

2008

Turnover at the Group level registered a high at \$5.1 billion, an increase of 12 per cent attributable mainly to growth across rig building, ship repair, offshore and conversion sectors. Group operating profit increased by 44 per cent to \$502 million, while Group pre-tax profit also grew by 49 per cent to \$545 million in 2008. The increase was mainly due to the higher revenue and operating margin from rig building and ship repair businesses, offset by the lower contributions from Cosco Shipyard Group.

Group net profit was \$430 million, an increase of 78 per cent from \$241 million in 2007. Excluding the one-off charge of \$44 million arising from the commercial settlement with BNP Paribas of foreign exchange transactions in 2008, Group net profit increased by 31 per cent to \$474 million.

2009

Group turnover was a record-high at \$5.7 billion, with growth mainly attributable to the rig building sector. Group operating profit increased by 72 per cent to \$862 million from \$502 million in 2008 mainly due to better operational efficiency and execution of repeat rig orders.

Group pre-tax profit climbed 67 per cent from \$545 million in 2008 to \$908 million in 2009 on the back of higher operating margin from rig building projects. Group net profit increased by 63 per cent to \$700 million in 2009 from \$430 million in 2008.

2010

The Group reported a turnover of \$4.6 billion, 20 per cent lower than 2009 mainly due to lower progressive revenue recognition for the rig building, ship conversion and offshore projects as well as lower variation order settlement in 2010 as compared to 2009.

Group operating profit grew 9 per cent from \$862 million in 2009 to \$943 million, attributable to the resumption of margin recognition arising from the sale of a harsh-environment jack-up rig as well as the execution of repeat rig orders for customers during the year.

Group pre-tax profit was \$1.1 billion, 19 per cent higher than 2009. This was driven mainly by higher profit margin and the receipt of settlement of the disputed foreign exchange transactions with Societe Generale during the year. Group net profit achieved a new high of \$860 million, 23 per cent more than \$700 million in 2009.

2011

Group turnover declined 13 per cent to \$4.0 billion in 2011 due mainly to the timing, number and value of the projects in varying progressive revenue recognition stages across the three business sectors of rig building, ship conversion and offshore as well as ship repair.

Operating profit decreased 22 per cent to \$737 million due mainly to fewer rig projects especially semi-submersible rigs. Group pre-tax profit of \$860 million was 20 per cent lower. Net profit for 2011 was \$752 million as compared to \$860 million in 2010. The 13 per cent decline was due to lower operating profit from rig building projects and the receipt on the full and final amicable settlement of the disputed foreign exchange transactions with Societe Generale in 2010. This was offset by the higher interest income received in 2011 for deferred payment granted to customers and write-back of prior years' tax over-provisions.

2012

Group turnover of \$4.4 billion was 12 per cent higher than that of the previous year. This was attributable to increased contributions from rig building and offshore platform projects.

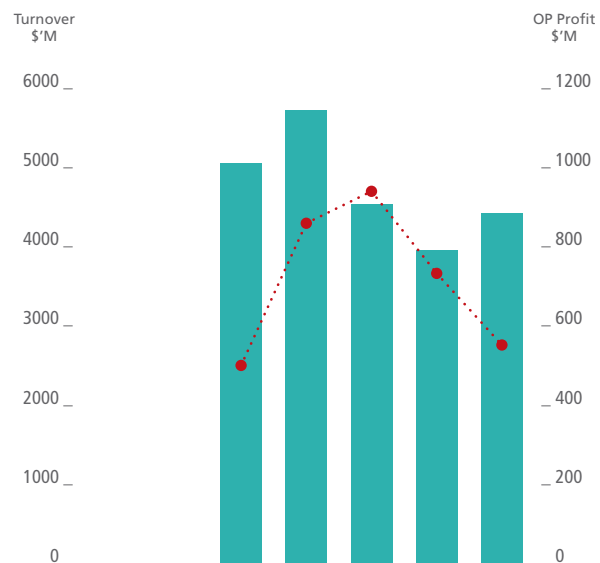
Operating profit decreased 25 per cent from \$737 million in 2011 to \$554 million in 2012 due mainly to the lower margin from new design rigs. There was also a resumption of margin recognition on completion and delivery of a semi-submersible in 2011. Group pre-tax profit saw a decline of 27 per cent to \$630 million. Net profit of \$538 million was 28 per cent lower than 2011 due to lower operating profit from rig building projects.

Group Five-Year Financial Summary

For the year	2008 \$'000	2009 \$'000	2010 \$'000	2011 \$'000	2012 \$'000
Turnover	5,063,948	5,724,742	4,554,863	3,960,230	4,430,123
Operating profit	501,837	862,354	942,564	737,129	554,218
Profit before tax	544,958	907,635	1,077,888	859,913	629,647
Net profit	429,918	700,118	860,266	751,903	538,453
Dividend - Interim	102,906	103,124	103,795	104,185	104,382
Dividend - Final	123,542	124,486	125,093	125,303	125,267
Dividend - Final special	–	82,990	521,223	292,375	41,756
Dividend - Total	226,448	310,600	750,111	521,863	271,405
Group Balance Sheet					
Property, plant and equipment	697,702	678,361	681,948	1,034,345	1,476,206
Associates & joint ventures	269,609	267,774	306,956	380,065	417,329
Other long term investments	138,376	165,783	286,856	126,956	154,332
Other long term assets	70,611	57,789	103,258	111,411	97,715
Current assets	3,435,519	3,517,841	3,900,152	3,398,869	3,640,875
Current liabilities	(3,111,640)	(2,635,282)	(2,448,773)	(2,400,252)	(2,718,214)
Long term liabilities	(140,218)	(91,858)	(143,471)	(145,314)	(521,218)
	1,359,959	1,960,408	2,686,926	2,506,080	2,547,025
Share capital	443,347	443,347	456,561	470,596	480,086
Capital, foreign currency translation and other reserves	(81,359)	22,515	175,888	(24,695)	(26,335)
Retained profit	955,997	1,418,208	1,966,954	1,968,356	1,984,773
Non-controlling interests	41,974	76,338	87,523	91,823	108,501
	1,359,959	1,960,408	2,686,926	2,506,080	2,547,025

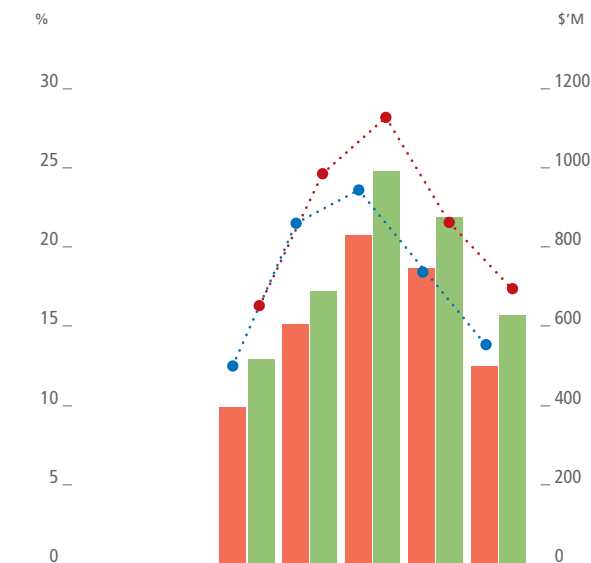
For the year	2008	2009	2010	2011	2012
Per Share					
EPS - basic (cents)	20.83	34.02	41.55	36.13	25.81
EPS - diluted (cents)	20.72	33.93	41.43	36.10	25.80
Net tangible assets (cents)	63.81	90.97	124.80	114.14	115.19
Net asset value (cents)	64.11	91.27	125.10	115.92	116.80
Financial Ratios					
Return on equity (%)	28.68	43.73	38.37	29.99	22.19
Return on total assets (%)	9.48	15.06	17.26	14.56	9.94
Operating profit/equity (%)	33.48	53.86	42.05	29.40	22.84
Current ratio (times)	1.10	1.33	1.59	1.42	1.34
Net gearing (times)	Net Cash	Net Cash	Net Cash	Net Cash	Net Cash
Dividend cover (times)	1.90	2.25	1.15	1.44	1.98

TURNOVER AND OPERATING PROFIT



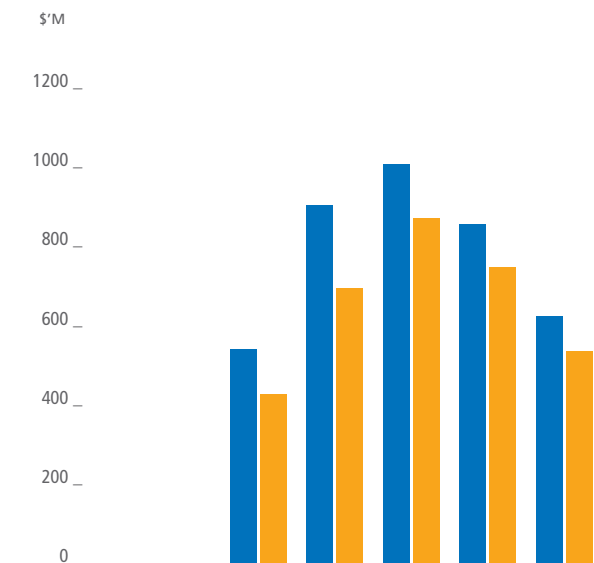
	2008	2009	2010	2011	2012
Turnover	5,064	5,725	4,555	3,960	4,430
Operating Profit	502	862	943	737	554

OPERATING AND GROSS PROFIT



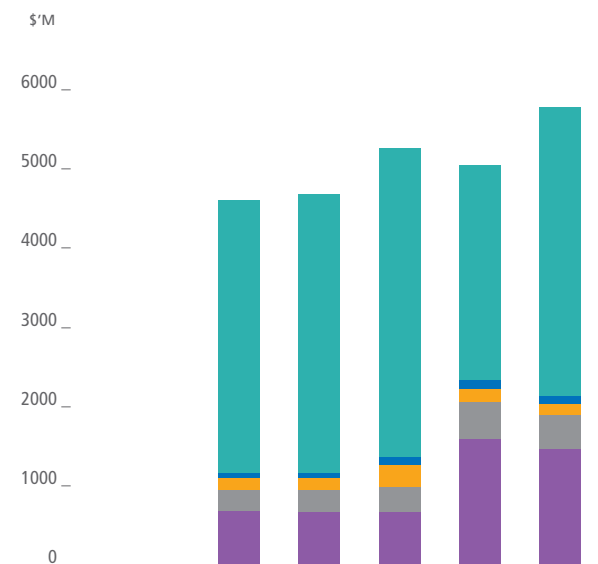
	2008	2009	2010	2011	2012
Operating Profit Margin	9.9	15.1	20.7	18.6	12.5
Gross Profit Margin	12.9	17.2	24.8	21.9	15.7
Operating Profit	502	862	943	737	554
Gross Profit	655	986	1,129	866	695

PROFIT BEFORE TAX AND NET PROFIT



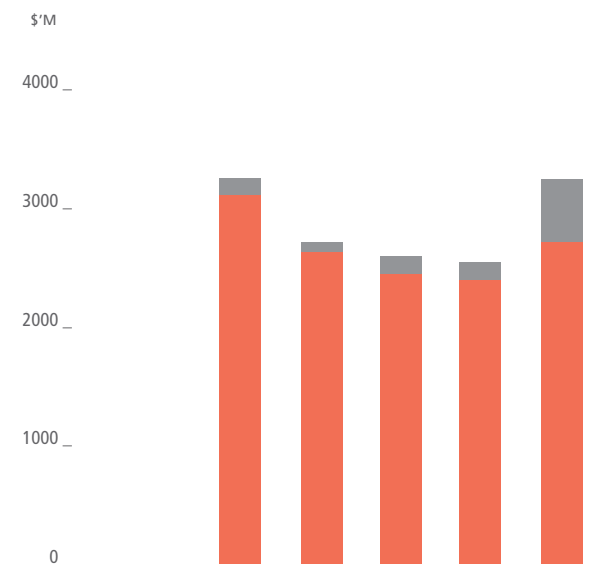
	2008	2009	2010	2011	2012
Profit Before Tax	545	908	1,078	860	630
Net Profit	430	700	860	752	538

ASSETS



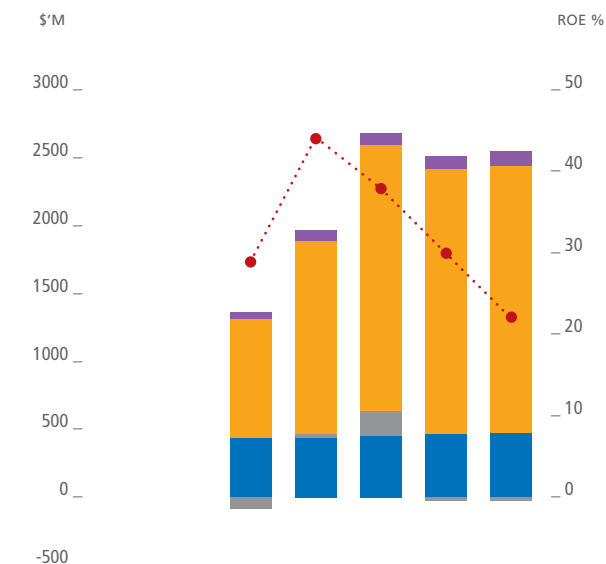
	2008	2009	2010	2011	2012
Property, Plant and Equipment	698	678	682	1,034	1,476
Associates and Joint Ventures	270	268	307	380	417
Other Long Term Investments	138	166	287	127	154
Other Long Term Assets	71	58	103	111	98
Current Assets	3,435	3,518	3,900	3,399	3,641
Total	4,612	4,688	5,279	5,051	5,786

LIABILITIES



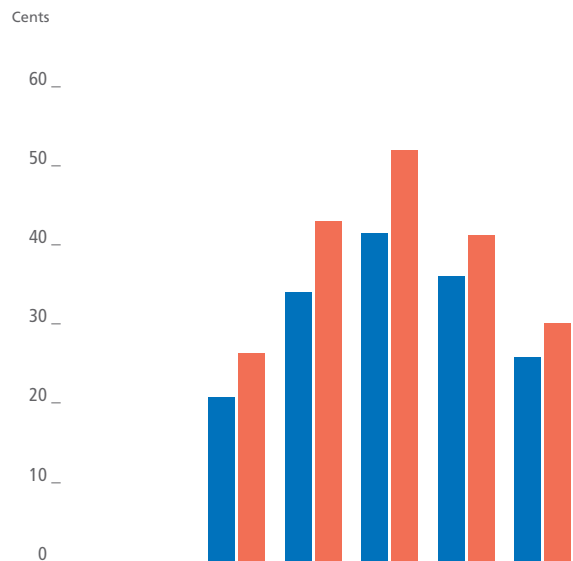
	2008	2009	2010	2011	2012
Current Liabilities	3,112	2,635	2,449	2,400	2,718
Long Term Liabilities	140	92	143	145	521
Total	3,252	2,727	2,592	2,545	3,239

SHAREHOLDERS' FUNDS



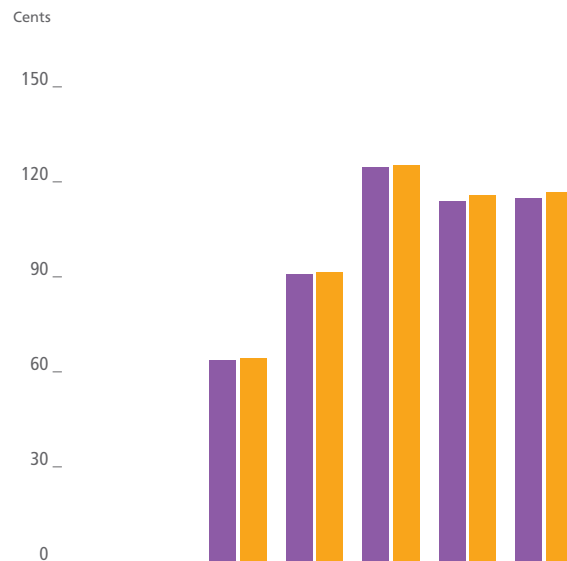
	2008	2009	2010	2011	2012
Issued Capital	443	443	457	471	480
Capital, Foreign Currency Translation & Other Reserves	-81	23	176	-25	-26
Retained Profit	956	1,418	1,967	1,968	1,985
Non-controlling Interests	42	76	88	92	109
Total	1,360	1,960	2,687	2,506	2,547
Return on Equity	28.7	43.7	38.4	30.0	22.2

EARNINGS PER SHARE



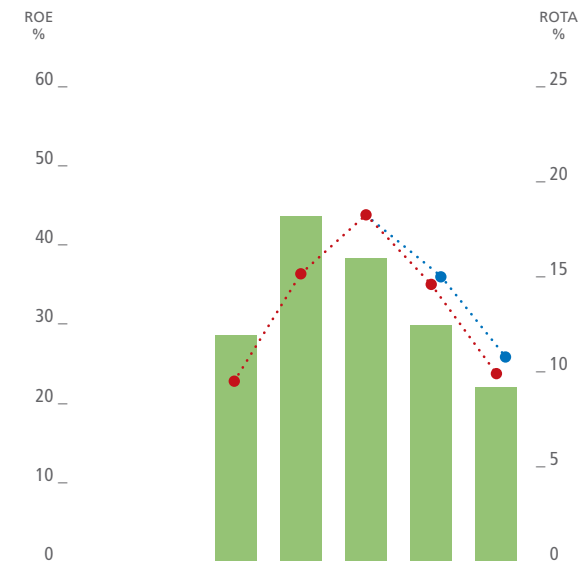
	2008	2009	2010	2011	2012
■ EPS - After Tax	20.8	34.0	41.6	36.1	25.8
■ EPS - Before Tax	26.4	44.1	52.1	41.3	30.2

NET TANGIBLE ASSETS AND NET ASSET VALUE PER SHARE



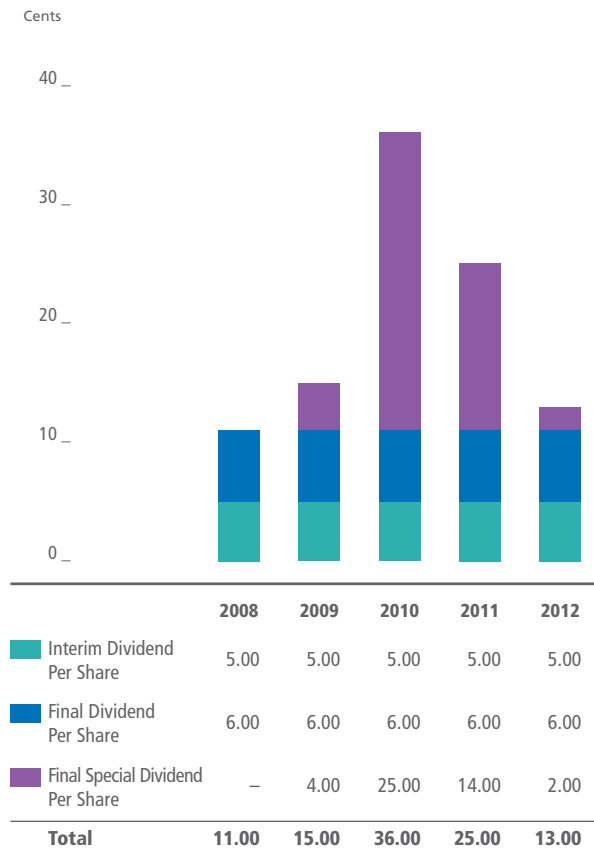
	2008	2009	2010	2011	2012
■ Net Tangible Assets Per Share	63.8	91.0	124.8	114.1	115.2
■ Net Asset Value Per Share	64.1	91.3	125.1	115.9	116.8

RETURN ON EQUITY AND RETURN ON TOTAL ASSETS



	2008	2009	2010	2011	2012
■ Return on Equity (ROE)	28.7	43.7	38.4	30.0	22.2
● Return on Total Assets (ROTA)	9.5	15.1	17.3	14.6	9.9
● Return on Total Assets (excluding Tuas New Yard) (ROTA)	9.5	15.1	17.3	15.0	10.8

DIVIDEND PER SHARE



Providing a range of marine and offshore engineering solutions.