



Boustead Projects Limited

2016 Annual General Meeting



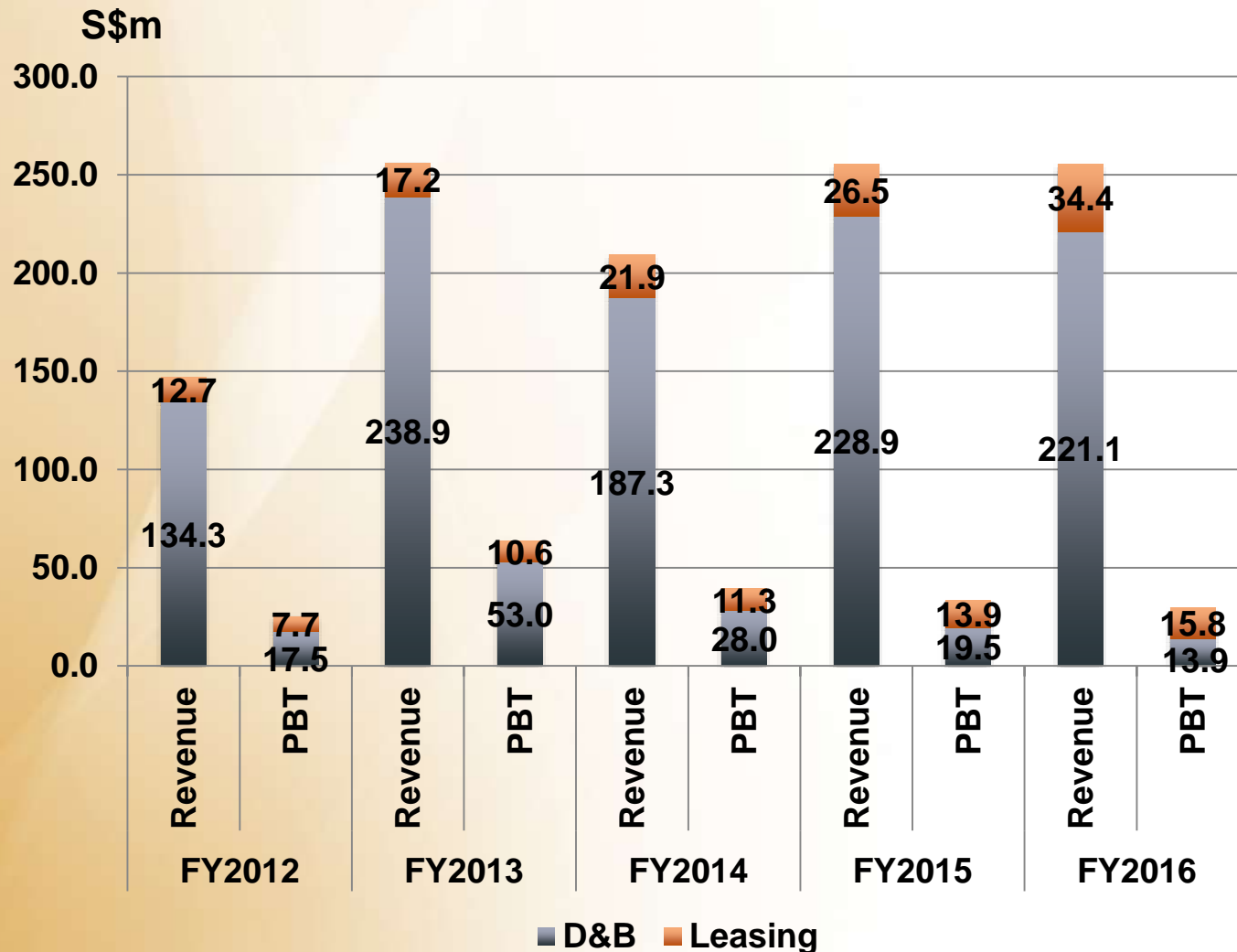
Market Situation

- Construction demand fell from record high of S\$37.7 billion in 2014 to S\$27.2 billion in 2015*
- Entire Singapore real estate market under tremendous pressure
- Company has had to adapt its strategies to the prevailing market forces and government policies

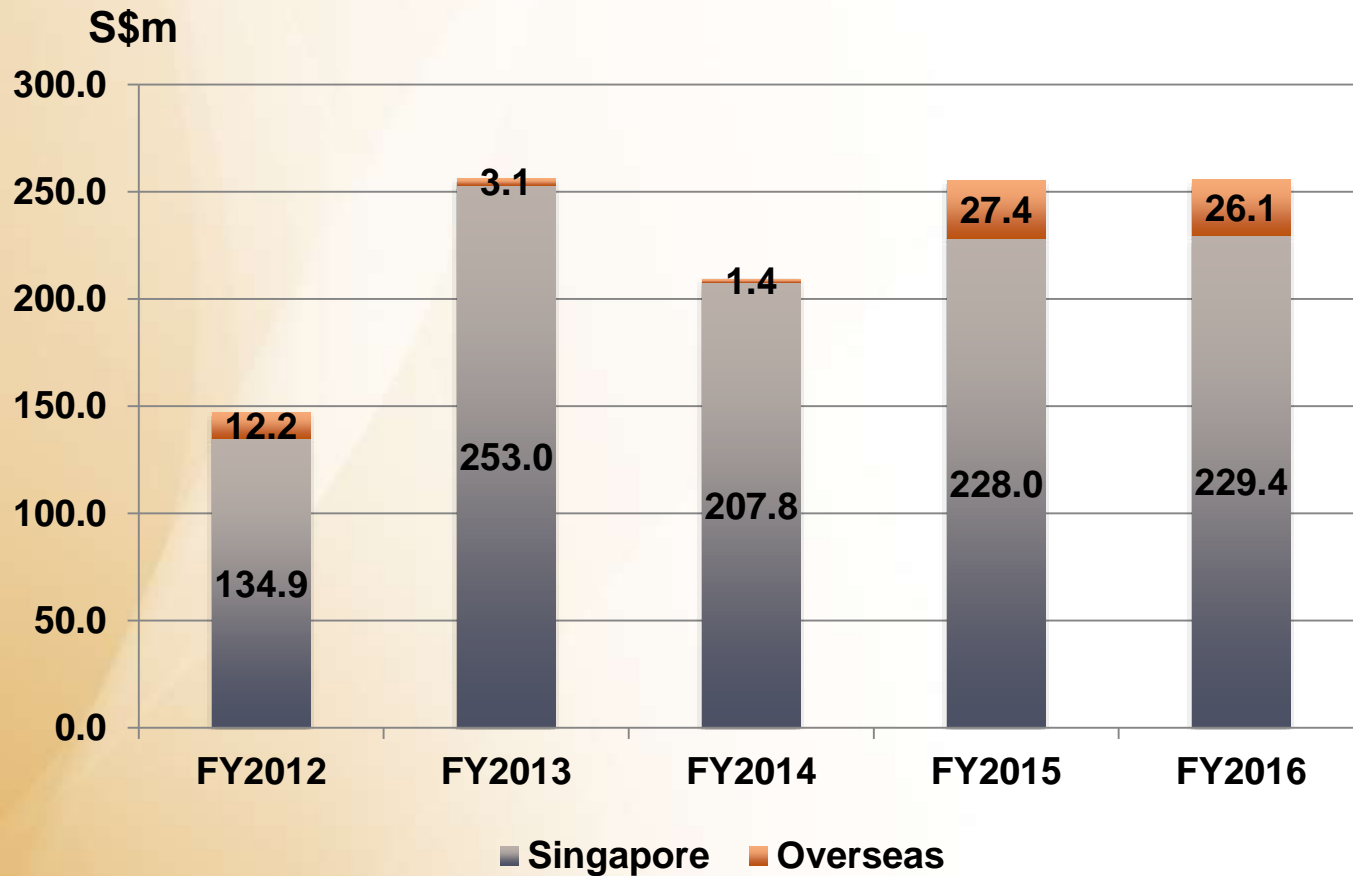
**Source: Building & Construction Authority (BCA)*



Overall Performance (FY2012-FY2016)



Revenue by Geography (FY2012-FY2016)



Stable Leasehold Portfolio of Mainly Single-Tenanted Properties

No. of wholly-owned properties

14

Overall occupancy rate of wholly-owned properties

95%

Book value of wholly-owned properties

S\$176.6m

Market value of wholly-owned properties

S\$363.2m



Strong Financial Position

(in S\$'m)	FY2015	FY2016
Total borrowings	186.5	93.4
Cash & cash equivalents	114.3	90.9
Net borrowings	72.2	2.6
Total equity	252.6	193.9
Debt-to-equity ratio	74%	48%
Net gearing ratio	29%	1%
Loan to valuation ratio	51%	25%

95% non-current debt, on floating interest rates with well-staggered maturity profile (over next 6 years)

Healthy cash position

Reduced borrowings with substantial deleveraging of leasehold portfolio

Lower retained profits following dividend payment to parent company

Ample gearing headroom for potential design-build-and-lease/development/redevelopment projects



Our Growth Strategies

- Pursue higher value D&B projects in the aerospace, healthcare, oil & gas, and data centre and telecommunication industries
- Jointly or independently develop industrial facilities to enhance our interests in industrial portfolio
- Expand our business offerings regionally in Malaysia, China, Vietnam and Indonesia
- Acquire companies with complementary businesses



Quality, Safety & Sustainability Awards

**Green Mark
Platinum Awards**

8

**Green Mark Gold
Plus/LEED Gold
Awards**

4

**Green Mark Gold
Awards**

7

**Construction
Quality Awards**

9

**Solar Pioneer
Awards**

2

WSH Awards

14

One out of only 9 bizSAFE Mentors in Singapore



Latest SHARP Award

WEDNESDAY, JULY 27, 2016 | THE STRAITS TIMES

WORKPLACE SAFETY AND HEALTH AWARDS 2016 SPECIAL | D11

Practical measures in action

Boustead Projects adopts a "Safe Work, Save Lives" philosophy at all times

JUNE NYU

ESTABLISHING a safe and healthy working environment is Boustead Projects' critical success factor. The company believes in making safety an inherent part of their products, services and work environment.

Pioneering the design-and-build methodology, it has built a reputation as a leading design-and-build partner for the industrial real estate sector in Singapore.

Boustead Projects is a leader and active participant in the bizSAFE Programme initiated by the Workplace Safety and Health (WSH) Council.

bizSAFE is a five-step programme that assists companies to build up their WSH capabilities so that they can achieve quantum improvements in safety and health standards at the workplace.

The company is the one of only nine bizSAFE Mentors in Singapore and it has achieved an accident frequency rate (AFR) of 0.66 incidents per million man-hours worked, lower than the national average of 1.7 in the construction sector last year.

It is also a bizSAFE Star, the highest qualification that can be attained in recognition of a company's health, safety and environmental management programmes.

Safe work, save lives
Driving Boustead Projects' WSH philosophy is the tagline, "Safe Work, Save Lives".

Boustead Projects continuously trains employees through the active creation of health, safety and environmental (HSE) programmes and aims to upkeep good safety records by developing relevant risk assessment capabilities and implementing them effectively.

Its environmental, health and safety director Howard How says

the company has put in place a number of initiatives to care for the safety and health of the employees. For example, the management staff makes regular inspections at work sites.

They can be from weekly Safety and Health Committee meetings with site inspection by senior management, to monthly EHS (Environment, Health and Safety) management meetings at site with top management and all site staff, and daily site inspection with all subcontractors and safety supervisors.

Winning an award spurs the company to achieve greater and better safety and health standards for all our workplaces.

“We are achieving new environmental, health and safety director Boustead Projects



Regular site inspection by management staff is one of the company's workplace safety and health measures.

and other activities such as cycling and bowling through the workplace health promotion programme to promote a healthy lifestyle.

In addition, the company encourages all its subcontractors to attain bizSAFE Star status in the bizSAFE programme to improve the WSH culture.

As part of Boustead Projects' role as a bizSAFE Mentor, it has been leading and guiding all appointed subcontractors to implement and support good HSE standards at work sites for the past six years.

The company actively prescribes onsite training sessions and educational training provider on a periodic basis, playing an active role in helping subcontractors to achieve high or bizSAFE accreditations.

Its efforts have been recognised and Boustead Projects has been awarded the Safety & Health Award Recognition for Projects (SHARP) award, in achieving excellent safety performance at its Kuehne + Nagel Singapore Logistics Hub project, a Green Mark Platinum-rated logistics facility, at this year's WSH Awards.

“Winning an award spurs the company to achieve greater and better safety and health standards for all our workplaces,” says Mr How.

Constant improvements

As employees come from different professional backgrounds and employment status, one of the challenges for Boustead Projects to reinforce WSH lies in its diverse workforce.

Mr How believes in creating

a positive mindset in the ever-changing scene on migratory workers, changing the mindset of skilled workers, and retaining those who have instilled good safety and health practices.

In view of that, the WSH initiatives and programmes put in place must be flexible, practical and easily implemented, he adds.

Apart from practical measures, the company is also constantly looking into improving the WSH culture by introducing safer and better safety equipment at the workplace.



BOUSTEAD PROJECTS

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Boustead Projects is
proud to achieve

**WSH
SHARP Awards 2016**

for
**Kuehne +
Nagel Singapore
Logistics Hub**



Congratulations from:



Marshall Singapore Pte Ltd

Wong Pte Ltd

St. Regis Singapore Pte Ltd

Wong Pte Ltd



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