



BOUSTEAD

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Boustead Singapore Limited FY2021 Annual General Meeting

Management Presentation

28 July 2021

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Presentation Agenda

- Division Performance Review
- Group Financial Performance
- Polling Results for AGM Resolutions



Division Performance Review – Real Estate

Real Estate Division Revenue, PBT & Orders Secured



	FY2021 (S\$'m)	FY2020 (S\$'m)	Chg (%)
Revenue	301.4	426.2	-29
PBT	*140.6	27.5	+412
Orders secured	178	93	+91

* Includes Boustead Industrial Fund ("BIF") value-unlocking transaction one-off gain of S\$134.8 million ("BIF Value Unlocking Gain")

- Revenue impacted by pandemic, prolonged project closures, lower productivity and shortage of foreign labour resources
- Record PBT supported by BIF Value Unlocking Gain
- Higher contracts secured due to geographic market expansion

Real Estate Prospects



- Immediate term
 - Announced order backlog: S\$351 million
 - Industrial real estate outlook:
 - Challenging F2022 due to continued impact from pandemic including more difficult business development and margin pressure on contracts secured pre-pandemic
 - Technological transformation continues to be emphasised
- Longer term
 - Stronger platforms including BIF and fund management business to build recurring, long-term income streams
 - Demand for smart, eco-sustainable and future-ready developments to address climate change



Division Performance Review

– Energy Engineering



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Energy Engineering Division Revenue, PBT & Orders Secured



	FY2021 (S\$'m)	FY2020 (S\$'m)	Chg (%)
Revenue	198.4	144.5	+37
PBT	28.0	7.9	+254
Orders secured	52	304	-83

- Underperforming water business sold in FY21
- Excellent revenue and profit results a reflection of orders won in FY19 and FY20, and margin uplift during FY21
- Order secured during FY21 of \$52 million is not ideal, and initiative to grow brownfield services and work is not a success.

Energy Engineering Prospects



- Immediate term
 - Announced order backlog: S\$96 million
 - Virtually certain less revenue and profit recognised for FY2022 compared to FY2021
 - Uptick in oil prices leading to more projects being kicked off in FY2022, leading to optimism that more than the S\$52 million of orders in FY2021 can be secured

- Longer term
 - Complex
 - Uncertain

Energy Engineering

What are experts saying about fossil fuel outlook?



“...there should be no new investments in oil & gas production fields, coal mines or unabated coal power plants beyond 2021....”

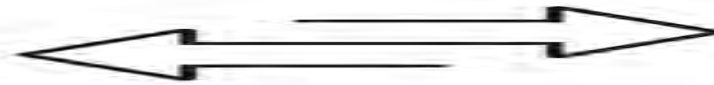
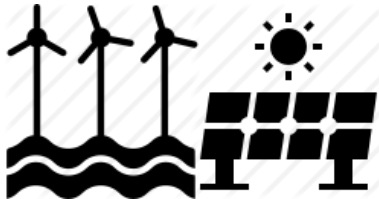
International Energy Agency

“The outlook for natural gas is more resilient than for oil ...when combined with carbon capture use and storage.”

BP

“Fossil fuel use will not disappear any time soon. Our scenario envisages fossil fuels having a 77 %share of global energy demand [in 2040]”

Wood McKenzie



Energy Engineering

Addressing uncertain long term prospects



- Stay nimble and scale business quickly according to demand for oil & gas projects
- Spend more time on chasing projects which are somewhat more resilient to transition to net-zero emissions such as natural gas projects / LNG projects / petrochemicals such as plastics / fertilisers
- Continue building brownfield service capabilities
- Find out if heat transfer expertise can be deployed in other complex but non-oil & gas projects, such as carbon capture and storage solutions?

Energy Engineering

Addressing uncertain long term prospects



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- Continue building brownfield service capabilities
- Find out if heat transfer expertise can be deployed in other complex but non-oil & gas projects, such as carbon capture and storage solutions?

Maintain bid discipline at all times and not bid stupidly!



Division Performance Review

– Geospatial

Geospatial

Division Revenue, PBT & Deferred Services Backlog



	FY2021 (S\$'m)	FY2020 (S\$'m)	Chg (%)
Revenue	170.4	137.3	+24
PBT	40.7	29.7	+37
Deferred services backlog	100	73	+37

- Record revenue; fifth consecutive year of revenue and PBT growth despite currency headwinds
- Years of marketing efforts and investments in educating users leading to consistently growing demand for geospatial solutions

Geospatial Esri Direct and Esri Aligned



Esri Direct

Revenue as a result of selling Esri Inc's software products under the distribution agreement

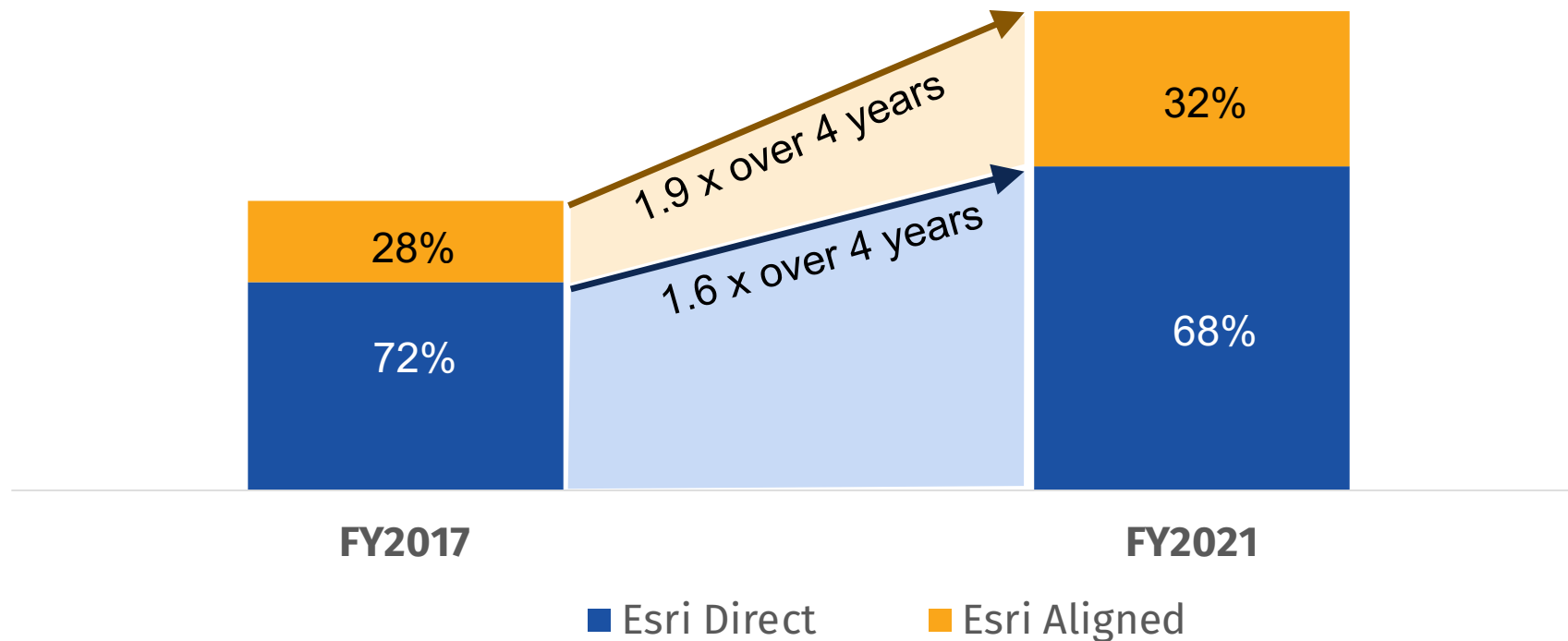


Leveraging synergies to create long-term, scalable business with enhanced offerings independent of distribution agreement

Esri Aligned

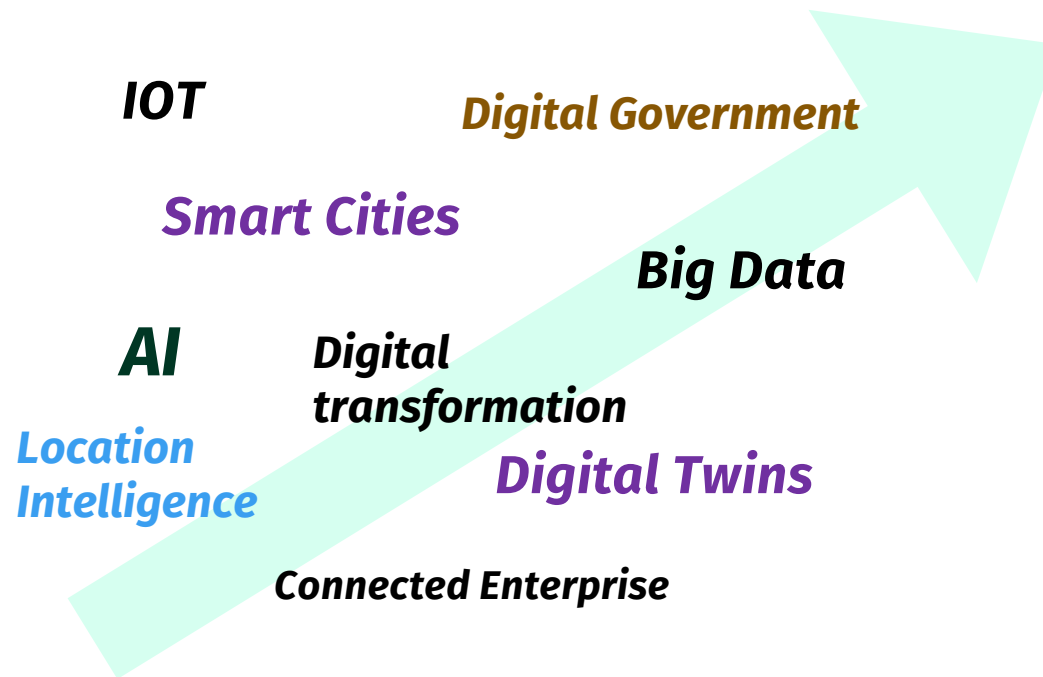
Revenue as a result of selling services, data products, 3rd party (including self-developed) solutions that enhance and extend the Esri ecosystem

Geospatial Esri Direct and Esri Aligned Revenue Growth

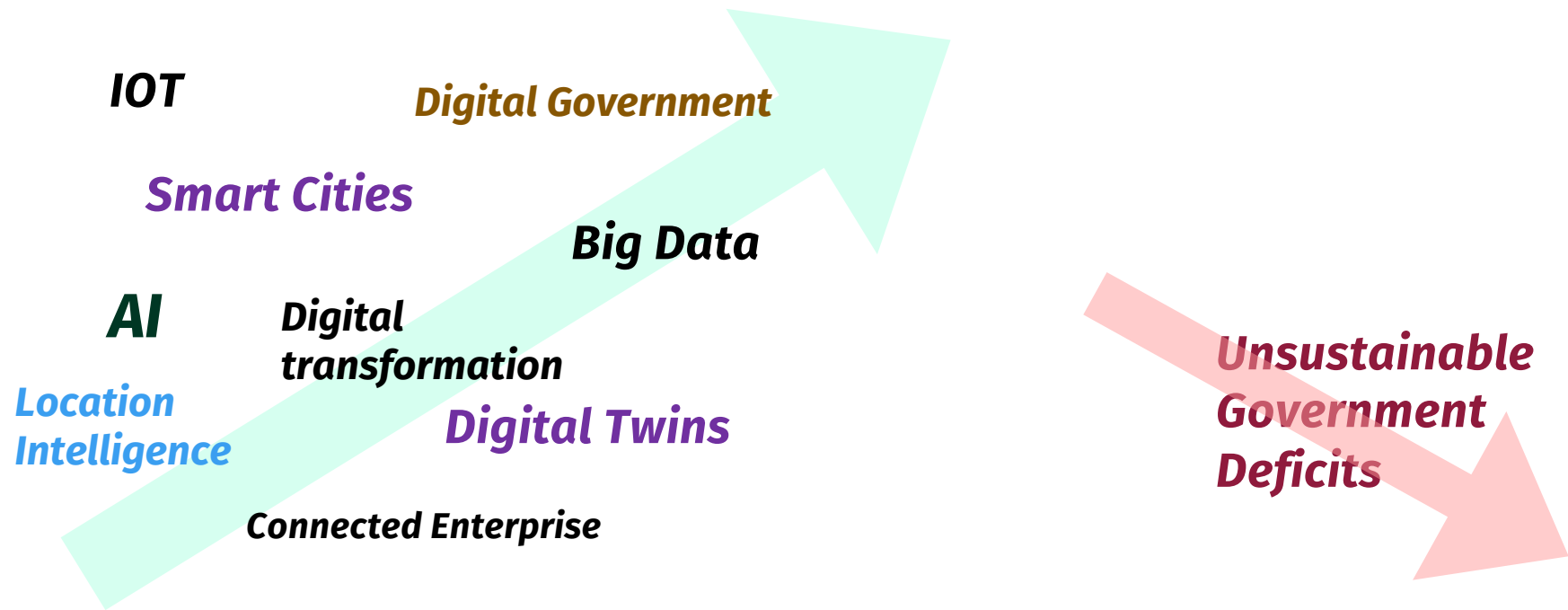


We remain 100% committed to growing the Esri ecosystem whether through direct software sales or aligned services, solutions or datasets!

Geospatial Prospects



Geospatial Prospects





Division Performance Review – Healthcare

Healthcare Division Revenue & PBT



	FY2021 (S\$'m)	FY2020 (S\$'m)	Chg (%)
Revenue	15.2	18.2	-16
Share of associate, Beijing Pukang ("Pukang")	1.5	2.0	-25
PBT (includes share of Pukang's income above)	*-0.1m	*1.1m	NM

* Excludes S\$0.4m annual amortisation adjustment by Group upon acquisition over 3 years

- Negatively impacted by pandemic
- Sales process and culture to be improved

Healthcare Prospects



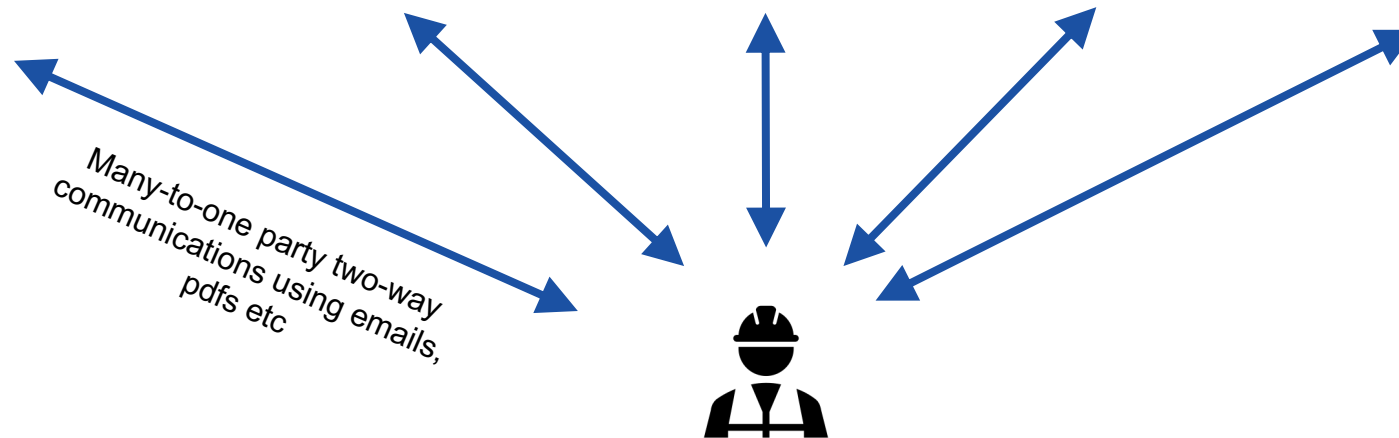
- Immediate term
 - Somewhat uncertain
 - Singapore and China macro environment for rehab and products is improving; not so for Malaysia and Thailand
 - Sales and marketing process and culture still not optimised
- Longer term
 - Longer term trend for ageing demographics and more efficient healthcare delivery persists for foreseeable future
 - Internal priority to improve sales and marketing team capabilities to capture growing demand for solutions

Noteworthy Projects and Achievements

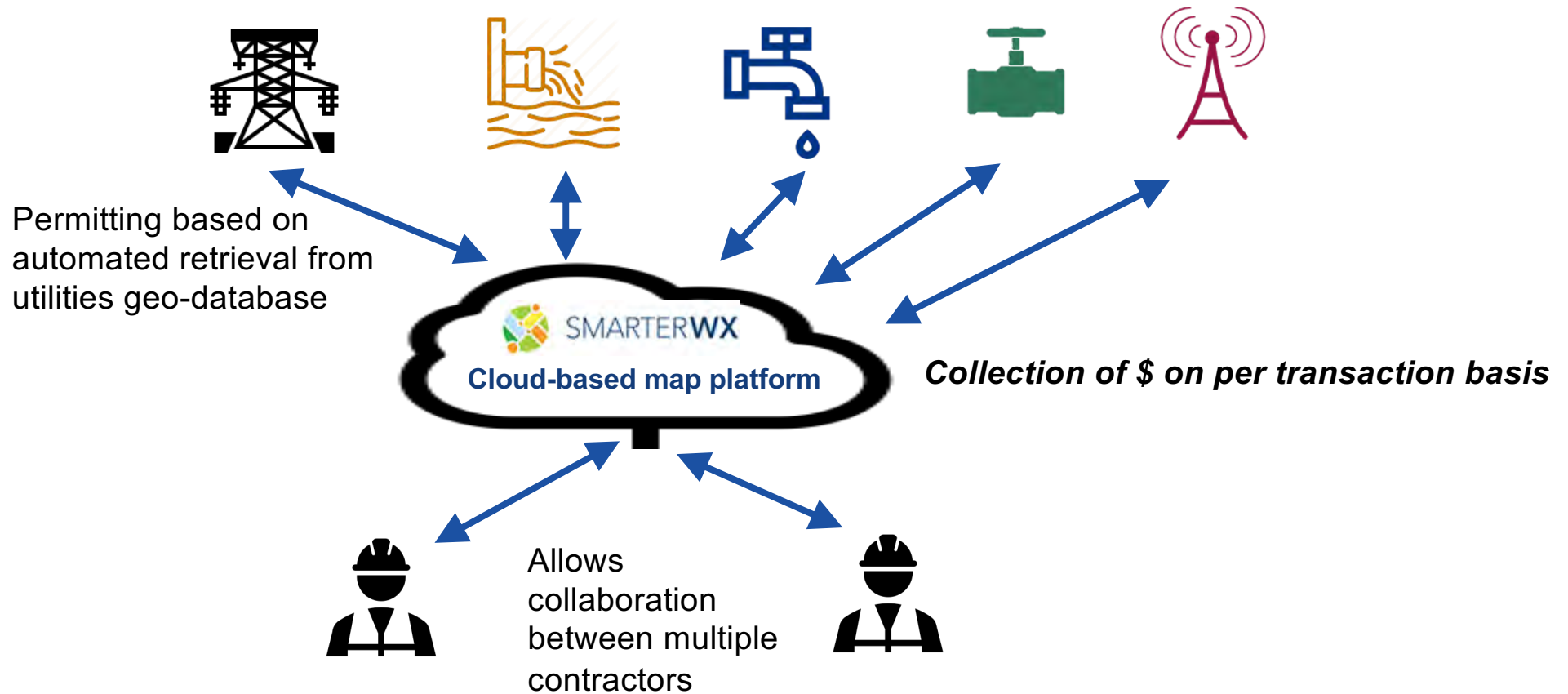


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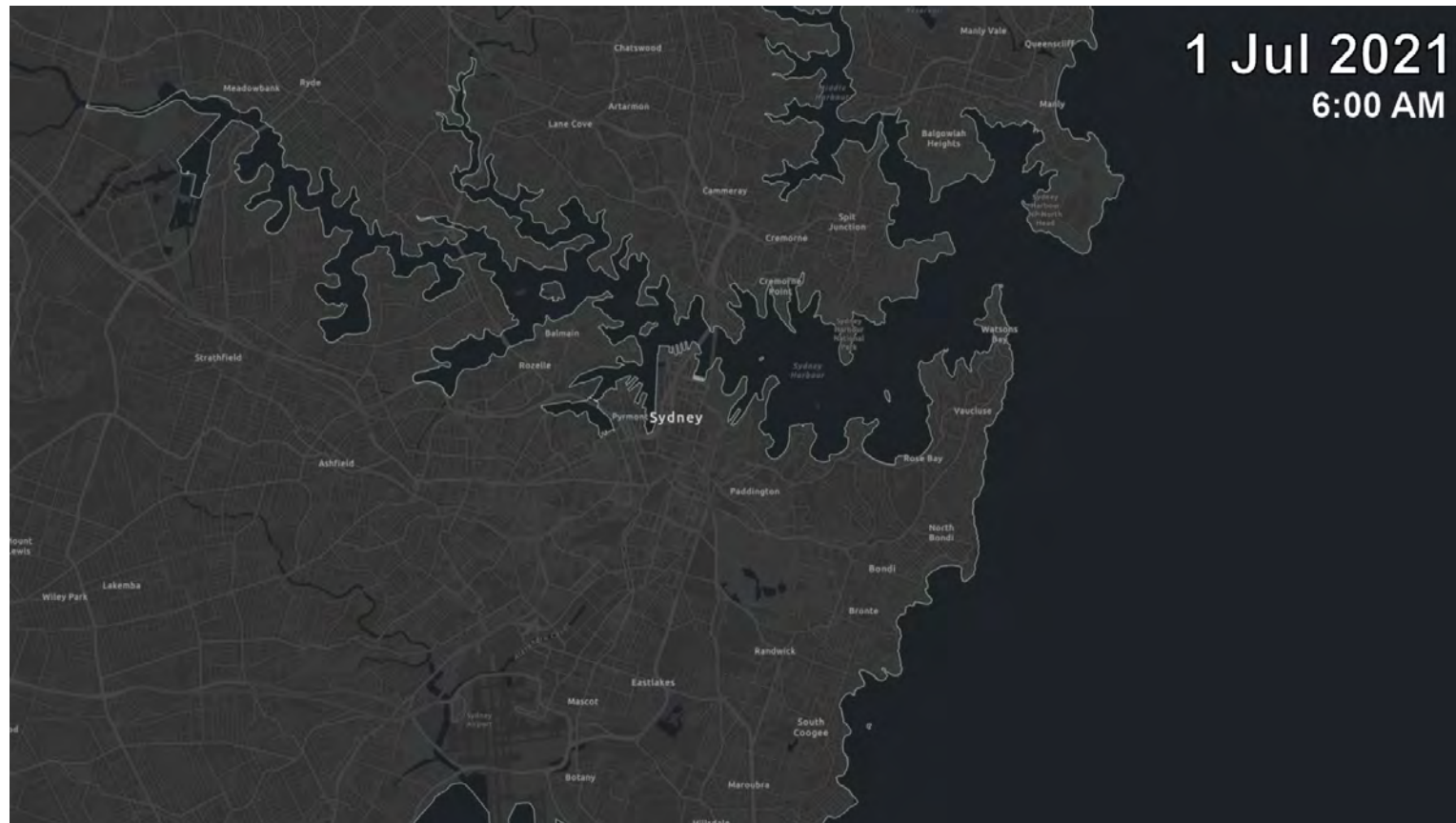
Geospatial Conventional Construction Permitting Process



Geospatial Conventional Construction Permitting Process



Geospatial



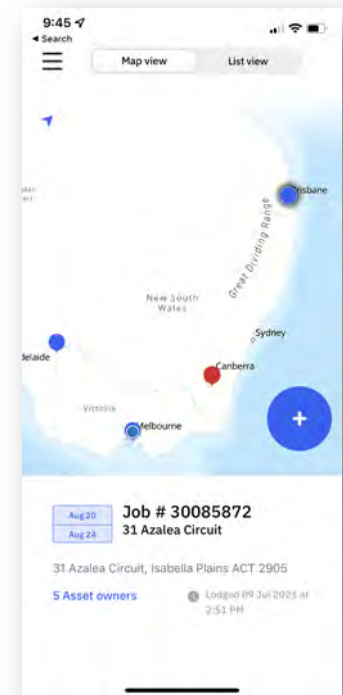
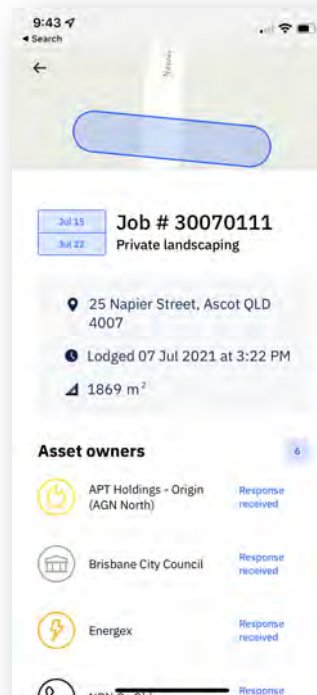
Geospatial



Brett Bundock



Gary Johnson



Screenshots of construction personnel making enquiries to multiple utilities companies on his smart phone

Group Financial Performance

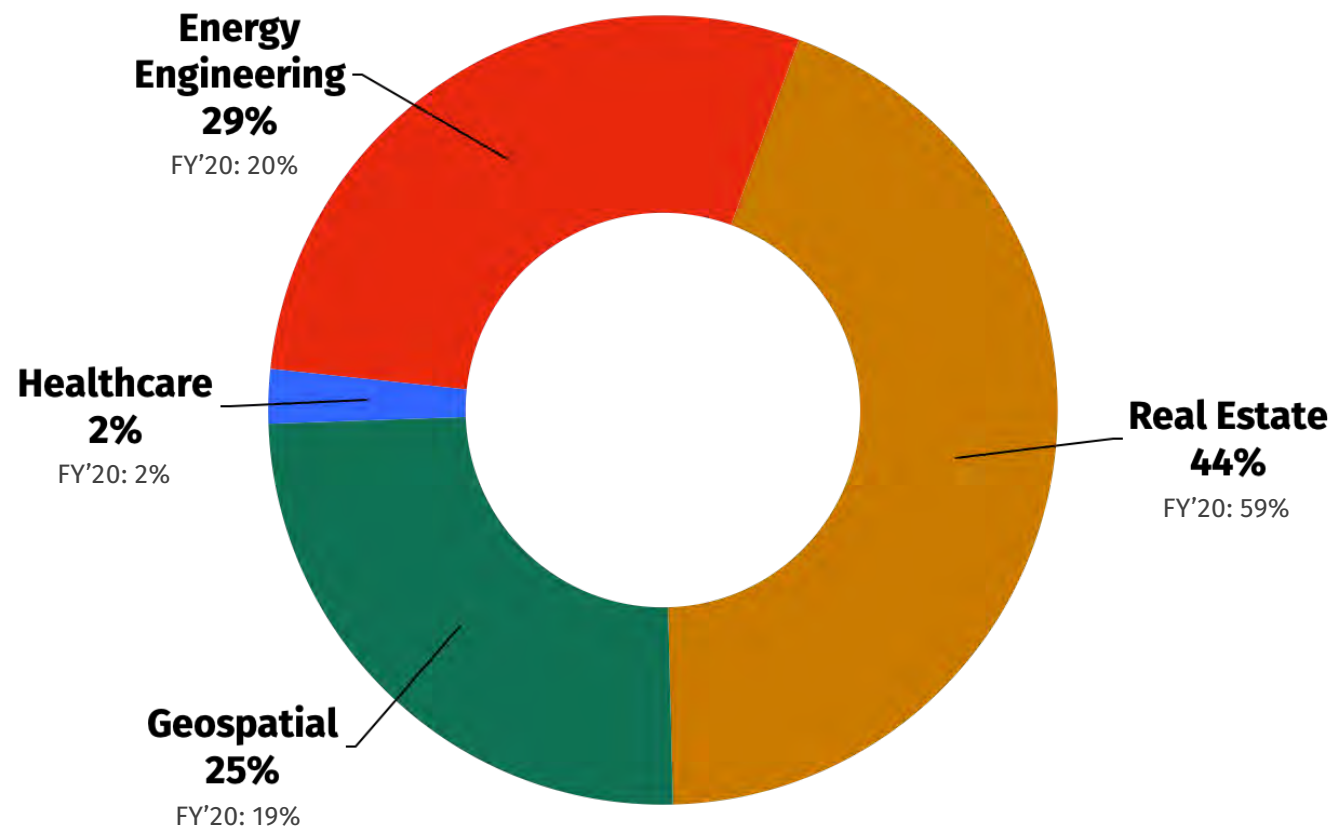
Group Financial Results

	FY2021	FY2020	Chg (%)
Revenue	S\$685.7m	S\$726.6m	-6
Gross profit	S\$173.6m	S\$167.2m	+4
<i>Gross margin</i>	25%	23%	
PBT	S\$204.3m	S\$63.0m	+224
<i>PBT margin</i>	30%	9%	
Total profit	S\$178.9m	S\$44.5m	+302
Profit attributable to equity holders of the Company ("net profit")	S\$113.1m	S\$30.9m	+266
Adjusted net profit*	S\$44.6m	S\$36.4m	+23
Earnings per Share ("EPS")	23.3cts	6.3cts	+270
Net asset value ("NAV") per share	92.3cts	70.3cts	+31

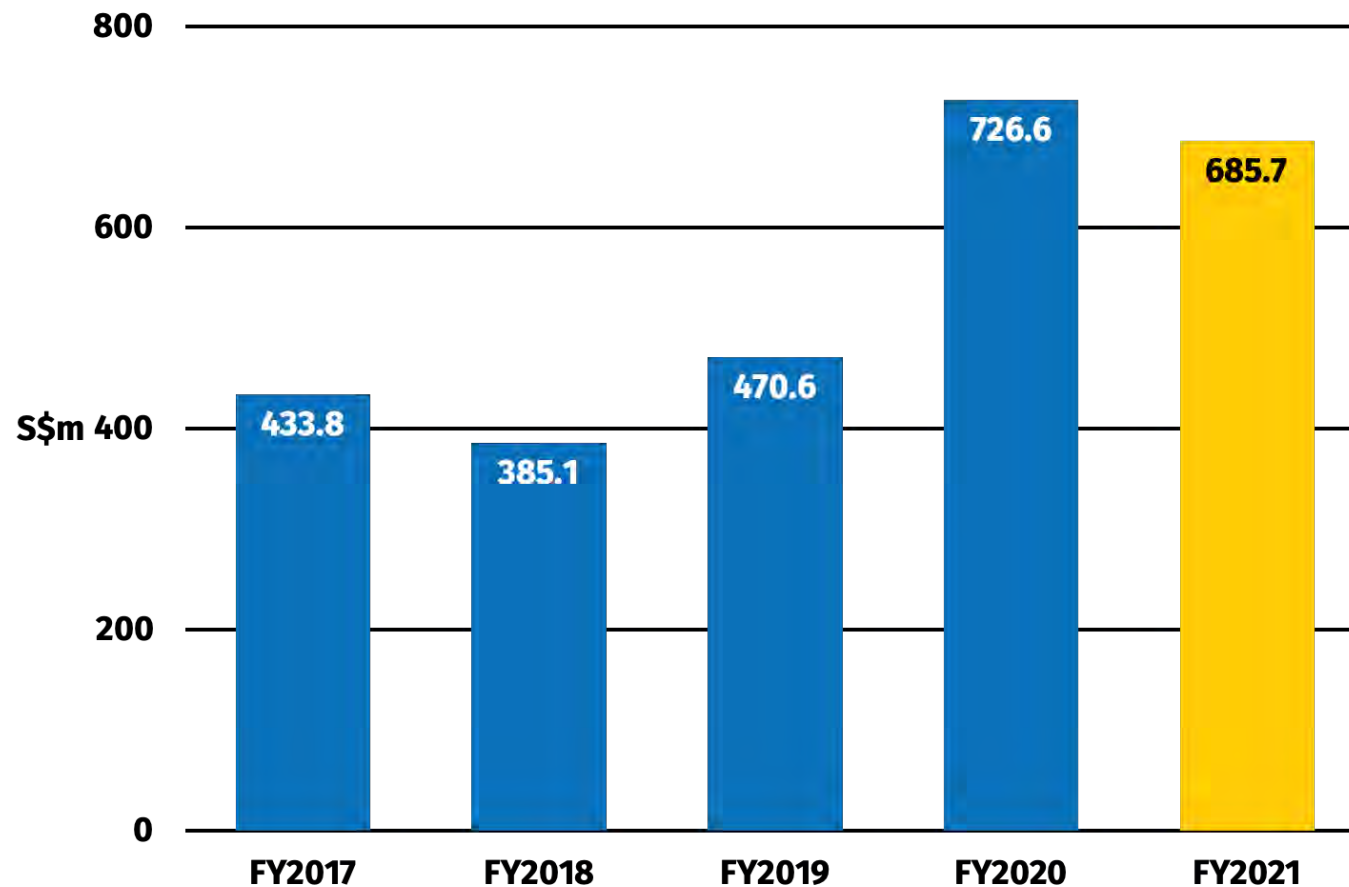
- Revenue impacted by the prolonged closure of the Singapore project sites of the Real Estate's E&C business segment
- Record net profit supported by BIF Value Unlocking Gain

* For comparative review, adjusted for other gains/losses net of non-controlling interests (includes BIF Value Unlocking Gain), one-off net gain from sale of water business, impairment losses, one-off legal settlement and payouts received from Jobs Support Scheme

Group Revenue Mix by Division

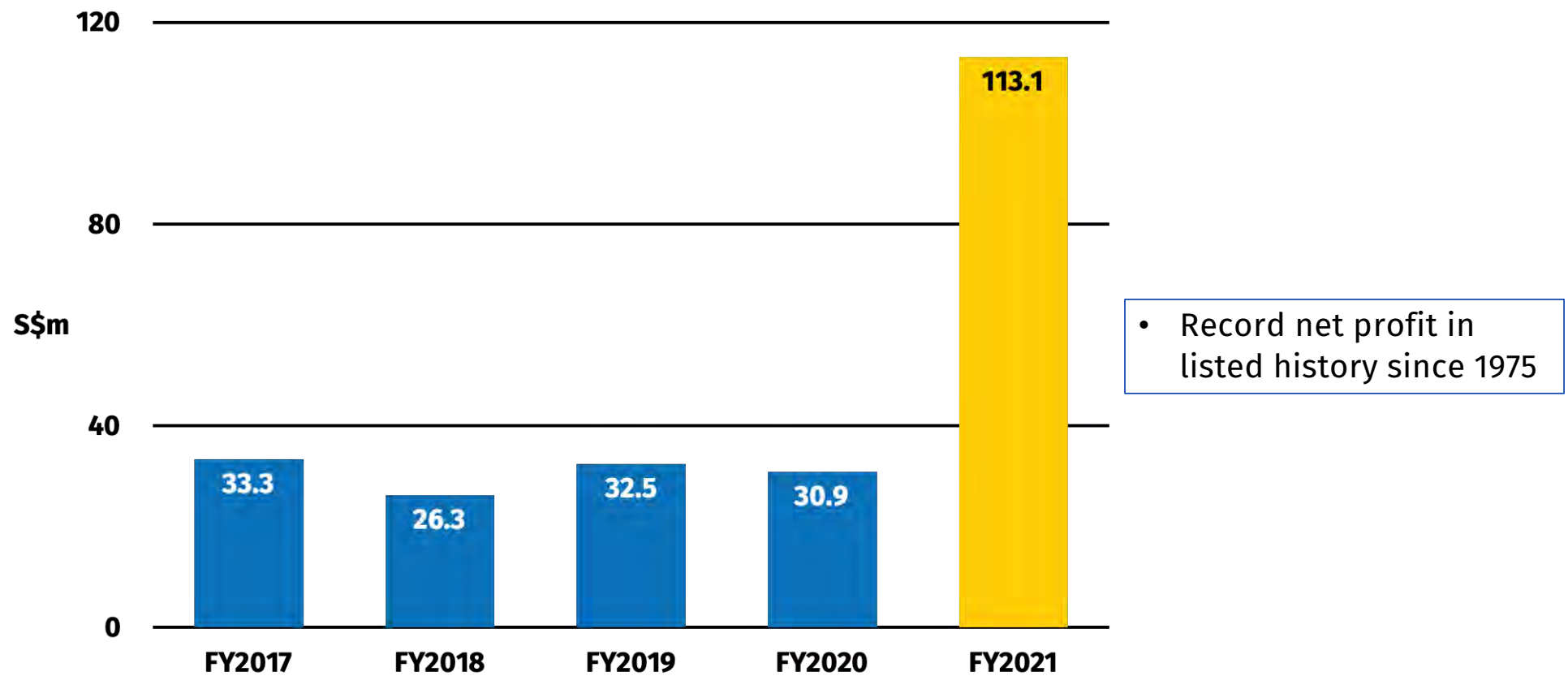


Group Revenue

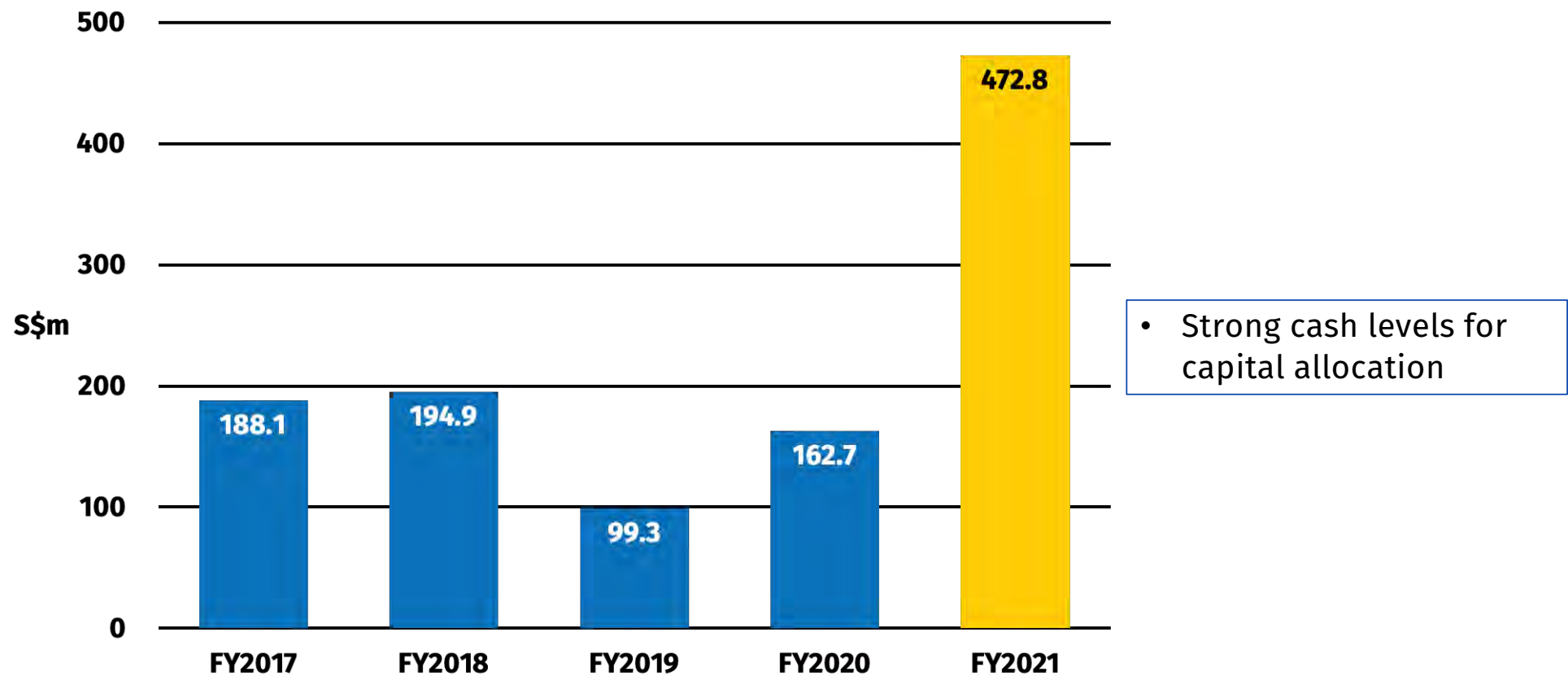


- Impact on Real Estate revenue buffered by better Energy Engineering and Geospatial revenue
- Second highest revenue achieved over past decade

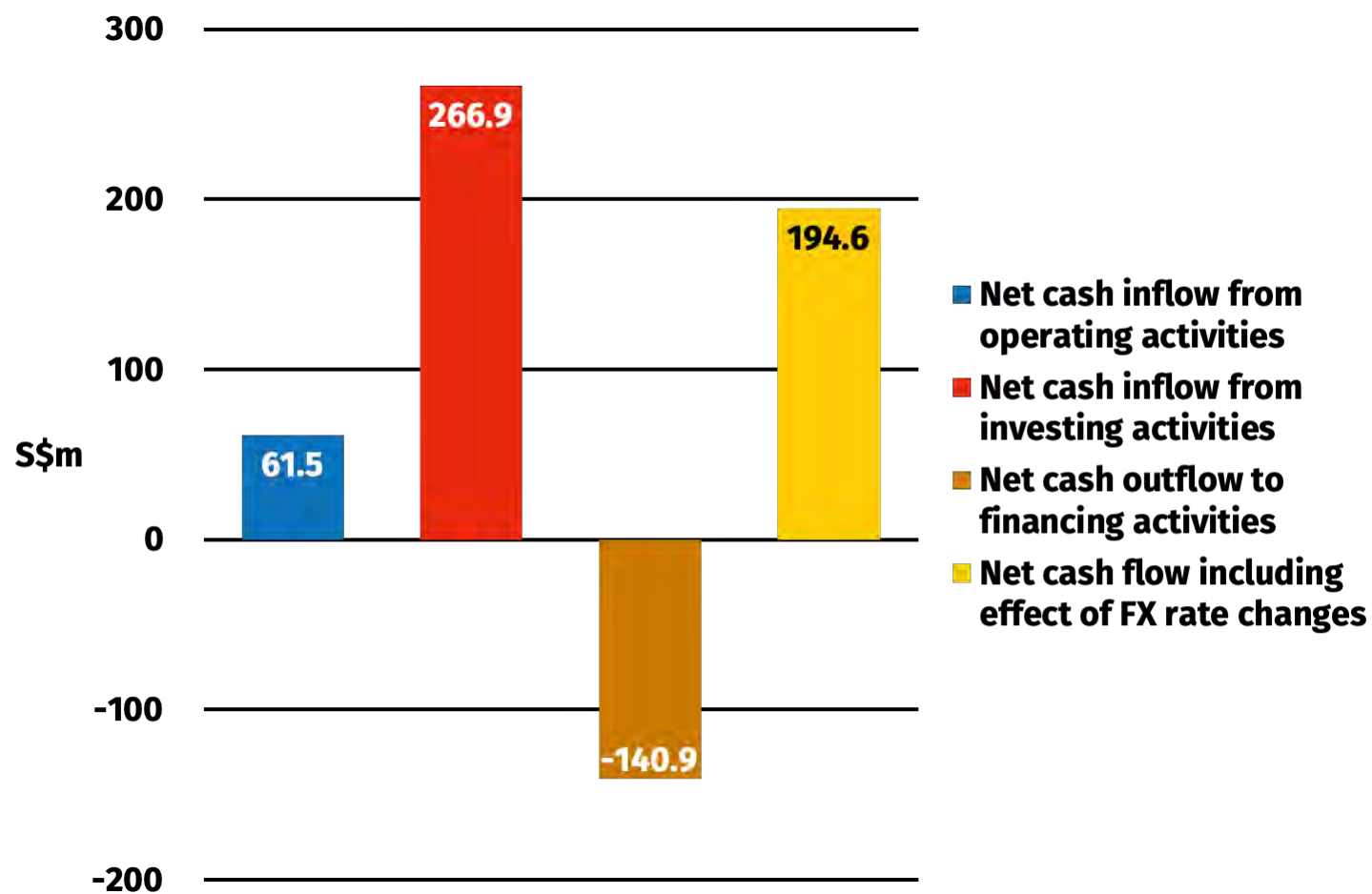
Group Net Profit



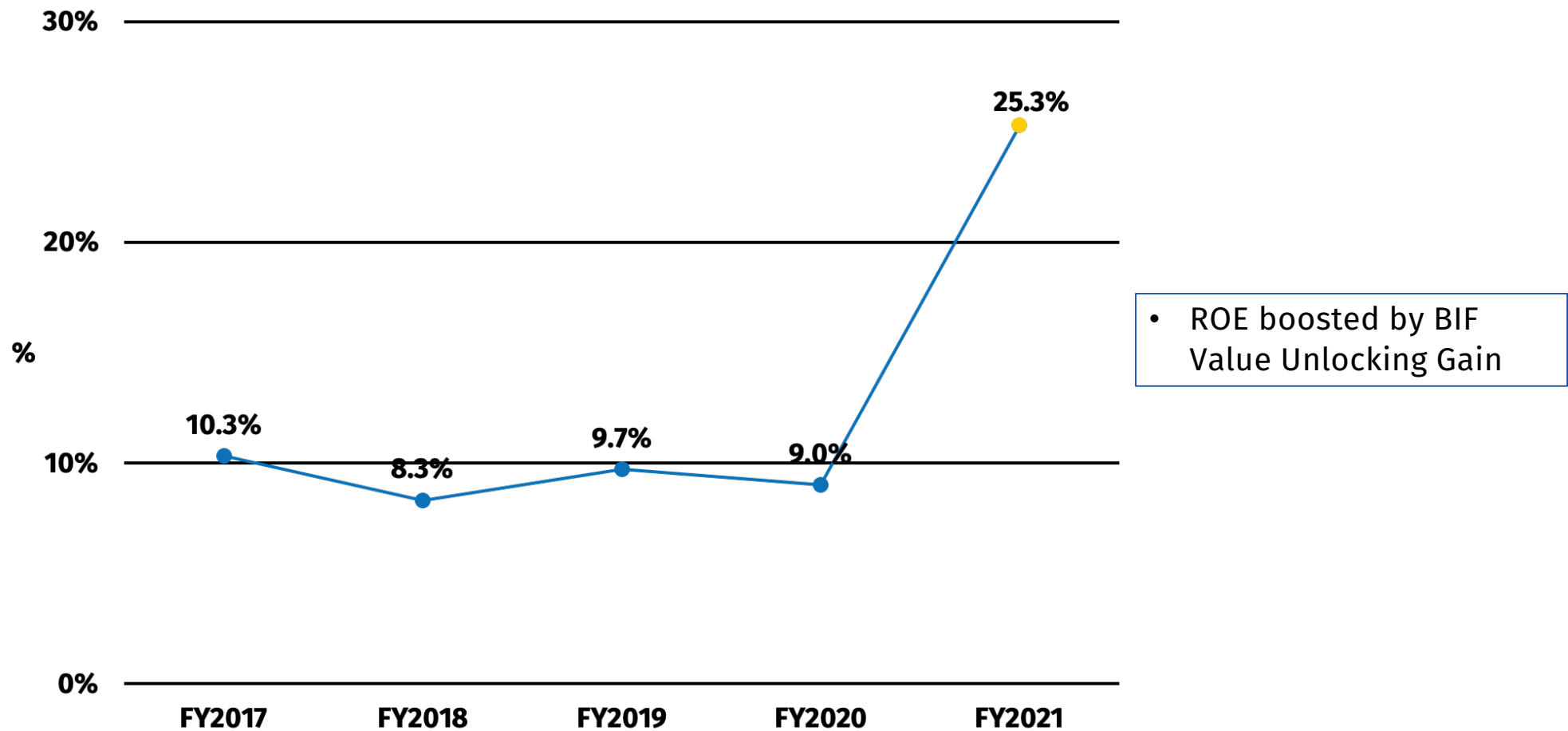
Group Net Cash Position



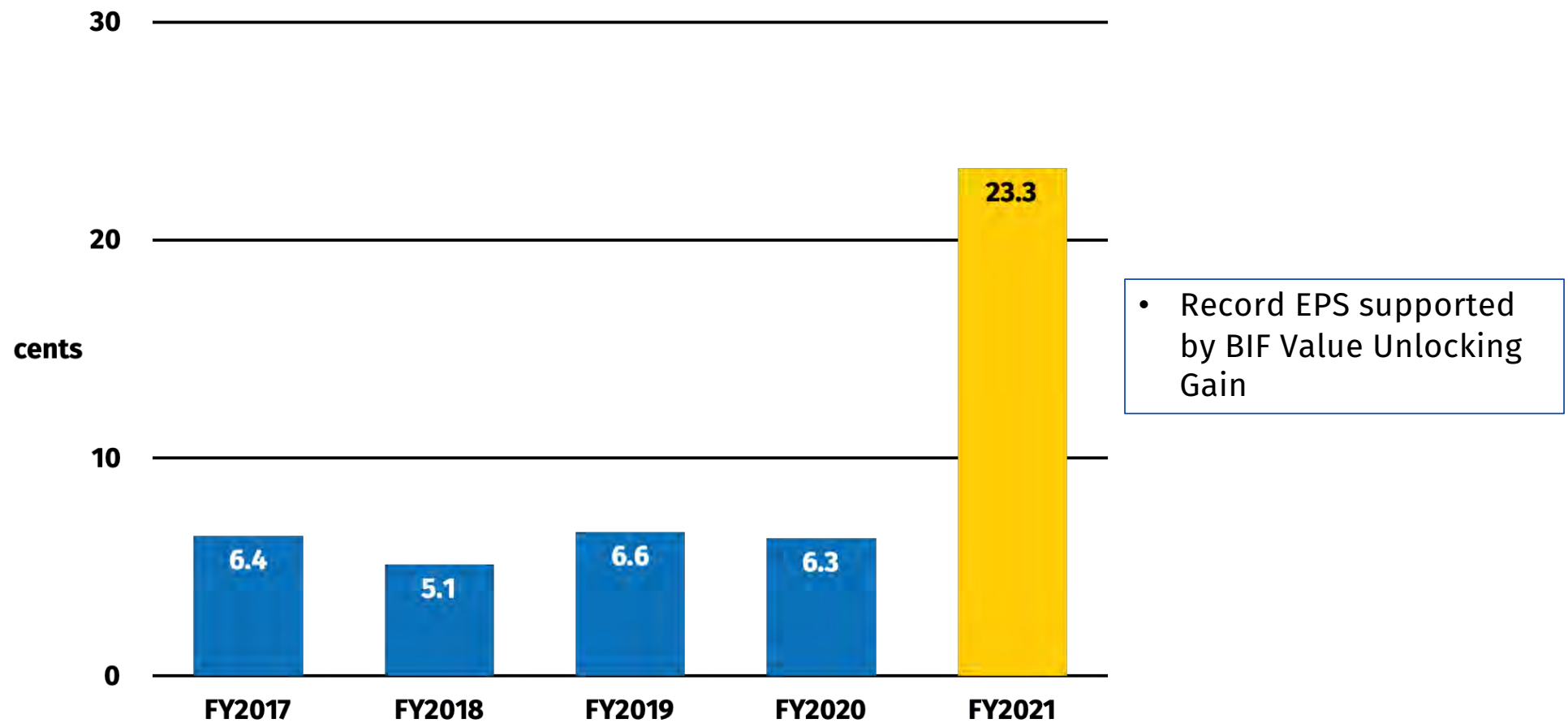
FY2021 Group Cash Flow



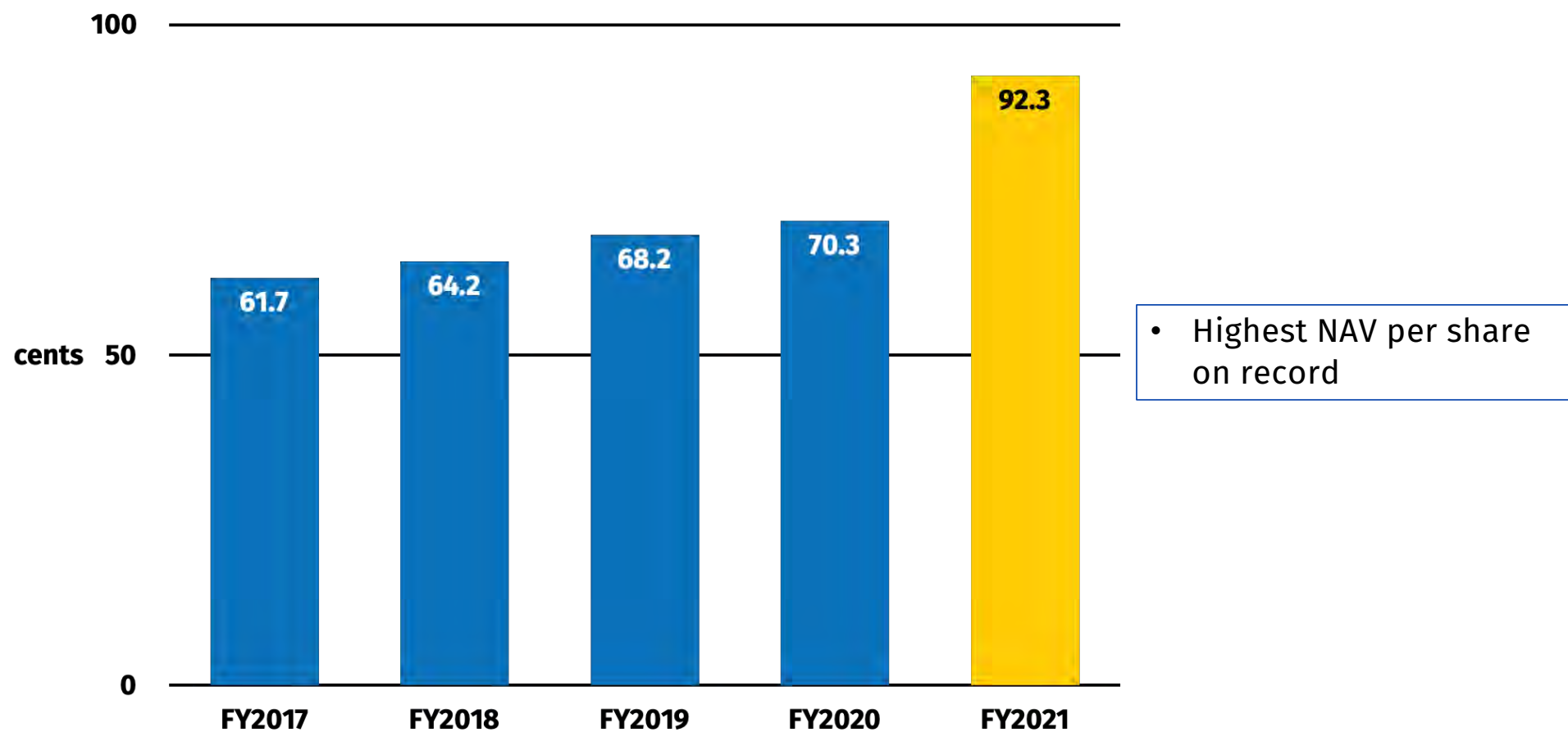
Group Return on Shareholders' Equity



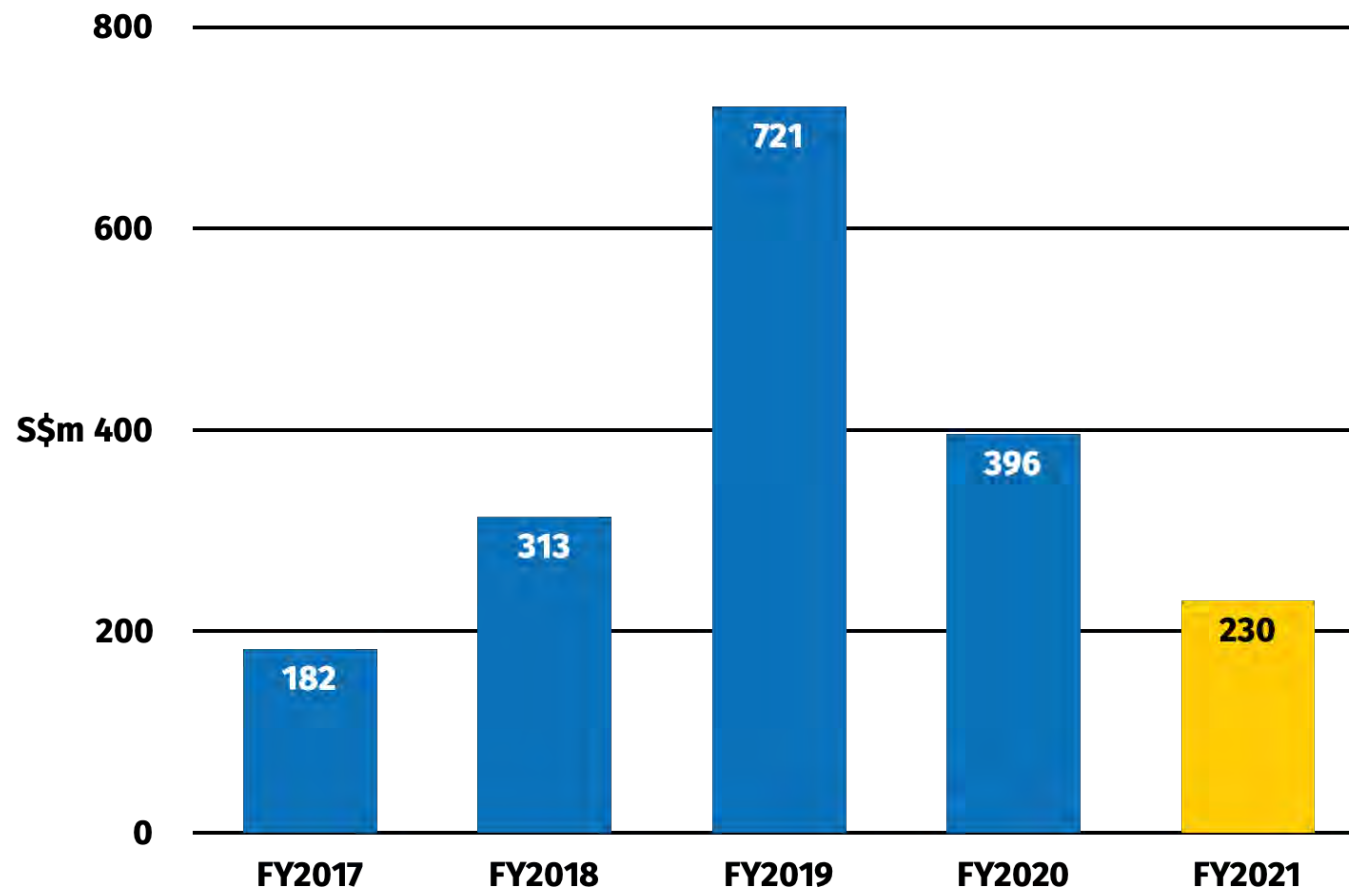
Group EPS



Group NAV per Share



Group Orders Secured



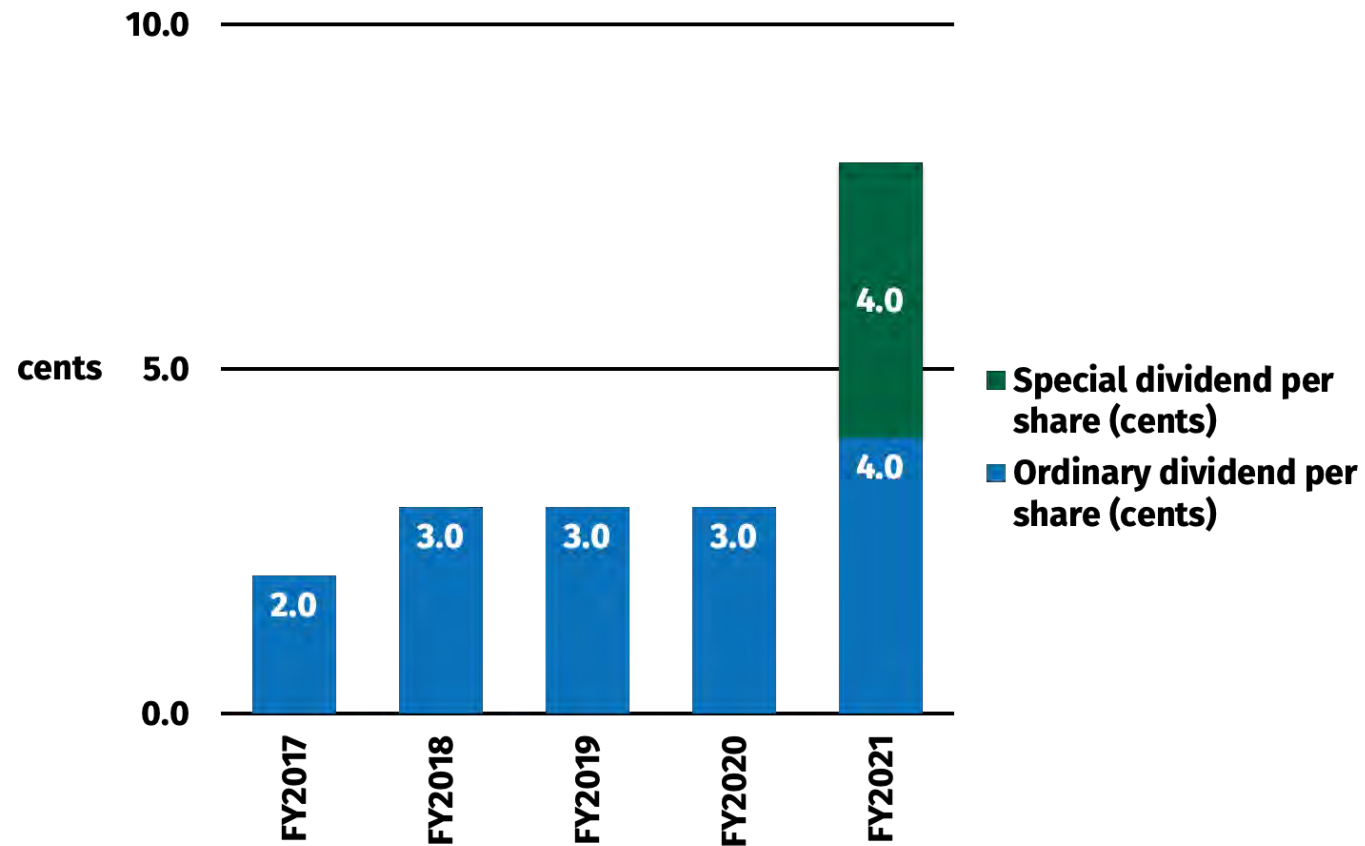
- Business development activities impacted by pandemic

Group Dividend

	FY2021	FY2020
Interim dividend	1.0cts	1.0cts
Final dividend	*3.0cts	2.0cts
Special dividend	*4.0cts	0.0cts
Total dividend	8.0cts	3.0cts

* Proposed

Group Dividend (cont'd)





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Thank You