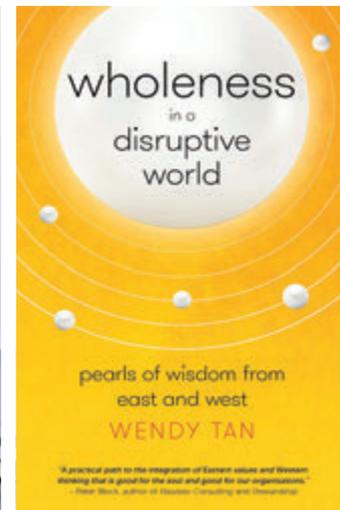
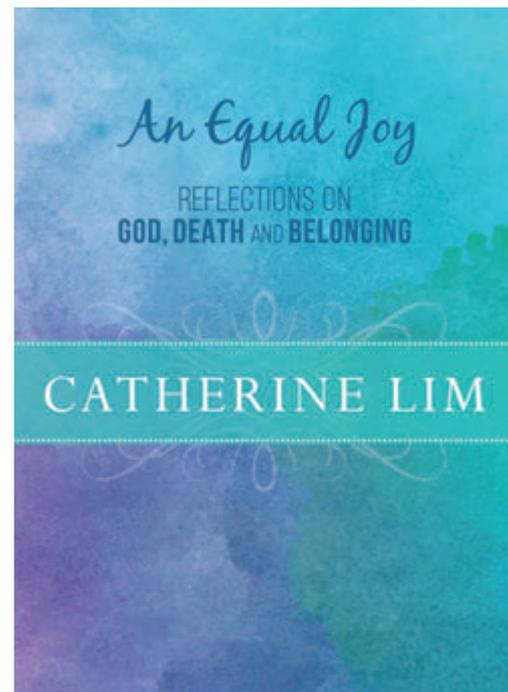


PUBLISHING & PRINTING

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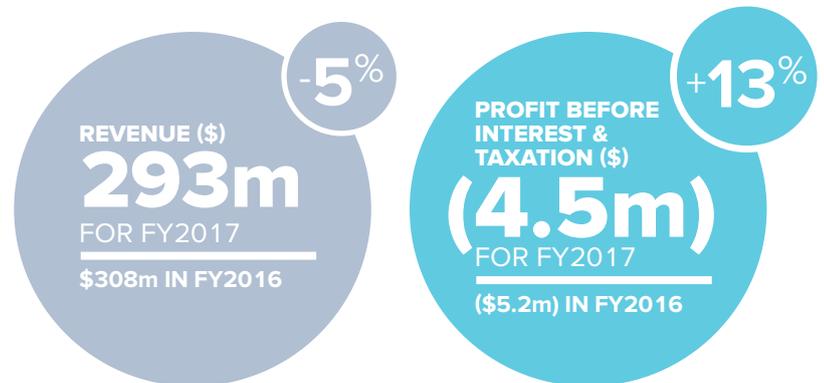
“We will continue to work collaboratively with strategic partners to broaden the range of education-related products and services to consumers across different channels of engagement.”

MR SIEW PENG YIM

Chief Executive Officer,
Times Publishing Group

CEO BUSINESS REVIEW

PUBLISHING & PRINTING



PUBLISHING & PRINTING OVERVIEW

FY2017 was another challenging year for the Publishing & Printing division ("P&P"), which had been impacted by the prevalence of disruptive media technologies and global competition. Accordingly, P&P FY2017 revenue declined from \$308m to \$293m while PBIT losses for the year narrowed, from \$5.2m to \$4.5m.

Overall, our Publishing division continued to perform well, particularly in the international arena where Marshall Cavendish Education ("MCE") defended its revenue base due to higher sales in Hong Kong and rest of the world. MCE Hong Kong ("MCE HK") recorded double-digit revenue growth, driven by both its legacy products offerings and the introduction of new Science, Technology, Engineering and Mathematics ("STEM") products. MCE also successfully entered Indonesia with the launch of its first Cambridge-endorsed Primary Maths and Primary Science series. In addition, MCE also deepened its foothold in Chile by winning the Grade 5 Maths tender. This year, its cookbook *Creative Baking: Deco Chiffon Cakes* also enjoyed a great deal of limelight in the international publishing scene.

Printing division stemmed its revenue decline this year. While printing output declined slightly due to lower print quantity and page extent for books and magazines in Singapore, it was partially mitigated by higher export sales from our Malaysia operations and increased

domestic sales from our China plant. In addition to continuous cost containment efforts coupled with benefits of the restructuring exercises to align capacity to demand taken in previous years, Printing returned to a profitable position this year.

This year, we launched several digital products as part of our efforts to expand our digital offerings and consumer touchpoints. Education mobile applications like Brainy Arkies and SL360, a diagnostics online assessment platforms (A360), and GoGuru.com.sg, an e-commerce portal that provides convenient access to our range of education content and general reference books as well as third-party trade books, e-books, magazines and lifestyle products were launched in Singapore.

PUBLISHING

The Group's publishing business is marketed under the brand, Marshall Cavendish ("MC"). As a major international content provider, MC publishes extensively with interests spanning Education, General Interest, Business Information and Home Reference.

Publishing: Education

MCE's leadership positions in Maths and Science were further boosted when it launched its first Cambridge-endorsed Primary Maths and Science series in Indonesia. Adopting only sound Asian pedagogies used in Singapore classrooms, these series aim to help Indonesian pupils attain mastery in these subjects.

MCE further entrenched its position in Chile by winning the Grade 5 Maths tender. With this award, MCE now supplies Grades 2 and 5 Primary Maths textbooks to almost 500,000 students across the country, annually.

To complement its textbook publishing, MCE also organised parents' workshops to better equip parents with the skills and knowledge to guide their children in their learning at home. Our workshops covered core subjects from Primary 1 to 6, the latest exam syllabus with formats, tips and strategies and key concepts to help children with their studies.

We also organised our inaugural MCE Early Childhood Seminar and launched the Early Childhood series in Numeracy, English and Chinese. A panel of distinguished speakers shared unique teaching methods and instructional materials to 400 educators from over 100 early childhood institutions.

To reinforce our leadership position as a curriculum publisher, MCE HK amplified its efforts in promoting STEM Academy by collaborating with the Singapore Science Centre in providing holistic global solutions to schools and learning centres. The collaboration offered STEM training programmes and activities, curriculum design and consultation services, and innovative hardware to support the implementation of STEM education within the region. MCE HK also worked with the Hong Kong Association for Science and Mathematics Education

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on the development and promotion of our STEM programmes and forthcoming Science textbooks in secondary schools.

As part of the Group's digital education transformation effort, MCE launched Brainy Arkies, a mobile learning application that integrates automated adaptive testing, self-directed learning and entertainment, and is designed for the best learning outcome for primary school pupils by making learning fun and easy as they learn on-the-go. Aligned with the Ministry of Education Primary Maths syllabus, questions within Brainy Arkies were drafted to aid pupils in Maths concepts.

In addition, MCE HK has also launched a diagnostic online assessment platform (A360) with an education mobile application ("SL360") that helped students realise their strengths, weaknesses, knowledge, and skills in

specific learning objectives in Primary Maths subject. This online assessment platform also allows users to procure additional corresponding remedial materials and follow-up exercises through the SL360 payment gateway.

Publishing: Others

General and Reference ("GR") successfully published several high-profile titles in 2017. Among them, *The Commuting Reader*, Singapore's first-ever ticket book; and the launch of a series of four local literature, in Singapore's four official languages, which was a nationwide campaign led by the National Arts Council to promote Singapore literature. GR also released *Brand Singapore: Nation Branding After Lee Kuan Yew, in a Divisive World*; *Sun Yat-sen: The Unfinished Revolution*; *a Disruptive World* by Wendy Tan; and *An Equal Joy*, a collection of essays by award-winning author Catherine Lim.

Under Cuisine, *Creative Baking: Deco Chiffon Cakes* by renowned blogger Susanne Ng made waves on the international scene when it was first reviewed on Mashable and Hello Giggles, and interest quickly picked up with coverage in the UK-based Daily Mail, US-based website and Food & Wine magazine. The cookbook was also featured on various websites in Malaysia, Indonesia, Japan, Korea, Greece, China, Brazil, Serbia, Croatia, Spain and Vietnam, and in newspapers such as Epoch Times and China Daily. The extensive exposure put Susanne in the global limelight and raised Marshall Cavendish's profile in the international publishing scene.

Looking ahead, we will explore emerging publishing business models such as personalised children's books and self-publishing service for individuals seeking to have their work published.

BRAINY ARKIES
A MOBILE LEARNING
APPLICATION THAT
INTEGRATES
AUTOMATED ADAPTIVE
TESTING, SELF-DIRECTED
LEARNING
AND ENTERTAINMENT



▶ ▶ LEARN ON-THE-GO



PRINT

Restructuring and cost-cutting measures were taken by our Printing division to realign capacity and improve PBIT. Following the exercise, we have gained cost competitiveness and this had resulted in Printing securing multi-year contracts from new customers, such as the Asia edition of Bloomberg Business Week magazine, the monthly Forbes China, and a 3-year contract with Haynes Publishing Group for more than 200 titles.

To meet the challenges ahead, we will continue to seek out opportunities to grow, strengthen and diversify in areas of printing and packaging, digital printing, print management services and creative communication.

RETAIL AND DISTRIBUTION

The decline in book and magazine sales arose largely from poor retail climate, particularly for book retailers.

However, the decline in book and magazine sales was mitigated by the strong partwork sales like *Star Wars Millennium Falcon*, and Marvel and DC character-based gifts. Additional channels in Malaysia, coupled with an improvement in margins, lower costs and enhanced operational efficiency also boosted the bottom line.

In January, we renewed our distribution and licensing agreement with Hallmark US for another three years. As part of our continued efforts to engage families, children and the community, we held a host of activities throughout the year, such as featuring renowned authors and organising in-stores interactive events and creative learning activities at Times Bookstores. To encourage reading at a tender age, we set up the Times Junior Reading Club with a slew of promotional and fun activities.

The advertisement features a purple background. At the top, the text 'GOGURU.COM.SG' is written in large, white, sans-serif font. Below this, on the left, is a tablet displaying the website's homepage, which includes various educational content cards and a search bar. On the right, a laptop displays a white map of Singapore. Below the laptop, the text 'SINGAPORE'S PREMIER ONLINE RESOURCE FOR PARENTS' is written in large, white, sans-serif font, with 'PREMIER' and 'ONLINE' being the most prominent words.

The start of FY2017 marked the launch of GoGuru.com.sg, an e-commerce portal that provides convenient access to Times Publishing Group's range of educational content and general reference books. Catering to the varied interests of families and children, GoGuru also offers engaging and relatable content on 21st century parenting and education, positive values, tips and trends. From expert advice and contribution from parents to ideas for fun family activities, we aim to be Singapore's premier online resource for parents. Through the online platform, we also develop and curate content written by subject experts, and share our viewpoints on latest education trends and issues.

As a Group, our expertise in education and learning has seen how the 21st century learner has evolved over

the years. Happy Sparks was our first foray into a large-scale experiential edutainment event at an exhibition hall where learning took place in an immersive and hands-on environment. With the participation of over 50 brand partners, the team delivered 4 fun-filled days of school-based Maths and Chinese competitions for primary school level children; singing, dancing and musical instrument performances and competition to celebrate diversity in aesthetic expression; and a one-stop place for parents to have access to trial packages of learning tools and enrichment classes for their children.

We will continue to work collaboratively with strategic partners to broaden the range of education-related products and services to consumers across different channels of engagement.