

Pan-Divided

Segmental contributions

| | (S\$'000) | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|---------------------|-----------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Concrete and cement | Revenue | 432,748 | 578,454 | 599,049 | 612,057 | 668,421 | 577,639 |
| | Segment results | 43,627 | 53,225 | 53,672 | 37,769 | 25,149 | 26,089 |
| | Margin | 10.1% | 9.2% | 9.0% | 6.2% | 3.8% | 4.5% |
| Ports | Revenue | 58,594 | 64,441 | 69,014 | 80,939 | 96,194 | 91,935 |
| | Segment results | 28,759 | 28,562 | 29,174 | 37,019 | 46,003 | 42,320 |
| | Margin | 49.1% | 44.3% | 42.3% | 45.7% | 47.8% | 46.0% |

Note: Segment results refer to profit before interest, taxes and depreciation charges. It also includes what is due to non-controlling interests.