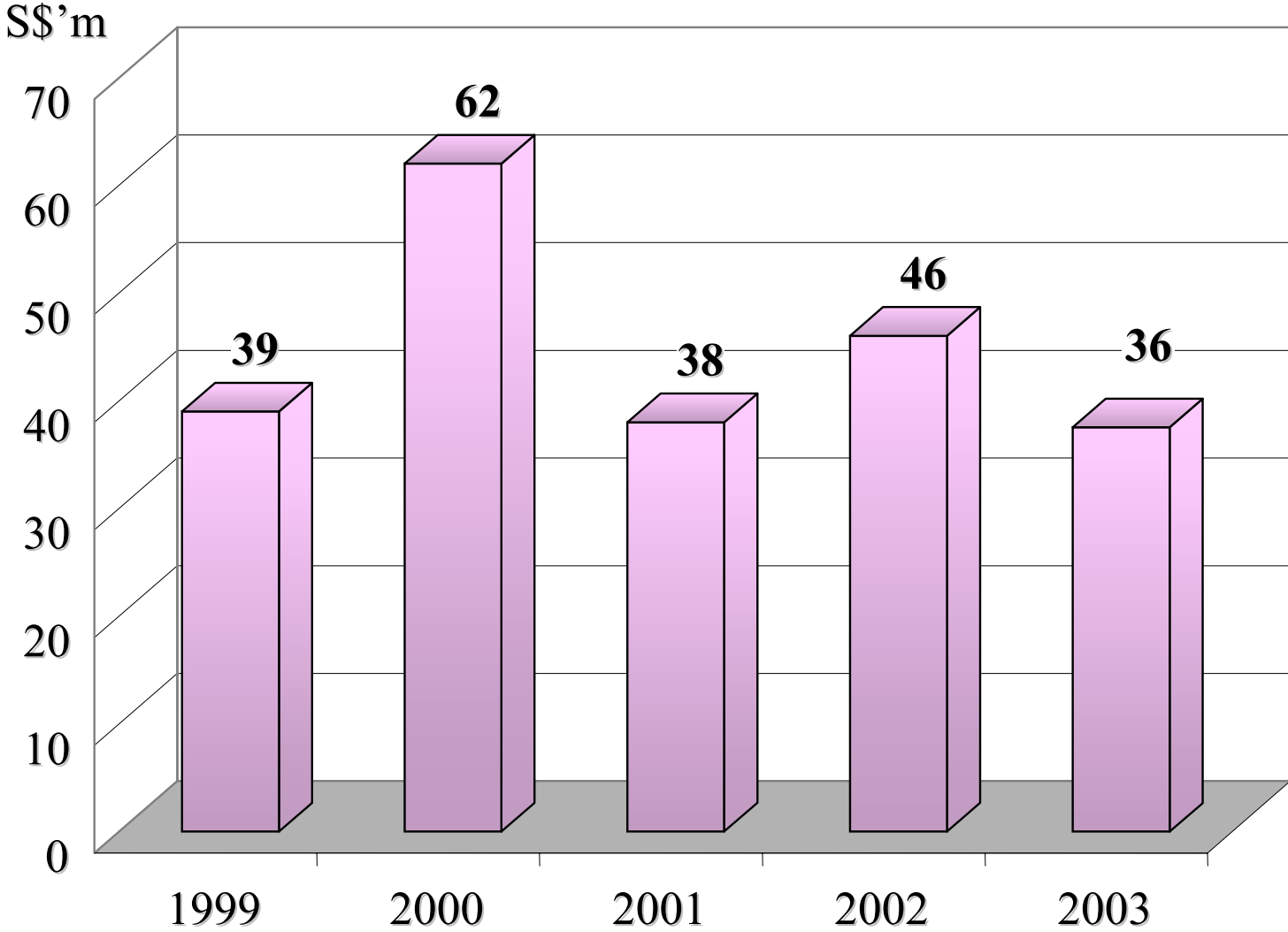


Proposed Dividend

25% Final + **50% Bonus**
(tax - exempt) (less 22% tax)



Capital Expenditure (1999 – 2003)





2004 Outlook

- Achieve healthy and balanced growth through :
 - *growth in customer base*
 - *enhancement of new capabilities*
 - *strategic alliances / make strategic acquisitions*

- Achieve World-Class Excellence
 - *not just in manufacturing, but across all functions*
 - *enhance cost-to-capability ratio through optimization of resources worldwide*

- Leadership and talent development
 - *to cater for further expansion*

➤ Industry trend

- *Greater outsourcing from US and Europe to Asia*
- *Wider scope of activities being outsourced*
- *Some components in high demand, but through efficient planning processes and inventory management, delays in supply should be minimised*

➤ China vs. South East Asia

- *High value-added, high mix activities in SE Asia*
- *High-volume, high-mix activities in China*
- *Target to grow both clusters and to develop full capabilities for management of entire value chain*

➤ Products in pipeline

- *Test & measurement : large integrated systems*
- *Automotive : safety devices*
- *Medical : health monitoring devices / surgical-related equipment*
- *Power supply systems*
- *Mobile computing and communication products*
- *Racking systems*

- New customers in pipeline
 - *advanced data storage*
 - *power supply system*
 - *test & measurement*
 - *medical*
 - *automotive*
 - *network switches & host parts adaptors*
 - *printing & imaging*

- Other opportunities
 - *new business paradigms*
 - *more projects with high technological content*
 - *increase in fulfillment activities, particularly in Europe*



End of Presentation