

OUR MISSION

To Inform, Educate & Entertain

SPH BRAND ESSENCE

Engaging Minds, Enriching Lives

SPH BRAND STATEMENT

To be Southeast Asia's Leading Media Organisation,
Engaging Minds and Enriching Lives Across Multiple
Languages and Platforms

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from strength to

STRENGTH

Our strong stable of newspapers in different languages gives our readers access to a rich collage of news and events all in a single snapshot. As our capabilities evolve, our conviction to deliver to our readers timely news reporting parallels our desire to leverage thought leadership to enrich their global perspectives.



STRENGTH

in depth

Our decades of experience has given us the impetus to build a rich and diverse selection of magazine titles that encapsulates our dedication to deliver high-quality editorial content. Today, this vibrant and eclectic mix of publications inspires a broad spectrum of lifestyle interests for our readers.





STRENGTH

through connectivity

With the Internet significantly altering the media landscape, our unwavering focus to provide our readers with immediate access to rich online multimedia content is equally paced by our commitment to put the world right at their fingertips.



STRENGTH

in mobility

Transcending locales and even borders, we take pride in our ability to transform our news and information platforms into mobile media solutions. Concurrently, we are creatively innovating our offerings to help our readers stay in touch in this digital era.

Group at A GLANCE



NEWSPAPERS

With print as its core business, SPH publishes 18 newspaper titles in four languages. Every day, 3 million individuals or 77 per cent of people above 15 years old, read one of SPH's news publications. With more than 1,000 journalists, including correspondents operating in 20 cities around the world, SPH is well-equipped with the talent and network to deliver quality news and information that covers both domestic and international markets.



MAGAZINES

SPH Magazines publishes over 100 magazine titles in Singapore and the region, covering a broad range of interests from fashion, bridal, society, automobiles, parenting, décor and information technology. It also provides custom publishing services covering lifestyle magazines and newsletters. It strives to bring its titles to regional markets and affirm its position as the publisher of choice in the region. It also owns popular portals like www.hardwarezone.com, and herworld.com.



INTERNET AND NEW MEDIA

SPH's online editions of its key newspapers enjoy over 265 million page views with 18 million unique visitors every month. SPH has also expanded into other new media initiatives such as online marketplace for products, services and employment, ST701; Stomp (Straits Times Online Mobile Print), a portal that connects, engages and interacts with readers on the Web and via mobile phone messaging; omy.sg, a bilingual news and interactive portal and The Straits Times RazorTV, a free access interactive webcast service offering live chat shows and video on demand clips. SPH has also launched The Straits Times' iPad and enhanced iPhone applications and The Business Times Weekend's iPad application.



BROADCASTING

SPH has a 20 per cent stake in MediaCorp TV Holdings Pte Ltd, which operates free-to-air channels 5, 8, and Channel U, and a 40 per cent stake in MediaCorp Press Ltd, which publishes the free newspaper, Today. It also operates two popular radio channels, 91.3 FM in English and Radio 100.3 in Mandarin, under an 80 per cent-owned joint venture company, SPH UnionWorks, with NTUC Media.



EVENTS AND OUTDOOR MEDIA

SPH's events subsidiary Sphere Exhibits organises innovative consumer and trade events and exhibitions. SPH MediaBoxOffice Pte Ltd is the leading Digital Out-of-Home advertising company in Singapore. Its digital network comprises eight large outdoor LED screens at strategic locations (e.g. Orchard Road, Raffles Place, etc.) and more than 450 plasma and LCD screens in shopping centres, banks, and petrol stations island-wide. It also operates large-format billboards, banners and other static media platforms. SPHMBO also has a dedicated team of professionals that offers customised event management services to advertisers.



PROPERTIES

SPH owns and manages Paragon, the prime retail and office complex in the heart of Orchard Road, Singapore's main shopping belt. It houses some of the world's leading luxury brands. SPH's wholly-owned subsidiary, Times Development Pte Ltd, has also developed a 43-storey upmarket residential condominium, Sky@eleven, at Thomson Road. The Clementi Mall, SPH's latest retail mall, was opened in 2011.

Group financial HIGHLIGHTS

for the financial year ended August 31, 2011

	2011 S\$'000	2010 S\$'000	Change %
Operating revenue	1,250,972	1,381,071	(9.4)
Operating profit[#]	409,038	539,103	(24.1)
Profit before taxation	456,682	589,892	(22.6)
Profit after taxation	383,751	509,488	(24.7)
Non-controlling interests	4,824	(11,614)	NM
Profit attributable to shareholders	388,575	497,874	(22.0)
Shareholders' interests	2,232,005	2,226,282	0.3
Total assets	3,888,774	4,234,002	(8.2)
Total liabilities	1,582,185	1,927,976	(17.9)
Non-controlling interests	74,584	79,744	(6.5)
Dividends declared for the financial year	386,144	433,561	(10.9)
Profitability ratios	%	%	% points
Operating margin [^]	32.7	39.0	(6.3)
Return on operating revenue	31.1	36.0	(4.9)
Return on shareholders' funds	17.4	22.4	(5.0)
Per share data			%
Net assets (S\$)	1.39	1.39	0.0
Profit attributable to shareholders (S\$)	0.24	0.31	(22.6)
Dividends declared for the financial year (cents) ^{##}	24	27	(11.1)
Dividend cover for the financial year (times)	1.0	1.1	(9.1)
Value added	S\$	S\$	%
Per employee	223,802	256,129	(12.6)
Per \$ employment costs	2.54	2.90	(12.4)
Per \$ investment in property, plant and equipment (before depreciation)	0.89	1.02	(12.7)
Per \$ operating revenue	0.73	0.74	(1.4)

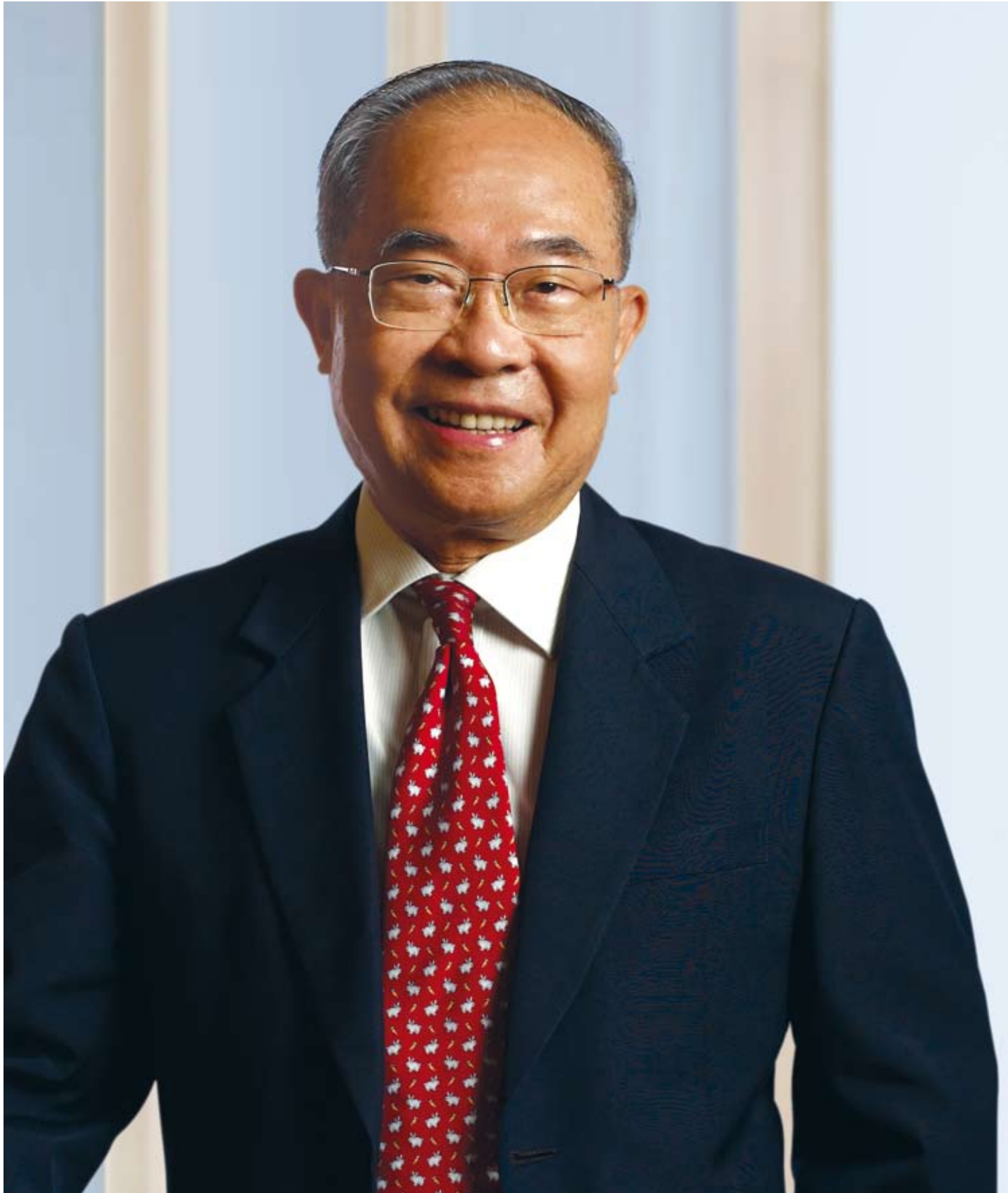
[#] This represents the recurring earnings of the media and property businesses. Results for the comparative period FY 2010 included profits from the Group's Sky@eleven development which was completed in May 2010.

[^] Computed based on recurring earnings.

^{##} Dividends for both FY 2011 and FY 2010 are tax-exempt (one-tier). The proposed dividend of 17 cents per share, comprising a final dividend of 9 cents per share and a special dividend of 8 cents per share, is subject to approval by shareholders at the Annual General Meeting on December 1, 2011.

NM Not Meaningful

Chairman's STATEMENT



I am pleased to report that the SPH Group performed well in the Financial Year 2010/2011.

Group revenue at \$1.25 billion crossed the \$1 billion mark for the seventh consecutive year. Our creditable performance was underpinned by higher advertisement revenues, robust growth in rental income and continued progress in our exhibitions and online businesses.

Revenue for the Newspaper and Magazine segment grew year-on-year by \$39 million to \$1,013 million. Print advertisement revenue rose by \$42 million, boosted by strong display advertisement sales. Rental income for the Group continued to register robust growth with an increase of \$33 million compared to the previous year. Overall, net profit attributable to shareholders was \$389 million, down \$109 million as FY 2010 had benefitted from the \$154 million profit from the Sky@eleven project.

BUILDING ON PRINT

SPH's key challenge is to continue to achieve healthy circulation figures and generate good revenue from our core print products in this digital information age.

Despite competition from other media platforms, our print media held its ground with our total newspaper circulation averaging 981,339 copies per day for FY 2011, a slight year-on-year decline of 0.2 per cent.

But there was growth in circulation for several of our papers. The Straits Times' average daily circulation registered year-on-year growth of 0.6 per cent to 354,654 copies. The Business Times' circulation also increased by 1.5 per cent vis-à-vis the previous financial year, while Tamil Murasu continued to enjoy robust growth of 15.3 per cent to 16,747 copies.

\$1.25 BILLION

total revenue

We continued to introduce new products and rejuvenate existing ones to keep up with changing market needs. Our Chinese flagship daily Lianhe Zaobao launched a fortnightly Chinese publication, Thumbs Up Junior, for primary one and two students in March, adding to its portfolio of student newspapers which comprises zbCOMMA and Thumbs Up. The Central Integrated Newsroom of Shin Min Daily News and Lianhe Wanbao also launched Victory Trail, a bilingual racing guide.

The New Paper revamped its Sunday edition with more focus on entertainment news, fashion and sports. U-Weekly celebrated its 10th anniversary this year with a vibrant new look, newsier content and a handy compact size.

According to the Nielsen Media Index 2010, our magazines Her World, Female, Men's Health and Home & Décor remained top in their respective categories. Given the good response from both readers and advertisers, Home & Décor launched its inaugural annual supplement, Renovate, while The Peak Domain and ICON Weddings changed from annual to biannual publications.

Straits Times Press, our book publishing arm, had a fulfilling year with the launch of new titles like "Lee Kuan Yew: Hard Truths to keep Singapore going" and "Diplomacy: A Singapore Experience", both in the English and Chinese versions. Focus Publishing's two health related magazines, Health No. 1 and Wellness No. 1, generated good sales and feedback.

Chairman's STATEMENT

ACCELERATING DIGITAL GROWTH

SPH is keenly aware of the odds stacked against any newspaper company in the face of rapid changes in media consumption trends. Hence, we need to sustain our investments in the digital space and attract digital revenues.

Mobile devices like the iPhone and iPad have secured substantial market penetration in recent years. After being among the first to roll out iPhone apps for our products, The Straits Times launched its iPad and enhanced iPhone apps in August, and was greeted with encouraging feedback and response. This will help capture younger readers who might not be reading our newspapers and eventually help them migrate to our print and other products as well. This was followed by The Business Times Weekend, which launched its new iPad app from 1 October in celebration of The Business Times' 35th anniversary.

There are now smartphone applications for The Straits Times, Stomp, The Straits Times RazorTV, AsiaOne, SoShiok (Food), omy.sg (Entertainment) and The New Paper (Football), with audience numbers growing consistently, and revenue from mobile advertising rising over 40 per cent year-on-year. There are plans to roll out more new digital platforms soon.

We have also re-launched our portals. The Straits Times has integrated its various products like Stomp and The Straits Times RazorTV under an enhanced ST Online site (www.straitstimes.com). According to comScore, straitstimes.com is the number one local news website in terms of reach. The Business Times has launched a finance vertical as part of a revamped BT Online (www.business-times.com) and ride on the synergies with ShareInvestor, which also re-launched its website.

SPH Magazines' forum-based IT website, www.hardwarezone.com, extended its regional reach as it rolled out its new platform to Malaysia and the Philippines. It also became the first home-grown technology magazine to be made digitally available on the tablet platform.

In addition, SPH Magazines acquired a 34 per cent stake in Antarctica Interactive Private Limited, the holding company of the Luxury Insider Group which owns Luxury-Insider.com and Inluxe.cn, on top of print titles Baccarat and ULTIMA.

Ultimately, our aim is to provide an engaging and enriching integrated media for readers and advertisers alike. We have the quality content, but we need to keep abreast of all the distribution platforms and make them work for us.

WIDENING OUR BUSINESS PORTFOLIO

We expect our slew of adjacent businesses to make solid contributions to our bottom line and shareholder value.

The Clementi Mall, which was officially opened in May, has enjoyed 100 per cent tenancy and good catchment from the surrounding tertiary institutions and residential estates. Paragon refurbished its interiors to offer shoppers an enhanced shopping experience. It continues to attract 100 per cent occupancy and strong visitorship despite fierce competition on Orchard Road.

Sphere, our events and exhibitions arm, has grown from strength to strength. To date, it has become a key player in the events and exhibitions industry. Its subsidiary, Exhibits Inc, has hosted several well-known exhibitions such as COMEX and IT Show, while its other subsidiary, BizLink Exhibition Services, continues to enjoy success as a trade fair organiser with shows like the Singapore Gifts & Premiums Fair and Franchising & Licensing Asia.

SPH MediaBoxOffice (SPHMBO) has expanded its in-mall digital advertising network to several new locations, offering advertisers a medium that reaches out to 80 per cent of Singaporeans and permanent residents. With close to 200 digital screens in 23 popular shopping malls island-wide, it has reaffirmed its position as the out-of-home media company with the largest in-mall digital advertising network in Singapore.

AWARDS AND ACCOLADES

SPH has continued to garner a string of local and regional accolades for our editorial, design, marketing and printing excellence from local and international organisations like the Magazine Publishers Association of Singapore (MPAS), World Association of Newspapers and News Publishers (WAN-IFRA), Pacific Area Newspaper Publishers' Association (PANPA), International Newsmedia Marketing Association (INMA) and the International Academy of the Visual Arts (IAVA).

Our commitment to maintaining corporate transparency and enhancing shareholder value helped us clinch the Securities Investors Association's Most Transparent Company award in the Non-Electronics Manufacturing category last year. We also won a Bronze for Best Investor Relations (\$1 billion and above market capitalisation) at the Singapore Corporate Awards 2011.

ACTIVE CORPORATE CITIZENRY

While aiming for corporate and business excellence, we have not forgotten to give back to society. The Group helped raise and donated more than \$8 million towards various charitable causes in 2010 alone. Besides giving to education, charity, community, sports, arts and culture, wildlife conservation and the environment, the SPH Staff Volunteers Club was also set up to promote staff bonding through volunteerism.

SPH is proud to have been honoured with the prestigious President's Social Service Award for its extensive corporate social responsibility efforts and staff volunteerism this year. Both SPH and the SPH Foundation were also awarded the Corporate Platinum Award by the Community Chest. And for being a long time supporter of the arts and culture, SPH was named a Distinguished Patron of the Arts by the National Arts Council for the 19th consecutive year.

Besides dedicating our resources to different causes, we continue to promote a caring and sharing society by giving extensive media coverage to charitable needs and acts. We will also make corporate social responsibility a part of life in SPH. This includes energy and water conservation, use of recyclable and sustainable print and paper resources, recycling of waste and maintaining a clean and green working environment.

INVESTING IN STAFF

We continue to invest in our greatest asset, our staff. Besides a comprehensive range of talent management and development programmes, we launched a Health and Sustainability Programme to prepare our mature employees for transition into the next phase of their lives and to understand more about retirement and re-employment. And with proper succession planning in place, we saw a smooth leadership transition in Lianhe Zaobao, Tamil Murasu and in our Production Department.

Our Human Resource efforts have won us the Singapore Human Resources Institute's HR Corporate Award and six other awards. These awards attest to the importance SPH places in our human capital management.

TRIBUTE TO FORMER CHAIRMAN AND DIRECTOR

I would like to pay a special tribute to President Tony Tan Keng Yam, who resigned from the SPH Board on 1 July 2011 after serving as Chairman of SPH since December 2005.

I would like to put on record SPH's heartfelt gratitude for his leadership and contributions, and congratulate him on being elected the seventh President of the Republic of Singapore.

Under his leadership, SPH has transformed itself into a leading multimedia company that transcends print and goes beyond Singapore. Besides embarking on several new media and online initiatives, Dr Tan expanded SPH's property business with Sky@eleven and The Clementi Mall. In 2008, Sphere Exhibits was incorporated to organise a series of trade and consumer shows catering to a wide spectrum of interests.

I would also like to express our deepest gratitude to Mr Yong Pung How, who has decided not to stand for re-election at the coming Annual General Meeting. Mr Yong was first appointed director and Deputy Chairman of SPH after its incorporation in August 1984. He re-joined SPH as a director in July 2007 after retiring as Chief Justice. He is a distinguished gentleman with vast experience and knowledge. We have benefitted greatly from his wisdom and guidance.

NEW SPH DIRECTOR AND CHAIRMAN-DESIGNATE

On behalf of the SPH board, I would like to welcome Dr Lee Boon Yang, who joined the SPH Board on 1 October 2011.

Dr Lee is a member of the Executive Committee, Remuneration Committee and Nominating Committee, and will be put up for re-election at the SPH Annual General Meeting on 1 December. If re-elected, he will be appointed Chairman of the Board and Chairman of the Executive Committee and continue as a member on the Remuneration and Nominating Committees.

With his keen insights into the media industry and his wide-ranging track record, I am confident that he will help steer SPH to greater heights.

A SPECIAL WORD OF THANKS

I would like to thank our management, staff, unions, business associates, customers, readers, investors and all other SPH stakeholders for their support this past year.

To reward our loyal shareholders, the Board has recommended a final dividend of 17 cents per share, comprising a normal dividend of 9 cents and a special dividend of 8 cents. Including the interim dividend of 7 cents, the total dividend payout for the year will be 24 cents per share. This is in line with our track record of paying out a high percentage of our recurring earnings as dividends.

The global economy has been weakened by the debt crises in the United States and Europe. This came soon after the devastating impact of Japan's tsunami and earthquake. With the dampening of both investor and business confidence, SPH should be prepared for challenging times ahead. We have weathered the economic storm well in the past. I believe we can do it again with everyone's dedication and continued support.



Prof Cham Tao Soon

Acting Chairman

CEO's overview OF GROUP OPERATIONS



Despite an uncertain economic climate and a fast-changing media landscape, SPH's core business remained resilient for FY 2011.

The Group's net profit was \$389 million. Its revenue from the Newspaper and Magazine segment grew year-on-year by \$39 million (4 per cent) to \$1,013 million.

Print advertisement revenue rose by \$42 million (5.7 per cent), boosted by strong display advertisement sales.

NEWSPAPERS

The Group's print media held its ground against increased competition from various new media platforms, with total newspaper circulation averaging 981,339 copies per day, only a slight year-on-year decline of 0.2 per cent.

SPH's newspapers performed well during the General Elections period, when total daily sales averaged 1,037,000 copies, an increase of 71,000 copies. Shin Min Daily News, in particular, scored a record high of 186,000 copies on Election Results Day.

The Straits Times held its position as the best-read paper in Singapore with a daily readership of 1.4 million, according to the Nielsen Media Index 2010 survey. Aided by a subscription drive, the Group's flagship registered a year-on-year growth of 0.6 per cent to 354,654 copies. It also launched its iPad application as well as a monthly newsletter for subscribers.

Lianhe Zaobao continued to establish its reputation as an authoritative source and insightful voice of information and opinions for Chinese communities at home and abroad. Mr Goh Sin Teck became its new editor after former editor Mr Lim Jim Koon retired from the post to become its editorial advisor.

The New Paper remained the second best-read paid English daily in Singapore (Nielsen Media Index 2010). More significantly, it was the top choice for young readers in the 15 to 29 age group, and the second most popular newspaper with advertisers (Marketing Magazine). The paper's revamped website was launched in April 2011.



CEO's overview OF GROUP OPERATIONS

NEWSPAPERS

The Business Times secured its position as Singapore's best-read business daily (Nielsen Media Index 2010).

The paper kept up its busy schedule of events including the Singapore Business Awards and Singapore Corporate Awards to promote excellence in the business community.

Berita Harian continued to actively engage its community through various activities. In March, the paper's student media club, Kelab Obor, celebrated its fifth anniversary.

Tamil Murasu celebrated its 75th anniversary with a new look. The paper sold a record 29,300 copies on May 14, 2011, the highest in its history. Mr Jawharilal Rajendran took over the helm from Ms Nirmala Murugaian as the Tamil daily's editor in June this year.

tabla!, the free English weekly launched by Tamil Murasu Ltd for the Indian community in Singapore, saw growth in both readership and advertising revenue. The paper has a weekly readership of about 120,000, via its 30,000 print copies and website.

My Paper's bilingual readership jumped in FY 2010 to 345,000, up from 320,000 the previous year. The paper launched its Facebook page to interact with readers. In April, the free compact paper held its fourth My Paper Executive Look contest, attracting 530 applicants including investment bankers, lawyers and doctors.

Lianhe Wanbao enjoyed a strong following for its entertainment and health coverage. Product branding events such as the Lianhe Wanbao Beauty & Healthcare Fair and the Singapore Entertainment Awards were well received by readers.

The daily readership of our other evening newspaper, **Shin Min Daily News**, soared to 451,000, driven by its winning combination of human-interest stories, sports, soccer, racing coverage, plus food and lifestyle features that appealed to its heartland readers. Shin Min also organised its signature events including the popular Shin Min Fun Drive and Shin Min City Hawker Food Hunt to engage readers.

The Central Integrated Newsroom of Shin Min Daily News and Lianhe Wanbao launched **Victory Trail**, a tabloid-size horse racing guide in November 2010. The bilingual guide became a must-read for all race goers.

Thumbs Up Junior, a fortnightly Chinese publication for primary one and two students, was launched in March 2011, adding to the existing portfolio of student newspapers comprising **zbCOMMA** and **Thumbs Up**.

The print **Classifieds** business also saw a leap forward, with the installation of a new Classified Advertisements Sales Hub (CASH), which allowed the CATS call-centre sales representatives to book advertisements in English, Chinese and Malay. This opened up opportunities to sell advertisements across different SPH publications, and enhanced the efficiency for CATS Classified, which handles about three million advertisements every year.

We also launched the SPH Media Widget, an interactive virtual tool for advertisers and advertising agencies to download onto their computer desktop so that they can easily access SPH's extensive suite of cross-media products and services when they plan for their ad campaigns.





CEO's overview OF GROUP OPERATIONS



MAGAZINES

The Nielsen Media Index 2010 placed Her World, Female, Home & Décor and Men's Health at the top of their respective product categories. Her World further extended its reach and is now read by nearly a quarter of a million readers every month.

Home & Décor also launched its inaugural annual supplement, Renovate, to great reception from readers and advertisers alike.

Two spin-off titles which were formerly released annually - The Peak Domain and ICON Weddings - became biannuals.

SPH Magazines continued to extend its online presence by making strategic investments to boost its regional footprint. It acquired a 34 per cent stake in Antarctica Interactive Private Limited, the holding company of the Luxury Insider Group. The Group owns online properties, Luxury-Insider.com and Inluxe.cn; luxury magazine Baccarat published in Hong Kong; as well as ULTIMA magazine, a custom title for Citibank's high net worth clients.

In addition, popular forum-based IT website, www.hardwarezone.com, rolled out its new platform to Malaysia and Philippines, providing localised content to reach high growth markets as Internet access continued to grow significantly in Southeast Asian markets.

HardwareMAG celebrated its 10th anniversary and became the first home-grown technology magazine to be made available digitally and on iPad for its local and foreign audiences.

Another SPH subsidiary, Focus Publishing, also enjoyed a fruitful year. Its popular magazine **Health No.1** became Singapore's best-selling Chinese health and lifestyle quarterly magazine within a year of its launch.

Following the success of Health No. 1, **Wellness No. 1** was launched in February 2011. The English health

magazine combined the essence of the Chinese quarterly magazine with its own unique content covering a wide range of health and wellness topics, including western and eastern healthcare practices.

Chinese entertainment magazine **UW (U-Weekly)** celebrated its 10th anniversary with a compact sized new look and punchy content.

ZbBz, the luxury magazine for bilingual elites, maintained robust advertising revenue growth while delivering high quality journalism in its second year in the market.

NEWSPAPER SERVICES

Our print products continued to win international recognition for its print quality. SPH won awards for all of its three entries to the International Color Quality Club. The awards reaffirmed the quality standards achieved by our three printing presses, the Colorliner, KBA and UNISSET.

The upgrading and renewal project at Print Centre was completed in July 2011, covering the three key components including the colour upgrade, control renewal and computer-to-plate systems. The UNISSET press, which has been optimised to print commercial publications, completed more than 250 print jobs of various formats and sizes, with pagination ranging from four to 64 pages, and print orders ranging from 1,000 to 160,000 copies.

SPH Buzz Pte Ltd increased its retail footprint to a total of 67 'pods' over the last five years. These outlets, representing a new generation of newsstands, fulfilled our readers' appetite for the latest publications, as well as provided up-to-date news feeds direct from our newsroom via a scrolling LED display.

The Buzz network also evolved into a modern convenience chain by venturing into shopping malls and commercial locations whilst maintaining a foothold at major bus interchanges. A new series of Buzz merchandise has also been successfully launched to further enrich its product offerings.

CEO's overview OF GROUP OPERATIONS

NEW MEDIA

With the proliferation of smartphones and tablet devices in the market, development and enhancement of applications on these platforms became a key focus to cater to the needs of users and advertisers.

One of the major milestones in SPH's new media development was the launch of The Straits Times on iPad. The app was an instant hit with readers, garnering more than 126,000 downloads within 24 hours of its launch.

The launch of the ST iPad and iPhone app not only reached out to more online readers, it also presented a new opportunity for many advertisers who wanted to see their campaigns presented on an impactful multimedia platform. Mirroring the features of newspaper advertisements, a new breed of "interactive print" advertisements were created for the tablet platform.

Meanwhile, SPH's suite of smartphone applications including The Straits Times, Stomp, The Straits Times RazorTV, AsiaOne, SoShiok (Food), omy.sg (Entertainment), The New Paper (Football) successfully reached out to a new generation of news consumers.

With the target audience growing consistently and revenue from mobile advertising rising over 40 per cent year-on-year, there are plans to roll out more new apps for digital platforms soon.

Another new media highlight was the launch of the revamped **straitstimes.com** website, which incorporated Stomp, the paper's popular citizen journalism site, and **The Straits Times RazorTV**, the online video content site. The integrated site, together with **AsiaOne**, which aggregates the Group's online content, saw a 137 per cent jump in monthly page views to 220 million in August 2011 from 93 million in September 2010, while unique audience numbers grew by 60 per cent to 8.4 million in August 2011 from 5.2 million in September 2010.

Zaobao.com continued to attract a strong following of Chinese-speaking audiences from around the world. It currently draws 10 million monthly unique visitors and 100 million monthly page views on average, and has been consistently ranked the most popular print news and media site in Singapore for five years by web-tracking service Hitwise. Zaobao.com, in collaboration with SPH's Interactive Business Unit, launched eNewstalk, an interactive Chinese e-learning platform for schools this year.

Bilingual news and entertainment web portal **omy.sg** continued to break new ground in the social media scene with the launch of its "Social Media Fiesta" initiative. It generated a lot of buzz in the social media scene with events such as the Singapore 4sq Day and Singapore Social Media Day. omy.sg currently enjoys a steady following of over 550,000 unique visitors and 10 million page views on average each month.

Leading Internet financial media and technology group **ShareInvestor** expanded its Investor Relations, Market Data Tools and IT services. The fully-owned subsidiary of SPH revamped its website and attracted more subscribers to its data services. In addition, it launched ShareInvestor Mobile for iPhones and Android phones. The Group also won the contract to revamp the new Bursa Malaysia website. It expanded its regional presence by organising various cross-border investment fairs including the inaugural Indonesia GEMS 2011 and the second Malaysia GEMS 2011.





CEO's overview OF GROUP OPERATIONS

BOOK PUBLISHING

Straits Times Press (STP), SPH's book-publishing arm, launched "Lee Kuan Yew: Hard Truths to keep Singapore going" in January this year. It was written by seven journalists from The Straits Times based on extensive interviews with the founding Prime Minister. The bestseller was translated into Chinese subsequently.

Another notable book published by STP this year was "Diplomacy: A Singapore Experience", written by former Senior Minister Prof S Jayakumar.

PROPERTIES

Paragon, SPH's key property asset, continued to enjoy 100 per cent occupancy for retail, medical and office space. The mall is home to numerous international luxury brands and remains the destination of choice for the well-heeled locals and tourists. In the face of competition from other malls along Orchard Road, Paragon embarked on a refurbishment of interior finishes in May 2010 to offer its shoppers a more compelling shopping experience. The whole enhancement project was completed in December 2010.

The Clementi Mall, SPH's latest retail mall comprising five levels of shopping space, officially opened on May 21, 2011. The mall has direct links to both the Clementi MRT Station and the bus interchange, in addition to two 40 storey HDB blocks above the retail podium.

The Clementi Mall was 100 per cent leased ahead of its completion. Its anchor tenants include FairPrice Finest, Best Denki, Foodfare Foodcourt, BHG Departmental Store, Popular Bookstore and the Clementi Public Library. The mall has been attracting large crowds of shoppers and is expected to make valuable contributions to SPH's property portfolio.

RADIO

SPH UnionWorks had another profitable year. It introduced Radio on the Go and became the first broadcaster to acquire a mobile device allowing outdoor real-time broadcasts with sound quality close to studio broadcasting. The new broadcasting and marketing tool enabled both 91.3 FM and Radio 100.3 to do live programmes from overseas.

OUTDOOR ADVERTISING

SPH MediaBoxOffice (SPHMBO) firmly established itself as the leading Digital Out-of-Home advertising company with the largest number of inventories, including eight large outdoor LED screens and more than 450 indoor screens in mainly shopping malls and bank branches island-wide.

The company's dominance is most evident in large format electronic billboards located in the Central Business District, Orchard Road and suburban heartlands such as Toa Payoh and Clementi. It also has the most established network of digital screens in 23 shopping centres in Singapore, including recent additions such as Liang Court, Tampines One and My Village. The network reaches out to millions of consumers every month.

SPHMBO was appointed by the National Heritage Board as the organiser for the launch of "Singapore Biennale 2011". Featuring close to 25 international artists, it was the largest arts event in recent years.

Other major events organised and managed by SPHMBO included 'Maybank NightWalk', which attracted more than 10,000 participants at Marina Bay. The event was listed in the Singapore Book of Records for having the largest gathering of people taking part in a night walk in Singapore.

EVENTS AND EXHIBITIONS

Since its incorporation in 2008, **Sphere Exhibits**, SPH's events and exhibitions arm, has organised a total of 22 exhibitions featuring 750 exhibitors and attracting over 1.5 million visitors.

Sphere also successfully organised a series of well-received consumer events such as Beerfest Asia 2011 and Asian Masters 2011. Meanwhile, Exhibits Inc continued to be the leading organiser in the IT and F & B sectors with its signature events – COMEX, IT SHOW, Food and Beverage Fair and World Food Fair.

Exhibits Inc also announced that COMEX, Singapore's biggest IT and technology exhibition, will make its debut in Beijing, China in 2012. It will be launched by Sphere Exhibits (Beijing) Co Ltd, a joint venture between Exhibits Inc Pte Ltd, AsiaPac Distribution Pte Ltd and AKL Beijing Limited.



BizLink Exhibition Services enjoyed great success as a trade fair organiser with the Singapore Gifts & Premiums Fair returning for the 12th year in 2011. It was also the appointed event organiser for the Franchising & Licensing Asia show this year.

Following the success of its inaugural trade show for the construction industry, BuildTechAsia, Sphere will continue to grow its trade sector to allow exhibitors to select from a range of Meetings, Incentive Travel, Conventions and Exhibitions to develop their business ideas and expansion initiatives.

BUSINESS OUTLOOK

The recent global events, including the historic downgrade of US sovereign credit and European debt woes, have caused fresh jitters in global financial markets. It has also affected the projected economic outlook for Singapore.

Given the uncertain forecast, we will continue to monitor our cost levels closely while devoting resources to operating our core newspaper business and growing adjacent businesses beyond print.

As the global media trend points towards digital publications as the next step in publishing innovation, we will continue to innovate and create media products which are relevant to the changing needs of our readers and advertisers.

With the strong support of all stakeholders, we have been able to deliver a sustained performance in FY 2011. We also owe our good performance to our staff's hard work and commitment.

I am confident that with the strong support of our readers, advertisers, customers, the collective strengths of our dedicated staff and union and strategic guidance from the Board, we will continue to live up to our company's brand statement – to be the region's leading media organisation, engaging minds and enriching lives across multiple languages and platforms.

Chan Heng Loon, Alan
Chief Executive Officer

Significant EVENTS

4 SEPTEMBER 2010

Tamil Murasu unveiled new look at 75th anniversary concert

Tamil Murasu, Singapore's national Tamil language daily, celebrated its 75th anniversary with a gala concert at the University Cultural Centre.

The former President S R Nathan was the Guest-of-Honour for the "Tamils in Nation Building" concert, which featured a medley of songs from yesteryear, exhilarating drum performances, traditional folk dances and fire displays.

1 OCTOBER 2010

Staff contributed to The Straits Times School Pocket Money Fund

To mark Children's Day and The Straits Times School Pocket Money Fund's (SPMF) 10th anniversary, SPH staff showed their spirit of giving by donating their contributions collected from the commemorative Help-A-Kid coin banks to raise funds for the SPMF.

SPH had bought 4,000 commemorative coin banks for its staff to take part in the donation drive. SPH staff raised over \$18,000 for SPMF.

7 OCTOBER 2010

HWM celebrated 10th anniversary with launch of digital edition

HardwareMAG (HWM), the longest running consumer technology publication in Singapore, celebrated its 10th anniversary with a digital edition. It is the first home-grown technology publication to be made available on a digital platform.

11 OCTOBER 2010

SPH Magazines announced strategic investment in Luxury Insider Group

SPH Magazines acquired 34 per cent of Antarctica Interactive Private Limited, the holding company of the Luxury Insider Group.

The Luxury Insider Group is an integrated luxury media company which owns online publications Luxury-Insider.com, Inluxe.cn, as well as the luxury magazine Baccarat in Hong Kong. The Group is also the contract publisher for Citibank for the latter's ULTIMA magazine, a controlled circulation title for ultra high net worth individuals. The Group has offices in Singapore, Hong Kong and Shanghai.

13 OCTOBER 2010

Sphere Exhibits acquired Eastern Directories' Exhibitions

Sphere Exhibits Pte Ltd's wholly-owned subsidiary, Exhibits Inc Pte Ltd, acquired Eastern Directories' signature events - COMEX, IT SHOW, World Food Fair and Food and Beverage Fair. Key staff of Eastern Directories have also joined Exhibits Inc. Sphere Exhibits is a wholly-owned subsidiary of SPH.

4 NOVEMBER 2010

HardwareZone.com and MatchMove Games teamed up to provide gaming entertainment

HardwareZone.com teamed up with Singapore's MatchMove Games to provide gaming entertainment to its users. Under the partnership, HardwareZone.com and MatchMove Games released a co-branded games site, hardwarezone.matchmovegames.com, which is powered by MatchMove Games' gaming and social networking platform.

12 NOVEMBER 2010

New racing guide Victory Trail launched

Jointly published by the racing desks of SPH's Chinese evening dailies Shin Min Daily News and Lianhe Wanbao, Victory Trail, a tabloid-size racing guide, hit the newsstands on 12 November 2010.

This bilingual full-coloured horse racing tabloid offers race goers the latest racing news, tips by renowned tipsters local and abroad, up-to-date information on trainers, jockeys and horses, as well as activities organised by the Singapore Turf Club.

20 NOVEMBER 2010

Ammirul Emmran Mazlan received the Dollah Kassim Award presented by The New Paper

Five of Singapore's best young footballers were short-listed for the inaugural Dollah Kassim Award, named after the late Singapore football legend, who passed away on 14 October 2010.

The Dollah Kassim Award, aimed at aspiring young talent, is an initiative by The New Paper, in partnership with the Football Association of Singapore (FAS) and Singapore Pools.

National Under-15 player Ammirul Emmran Mazlan was named the winner of the Dollah Kassim Award in December 2010 at the National Football Academy's graduation ceremony.

DECEMBER 2010

Paragon's Interior Refurbishment Completed

After its façade facelift was completed in early 2010, Paragon also embarked on a refurbishment project to revamp its interior to offer a more compelling shopping experience and establish itself as a premier high-end mall on Orchard Road. Areas enhanced included the mall's flooring, ceiling works, wall cladding and railing refurbishment, lift lobbies, carpark and change of mall signages. The refurbishment project was completed in December 2010.

8 DECEMBER 2010

CATS Classified launched state-of-the-art ad-booking system

The Classified Advertisements Sales Hub (or CASH for short), the result of three years of effort by a multi-functional, cross-divisional team at SPH, was officially launched by former Chairman Dr Tony Tan.

The CASH system is an all-in-one system which is equipped to handle all types of advertisements in different languages. The new system also allows staff to better serve advertisers with greater efficiency and offer them more creative options.



CATS Classified CASH System

21 JANUARY 2011

"Lee Kuan Yew: Hard Truths to keep Singapore going" launched

The Straits Times Press launched "Lee Kuan Yew: Hard Truths to keep Singapore going", a book written by The Straits Times journalists based on interviews with Minister Mentor Lee Kuan Yew over 10 months. It was officially launched by Mr Lee Kuan Yew at the St Regis.



Launch of "Lee Kuan Yew: Hard Truths to keep Singapore going"

17 FEBRUARY 2011

SVTA launched its new web portal CARS.SVTA in style

The Singapore Vehicle Traders Association (SVTA) has launched CARS.SVTA, a new all-in-one marketplace that serves the requirements of motor dealers and car buyers with a listings and inventory module. The web portal is jointly developed by SVTA and SPH, a fitting collaboration as SVTA members' bulk of classified ads has been featured prominently in SPH. All ads listed at CARS.SVTA will be reflected on ST701.com, SPH's online version of CATS Classified.

24 FEBRUARY 2011

SPH launched brand new health magazine, Wellness No.1

Wellness No.1, a brand new English magazine focusing on health and wellness published by the Chinese Newspapers Division of SPH, was launched at the Paragon Atrium by former Health Minister Mr Khaw Boon Wan.



Launch of Wellness No.1

Significant EVENTS

7 MARCH 2011

SPHMBO's Digital Retail Network reached out to 80 per cent of Singapore

SPH MediaBoxOffice expanded its in-mall digital advertising network to several new locations, offering advertisers a medium that reaches out to 80 per cent of Singaporeans and permanent residents. With close to 200 digital screens in 23 popular shopping malls island-wide, it reaffirmed its position as the out-of-home media company with the largest in-mall digital advertising network in Singapore.

7 MARCH 2011

SPH Media Widget for advertisers and advertising agencies

SPH launched the SPH Media Widget, an interactive virtual tool that advertisers and advertising agencies can download onto their computer desktop for easy reference and access whenever they are planning their next campaign.

10 – 13 MARCH 2011

IT Show 2011 turned 10 with biggest haul of exhibitors and exhibition space

Singapore's largest IT consumer exhibition – IT Show 2011 – marked its 10th anniversary with its biggest show ever. More than 830 exhibitors took part in this mega show covering over 350,000 square feet of exhibition space. Organised by Exhibits Inc, a wholly-owned subsidiary of SPH, the four-day show was held at Suntec Singapore.

14 MARCH 2011

A taste of paradise at the Food & Beverage Fair 2011

Exhibits Inc, a subsidiary of SPH, organised the 10th edition of the Food & Beverage Fair. It was billed as the largest annual Food & Beverage event in Singapore, and was widely trusted by consumers and industry partners alike.

25 MARCH 2011

Lianhe Zaobao launched Thumbs Up Junior for primary one and two students

Lianhe Zaobao launched Thumbs Up Junior, a Chinese student newspaper, with the aim to enhance the students' proficiency in the Chinese language through materials which are outside of their regular school syllabus.



Lanuch of Thumbs Up Junior

APRIL 2011

Tamil Murasu's average monthly sales hit record highs

Singapore's only Tamil language newspaper, Tamil Murasu, recorded an all-time high average monthly sales in April 2011. Tamil Murasu sold 18,700 copies – a 14 per cent jump over the previous record – while the Sunday edition saw an even more impressive monthly average of 26,500 copies being sold, representing a 16 per cent spike from the previous high.

The record average monthly sales followed a steady increase since the paper's revamp in September 2010.

18 APRIL 2011

Mudah.my was Malaysia's second most visited website

Mudah.my, an online marketplace operated by 701Search Pte Ltd, a joint venture between SPH and Schibsted ASA, was the second most visited website in Malaysia, just after Facebook.

Based on the latest official rankings published jointly by the Malaysian Digital Association and ratings agency, Effective Measures, Mudah.my overtook much more established global giants, like Google and Yahoo, to clinch the second place with unique visitor counts of more than 4.5 million in March 2011.

27 – 29 APRIL 2011

BuildTechAsia 2011 made its debut

The inaugural BuildTechAsia 2011 made its debut to further drive the momentum in the region's construction industry.

13 MAY 2011

SPH media garnered strong following during General Elections 2011

SPH's newspapers and online platforms garnered a strong following during the 2011 General Election (GE2011) period, starting from Nomination Day on 27 April till the publication of post-GE analysis on 9 May. The Group's newspapers registered record increases in circulation while its online products captured impressive page views.

The evening Chinese newspapers, Lianhe Wanbao and Shin Min Daily News, had the highest percentage average daily increases of 15.8 per cent and 12.9 per cent per day respectively over the 12-day period, compared to pre-GE sales. Shin Min's 8 May edition (after Polling Day) hit a high of 186,000, a 45.3 per cent increase. Wanbao's 8 May circulation of 135,000 was a 55 per cent jump.

From 27 April to 8 May, there were some 116 million page views and some 7.9 million video views on straitstimes.com, Stomp, AsiaOne, The Straits Times RazorTV, Zaobao.com and omy.sg.

15 MAY 2011

Shape Singapore launched the country's first women-only mass yoga event

SPH Magazines organised its first Shape Yoga in the City at *SCAPE on May 15. The mass yoga session was led by Copper Crow, Country Managing Teacher for Pure Yoga, followed by refreshments and wellness talks.

21 MAY 2011

Official Opening of The Clementi Mall

The Clementi Mall, SPH's newest shopping hub, was officially opened by Mr Lim Swee Say, Minister in the Prime Minister's Office and NTUC Secretary-General, and Dr Tony Tan, former Chairman of SPH.



Official Opening of The Clementi Mall

26 MAY 2011

UW (U-Weekly) celebrated 10th anniversary with new look and content

UW (U-Weekly), Singapore's first hybrid entertainment, lifestyle and social news magazine, celebrated its 10th anniversary with a vibrant new look, newsier content and a handy compact size.

28 MAY 2011

Inaugural Indonesia GEMS 2011 offered insights into Indonesia's public-listed companies

ShareInvestor collaborated with The Business Times, KADIN (Indonesian Chamber of Commerce and Industry) and AEI (Association of Indonesian Public Listed Companies) to organise Indonesia GEMS 2011.

3 JUNE 2011

SPH's inaugural cross-media trade show a huge success

SPH held its first large scale trade event - "SPH Turns You ON!" for advertisers and marketers to experience the extensive suite of media and engagement platforms that SPH offers.

At the event, SPH also presented the Golden Cleaver Award to BBDO/Proximity together with their media agency partner PHD, which came out tops for The Pitch.

The Pitch was a new "reality" contest that challenged advertising agencies to pull out all stops and come out with their strategic and creative best. For their win, BBDO/Proximity and PHD were presented with \$20,000 in cash and \$250,000 worth of media credits from SPH.

9 JUNE 2011

Straits Times Press launched Professor S Jayakumar's book "Diplomacy – A Singapore Experience"

Straits Times Press, the book publishing arm of SPH, launched "Diplomacy – A Singapore Experience", written by Professor S Jayakumar, former Senior Minister and Minister for Foreign Affairs.

4 JULY 2011

ShareInvestor opened forum on its financial portal to all

ShareInvestor opened the forum on its financial portal, ShareInvestor.com, to non-subscribers on this day. The ShareInvestor Forum (SI Forum) is a platform for financial savvy netizens to share their investment experiences.

1 AUGUST 2011

The Straits Times' applications for the iPad and iPhone

The Straits Times launched its new application for the iPad and an enhanced application for the iPhone. The new apps helped the newspaper to extend its presence across all digital platforms, and establish greater relevance, with both readers and advertisers.

31 AUGUST 2011

Announcement on COMEX China

COMEX, Singapore's biggest IT and consumer technology exhibition, will be making its debut in Beijing, China, in 2012. It will be launched by Sphere Exhibits (Beijing) Co Ltd, a joint venture between Exhibits Inc Pte Ltd, AsiaPac Distribution Pte Ltd and AKL Beijing Limited. Exhibits Inc is a wholly-owned subsidiary of Sphere Exhibits Pte Ltd, the events and exhibitions subsidiary of SPH. COMEX China is scheduled to be held from 4 to 7 October 2012 at the Beijing Exhibition Centre. It will showcase new product categories and bring manufacturers, distributors, IT and gadget enthusiasts and consumers from all over Asia and China under one roof for the first time.

Corporate social responsibility - SINGAPORE PRESS HOLDINGS



The Straits Times School Pocket Money Fund's 10th anniversary

As a good corporate citizen, SPH has given back to the community in many ways. In 2010 alone, SPH has donated and helped raise more than \$8 million towards various charitable causes, including education, charity, community, sports, arts and culture, wildlife conservation and the environment. In June 2010, the SPH Staff Volunteers Club was set up to promote staff volunteerism. SPH staff are given two half days a year to volunteer for a good cause supported by the company.

SPH has clinched several awards for its corporate social responsibility efforts. SPH was honoured with the President's Social Service Award (PSSA) in August 2011 in recognition of its extensive corporate social responsibility efforts. It was the only corporate winner this year. The PSSA is a highly prestigious award conferred by the Office of the President of the Republic of Singapore, and is organised by the National Council of Social Service and the Ministry of Community Development, Youth and Sports.

SPH and the SPH Foundation also clinched the Corporate Platinum Award by the Community Chest, and the Singapore HR Award for Corporate Social Responsibility.

For its longtime support of the arts and culture, SPH was honoured with the Distinguished Patron of the Arts award by the National Arts Council for the 19th consecutive year.



SPH Gift of Music at the Esplanade Outdoor Theatre

Radio 100.3 of SPH UnionWorks also received the Distinguished Patron of the Arts award. Bilingual website omy.sg was named Associate of the Arts, while the SPH Foundation was given the Arts Supporter Award.

SPH also received the Partner of Heritage Award at the Patron of Heritage Awards 2010 organised by National Heritage Board for its consistent support in the conservation of the nation's heritage.

ARTS

SPH has been instrumental in bringing the arts to the masses and creating a vibrant arts scene in Singapore.

The annual SPH Gift of Music series continued to entertain Singapore audiences with its wide-ranging programmes from classical, pop, jazz, rock to opera. The year-long series, which kicked off in March 2011, featured 20 community concerts staged at various parts of Singapore, including parks, shopping malls and the Esplanade Outdoor Theatre. New acts which were featured this year included a jazz concert at VivoCity and a xinyao concert at the Singapore Botanic Gardens.

SPH also supported literary arts through the SPH-Golden Point Award 2011, which was launched to search for the best literary talents in short story and poetry writing.



SPH & SPH Foundation Charity Giving

Organised by the National Arts Council, the biennial writing competition was jointly sponsored by SPH and the SPH Foundation, in conjunction with the Singapore Writers Festival. This year's competition attracted a total of 749 entries from 670 participants.

SPH is also the Silver Anniversary Sponsor of the Singapore Dance Theatre from 2008 to 2013.

CHARITY

Engaging the community is the cornerstone of SPH's charitable initiatives. It believes in giving back to the community that has supported the company through the years.

SPH and SPH Foundation donated \$400,000 to 20 charities at the annual charity giving event at the School of the Arts. SPH donated \$200,000 to 10 charities serving the elderly while SPH Foundation donated another \$200,000 to 10 children and youth charities.

Apart from its contributions as a Group, it also leveraged on the reach of its newspaper products to raise funds for the underprivileged and more importantly, helped to raise the awareness of pressing social issues.

To mark Children's Day and The Straits Times School Pocket Money Fund's (SPMF) 10th anniversary, SPH staff donated



ChildAid 2010

generously to the SPMF, which has raised over \$44 million in the last 10 years to support more than 85,000 children.

SPH's annual children charity concert, ChildAid, organised in aid of SPMF and The Business Times' Budding Artists Fund, was held at the Resorts World Sentosa in December 2010. Back for the sixth year, it featured 13 musical acts performed by 144 musical talents aged between seven and 19 years.

The New Paper played its part to highlight social issues concerning the elderly. Working with Ngee Ann Polytechnic and Lions Befrienders, it launched "Project Helping Hands" to help senior citizens live their golden years safely. The project raised funds to install wireless motion sensors in the apartments of the elderly who were living alone.

CEOs from 10 leading local companies swapped their corporate suits for aprons and prepared specialty hawker dishes to help raise funds for "Project Helping Hands". Proceeds from their culinary creations were donated to the Lions Befrienders Service Association. Participating CEOs included Mr Kenny Yap, Executive Chairman and Managing Director of Qian Hu Corporation, and Mr Terry O'Connor, Chief Executive Officer of Courts.

The New Paper is also known for its contributions to the annual President's Challenge. Since 2001, its signature fund-raiser "Be Yourself Day" has raised over \$1.24 million for various charities.

Corporate social responsibility - SINGAPORE PRESS HOLDINGS



The Boys' Brigade Charity Gift Box Party



SPH Staff Volunteers Club

SPH's Chinese Newspapers Division also played an active role in helping the less fortunate through its annual contributions to President's Challenge. This year, it brought in the acclaimed dance drama "Thousand-Hand Bodhisattva" by the Taiyuan Dance Troupe from Shanxi Province, China to raise funds. This mega production raised over \$100,000 through the sale of tickets, as well as donations by individuals and corporate organisations to support the elderly, disabled, families and youths from 28 charities.

SPH, as a Group, also contributed annually to President's Challenge by sponsoring advertising space in its major newspapers to promote its various fund-raising activities.

The SPH Staff Volunteers Club, which was formed last year, brought 100 children from five charities - SunBeam Place, Life Community Services Society, St Andrew's Autism School, REACH Family Service Centre and Children's Cancer Foundation - to watch Walking with Dinosaurs at the Singapore Indoor Stadium in December 2010. It also took 55 children aged nine to 13 years from Rotary Family Service Centre and Beyond Social Services for an educational tour at the Bollywood Veggies farm at Kranji in March 2011.



SPH Schools Relay Championships

The Boys' Brigade Charity Drive saw SPH staff adopting 300 wishes and donating \$18,000 worth of gifts. A year-end party was organised at the News Centre Auditorium for the beneficiaries from Caregiving Welfare Association, Touch Cancer Support and Yuhua Neighbourhood Link.

For the first time this year, the SPH Red Apple Day became a biannual event. Jointly organised with the Singapore Red Cross Society, the blood donation drives, held in January and July, collected a total of 400 units of blood from 587 donors comprising SPH staff and members of the public.

EDUCATION

SPH grooms and nurtures dedicated individuals with the interest to pursue a career as a journalist. This year, SPH gave out six SPH journalism scholarships, as well as 14 scholarships to the children of SPH employees and newspaper vendors in recognition of their contributions to the company.



SPH Flea Market

CONSERVATION/ENVIRONMENT

To encourage recycling and promote the joy of reading, SPH launched the inaugural SPH Book Swop for staff to exchange their old books with their colleagues at the event. Some 2,000 books were donated by staff and books not taken up at the end of the event were donated to the Salvation Army.

The SPH Flea Market was also held to encourage staff to recycle and raise funds for charity through the sale of pre-loved items. Over \$3,000 in cash was raised for the Salvation Army, with many more donations in-kind collected.

SPORTS

Through supporting sports events, SPH aims to promote lifelong values such as teamwork, fair play and discipline.

The SPH Schools Relay Championships, jointly hosted by SPH and the Singapore Athletic Association, returned for the 19th year. This year's competition was held at the Bukit Gombak Stadium and attracted 1,492 athletes from 52 schools.

The 13th edition of the Lianhe Zaobao Table Tennis Cup took place at Velocity Mall on 11 and 12 June. The event attracted more than 600 table tennis enthusiasts from over 75 schools.

Corporate social responsibility - SINGAPORE PRESS HOLDINGS FOUNDATION



Launch of SPH Foundation Arts Fund

The Singapore Press Holdings Foundation was incorporated in January 2003 with a seed funding of \$20 million from SPH. For the last eight years, it has been committed to building a community that embraces language enrichment, creativity, diversity, healthy living and sports.

ARTS

The inaugural SPH Foundation Arts Fund was launched in April 2011 at the Esplanade Theatre. The objective of the Fund was to give the underprivileged the opportunity to enjoy and appreciate the arts. At the same time, the Fund would also help local arts groups to produce quality productions and reach out to more audiences.

To mark this launch, 103 elderly folks from three charity organisations, namely AWWA Community Home, Lions Befrienders and SWAMI Home Help Service, were invited as guests to watch 881 The Musical by the Toy Factory Productions.

Subsequently, the SPH Foundation Arts Fund also purchased tickets for the less fortunate to catch productions by The Theatre Practice, I Theatre, Singapore Repertory Theatre and Drama Box.

SPH Foundation continued to support literary talent by sponsoring the SPH-NAC Golden Point Award, Singapore's premier writing competition in the nation's four official languages. This year's Golden Point Award attracted a total of 749 entries from 670 participants. The Awards was part of the Singapore Writers Festival jointly sponsored by SPH Foundation and SPH.

SPH Foundation was also the Company Sponsor of the Singapore Repertory Theatre's The Little Company, which produces quality plays for children up to 12 years of age. Featuring professional full-time actors, the plays serve as excellent opportunities for family bonding. At the same time, they teach children about being creative and values such as caring for the environment.

CHARITY

Demonstrating its commitment to promote the welfare of the disabled and underprivileged children and youths, SPH Foundation donated \$200,000 to 10 children and youth charities such as the Autism Children's Centre, Lee Kong Chian Gardens School and The Spastic Children's Association School, at the annual charity giving on 4 August 2011. SPH Foundation also donated to other charitable organisations throughout the year.



SPH Foundation National Para-Swimming Championship 2011

EDUCATION

To educate youths on the importance of Total Defence, SPH Foundation sponsored N.E.mation!, a competition for youths to express their personal reflections on Total Defence through animation. Targeted at students, they had to submit a one minute animation clip for public viewing. Their entries would be open for public voting and judged by a panel of industry professionals. The winning clips, to be decided in February 2012, would be screened island-wide.

Reaffirming its pledge to promote the learning of language studies, SPH Foundation gave out the Lim Kim San Memorial Scholarships to 10 outstanding students pursuing languages at local tertiary institutions this year. Started in 2006, these bond-free scholarships are aimed at helping deserving students from low-income families fund their language studies degree programmes at local universities.

SPH Foundation also contributed to the PCF Assist yearly. This was started by the PAP Community Foundation to help needy students in the post secondary educational institutions with their schooling expenses.



SUN Club

CONSERVATION/ENVIRONMENT

Since 2006, SPH Foundation has sponsored The Special Projects to Understand Nature' (SUN) Club, a nature outreach programme for students with special needs. Field trips were organised to various parks and nature reserves to allow these students more opportunities to understand and appreciate nature. An average of 60 trips would be organised yearly to benefit about 1,200 special needs children.

The SPH Foundation is also an ardent supporter of wildlife conservation, with sponsorship of wildlife educational programmes as well as endangered animal exhibits. These include the Proboscis Monkeys at the SPH Foundation Conservation Centre, Inuka the polar bear, Conservation Ambassadors & Wildlife Buddies Programme at the Singapore Zoo and the Birds & Buddies Show at Jurong Birdpark.

SPORTS

Supporting two of its key objectives - promoting sports and reaching out to the disabled, SPH Foundation partnered the Singapore Disability Sports Council for the first time to host the inaugural SPH Foundation National Para-Swimming Championship 2011 at the Toa Payoh Swimming Complex. It attracted 97 participants with various physical and intellectual disabilities, with the youngest being nine years and the oldest 55 years old.

Environmental SUSTAINABILITY



SPH News Centre rooftop garden

In line with global efforts to save the environment, SPH adheres to a high standard of business ethics while keeping environmental responsibilities in mind.

ENERGY AND WATER CONSERVATION

SPH optimises its equipment usages with proper scheduling of equipment power on and shutdown timings. SPH also has in place an efficient lighting control system for all its offices, including the printing plant, without compromising on safety and security. Energy-saving fluorescent tubes are widely used throughout our premises to conserve energy. In a year, we can save up to 1,679,000 kwhs or about \$333,000 in cash.

SPH has also installed water-saving devices at all its printing plants. The system treats all its waste effluent in its waste treatment plant and ensures that it meets all the National Environment Agency's requirements before discharging the waste matters into the sewage system.

RECYCLE, RECYCLE AND RECYCLE

SPH recycles its production waste that includes aluminium printing plates, printing paper waste, paper wrappers and covers, by selling them to vendors who will recycle them for other industrial purposes. Last year, SPH sold about 4,000 metric tons of paper wastes and 200 metric tons of used printing plates.

SPH strives to maximise the use of newsprint that is produced from recycled fibre or fibre from certified forests. It aims to have 85 per cent of the newsprint with recycled fibre or fibre from certified forests.

CLEAN & GREEN

Plants are grown to beautify the offices and create a cosy environment for staff and visitors. Gardeners nurse the potted plants so that they can be recycled for decorations and used at company events. Trees are planted to provide shades for parking lots and to reduce heat and glare from the sun.

SPH is also looking into the installation of a landscape irrigation system which would help to improve the efficiency of landscape maintenance and save on water consumption.

PARAGON GOES GREEN

Paragon at Orchard Road is constantly looking into ways to be green. It participated in the Earth Hour consecutively in 2009 and 2010, by switching off the facade lightings for an hour.

The shopping mall has changed its car park lightings to the energy efficient LED lights. All lightings at the common areas will be changed to energy-saving LED lights progressively.

There is also a set of chillers with a self-cleaning system installed to maintain effective heat transfer. If this method proves to be cost-efficient, the system will be implemented for all the remaining chillers.

Paragon is planning to create a green roof at Level 6 of the mall. The green roof will help to shield direct heat from the sun, thus resulting in lower electricity and energy required for the air-conditioning.

Employee COMMENTARY



SPH Games Day

TRAINING AND DEVELOPMENT PROGRAMMES

SPH has a comprehensive range of talent management and development programmes to cater to its diverse workforce of over 4,000 employees.

It continuously reviews its learning and development plans, and takes active steps to ensure that training programmes are relevant to both employee and business needs.

HEALTH AND SUSTAINABILITY PROGRAMME

SPH launched the Health and Sustainability Programme in 2011 to prepare its mature employees for transition into the next phase of their lives and to understand more about retirement and re-employment.

Through a series of workshops, lunch time talks, and the Health and Sustainability Handbook, the programme raises awareness among the mature employees on the importance of total well-being. It also helps foster effective multi-generational working relationships in the workplace, and provides a smooth leadership transition with mature employees taking up advisory roles where applicable.

Programmes are conducted to increase staff awareness of issues related to mature workers and help them communicate better with older colleagues.

SPH also manages the career expectations of its staff through a programme which teaches employees to cope with the changes and challenges they face at work, as well as career adjustments in their workplace.



Cycling trip to Batam

PROVIDING STAFF WELFARE

As an employer of choice, SPH continues to invest in employees' welfare. One of the most popular activities is the monthly 'Up on the Roof' gathering, a chill-out session for staff to mingle with fellow colleagues as well as senior management.

This year's SPH Family Day attracted close to 6,000 staff and family members to the Universal Studios Singapore for an exclusive evening of fun and entertainment. The SPH Sports and Leisure Club continues to organise various recreational and social activities for staff. Some of the new activities organised this year included Self Defence Workshop, Harmonica Course, Tatva Yoga Clinic, Zhao Bao Taiji, Jungle Trekking at Batam and a golf outing at Ria Bintan.

During festive seasons such as Chinese New Year, Ramadan and Deepavali, the CEO and Senior Management members take time to meet and mingle with staff of different races, at the various office premises.

PROMOTING WORK INNOVATION AND CREATIVITY

SPH continues to motivate its staff to come up with creative and innovative ideas to improve its business operations with the Continuous Improvement and Innovation initiative. Since its implementation, more than 71 projects have been submitted, with \$60,000 cash rewards given out to winning teams.

Staff are also encouraged to contribute simple ideas through the Staff Suggestion Scheme that will help save costs, reduce waste, improve customer service and work environment or enhance the company's image.

Employee COMMENTARY



SPH Family Day

COMPENSATION AND BENEFITS

The pay cuts to the staff's salary were fully restored in January 2011. A special lump sum payment was also made in January 2011 to make up for the pay-cut in 2009.

The E-salary letter and E-Performance Appraisal were successfully implemented in January and August 2011 respectively. Previously, staff had to fill in appraisal forms manually. These initiatives have resulted in significant improvements in productivity.

SUCCESSION PLANNING

Succession planning for key management positions is in place. The plan is reviewed and presented to the Remuneration Committee regularly.

GROOMING FUTURE TALENT

SPH has been offering university scholarships to selected staff who wish to further their studies. The company also gave out scholarships to children of employees and news vendors.

In addition to the scholarships awarded by SPH, the SPH Foundation gave out the Lim Kim San Memorial Scholarships to outstanding students pursuing languages at local tertiary institutions.

A total of 32 scholarships were offered and accepted in FY 2011.

COMMUNICATIONS

Regular dialogue sessions with CEO are held with staff of all levels. The SPH Management Orientation Programme (SMOP) also provides opportunities for staff to interact with senior management.



Yoga class for staff

In addition, ongoing communication with all staff is achieved through regular staff broadcasts as well as Presslines, SPH's monthly staff newsletter. Staff are encouraged to give feedback through VOICE (Voice Out Ideas, Concerns and Emotions), a dedicated email where confidentiality is guaranteed. The email can be an idea, a compliment, a feedback, or a complaint. This feedback channel allows staff to remain anonymous, as users can choose to send emails from their private email addresses. Details of senders will not be revealed under any circumstances.

WINNING ACCOLADES

SPH has won seven awards at the Singapore HR Awards 2011 organised by the Singapore Human Resources Institute, including the highest honour – the Corporate HR Award. The awards won in the Leading HR Practices category included Talent Management, Retention & Succession Planning, Employee Relations & People Management, Learning & Human Capital Development (Special Mention). SPH also garnered awards in the Special Category for Corporate Social Responsibility, Workplace Safety & Health, and Fair Employment Practices.

SPH also clinched a Gold award at the Singapore Health Awards 2010 for its dedication in promoting good health for its staff through various Workplace Health Promotion (WHP) programmes.

In addition, it received the Meritorious Defence Partner Award by the Ministry of Defence and the Meritorious Home Team Partner Award by the Ministry of Home Affairs in recognition of its contributions, as well as its support of its NSmen towards Total Defence.

Awards & ACCOLADES



Singapore Corporate Awards 2011

CORPORATE GOVERNANCE AWARDS

1. **Governance and Transparency Index 2011 (14th position)**
2. **Wall Street Journal Most Admired Singapore Companies (5th position)**
3. **Singapore Corporate Awards 2011**
 - Best Investor Relations (Bronze, "\$1 billion and above market capitalisation" category)
4. **11th SIAS Investors' Choice Awards 2010**
 - Most Transparent Company Award (Non-Electronics Manufacturing Category)
 - Financial Journalist of the Year (The Business Times, Ms Jamie Lee)
 - Best Financial Story of the Year (The Business Times, Ms Michelle Quah)
 - Investor Education Journalist of the Year (The Business Times, Ms Genevieve Cua)
 - Most Promising Journalist of the Year (Lianhe Zaobao, Ms Li Minwen, Christine)

OTHER CORPORATE AWARDS

1. **2010 "Global Chinese Business 1000" by Yazhou Zhoukan - Winner**
2. **Singapore HR Awards 2011**
 - Corporate HR Award
 - Talent Management, Retention & Succession Planning Award
 - Employee Relations & People Management Award
 - Learning & Human Capital Development (Special Mention)
 - Corporate Social Responsibility Award
 - Workplace Safety & Health Award
 - Fair Employment Practices Award
3. **President's Social Service Award 2011**
 - Corporate category



11th SIAS Investors' Choice Awards 2010

4. **Community Chest Awards 2011**
 - Corporate Platinum Award
5. **Partner of Heritage Award**
 - SPH received Partner of Heritage
6. **Friends of MCYS (Ministry of Community, Youth & Sports) Awards**
7. **Meritorious Home Team Partner Award**
8. **Total Defence Awards – Meritorious Defence Partner Award**
9. **Brand Finance Forum 2011 – Top 100 Most Valuable Brand**
 - SPH (18th position)
 - The Straits Times (43rd position)
 - Lianhe Zaobao (78th position)
 - Her World (83rd position)
10. **Patron of the Arts Award**
 - SPH and SPH UnionWorks (Radio 100.3) received Distinguished Patron of the Arts award. omy.sg received the Associate of the Arts award and SPH Foundation received the Arts Supporter award
11. **Singapore Health Award (Gold)**
12. **ACCA Approved Employer**

EDITORIAL / PRINTING / CREATIVE ACHIEVEMENTS

1. **Hsing Yun Journalism Award**
 - Lim Jim Koon, Lianhe Zaobao
2. **XMA Cross Media Awards 2010**
 - "Fashion Season@Orchard 2010" – 2nd placed winner

Awards & ACCOLADES



Singapore HR Awards 2011

3. SISV (Singapore Institute of Surveyors and Valuers) Property Journalism Awards

- SISV Property Media Award – The Business Times
- SISV Property Journalist Award – The Business Times, Uma Shankari

4. Singapore's Top Ten Favourite Brands 2010 (by Superbrands)

- The Straits Times (5th position)

5. Singapore Infocomm Technology Federation (SiTF) Awards

- Best Mobile Application Award – Stomp iPhone app
- Judges' Choice Award – Stomp iPhone App

6. 15th S-League Awards 2010

- Singapore Pools Picture Of The Year (Lianhe Zaobao, Lim Kok Meng)

7. 2010 RHB S-League Story of the Year

- The New Paper, David Lee, for "I Thought of Quitting" published on Sept 23

8. INMA Awards 2011

- Marketing Solutions for Advertising Clients (for circulation over 300,000) – 1st placing, for "Fashion Season @ Orchard 2010" campaign
- Print Subscription Sales (for circulation over 300,000) – 3rd placing, for "The Straits Times "Success Series" campaign"
- Marketing Campaign with the Best Results (for circulation over 300,000) – 3rd placing, for the "Fashion Season @ Orchard 2010" campaign

9. WAN-IFRA 10th Asia Media Awards 2011

- Best in Infographics Award – Magazine Infographics – Gold (The Straits Times / IN)
- Best in Photojournalism Award – Feature Photography – Silver (The Straits Times , Neo Xiaobin)



President's Social Service Award 2011

- Best in Photojournalism Award – Sports Photography – Gold (The Straits Times, Mugilan Rajasegeran)
- Best in Design Award – Magazine Overall Design – Gold (MGZine by SPH Magazines)
- Best in Design Award – Magazine Overall Design – Bronze (Gourmet & Travel by SPH Magazines)

10. MPAS (Magazine Publishers Association of Singapore) Magazine Awards 2011

- Consumer Magazine of the Year 2011 – Young Parents
- Magazine of the Year 2011 – Young Parents
- Best Use of Photography / Illustration – The Peak Selections: Domain

11. Society of Publishers in Asia (SOPA) 2011 Awards

- Excellence in Information Graphics (Award for Excellence) – The New Paper on Sunday, for "Dinos Alive!"
- Excellence in Information Graphics (Honorable Mention) - The New Paper on Sunday, for "The Sewn Ship"
- Excellence in Editorial Cartooning (Award for Excellence) – The Straits Times for "Middle way for reforms in China"
- Excellence in Editorial Cartooning (Honorable Mention) - The Straits Times for "The China Series"
- Excellence in Feature Photography (Award for Excellence) – The Straits Times for "Who will care for Ashwin?"
- Excellence in Feature Photography (Honorable Mention) – The Straits Times for "Shattered Dreams"
- Excellence in Magazine Design (Honorable Mention) – Female (October Edition)

12. APEX Awards 2011

- Grand Award in the Magazines & Journals category – SilverKris
- Award of Excellence (Custom – Published Magapapers & Newspapers) – Singapore Health
- Award of Excellence (Custom – Published Magazine) – Singapore Nautilus



Community Chest Awards 2011

13. Asian Digital Media Awards (ADMA) 2010 by WAN-IFRA

- Best in Mobile Media Award - Mobile Publishing
 - a) Gold – The New Paper (Football Kaki)
 - b) Silver – www.soshiok.com
 - c) Bronze – www.stomp.com.sg
- Best in Social Media Award - Innovative Use of Social Media
 - a) Gold – www.omy.sg (Singapore Blog Awards)
 - b) Silver – www.straitstimes.com
 - c) Bronze – www.omy.sg (Jack Neo's Affair Scandal)
- Best in Cross Media Award - Cross Media Advertising
 - a) Gold Award – Singapore Tourism Board Night Out 2010
 - b) Bronze Award – Fashion Season @ Orchard 2010
- Best in Cross Media Award - Cross Media Editorial Coverage
 - a) Bronze – www.omy.sg ("Four Heavenly King" Food Contest – Durian Puff)
- Best in Digital Content Award - User Generated Content (UGC)
 - a) Bronze – www.stomp.com.sg

14. Magnum Opus Awards 2011

- Best Overall Editorial (Print Magazine) – Gold (SPH Magazines for SilverKris)
- Best Signed Editorial or Essay (Print Magazine) – Honorable Mention (Focus Publishing for Petir for "Private Tuition at Boon Lay")
- Best Feature Article (Print Newsletter)- Honorable Mention (Focus Publishing for VOICES for "Without Pier")
- Best Overall Editorial (Other Print Publication) – Silver (SPH Magazines for SingHealth)
- Best Overall Design 4+ color (Other Print Publication) – Silver (SPH Magazines for Singapore Nautilus)
- Most Improved Design (Other Print Publication) – Gold (SPH Magazines for NSman)

15. 2011 PANPA (Pacific Area Newspaper Publishers' Association) Advertising Awards

- Best Single Ad (25,000 – 90,000) – WINNER (SPH Creative Services, Marketing Division for The Business Times – "Singapore Business Awards 2010")
- Best Print Campaign (90,000+) – Highly Commended (SPH Creative Services, Marketing Division for The Straits Times – "91.3 FM")
- Best Advertising Feature Or Supplement (90,000+) – Highly Commended (SPH Special Projects Unit, Marketing Division – "Tomorrow's Eye Care Today")
- Best Advertising/Campaign Promoting Print In A Trade Publication Or As An In-House Ad (90,000+) – Winner (SPH Creative Services, Marketing Division – "SPH Ink Awards 2010")
- Best Advertising/Campaign Promoting Print In A Trade Publication Or As An In-House Ad (90,000+) – Highly Commended (SPH CATS Classified, Marketing Division – "CATS Classified Food Fest 2010")
- Integrated Solutions (One Or More Platforms) – Highly Commended (SPH – "Fashion Season @ Orchard 2010")
- We Wish (Best Idea A Client Did Not Buy) – Winner (SPH – "Launch of Integrated Resort in Singapore")

16. PANPA 2011 Newspaper of the Year Awards

- PANPA 2011 Marketer of the Year – Geoff Tan, Head, Strategic Marketing, SPH
- Newspaper Marketing Awards – Events (90,000+ circulation) – "SPH Turns You ON!" Trade Event
- Newspaper Marketing Awards – Young Readers (90,000+ circulation) – The Straits Times Education Programme (STep)

Awards & ACCOLADES



Asian Publishing Awards 2011

17. WAN-IFRA International Newspaper Color Quality Club (INCQC) 2010 – 2012

- The Straits Times
- Lianhe Zaobao
- Berita Harian

18. WAN-IFRA World Young Reader Prize 2010

- Newspapers in Education – IN, The Straits Times student newspaper

19. Magazine of the Year 2011 by Marketing Magazine

- Magazine of the Year – Her World
- Women's Magazine of the Year – Her World
- Chinese Magazine of the Year – ICON
- Motor Vehicle Magazine of the Year – Torque
- Consumer Electronics Magazine of the Year – HardwareMAG (HWM)
- Parenting Magazine of the Year – Young Parents
- Interior Design Magazine of the Year – Home & Décor
- Golf Magazine of the Year – Golf Digest
- Men's Magazine of the Year – Men's Health (2nd position)
- Youth Magazine of the Year – Seventeen (2nd position)
- Luxury Magazine of the Year – The Peak (2nd position)
- Women's Magazine of the Year – Female (3rd position)
- Property Magazine of the Year – Luxury Properties (3rd position)
- Local Business Magazine of the Year – Business Quotient (BizQ) (3rd position)

20. Newspaper of the Year 2011 by Marketing Magazine

- The Straits Times (1st position)
- The New Paper (2nd position)
- My Paper (4th position)
- The Business Times (5th position)
- Lianhe Zaobao (6th position)

21. Tabbie Awards 2011

- Front Cover, Digital Imagery – Gold (Singapore Nautilus)
- Feature Design and Front Cover – Honourable Mention (Singapore Nautilus)
- Illustration - Honourable Mention (Singapore Nautilus)

22. Asian Publishing Awards 2011

- Excellence Awards, Advertising Delivery – omy.sg
- Excellence Awards, Best Use of UGC (User-Generated Content) – omy.sg

23. Aseanta Awards For Excellence 2011

- Best ASEAN Travel Article – SilverKris for "Kuala Lumpur's mellow appeal"

24. 2010 W³ Awards

- Viral Marketing (Blog category) – Silver (omy.sg for Project R: wedding 2.0)
- Website Features (Structure and Navigation category) – Silver (omy.sg for its website)

PROPERTY ACCOLADES

1. Design and Engineering Safety Excellence Awards 2011

- Merit Award under the Residential Category (Sky@eleven)

2. Singapore Retailers Association (SRA) Shopping Centre Scorecard 2011

- Outstanding Efforts in Advertising & Promotions (Paragon)

3. Christmas Light-Up @ Orchard 2010 - Best Dressed Building Contest

- Runner Up (Paragon)

Investor RELATIONS

SPH's Investor Relations practices are built upon firm adherence to a high standard of corporate governance and transparency. We strive to deliver clear, consistent and timely updates to the investment community and develop long-term relationships with our shareholders. Every year, an annual programme of investor relations activities is carefully planned to ensure that all segments of the investment community are engaged. A calendar of both past and upcoming activities is regularly updated on the SPH website to keep investors informed.

To further understand the concerns of investors and improve our corporate governance and investor relations practices, we commissioned independent perception studies during the year to gather valuable feedback. The Board is regularly updated on shareholder statistics and investors' and analysts' views.

This year, our efforts were once again recognised by the investment community. SPH received the Best Investor Relations Award (Bronze) at the Singapore Corporate Awards 2011 and was presented its ninth Most Transparent Company Award in the Non-Electronics Manufacturing Category at the 11th SIAS Investors' Choice Awards 2010.

Proactive engagement with investors

Senior management interacts actively with the investment community through multiple platforms to address concerns and provide business updates. These include one-on-one meetings, conference calls, quarterly post-results luncheons, investment conferences and overseas roadshows. During the year, senior management undertook a roadshow in Tokyo to strengthen shareholder relations and gain valuable feedback for the Group. SPH also participated in 2 major investor

conferences – Credit Suisse Asian Investment Conference in Hong Kong and Morgan Stanley Asia Pacific Summit in Singapore.

Retail investors are given the opportunity to meet with management annually through the Corporate Profile and Investment Seminar organised by the Securities Investors Association (Singapore) ("SIAS"). Extending our outreach efforts, we also participate in Invest Fair, a yearly event by our subsidiary, Shareinvestor. On a regular basis, our engagement with retail investors continues through email and telephone calls.

In addition, our dedicated Investor Relations website is updated timely with our quarterly financial performance and other announcements. Senior management's presentation of the Group's half and full year results through audio webcasts and slide presentations are also available for viewing online. With access to an extensive archive of announcements and presentations, as well as email alerts on latest announcements, the website is a valuable resource for investors to obtain important information for their investment decisions.

Enhancing Shareholders' Value

SPH strives to enhance the long-term value for shareholders. Based on our track record, a high percentage of our recurring earnings have been returned to shareholders. We will continue to assess opportunities for returning excess cash generated from operations that is surplus to the Company's requirement.

Shareholders are encouraged to access our corporate website at www.sph.com.sg for the latest corporate information updates on the Group. Queries can be posted via our investor relations email address, sphir@sph.com.sg.

Investor RELATIONS

Investor Relations Calendar

1st Quarter 2011 (September – November 10)

- 2010 Full Year Financial Results Announcement and Media Conference & Analysts' Briefing with audio webcast
- Full Year Results Investor Meeting
- # Morgan Stanley Asia Pacific Summit 2010 (Singapore)
- Release of Annual Report 2010

2nd Quarter 2011 (December 10 – February 11)

- Annual General Meeting
- Payment of 2010 Final Dividends
- Announcement of 1Q FY 2011 Results
- Post 1Q Results Investor Meeting
- Non-Deal Roadshow (Tokyo)

3rd Quarter 2011 (March – May 11)

- # Credit Suisse – Asian Investment Conference (Hong Kong)
- Announcement of 2Q/HY FY 2011 Results and Analysts' Briefing with audio webcast
- Post 2Q Results Investor Meeting

4th Quarter 2011 (June – August 11)

- # SIAS Corporate Profile and Investment Seminar (Singapore)
- # SIAS Asian Investment Conference & Exhibition 2011
- Announcement of 3Q FY 2011 Results
- Post 3Q Results Investor Meeting
- # Shareinvestor's Invest Fair 2011

Investor conferences attended

Financial Calendar

2011

- 12 October** Announcement of FY 2011 Results
- 13 December** Books Closure for Dividend Entitlement
- 23 December** Proposed Payment of 2011 Final Dividends

2012*

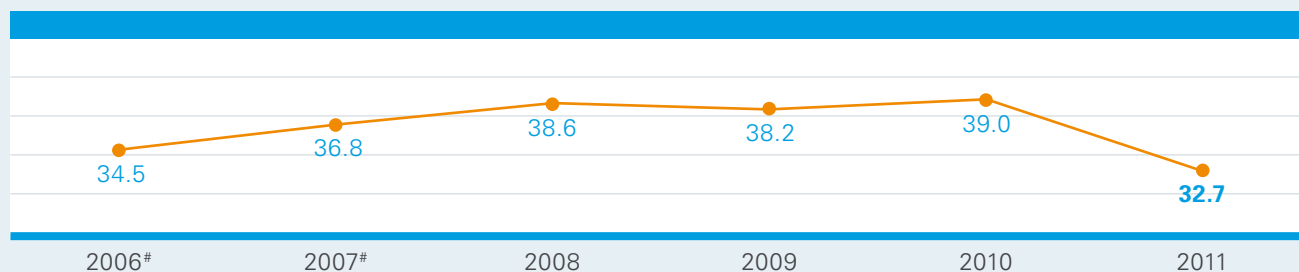
- 10 January** Announcement of 1Q FY 2012 Results
- 13 April** Announcement of 2Q FY 2012 Results
- 13 July** Announcement of 3Q FY 2012 Results
- 12 October** Announcement of FY 2012 Results

* The dates are indicative and subject to change. Please refer to SPH website, www.sph.com.sg, for the latest updates

Investor REFERENCE

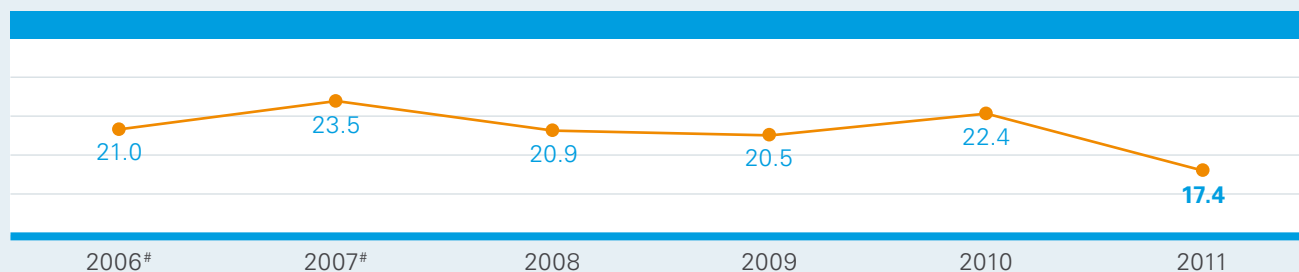
Operating Margin**

(%)



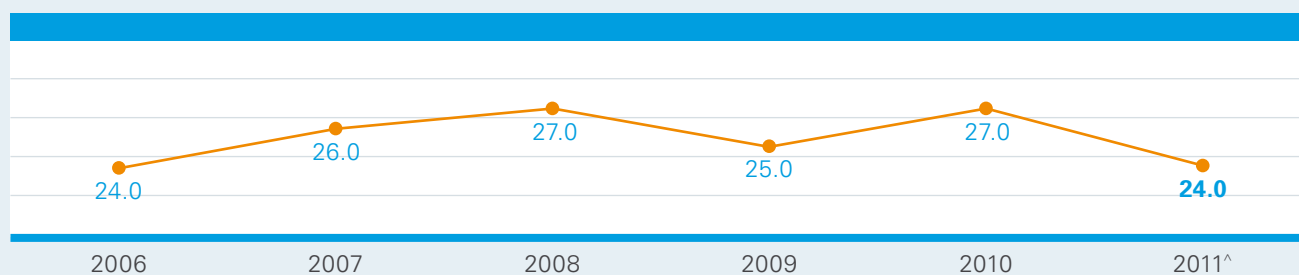
Return on Shareholders' Funds*

(%)



Net Dividend per Share

(cents)



† Computed based on recurring earnings.

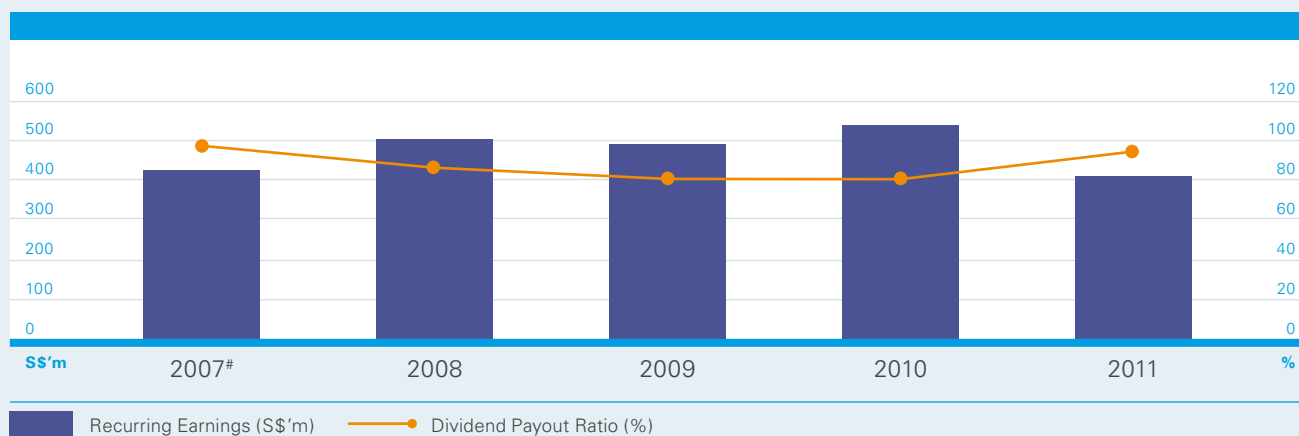
* FY 2007 to FY 2010 included profits from the Group's Sky@eleven development.

Restated to take into account the retrospective adjustments relating to FRS 40 - Investment Property.

^ Included tax-exempt (one-tier) proposed dividend of 17 cents per share, comprising a final dividend of 9 cents per share and a special dividend of 8 cents per share. The proposed dividend is subject to approval by shareholders at the Annual General Meeting on December 1, 2011.

Investor REFERENCE

Recurring Earnings[@] and Dividend Payout Ratio[†]

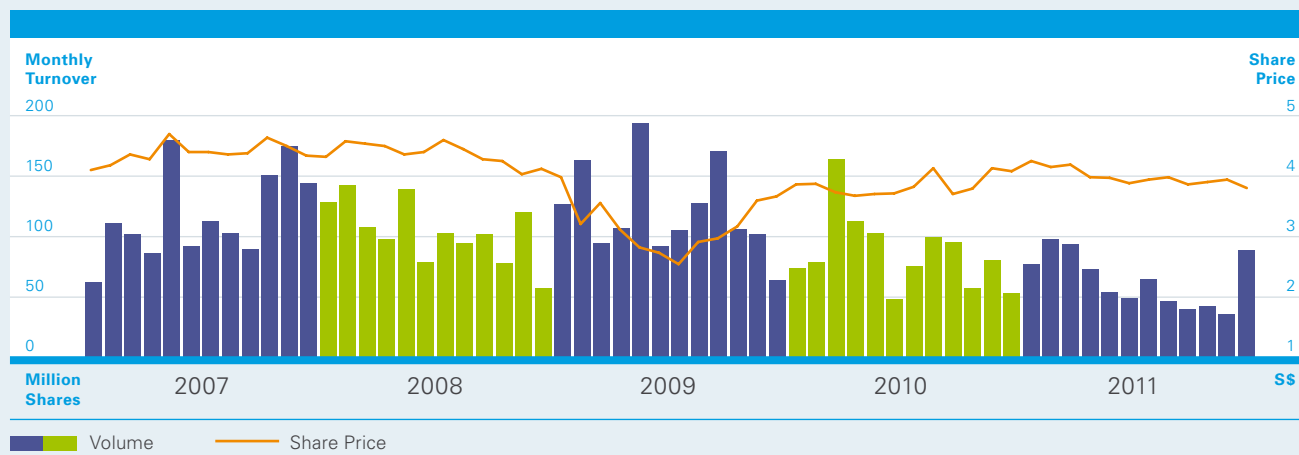


[@] This represents the recurring earnings of the media and property businesses. FY 2007 to FY 2010 included profits from the Group's Sky@eleven development.

[†] Computed based on recurring earnings.

[#] Restated to take into account the retrospective adjustments relating to FRS 40 - Investment Property.

Share Price and Volume

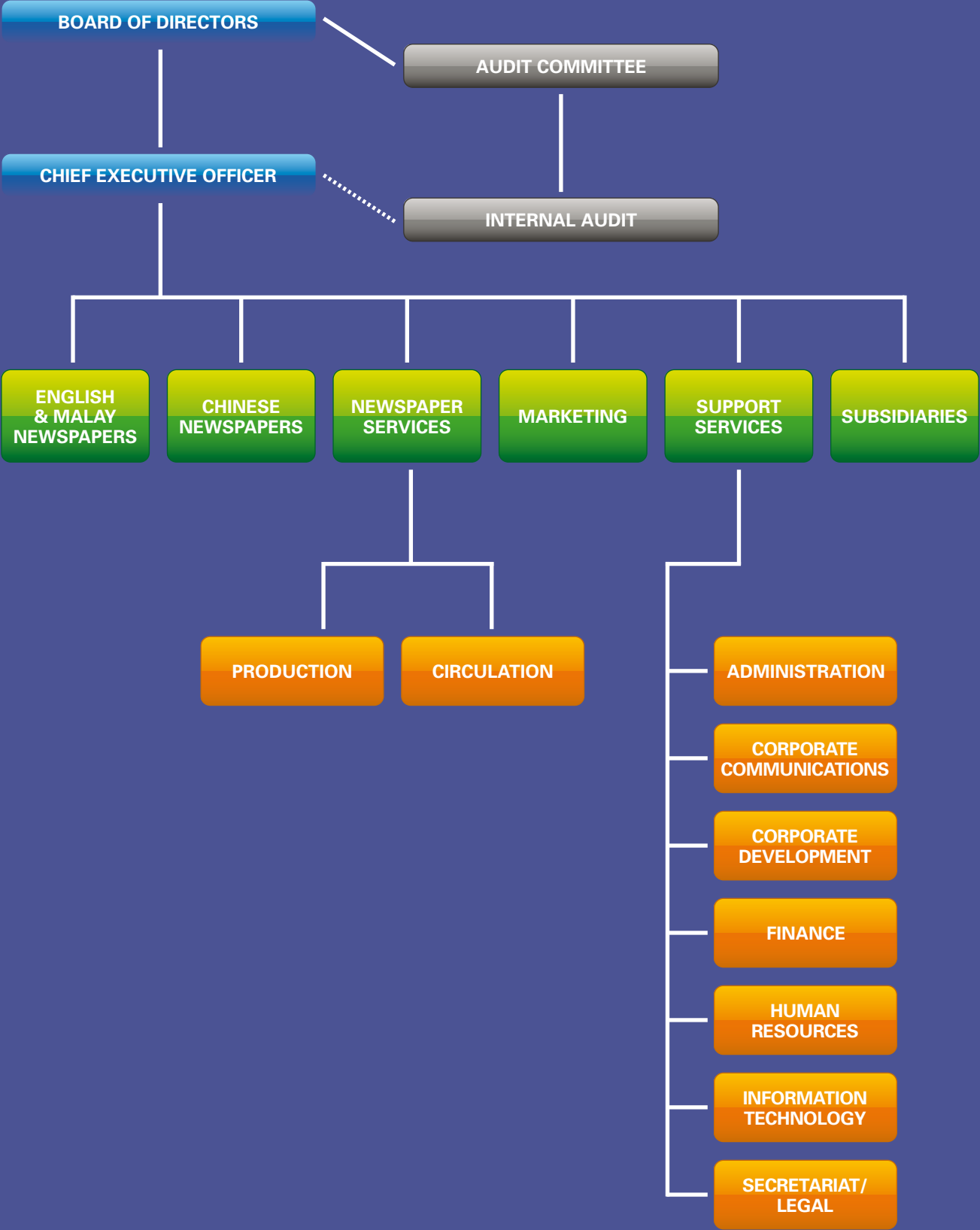


	2011 S\$	2010 S\$	2009 S\$	2008 S\$	2007 [#] S\$
Highest closing price	4.26	4.17	4.18	4.74	4.72
Lowest closing price	3.62	3.56	2.32	3.98	4.00
August 31 closing price	3.80	4.08	3.66	4.12	4.34
Price/Earnings Ratio based on August 31 closing price	15.83	13.16	14.08	15.26	14.00

[#] Restated to take into account the retrospective adjustments relating to FRS 40 - Investment Property.

Source : Bloomberg

Organisation STRUCTURE



Corporate INFORMATION

Executive Committee

Cham Tao Soon (*Chairman*)
Lee Boon Yang
Chan Heng Loon Alan
Sum Soon Lim
Yeo Ning Hong

Nominating Committee

Cham Tao Soon (*Chairman*)
Lee Boon Yang
Ng Ser Miang
Yong Pung How

Remuneration Committee

Ngiam Tong Dow (*Chairman*)
Lee Boon Yang
Cham Tao Soon
Willie Cheng Jue Hiang
Lucien Wong Yuen Kuai

Audit Committee

Yeo Ning Hong (*Chairman*)
Willie Cheng Jue Hiang
Chong Siak Ching
Lucien Wong Yuen Kuai

Auditors

PricewaterhouseCoopers LLP
8 Cross Street, #17-00
PWC Building
Singapore 048424

Audit Partner:
Ooi Chee Kar
(Appointed in 2008)

Company Secretaries

Ginney Lim May Ling
Khor Siew Kim

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