

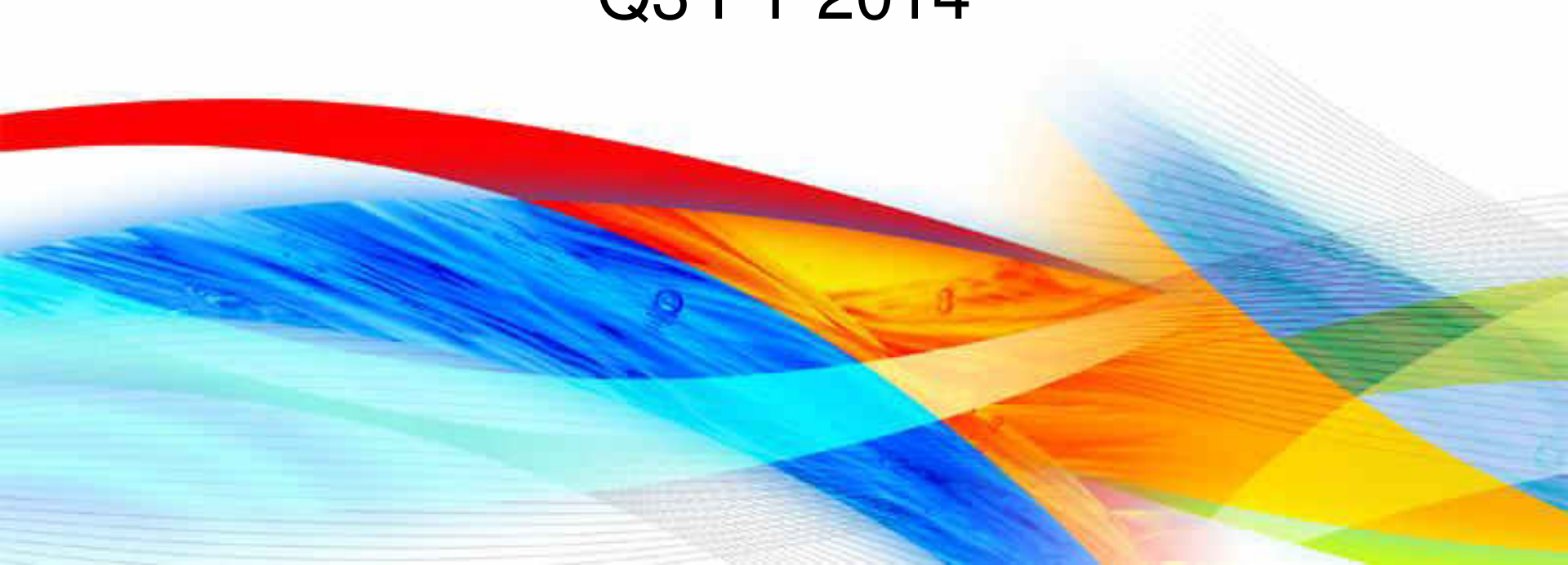


**Building Momentum,
Capturing Opportunities**

Nordic Group Limited

Results Briefing

Q3 FY 2014



Disclaimer

- This presentation (this “**Presentation**”) has been prepared by Nordic Group Limited (“**Nordic**” or the “**Company**”) for information purposes only and has not been independently verified. It is not the intention to provide, and you may not rely on this Presentation as providing, a complete or comprehensive analysis of the Company’s financial or trading position or prospects. This Presentation does not constitute, or form any part of any opinion on any advice to sell, or any offer for the sale or subscription of, or invitation or agreement to subscribe for, or solicitation of any offer to buy or subscribe for, any securities, nor shall it or any part of it form the basis or be relied on in connection with, any contract or commitment or investment decision whatsoever.
- This Presentation may contain projections and forward-looking statements that reflect the Company’s current views with respect to future events and financial performance, which are based on current assumptions subject to various risks and may therefore change over time. No assurance can be given that future events may occur, that projections will be achieved, or that the Company’s assumptions are correct. Actual results may differ materially from those which may be projected.
- Opinions expressed herein reflect the judgement of the Company as of the date of this Presentation and may be subject to change without notice if the Company becomes aware of any information or developments, whether specific to the Company, its business or in general, which may have a material impact on any such opinions. Additionally, the information contained herein is current only as of the date of this Presentation and shall not, under any circumstances, create any implication that such information contained herein is correct as of any time subsequent to the date hereof or that there has been no change in the financial condition or affairs of the Company since the date herein. This Presentation may be updated from time to time and the Company does not undertake to post any such amendments or supplements on this Presentation.
- None of the Company or any of its subsidiaries, affiliates, advisers or representatives shall be responsible for any consequences resulting whatsoever from the use of this Presentation as well as the reliance upon any opinion or statement contained herein, or for any omission herein.
- Neither this Presentation nor any of its contents may be used, quoted, reproduced or disclosed in any manner by any other person without the prior written consent of the Company.

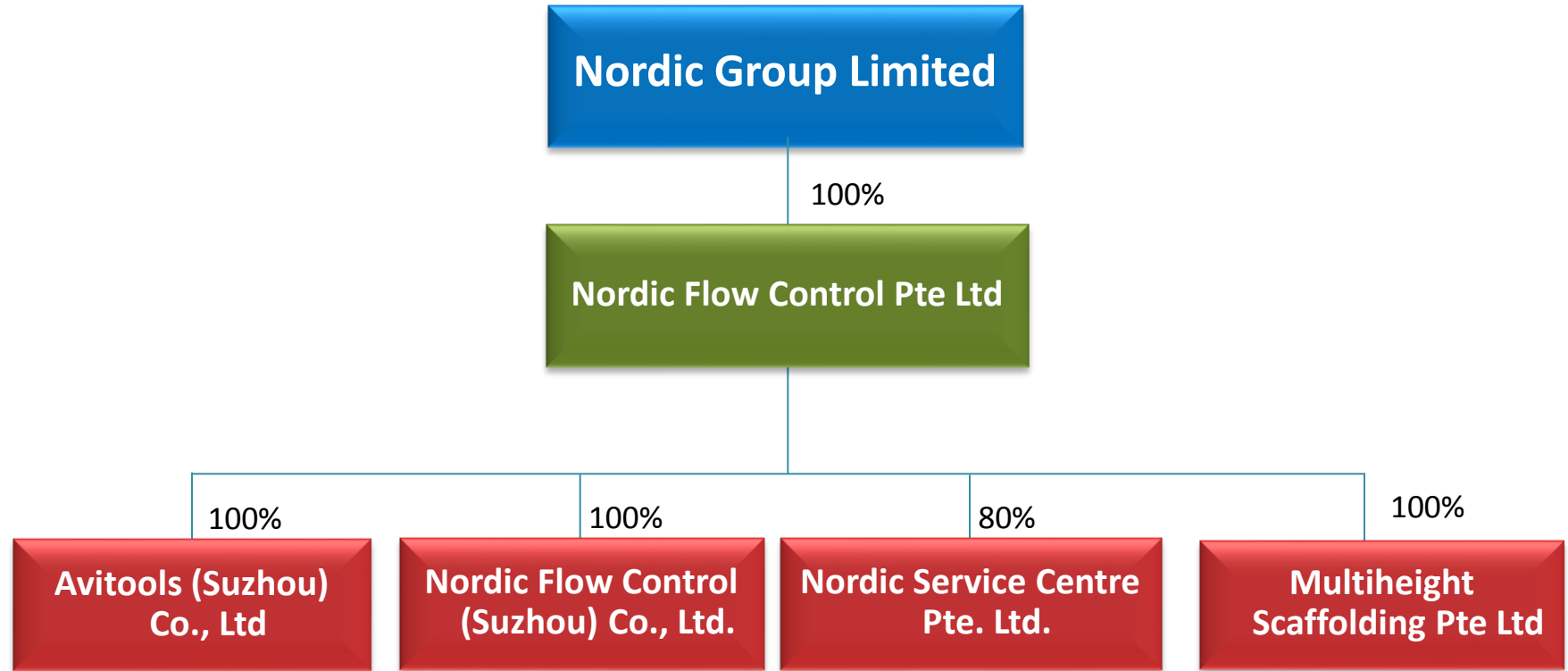


- 1. Corporate Profile**
- 2. Business Overview**
- 3. Financial Highlights**
- 4. Growth Strategies**
- 5. Catalyst**
- 6. Corporate Governance**
- 7. Investment Merits**

Corporate Profile



Group Structure



Executive Directors



Mr. Chang Yeh Hong, Executive Chairman

- Responsible for the formulation of our Group's strategic directions and expansion plans, and for the management of our Group's overall business development
- Over 19 years of experience in the banking industry



Ms. Dorcas Teo Ling Ling, Executive Director and CEO

- Oversees the Group's strategic marketing and business development as well as growing its business in the PRC
- More than 21 years of experience in the marine and offshore valve remote control industry



Mr. Eric Lin Choon Hin, Director, Special Projects and Product Development

- One of the founding shareholders, responsible for the development of new products as well as quality assurance and control, oversees customer care management and is responsible for driving customer care initiatives
- More than 15 years of experience in the marine, offshore and automation industries

Independent Directors



Ms. Juliana Lee Kim Lian, Independent Director

- More than 21 years of experience in legal practice and currently heads the corporate practice of Aptus Law Corporation
- Main areas of practice are corporate law, corporate finance, mergers and acquisitions and venture capital
- Chairman of our Nominating Committee



Ms. Ong Hua, Independent Director

- Senior Audit Manager at MOH Holdings Pte Ltd. with more than 20 years experience in audit and business advisory services
- Chairman of our Remuneration Committee



Mr. Hew Koon Chan, Independent Director

- 27 years experience; currently the Managing Director of Integer Capital Pte Ltd, a company which provides business consultancy services
- Also currently the Singapore representative for Feri Finance AG, a financial consultancy and wealth management firm
- Chairman of our Audit Committee



Catherine Thung Sim Yee
Group Financial Controller



Rodney Koh Wei Ming
CEO, Avitools Suzhou



Robin Yip Kin Hoong
COO, Multiheight



Samantha Lim Bee Hong
Group Head of
Business Excellence, China
& General Manager,
Nordic Suzhou



Chou Chee Fatt
General Manager,
Technical Support



Jeanette Lee Mei Hue
General Manager,
Sales



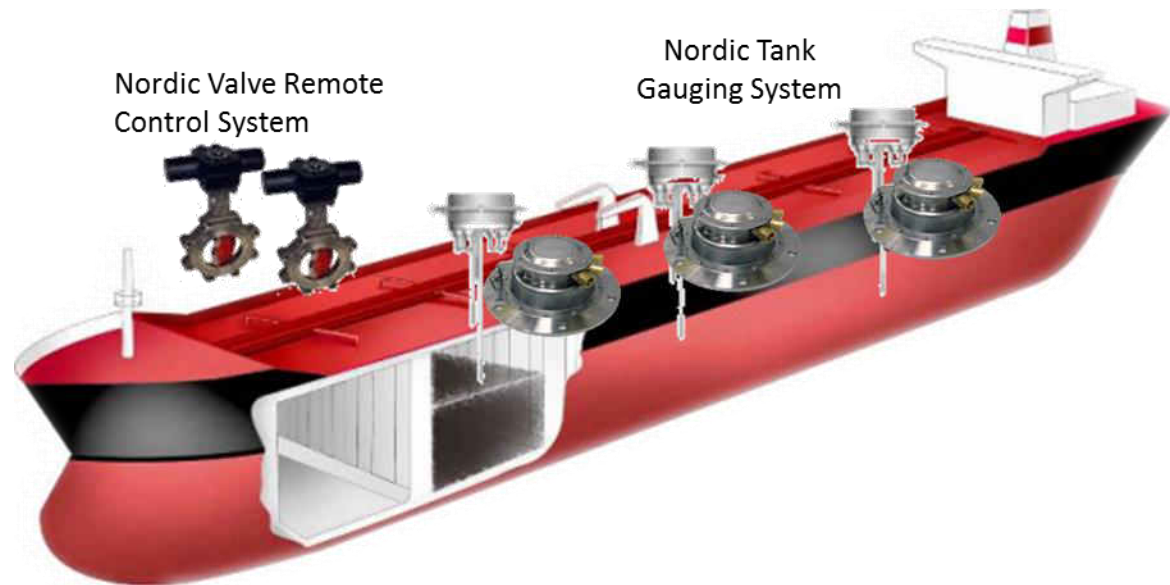
Foo Chee Tsuan
General Manager,
Power & Automation

Year 1998

Incorporation of Nordic Flow Control Pte Ltd

Headcount : 71

as at 31 Oct 2014



Year 2004

Acquired Avitools business and incorporated Avitools Suzhou

Factory Space: 48,000 sq ft

Headcount : 139

As at 31 Oct 2014



Year 2009

Incorporated Nordic Suzhou

Factory Space: 44,000 sq ft

Headcount : 72

As at 31 Oct 2014



Year 2010

Listed on the Mainboard of SGX-ST



Year 2011

Acquired Multiheight Group

Factory Spare: 33,000 sq ft (*at multiple sites*)

Headcount : 596

As at 31 Oct 2014

MULTIHEIGHT



Year 2013

Relocated to larger premises at 5 Kwong Min Road

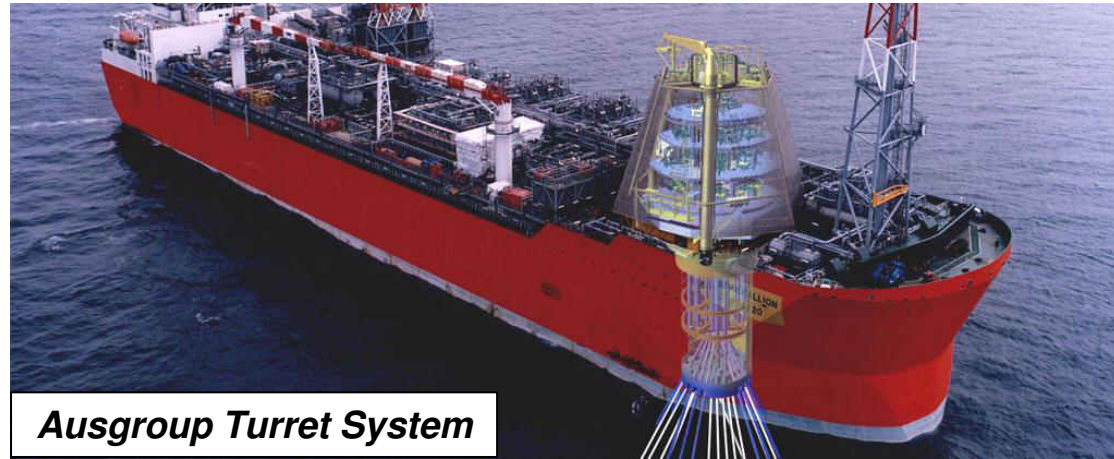
Land Area : 43,000 sq ft

(with potential factory space of 100,000 sq ft at plot ratio of 2.5)



Year 2013

Established Nordic Service Centre as part of MRO business



Year 2014

Entered into OEM agreements with Praxis(Netherlands)* and PSM(UK)* to expand our product offering under Nordic Integrated Solutions.



Fire Alarm System



Propulsion Control System



Dynamic Positioning



Console



Switchboard

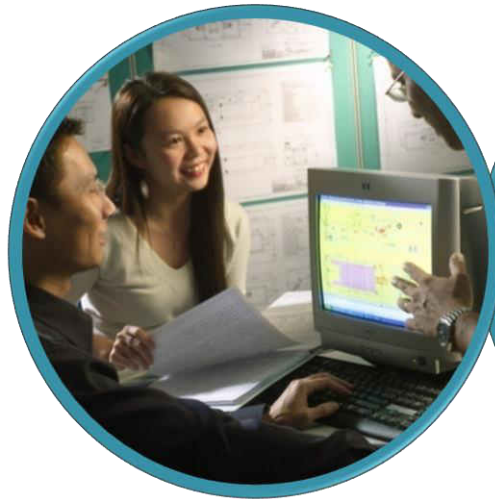


Intelligent Transmitter

* Praxis Automation Technology B.V. and PSM Instrumentation Limited

Business Overview

OUR BUSINESS



**System
Integration**



**Maintenance, Repair,
Overhaul (MRO) & Trading**



**Precision
Engineering**



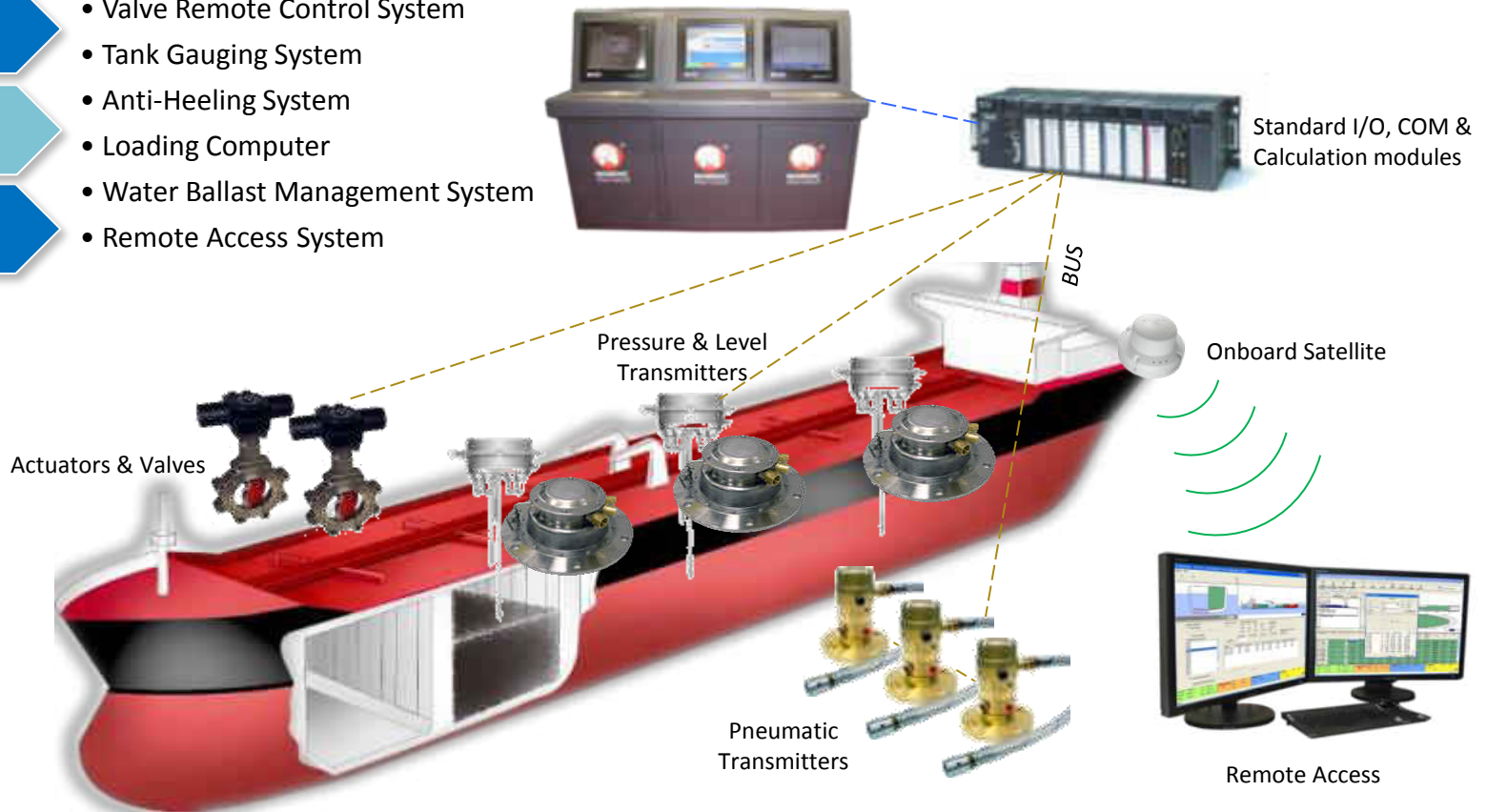
**Scaffolding
Services**

Our integrated control and management system is a versatile and dependable ship automation solution providing a standard user-friendly interface to the subsystems of modern vessels.

- Optimises control of the ship's machinery
- Reduces operator's workload
- Increases vessel motion efficiency
- Improves safety level of operations

Ship Automation System

- Valve Remote Control System
- Tank Gauging System
- Anti-Heeling System
- Loading Computer
- Water Ballast Management System
- Remote Access System



Diversity of Vessels

Types of Vessels using Nordic's Systems



Semi-Submersible



FPSO



Drillship



Jack-Up



Container Vessel



Submersible Barge



LNG



Pipelaying Vessel



Bulk Carrier



Chemical Tanker



Oil Tanker



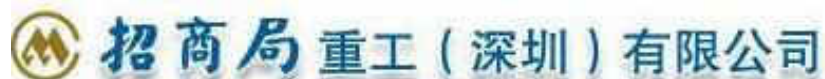
AHTS

System Integration Clients

Keppel **FELS** Keppel **Shipyards** Keppel **Singmarine**



PPL Shipyards Pte Ltd



MRO and Trading

As part of our after-sales service, we provide our customers with a dedicated team of consultants who are responsible for any after-sales requests for maintenance, repairs and overhauls.



- Captive business with an existing pool of over 1,000 vessels with our systems installed
- Numbers are steadily growing with every delivery of new vessels
- Provides a steady stream of income
- High barriers to entry as highly skilled expertise is required

MRO and Trading Clients



BUMIARMADA



PETRONAS



Petrofac



DIAMOND
OFFSHORE



MAERSK



Saipem



Prosafe

BERNHARD SCHULTE
SHIPMANAGEMENT



Teras Offshore

A subsidiary of Ezion Holdings Limited



V.Ships



Nordic Factory



Sales & Service Office

We specialise in the design and building of tooling systems, and provision of turnkey production solutions. Our customers are mainly from the marine, oil and gas, aerospace, medical and electronic manufacturing services industries.

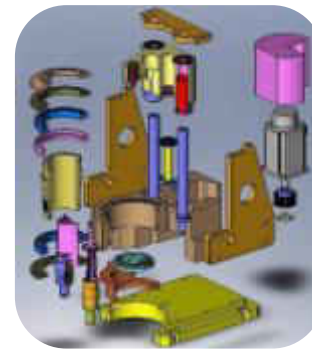
Manufacturing of components for:



Aerospace Industry



Medical Industry



Customised CNC Machine



Oil & Gas Industry



EMS Industry

Precision Engineering Clients



GE Oil & Gas

ASM



Assembly Systems

ThermoFisher
SCIENTIFIC

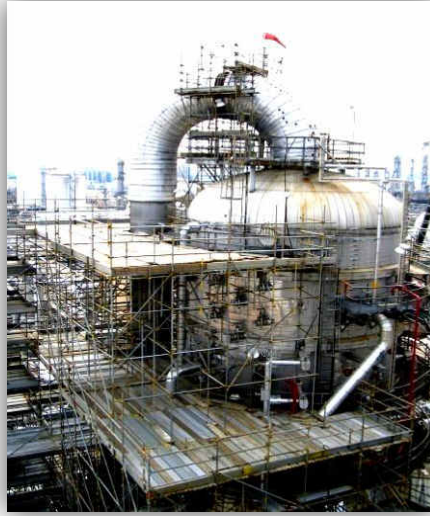


 **Speedline**
technologies

 **PANalytical**



Scaffolding Services



MULTIHEIGHT
MULTIHEIGHT SCAFFOLDING PTE LTD

One of the market leaders in metal scaffolding works with 25 years track record, servicing the Oil & Gas, Construction and Marine Industry.

Business Activities

- Design, Erection, Modification & Dismantling of Scaffold & System.
- Rental of Scaffold System, Components & Parts.

Quality Standing

- Ministry Of Manpower (MOM) approved scaffold contractor.
- MOM Safety Performance Award for 9 years from 2001 to 2013
- One of the 3 Companies who received the BizSafe Star Award in 2009.
- Obtained the BizSafe Partner Certification in 2010.
- The first scaffold contractor in Singapore to be awarded the ISO 9001 (previously known as ISO 9002) certificate.
- Other certification includes:-
 - ✓ OHSAS18001 : 2007
 - ✓ SS506:Part1 : 2009

Scaffolding Services Clients

ExxonMobil



Oronite



Oiltanking



Sankyu
Singapore



Keppel Shipyard

Keppel Singmarine



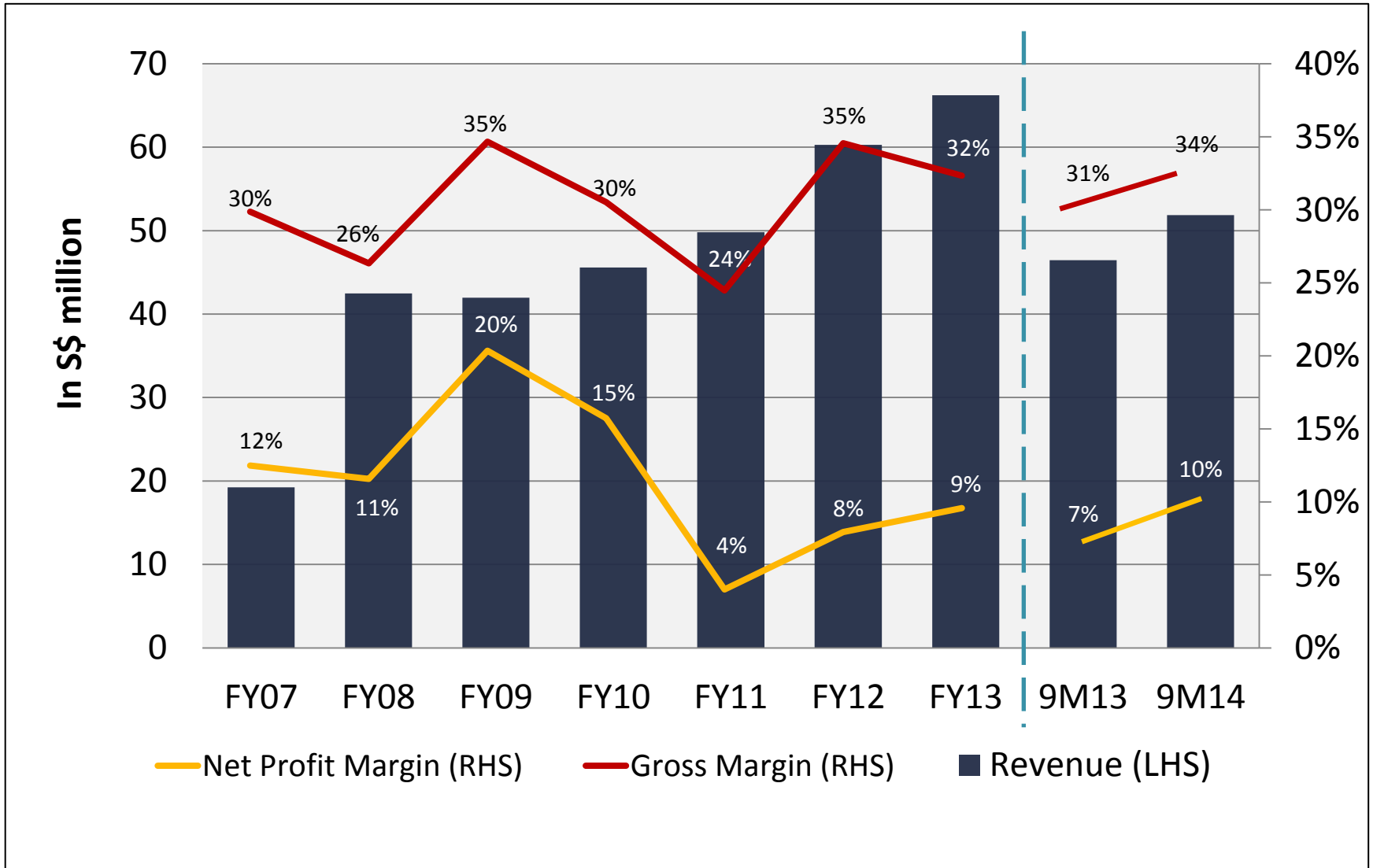
Financial Highlights

Financial Highlights

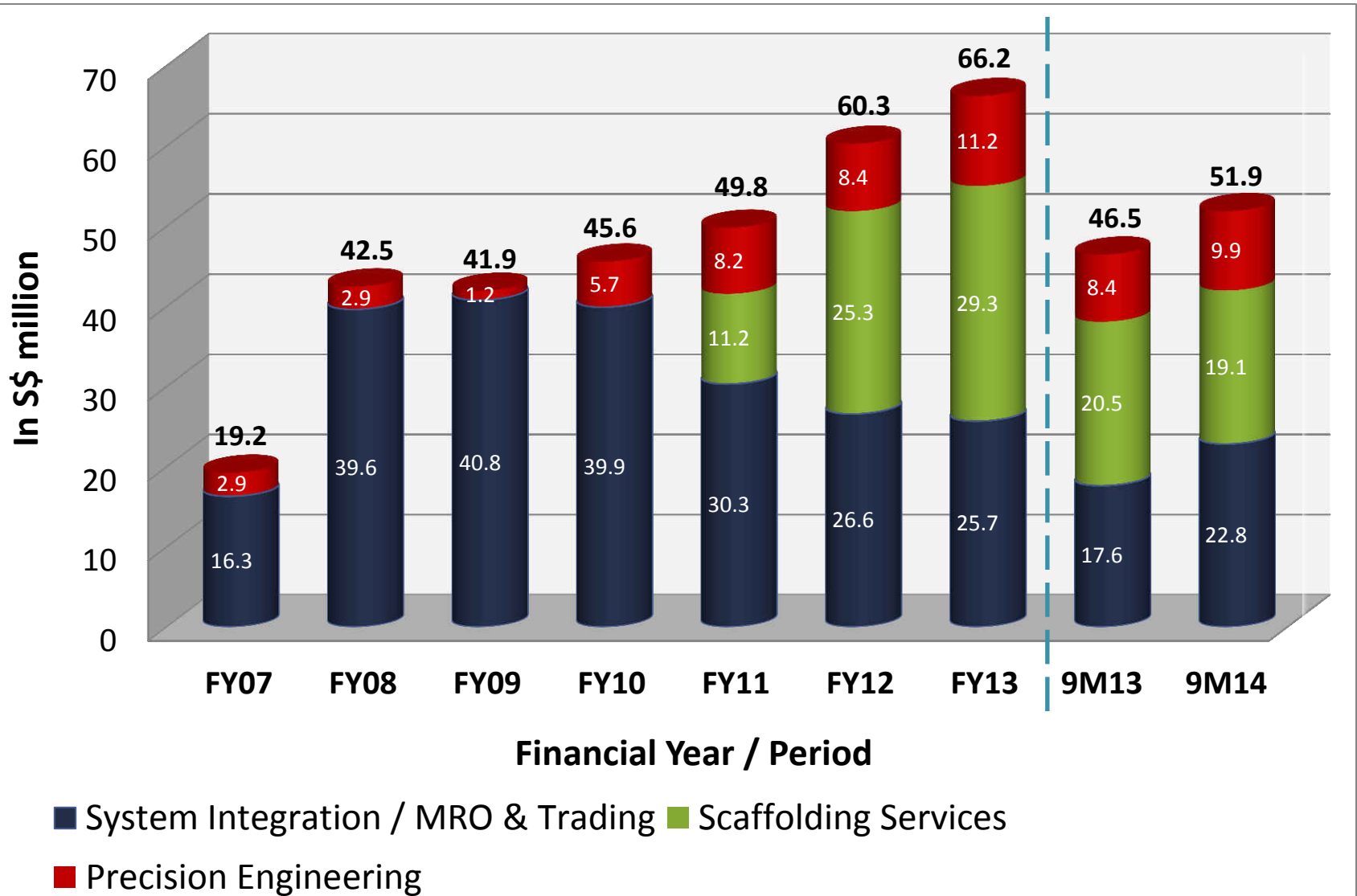
S\$'000	Unaudited 3Q2014	Unaudited 3Q2013	Change (%)	Unaudited 9M2014	Unaudited 9M2013	Change (%)
Revenue	19,627	18,700	5	51,865	46,462	12
Gross Profit	5,915	5,305	11	17,443	14,347	22
<i>Gross Profit Margin (%)</i>	30.1%	28.4%	6	33.6%	30.9%	9
Profit Before Tax	2,268	1,428	59	6,076	3,672	65
Profit After Tax	1,975	1,314	50	5,322	3,333	60
<i>Net Profit Margin (%)</i>	10.0%	7.0%	43	10.3%	7.2%	43
EBITDA	3,151	2,354	34	8,766	6,397	37
EPS (cents)*	0.494	0.329	50	1.331	0.833	60

* Computed based on 400,000,000 shares.

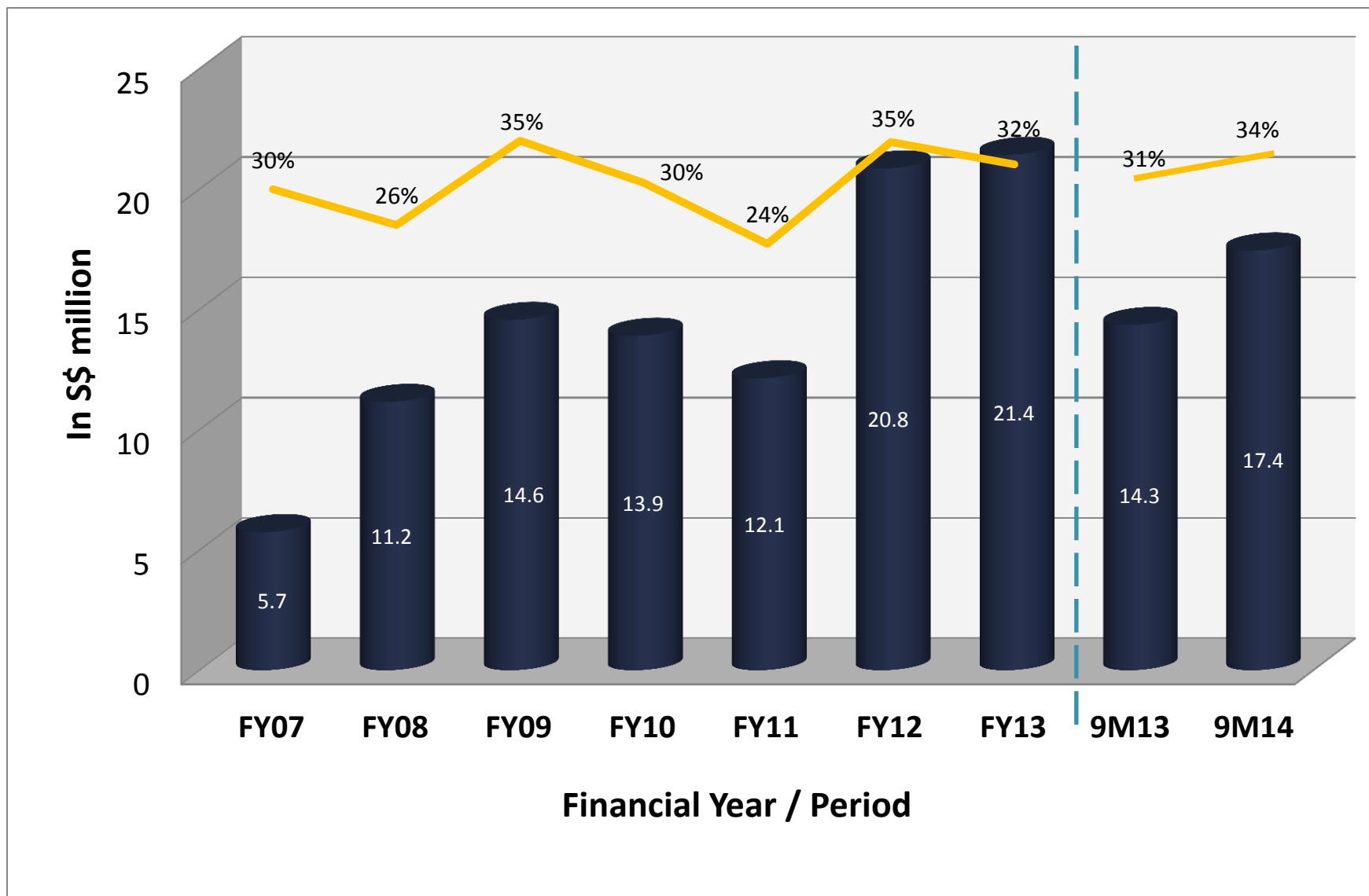
Financial Highlights



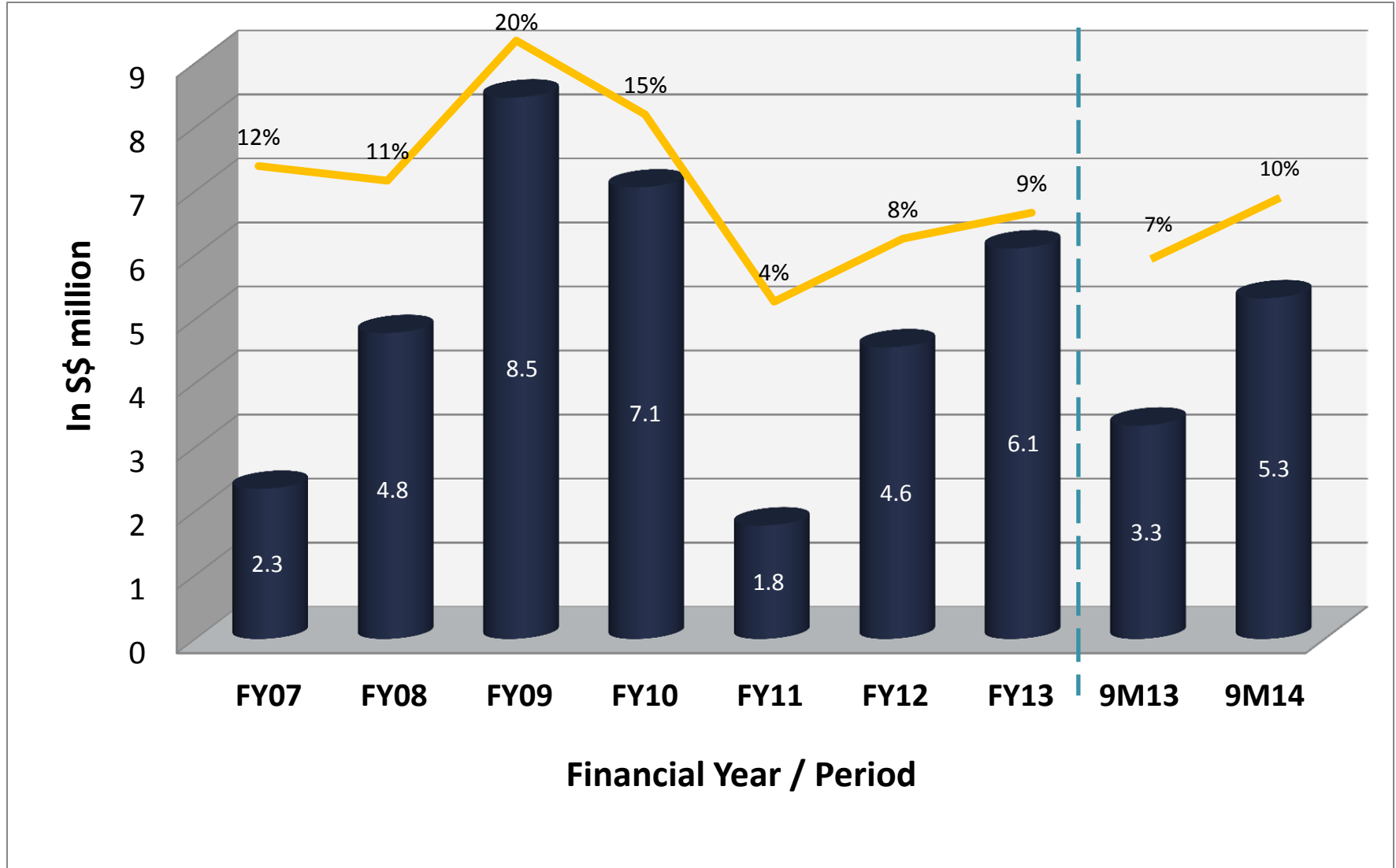
Revenue by Segment



Gross Profit



Net Profit and Net Profit Margins



Balance Sheet Highlights

S\$'000	Audited as at 31 December 2013	Unaudited as at 30 September 2014
Current Assets	51,711	60,150
Non-current Assets	26,895	26,091
Current Liabilities	29,941	32,700
Non-current Liabilities	2,475	3,011
Total Equity	46,190	50,530
Cash and Cash Equivalents	14,852	17,518
Net Asset Value per share (cents)*	11.5	12.6

* Computed based on 400,000,000 shares.

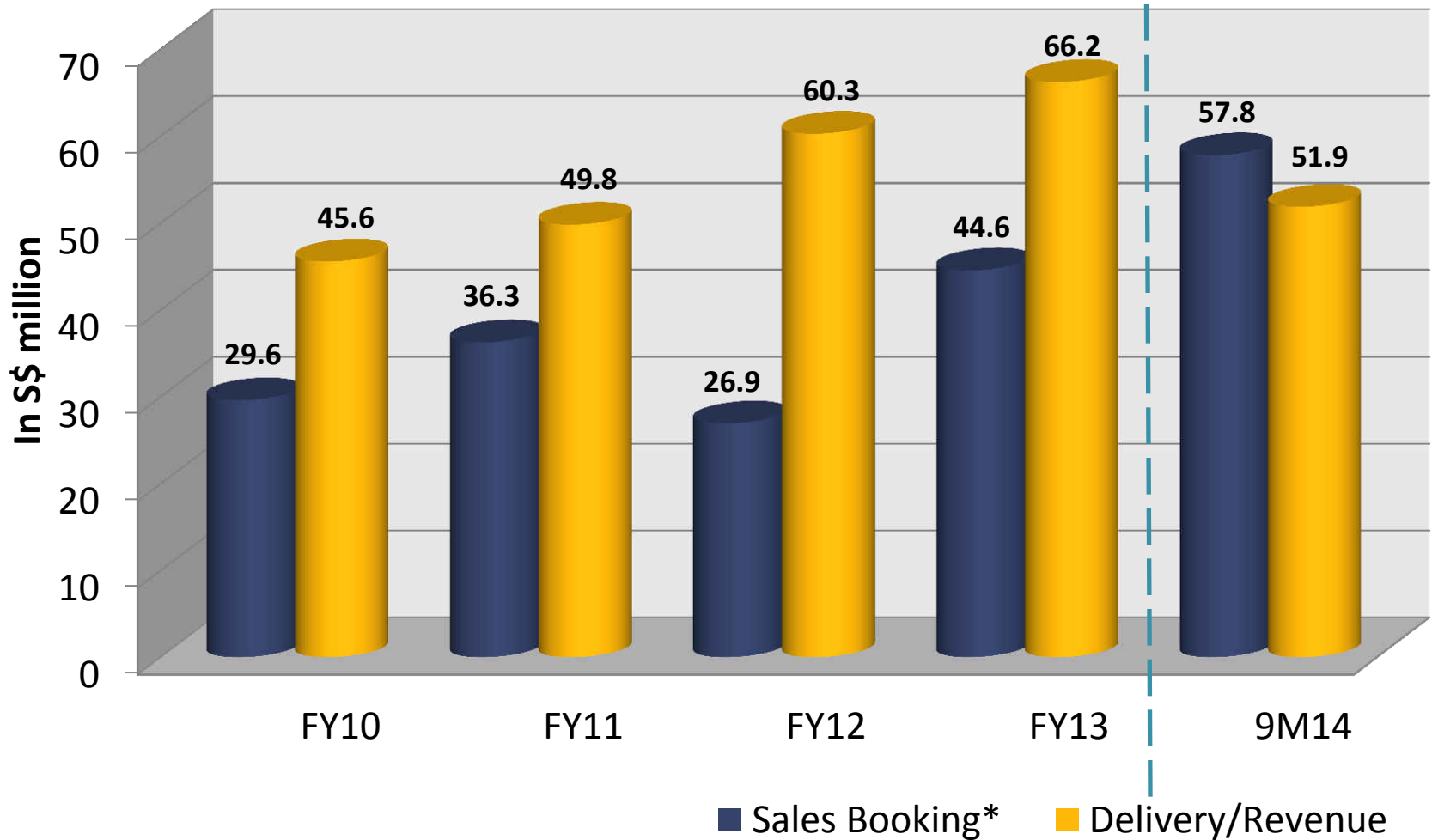
Borrowings, Gearing and EBITDA

S\$'000	FY2011	FY2012	FY2013	9M2014
Total borrowings	34,449	26,834	21,539	23,066
Cash and Cash Equivalents	31,099	23,965	14,852	17,518 **
Total Equity	37,198	40,703	46,190	50,530
EBITDA	4,629	9,752	10,435	8,766
Net Gearing Ratio*	0.09	0.07	0.14	0.11 **

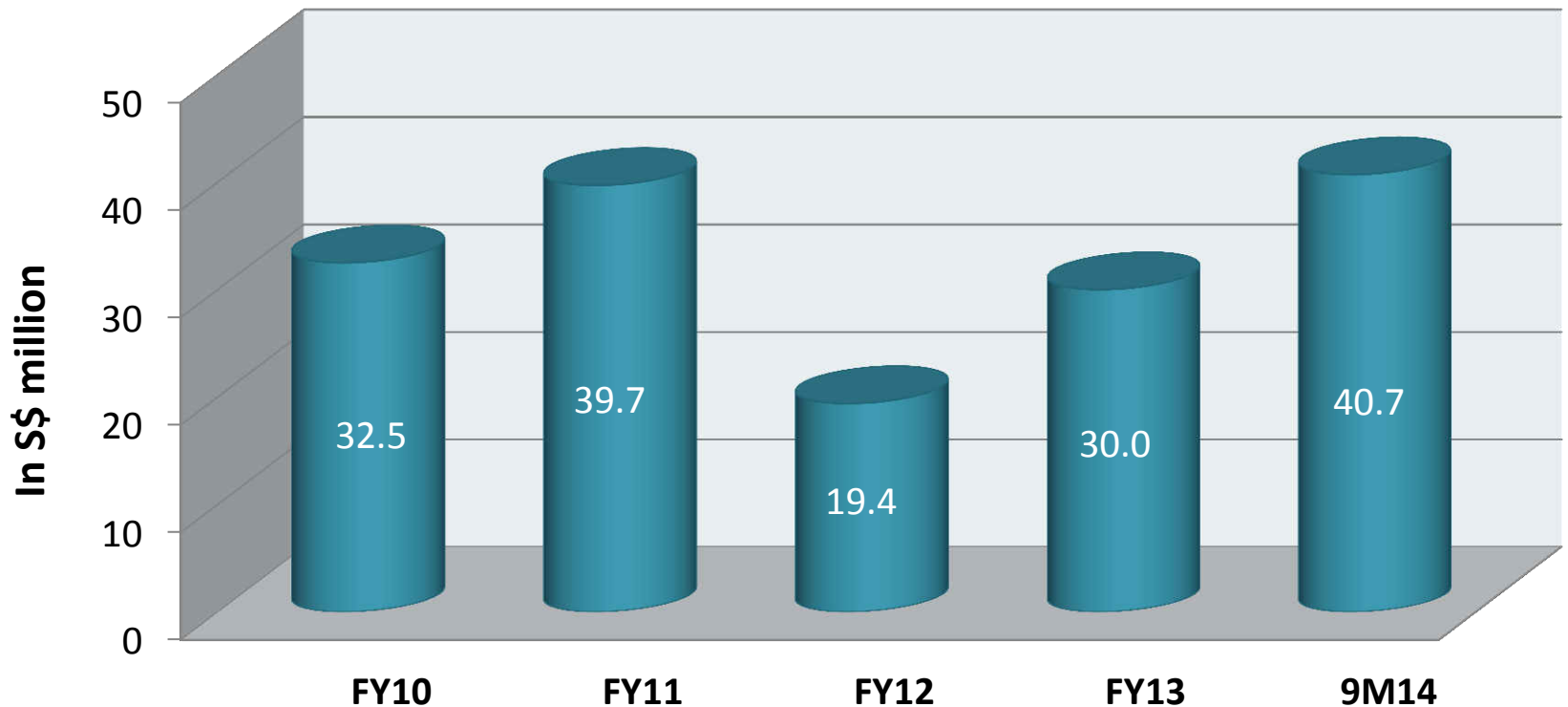
* Computed based on ratio of Total borrowings less Cash and Cash Equivalents & Total Equity

** In Nov 2014, the Company received the proceeds of S\$9.0m for disposal of shares in PSL Holdings Limited. The Company initiated this disposal in Jun 2014 but the settlement was only completed in Nov 2014. Had this been settled before 30 Sep 2014 instead of Nov 2014, the Group will have cash of approximately **S\$26.5m** and be in a net cash position of approximately **S\$3.5m** (after deducting all debts) as at 30 September 2014.

Sales Booking and Revenue



* Excludes MHS maintenance unit rate contracts



As at 12 November 2014, the Group's total outstanding order book stands at approximately S\$40.7 million for progressive delivery through to FY2016. This excludes Scaffolding Services business segment's maintenance contracts typically contracted over a 2-year period at unit rates and therefore do not have a contract value upfront.

Growth Strategies

SINGAPORE MARKET GROWTH STRATEGY

➤ **Major Shipyards in Singapore**

- Keppel Offshore & Marine
(Keppel FELS, Keppel Shipyard, Keppel Singmarine, Keppel Nantong, Keppel Baku, Keppel Subic, Keppel Batangas, Brasfels, Keppel Singmarine Brasil)
- Sembcorp
(Sembawang Shipyard, Jurong Shipyard & PPL Shipyard)
- ASL Shipyard Limited
- Jaya Shipbuilding & Engineering Pte Ltd
- Singapore Technologies Marine Limited
- DDW-Paxocean Asia Pte Ltd

➤ **Majority vessel type built in Singapore**

- High Engineering capability companies like Keppel O&M and Sembcorp building Jack-up, Semi-submersible, Drillship, FPSO/FSO/FLNG conversion.
- Middle size shipyard mainly building OSV, PSV, Diver Support vessel and offshore construction vessel

MALAYSIA MARKET GROWTH STRATEGY

➤ ***Major Shipyard located in following Provinces:***

- Sarawak; Miri,
- Labuan
- Terrenganu
- Pasir Gudang

➤ ***Majority vessel type built in Malaysia***

- Small and middle size shipyard building Tug boat, AHTS, PSV, MPSV, Accommodation barge.
- Bigger size shipyard mainly doing FPSO / FSO Conversion.

CHINA MARKET GROWTH STRATEGY

➤ *Major Shipyard in following Province:*

- Guangzhou
- Fujian
- Zhejiang
- Jiangsu
- Shangdong
- Dalian

- There are about 100 small-big shipyards in China after consolidation

➤ *Majority vessel type built in China:*

- For High Engineering Capability yard building Offshore platform such as Jack-up Rig, Semi-submersible.
- For small and middle size yard building merchant vessel such as Bulk Carrier, Tanker, Container vessels, Barge, OSV, PSV, MPSV and AHTS.





Summary of Nordic Flow Control Clients in White List

Total Number of shipyard:	51 shipyards
Shipyard secured:	29 shipyards, 60.4% (<i>wordings in Blue</i>)
Shipyard to be secured:	11 shipyards, 22.9% (<i>wordings in Red</i>)
Shipyard to be followed-up:	11 shipyards

Shipyards in the White List

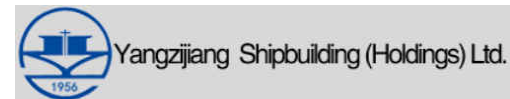
SN	Shipyards
1	Southern Liaoning Dalian Shipyards
2	Jiangsu New Yangzi Shipbuilding Co., Ltd.
3	Jiangsu New Times Shipbuilding Co., Ltd.
4	Jiangsu Rongsheng Heavy Industries Co., Ltd.
5	Yangzhou Dayang Shipbuilding Co., Ltd.
6	Taizhou Port Shipping Co., Ltd.
7	Shipbuilding Heavy Industry Co., Ltd., Jiangsu Han Tong
8	Jiangsu Province Zhenjiang Shipyards (Group) Co., Ltd.
9	Nantong Mingde Heavy Industry Co., Ltd.
10	Nantong Pacific Marine Engineering Co., Ltd.
11	Sainty Shipbuilding (Yangzhou) Co., Ltd.
12	Jiangsu Eastern Marine Equipment Co.
13	Ship Engineering Co., Ltd., Taizhou sanfu
14	AVIC Dingheng Shipbuilding Co.
15	Jinhai Heavy Industry Co., Ltd.
16	Europe and China, Zhejiang Shipbuilding Co., Ltd.
17	Sail Group Co., Ltd.

SN	Shipyards
18	Zhejiang is and Shipbuilding Co.
19	Zhoushan Changhong International Shipbuilding Co.
20	Zhe Jiang Zengzhou Shipbuilding Co., Ltd.
21	Zhejiang Shipbuilding Co., Ltd.
22	Fujian Mawei Shipbuilding Co., Ltd.
23	Xiamen Shipbuilding Industry Co., Ltd.
24	Jiangxi Jiangzhou joint Shipbuilding Co., Ltd.
25	Tongfang Co., Ltd. Jiangsu New Shipbuilding
26	Yantai CIMC Raffles Offshore Ltd
27	Penglai Bo Jing Lu Shipbuilding Co., Ltd
28	Huanghai Shipbuilding Co., Ltd.
29	Qingdao Shipyards Ltd.
30	Huangpu Shipbuilding Co. Wenchong Ship
31	Guangzhou Shipyards International Co., Ltd.
32	Jiangnan Shipyards (Group) Co., Ltd.
33	Hudong-Zhonghua Shipbuilding (Group) Co., Ltd.
34	Shanghai Shipyards Co., Ltd.

SN	Shipyards
35	Shanghai Waigaoqiao Shipbuilding Co., Ltd.
36	Shanghai Jiangnan Changxing Shipbuilding Co., Ltd.
37	Shanghai Jiangnan Changxing Heavy Industry Co., Ltd.
38	Shipbuilding Shipbuilding Co. Guijiang
39	Guangzhou Wenchong Shipyards Co., Ltd.
40	Bohai Shipbuilding Heavy Industry Co., Ltd.
41	Dalian Shipbuilding Industry Corporation
42	Qingdao Beihai Shipbuilding Heavy Industry Co., Ltd.
43	Shanhaiguan Shipbuilding Heavy Industry Co., Ltd.
44	Wuchang Shipbuilding Industry Group Co., Ltd.
45	Nantong COSCO KHI Ship Engineering Co., Ltd.
46	Dalian COSCO Nantong Co., Ltd.
47	COSCO Shipyards Co., Ltd. Guangdong
48	COSCO Dalian Shipyards Co., Ltd.
49	China Shipping Industry (Jiangsu) Co., Ltd.
50	China Changjiang National Shipping Group Nanjing Jinling Shipyards
51	Qingshan Shipyards of China Changjiang National Shipping Group

Major Shipyard Group in China

1. China Shipbuilding Industry Corporation (CSIC)
2. China State Shipbuilding Corporation (CSSC)
3. COSCO Shipyard Group Co., Ltd
4. CIMC Yantai Raffles Offshore Co., Ltd
5. Jiangsu Sainty Marine Co., Ltd
6. SINOTRANS & CSC Shipbuilding Industry Corporation (SINOTRANS&CSC SBICO)
7. Yangzijiang Shipbuilding (Holding) Ltd
8. Shanghai Zhenhua Heavy Industries Co., Ltd
9. Yangfan Group Co., Ltd
10. Fujian Shipbuilding Industry Group Cooperation
11. China Merchants Heavy Industry (Shenzhen) Co., Ltd
12. Sinopacific Shipbuilding Group





Summary of Nordic Flow Control Major Shipyard Clients in China

Total Number of shipyard:	33 shipyards (11 shipyards not listed in White list)
Shipyard secured:	21 shipyards, 63.6% (<i>wordings in Blue</i>)
Shipyard to be secured:	9 shipyards, 27.3% (<i>wordings in Red</i>)
Shipyard to be followed-up:	3 shipyards

Major Shipyard Group in China

	Holding Companies	Subsidiary Shipyard
1	China Shipbuilding Industry Corporation (CSIC)	Dalian Heavy Industry Co., Ltd Bohai Shipbuilding Heavy Industry Co., Ltd Shanhaiguan Shipbuilding Industry Co., Ltd Wuchang Shipbuilding Industry Co., Ltd Qingdao Beihai Shipbuilding Industry Co., Ltd
2	China State Shipbuilding Corporation (CSSC)	Guangzhou Shipyard International Co., Ltd CSSC Guangzhou huangpu shipbuilding co., ltd Hudong-Zhonghua Shipbuilding (Group) Co., Ltd Jiangnan Shipyard (Group)Co.,Ltd. Shanghai Shipyard Co., Ltd Shanghai Waigaoqiao Shipbuilding Co., Ltd Chengxi shipyard Co. Ltd Guangzhou Dockyards Co., Ltd
3	CIMIC Yantai Raffles Offshore Co., Ltd	CIMIC Yantai Raffles Offshore Co., Ltd
4	Jiangsu Sainty Marine Co., Ltd	Jiangsu Sainty Marine Co., Ltd
5	Shanghai Zhenhua Heavy Industries Co., Ltd	Shanghai Zhenhua Heavy Industries Co., Ltd

	Holding Companies	Subsidiary Shipyard
6	COSCO Shipyard Group Co., Ltd	COSCO Dalian Shipyard Co., Ltd COSCO Nantong Shipyard Co., Ltd COSCO Zhoushan Shipyard Co., Ltd COSCO Qidong Shipyard Co., Ltd COSCO Guangzhou Shipyard Co., Ltd
7	SINOTRANS&CSC Shipbuilding Industry Corporation (SINOTRANS&CSC SBICO)	Nanjing Jinling Shipyard Wuhu Jiangdong shipyard Wuhan Qingshan Shipyard
8	Yangzijiang Shipbuilding (Holding) Ltd	Yangzijiang Shipbuilding (Holding) Ltd
9	Yangfan Group Co., Ltd	Yangfan Group Co., Ltd
10	Fujian Shipbuilding Industry Group Cooperation	Fujian Southeast Shipyard Fujian Mawei Shipbuilding Ltd Xiamen Shipbuilding Industry Co. Ltd
11	China Merchants Heavy Industry (Shenzhen) Co., Ltd	China Merchants Heavy Industry (Shenzhen) Co., Ltd
12	Sinopacific Shipbuilding Group	Yangzhou Dayang shipyard Sinopacific Qidong Shipyard Zhejiang Shipyard

Precision Engineering

Existing Customer		New Customer	
• GE Oil & Gas	USA	• National Machinery	USA
• SAM Singapore Aerospace Manufacturing	Singapore	• Brueckner	Germany
• Primus International PCC Aerostructure	USA	• Kronos	Germany
• PANalytical	Netherlands	• ICON Aircraft	USA
• Thermofisher	USA	• Samsung Technwin	Korea
• HBM Hottinger Baldwin	Germany	• Jabil	USA
• ITW (Illinois Tool Works)	USA	• Spacelabs	USA
• ASM Assembly System	Singapore	• Rockwell Collins	USA

To expand into contract manufacturing, assembly and other value added services as part of growth strategy.

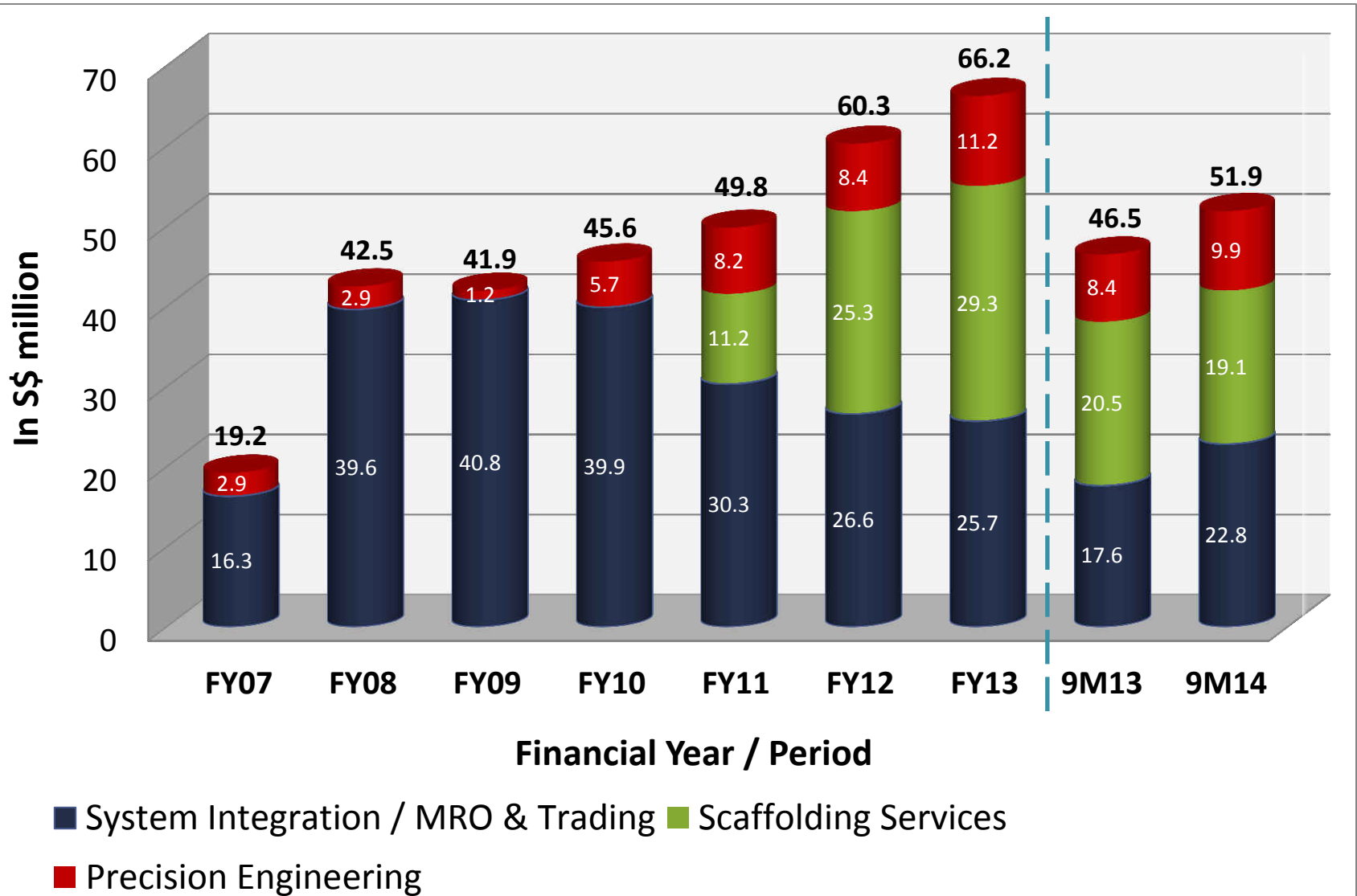
Scaffolding Services

Daily Plant Maintenance	Project	Turnaround / Shutdown Maintenance *
<ul style="list-style-type: none"> • BASF Southeast Asia Pte Ltd • Invista Fibres Stolthaven Terminal • Kuraray Asia Pacific • Chemical Industry Far East Limited • FACI Asia Pacific Pte Ltd • Airliquide • Keppel Shipyard Limited 	<ul style="list-style-type: none"> • Chevron Oronite • Celanese • Lucite • Exxon Mobil –Aurora Project • Nalco Champion Plant • BASF • Kuraray Asia Pacific • Stolthaven Terminal Phase 2D Construction – Chiyoda 	<ul style="list-style-type: none"> • Chevron Oronite • Celanese • Lucite • Linde Syngas-Hiap Seng • SMAG-Nippon Express • Eastman Chemical - Woodgroup • SLNG Terminal - Hiap Seng • Exxon Mobil

* Turnaround / Shutdown maintenance contracts occur every 2 years. Last turnaround / Shutdown maintenance was in 2013.

Catalyst

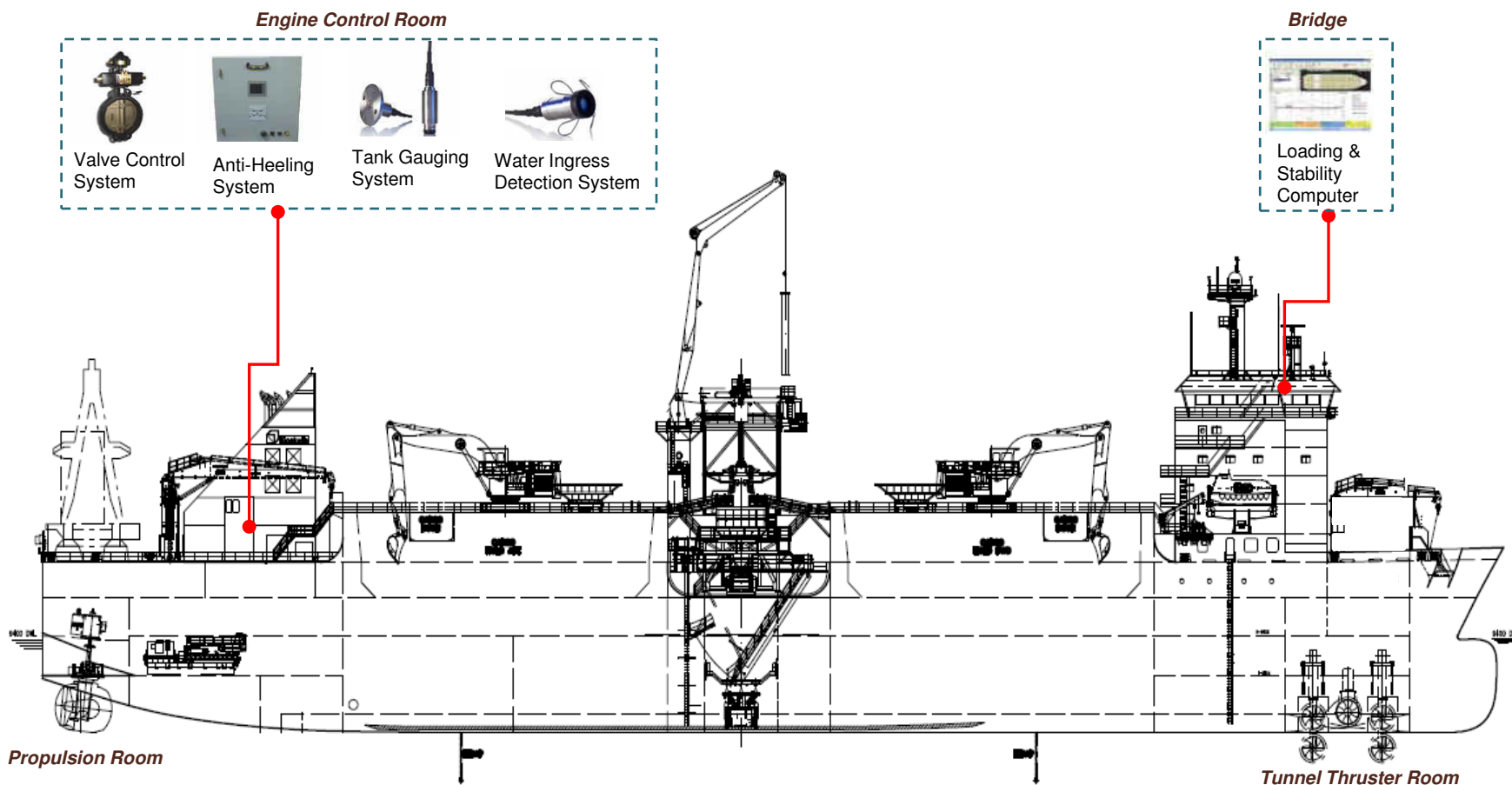
Revenue by Segment



Existing Product Offering

Nordic Flagship system, which have been supplied to more than 1,200 vessels.

For a Rock Dumping Vessel project, the cost is about SGD\$200,000.



Expanded Product Offering

Integrated Nordic Flagship system with NEW Integrated Solutions,
For a Rock Dumping Vessel project, the cost is about SGD\$2,000,000.

Engine Control Room

- Valve Control System
- Anti-Heeling System
- Tank Gauging System
- Water Ingress Detection System
- Engine Control Room Console
- Cargo Control & Monitoring System
- Fire Alarm System
- Fuel Oil Transfer System
- Auto Ballast System
- Ballast Control System

Bridge

- Loading & Stability Computer
- FWD Control Console
- AFT Control Console
- Navigational Light Control System
- Hydro Acoustic Position Reference System
- Wiper Control System
- BNWAS Watch Alarm System
- Econometer System
- Heading Control System
- Propulsion Control System

Dynamic Positioning System

Main Switchboard Room

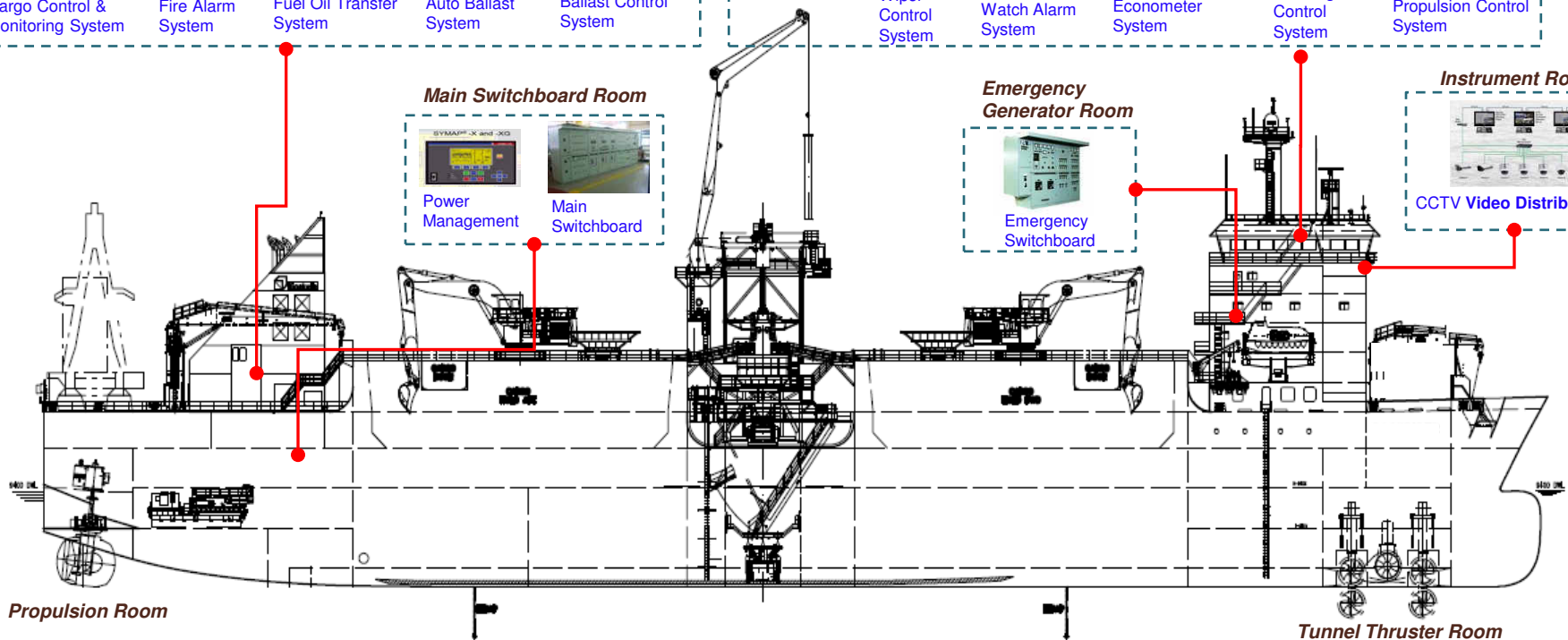
- Power Management
- Main Switchboard

Emergency Generator Room

- Emergency Switchboard

Instrument Room

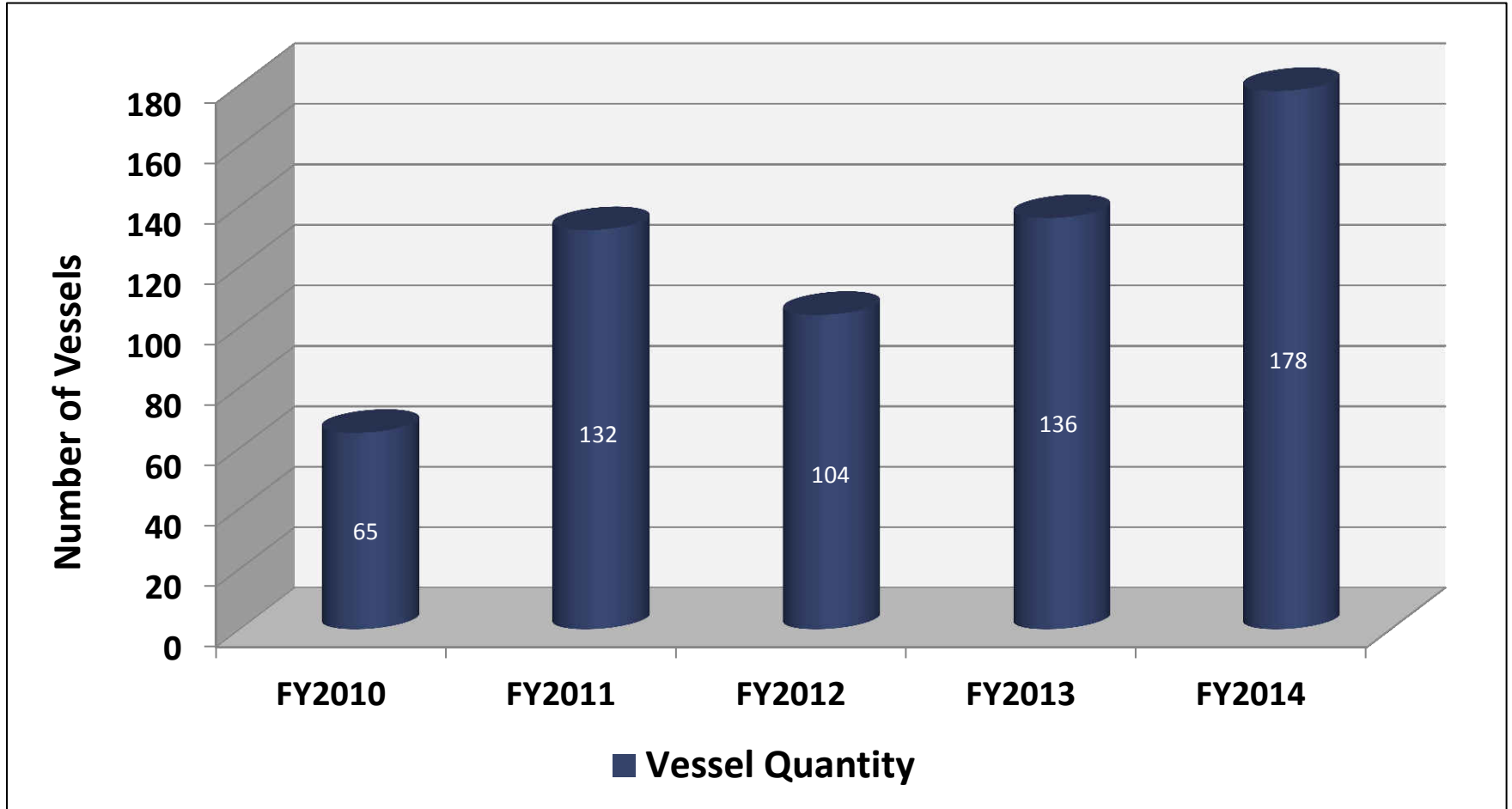
- CCTV Video Distribution



Propulsion Room

Tunnel Thruster Room

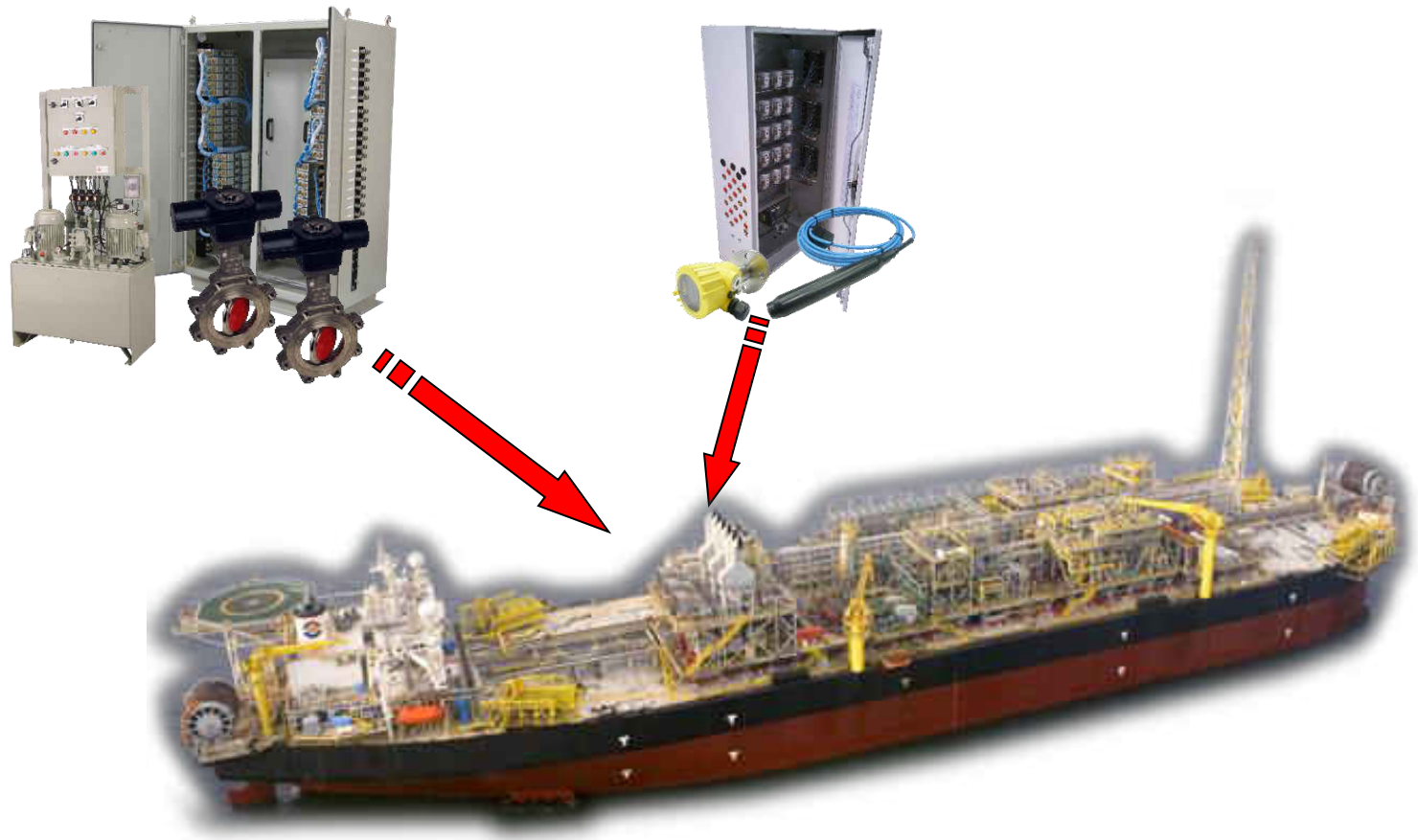
Number of Vessels Booked



Existing Conversion Project

Nordic Flagship system, Valve Remote Control and Tank Gauging System supplied to a Offshore Conversion project,

Estimated contract amount about SGD\$700,000.



Expanded Conversion Project

Nordic Flagship system, Valve Remote Control and Tank Gauging System supplied with expanded services,

Estimated contract amount about SGD\$2,500,000.

Expanded Services:

Refurbish and overhaul of existing valves, actuators and parts

On-site surveys, in-house servicing, repairs and testing

Redesign and reworks on existing control systems

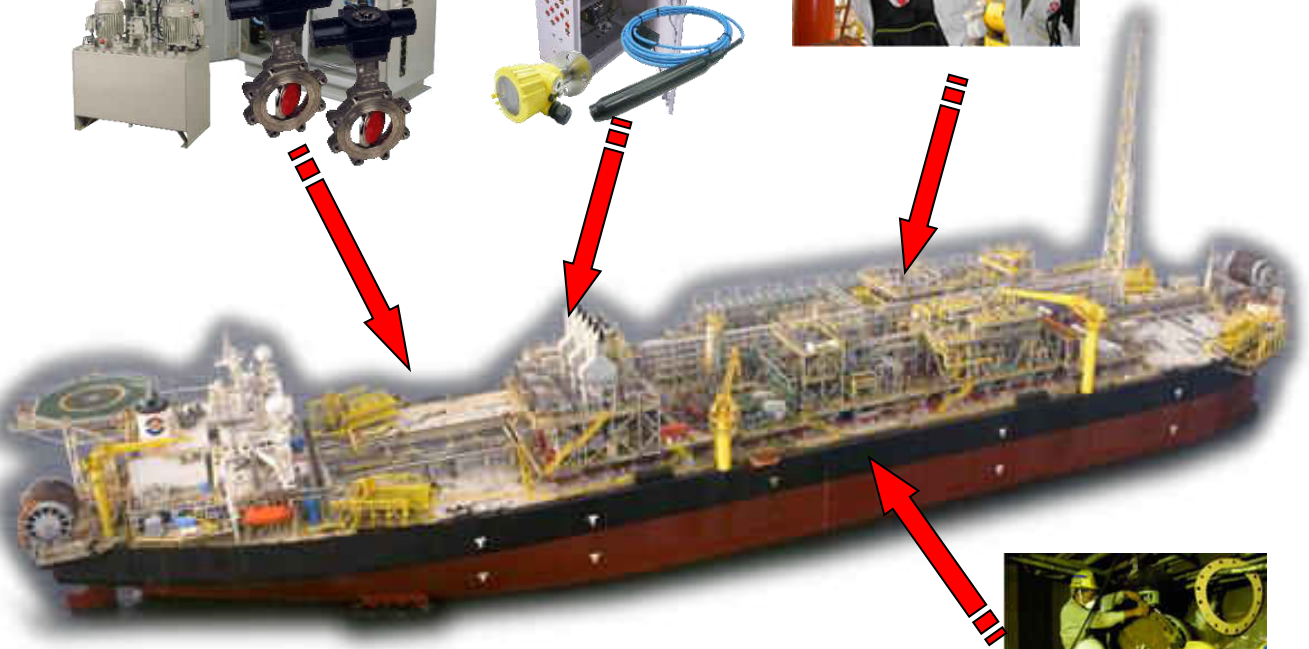
Reprogramming and system upgrading of control stations

Project management, procurement, installation and commissioning of systems

Software and SCADA design and upgrading works

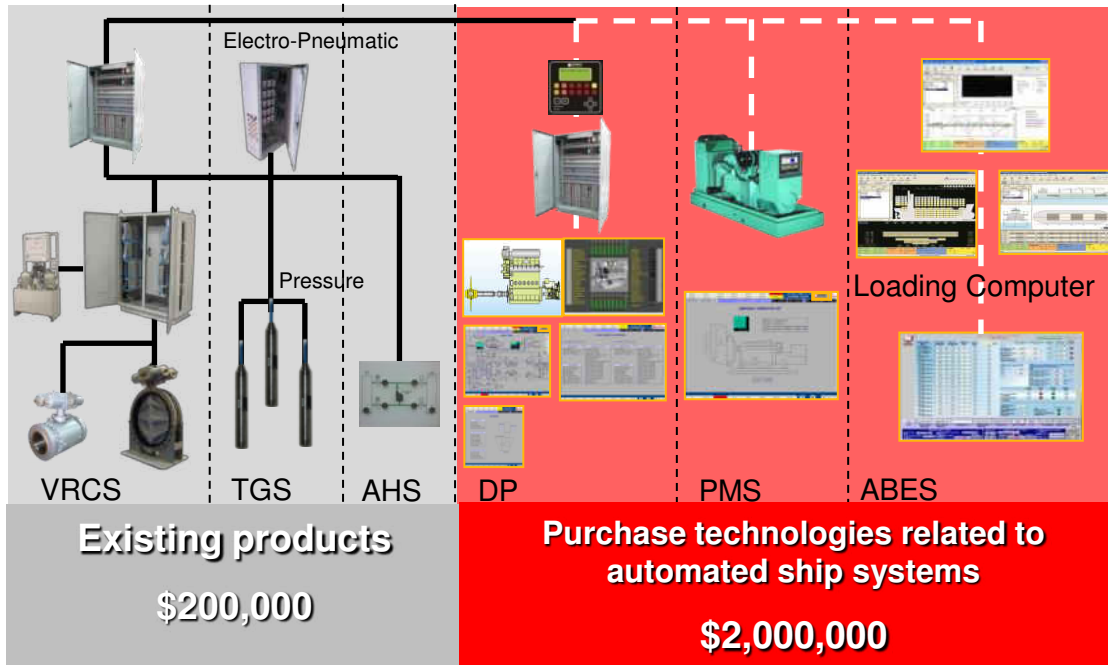
Modification, calibration and upgrading services for Tank Gauging Systems

Maintenance service packages



Merger & Acquisition

To **increase the product range** offered by our Systems Integration Division

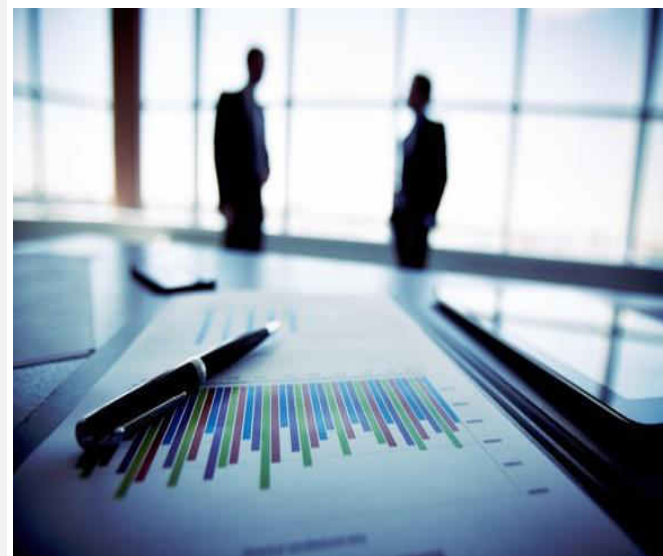


To **acquire new businesses** in order to penetrate new markets



Corporate Governance

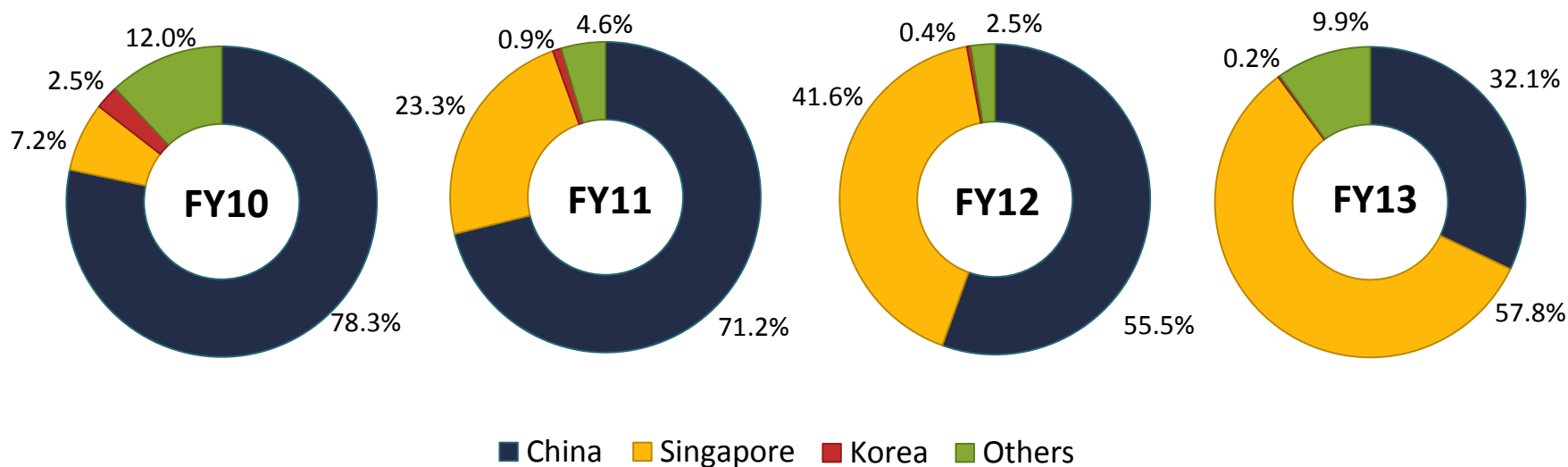
- **Compliance with Singapore Code of Corporate Governance 2012 Principles**
 - Chairman and CEO are not the same person
 - Independent directors make up 50% of the board
 - Contractual provisions built to allow company to reclaim incentive components of remuneration from executive directors
 - Full disclosure on the remuneration of all directors
 - Positive assurance from Chairman, CFO and Group FC on adequacy and effectiveness of internal control systems
- **Internal Controls & Risk Management**
 - KPMG customised audit cycle plans to cater to the respective business segments
 - Heads of overseas subsidiaries appointed are senior management staff who have worked in Nordic Singapore HQ and in tuned with Group risk policies and procedures.
- **Enterprise Resource Planning (ERP) system**
 - Investment in IT tools such as ERP, intranet and fileserver
 - Implementation of automated workflow system
 - Integration of overseas subsidiaries into common database for better control and governance



Investment Merits

- Risk Profile Improved Through Acquisition of Multiheight**

- Geographical concentration risk mitigated. Revenue attributable to China decreased from 78.3% in FY10 to 55.5% and 32.1% for FY12 and FY13 respectively.
- Reduced foreign exchange risk exposure. Decreased proportion of the Group's revenue denominated in US dollars, while the Group operates largely on a Singapore Dollars and Chinese Yuan cost base.



Investment Merits

- **Established Market Player**
 - Strong track record, performing above market industry average
 - 60% of the customer in the white list and major shipyard group in China are existing customers of Nordic Flow Control
- **Improved Earnings Quality**
 - Volatile project earnings now supplemented by more stable recurring maintenance income from Multiheight.
- **Sustainable Dividend Payout**
 - Higher dividend payout expected given the improved profitability and cash flows for FY14
- **Healthy Order Book**
 - As at announcement on 12 Nov 2014, order book of S\$40.7 million on hand, excluding MHS unit rate maintenance contracts
- **Established Management & Potential for Growth**
 - Established management with proven track record of leading the Group through difficult periods. This strong resilient management leadership is one that the Group can rely on to deliver future growth.



Q & A



Building Momentum, Capturing Opportunities

Thank you

