



Annual General Meeting

Presentation by
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20 April 2021





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Corporate Profile

A systems integrator, global technologies company providing process controls, communication & security solutions & services for its customers



Geographical Presence

- 16 countries, 42 offices
- Americas, Asia Pacific, Europe, Middle East & Africa

Markets served



Oil & Gas

- Offshore: shallow sea, continental shelf & deep sea
- Onshore: shale, pipeline & chemical/petrol-chemical



Infrastructure

- Transportation (road, rail, air)
- Power utilities (generation & distribution)
- Water/waste water utilities



Mineral & Mining

- Commodities & minerals: Coal, gold, iron, copper, nickel & molybdenum

2020 Financial Performance

Revenue

S\$503m

▲ 11%

Order intake

S\$432m

▼ 26%

EBITDA

S\$58m

▲ 28%

Cash Flow from Operations

S\$49m

▲ 169%

Net profit

S\$28m

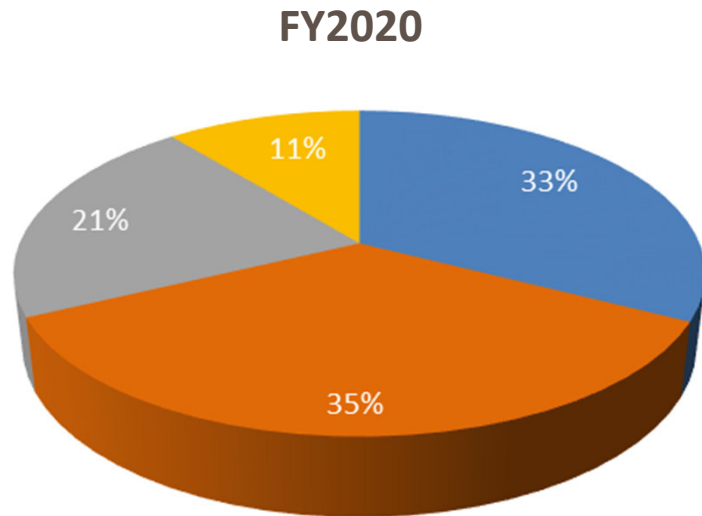
▲ 16%

Return on equity

14.6%

▲ 1.0pp

FY2020 Revenue Breakdown By Industry Segments



- Oil & Gas -Onshore ■ Oil & Gas -Offshore
- Infrastructure ■ Mining & Mineral

Infrastructure: Power, Water, Waste Treatment & Transportation

S\$ million	FY2020	FY2019	YoY%
Oil & Gas - Onshore	163.7	148.7	10.1%
Oil & Gas - Offshore	177.5	145.4	22.1%
Infrastructure	106.9	115.3	-7.2%
Mining & Mineral	54.7	42.4	29.0%
Total	502.8	451.8	11.3%

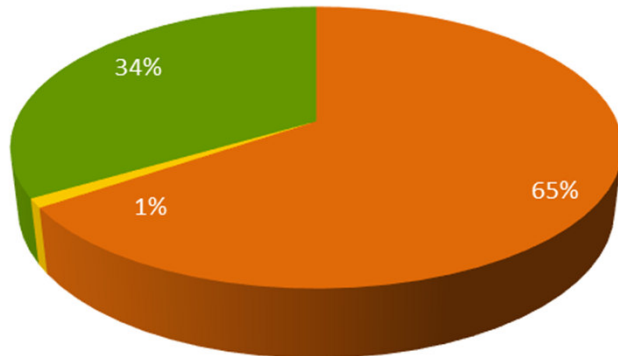
Australia communication revenue:
 FY2020 A\$87.0m
 FY2019 A\$67.9m

Note: Total may not sum up due to rounding.

FY2020 Revenue Breakdown By Geographical Segments

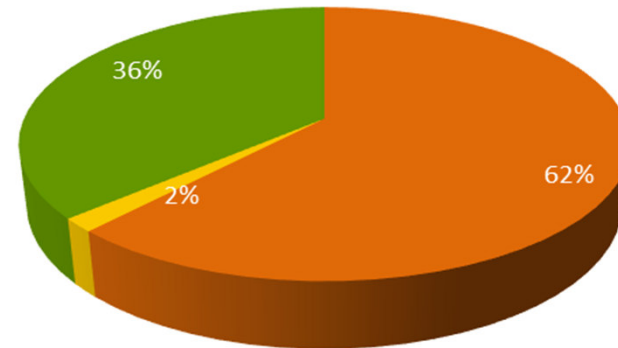
S\$ million	FY2020	FY2019	YoY %
Americas	328.7	279.4	17.6%
EMEA	5.2	7.2	-27.3%
Asia Pacific	168.8	165.1	2.3%
Total	502.8	451.8	11.3%

FY2020



■ Americas ■ EMEA ■ Asia Pacific

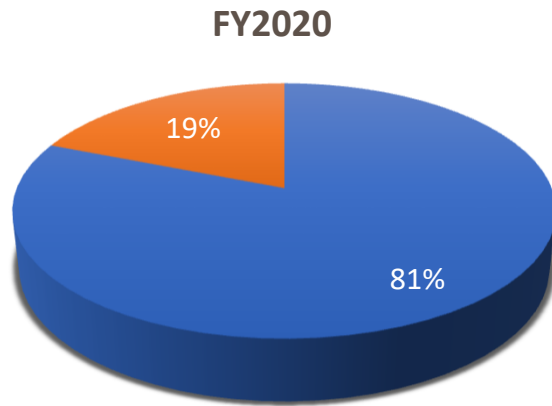
FY2019



■ Americas ■ EMEA ■ Asia Pacific

Note: Total may not sum up due to rounding.

FY2020 Revenue Breakdown By Projects



S\$ million	FY2020	FY2019	YoY%
Flow Business*	407.9	426.1	-4.3%
Large Greenfield Projects	94.9	25.7	369.2%
Total	502.8	451.8	11.3%
Flow Business %	81%	94%	

Note: Total may not sum up due to rounding.

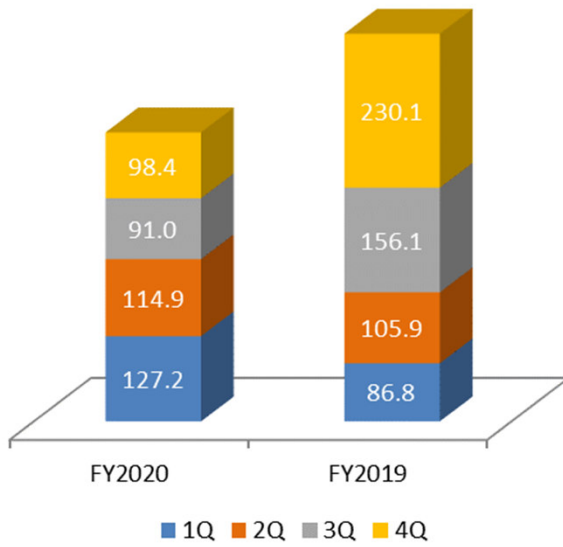
■ Flow Business ■ Large Greenfield Projects

*Includes Brownfield and Small Greenfield Projects which tend to be recurring in nature

FY2020 Order Intake/Book By Geographical Segments

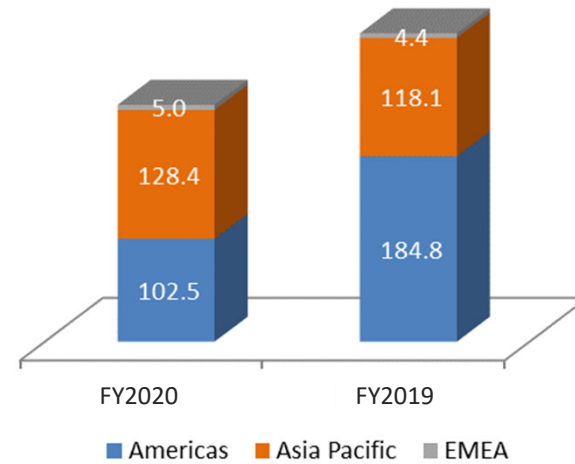
Order Intake from Continuing Operations

\$431.5m \$578.8m



Order Book from Continuing Operations

\$236.0m \$307.3m

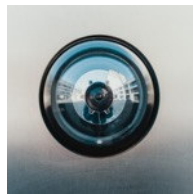


FY2021 Key Strategies



Oil & Gas (Americas)

- Small greenfield projects / brownfield projects in the Gulf of Mexico
- Shale projects in the US (Permian Basin & Eagleford)
- Expand geographical coverage
- Diversify into renewables, building automation and security



Infrastructure (Singapore)

- Singapore Government
- Focus on security and transportation related projects

Infrastructure (Australia)

- Energy Solutions
- Radio Business



Infrastructure (International)

- Radio Business

Outlook

As our customers advance in the lower carbon, increase digitalization of their business and improve their physical security and cybersecurity, the Group has to and will embrace new solutions and innovate its existing solutions to remain relevant in our service to them.

Beside organic growth and innovation, acquisition remains a key growth strategy. We will acquire within means (No high gearing).

FY2021 Outlook

The Group notes that the current market environment still presents numerous uncertainties going forward: COVID-19 pandemic, oil & gas prices and global economic outlook. Despite these uncertainties in the coming months, the Group remains confident to achieve a satisfactory financial performance in 2021.

As a Group, we will maintain capital discipline and will look for value accretive and strategic acquisitions to grow and reshape our business in a post pandemic environment to ensure a diversified and sustainable income stream.

Dividend (Proposed)

S\$ million	FY2020	FY2019	FY2018
Dividends (cents):			
- Interim	1.25	1.25	1.25
- Final	1.50 [#]	1.50	1.50
Payment date	18 May 2021		
Book closure	7 May 2021		
AGM	20 April 2021		
# Proposed and subject to approval at AGM			



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Questions & Answers