The Directors present their report to the members together with the audited financial statements of the Group for the financial year ended August 31, 2008 and the balance sheet of the Company at August 31, 2008.

DIRECTORS

1. The Directors of the Company in office at the date of this report are:

   Tony Tan Keng Yam
   Cham Tao Soon
   Chan Heng Loon Alan
   Willie Cheng Jue Hiang
   Ng Ser Miang
   Ngiam Tong Dow
   Philip N Pillai
   Sum Soon Lim
   Yeo Ning Hong
   Yong Pung How

ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE BENEFITS

2. Neither during nor at the end of the current financial year was the Company a party to any arrangement whose object was to enable the Directors of the Company to acquire benefits through the acquisition of shares in or debentures of the Company or any other body corporate, except as disclosed under ‘Share Options in the Company’ and ‘Performance Shares in the Company’ in the Directors’ Report.

DIRECTORS’ INTERESTS IN SHARES

3. The Directors holding office as at August 31, 2008 who had interests in shares and options in the Company and its subsidiaries as recorded in the register of Directors’ shareholdings were as follows:

   |
   | Direct Interests | Deemed Interests |

   The Company
   Management Shares
   Tony Tan Keng Yam 4 4 4 - - -
   Cham Tao Soon 4 4 4 - - -
   Chan Heng Loon Alan 4 12 12 - - -
   Willie Cheng Jue Hiang 4 4 4 - - -
   Ng Ser Miang 4 4 4 - - -
   Ngiam Tong Dow 4 4 4 - - -
   Philip N Pillai 4 4 4 - - -
   Sum Soon Lim 4 4 4 - - -
   Yeo Ning Hong 4 4 4 - - -
   Yong Pung How 4 4 4 - - -

   Ordinary Shares
   Tony Tan Keng Yam 35,797 235,797 235,797 200,000 200,000
   Cham Tao Soon 10,000 10,000 10,000 10,183 10,183
   Chan Heng Loon Alan 107,000 107,000 107,000 - -
   Willie Cheng Jue Hiang 8,500 108,500 108,500 12,750 12,750
   Ngiam Tong Dow - - - 12,000 20,000
   Philip N Pillai 17,000 17,000 17,000 - -
   Yeo Ning Hong 33,660 33,660 33,660 54,697 54,697
   Yong Pung How 400,000 600,000 600,000 4,208,300 4,708,300

   * Held jointly by Dr Yeo and his wife.
### DIRECTORS’ INTERESTS IN SHARES (CONT’D)

<table>
<thead>
<tr>
<th></th>
<th>Direct Interests</th>
<th>Deemed Interests</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Options for Ordinary Shares</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chan Heng Loon Alan</td>
<td>1,275,000</td>
<td>1,275,000</td>
</tr>
<tr>
<td><strong>Conditional Award of Performance Shares</strong>*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chan Heng Loon Alan</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16,667* shares to be vested in January 2009</td>
<td>Up to 24,000**</td>
<td>Up to 24,000**</td>
</tr>
<tr>
<td>32,500* shares to be vested in January 2010</td>
<td>Up to 24,000**</td>
<td>Up to 46,800**</td>
</tr>
<tr>
<td>150,000* shares to be vested in January 2010</td>
<td>Up to 225,000**</td>
<td>Up to 225,000**</td>
</tr>
<tr>
<td>32,500* shares to be vested in January 2011</td>
<td>Up to 24,000**</td>
<td>Up to 46,800**</td>
</tr>
<tr>
<td>150,000* shares to be vested in January 2011</td>
<td>-</td>
<td>Up to 225,000**</td>
</tr>
<tr>
<td>15,833* shares to be vested in January 2012</td>
<td>-</td>
<td>Up to 22,800**</td>
</tr>
</tbody>
</table>

* The number of shares represents the shares required if awarded at 100% of the grant.
** The shares awarded at the vesting date could range from 0% to 150% depending on the level of achievement against the pre-set performance conditions.

Detailed information regarding Directors’ shareholdings can be obtained in accordance with Sections 164(8) and (9) of the Companies Act, Chapter 50.

### DIRECTORS’ CONTRACTUAL BENEFITS

4. Since the end of the previous financial year, no Director has received or become entitled to receive a benefit by reason of a contract made by the Company or a related corporation with the Director or with a firm of which he is a member or with a company in which he has a substantial financial interest, except as disclosed in the Directors’ Report and financial statements.
SHARE OPTIONS IN THE COMPANY


5. (a) The 1999 Scheme was approved by shareholders at an Extraordinary General Meeting held on July 16, 1999 and is administered by the Remuneration Committee (“the Committee”). At another Extraordinary General Meeting held on December 5, 2006, the shareholders approved the adoption of the SPH Performance Share Plan and the 1999 Scheme was terminated with regard to the grant of further options. Options granted and outstanding prior to such termination will continue to be valid and be subject to the terms and conditions of the 1999 Scheme.

(b) Details of options granted previously have been disclosed in the Directors’ Reports for the respective years.

(c) The aggregate number of options granted since the commencement of the 1999 Scheme on July 16, 1999 to August 31, 2008 is 103,090,950 options to subscribe for ordinary shares.

6. The unissued ordinary shares of the Company under option at the end of the current financial year pursuant to the 1999 Scheme are set out in Note 5 to the financial statements.

PERFORMANCE SHARES IN THE COMPANY

SPH Performance Share Plan (“the Plan”)

7. (a) The Plan of the Company was approved by shareholders at an Extraordinary General Meeting held on December 5, 2006 and is administered by the Committee.

(b) Persons eligible to participate in the Plan are selected Group Employees of such rank and service period as the Committee may determine, and other participants selected by the Committee.

(c) Awards initially granted under the Plan are conditional and will be principally performance-based with performance conditions to be set over a multi-year performance period. Performance conditions include both market and non-market conditions. Performance conditions set are intended to be based on medium- to long-term corporate objectives covering market competitiveness, quality of returns, business growth, productivity growth and total shareholder return objectives.

(d) The Plan contemplates the award of fully-paid ordinary shares, their equivalent cash value or combinations thereof, free of charge, provided that certain prescribed performance conditions are met and upon expiry of the prescribed vesting periods.

8. During the financial year, 2,159,580 performance shares were granted subject to the terms and conditions of the Plan as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of Persons</th>
<th>No. of Performance Shares Granted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Director</td>
<td>1</td>
<td>197,500¹</td>
</tr>
<tr>
<td>Employee</td>
<td>255</td>
<td>1,962,080²</td>
</tr>
<tr>
<td></td>
<td></td>
<td>256</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2,159,580</td>
</tr>
</tbody>
</table>

¹ 150,000 granted with market conditions and 47,500 granted with non-market conditions.
² 589,000 granted with market conditions and 1,373,080 granted with non-market conditions.

The aggregate number of performance shares granted since the commencement of the Plan on December 5, 2006 to August 31, 2008 is 4,017,905 performance shares.

The above number of shares represents the shares required if participants are awarded at 100% of the grant. However, the shares awarded at the vesting date could range from 0% to 150%, depending on the level of achievement against the pre-set performance conditions.
AUDIT COMMITTEE

9. The Audit Committee carried out its functions in accordance with Section 201B(5) of the Companies Act, Chapter 50, and the Singapore Exchange Listing Manual.

Its functions include reviewing the audit plans and audit reports of the internal and external auditors, the auditors’ evaluation of the internal accounting controls, and the scope of the internal audit function; reviewing the balance sheet of the Company and financial statements of the Group before submitting them to the Board for approval; reviewing any interested person transaction; and reviewing the independence, objectivity and cost effectiveness of the external auditors and the nature and extent of non-audit services supplied by them; and overseeing any internal investigation into cases of fraud and irregularities.

It also recommends to the Board the appointment of external auditors, serves as a channel of communications between the Board and the auditors, and performs such other functions as may be agreed by the Audit Committee and the Board.

On behalf of the Directors

Tony Tan Keng Yam
Chairman
Singapore, October 10, 2008

Chan Heng Loon Alan
Director