



3Q 2011 Analysts' Meeting

Fullerton Hotel - 11 November 2011

Agenda

- 3Q 2011 Overview
- 2011 YTD Review
- 2011 Business Outlook

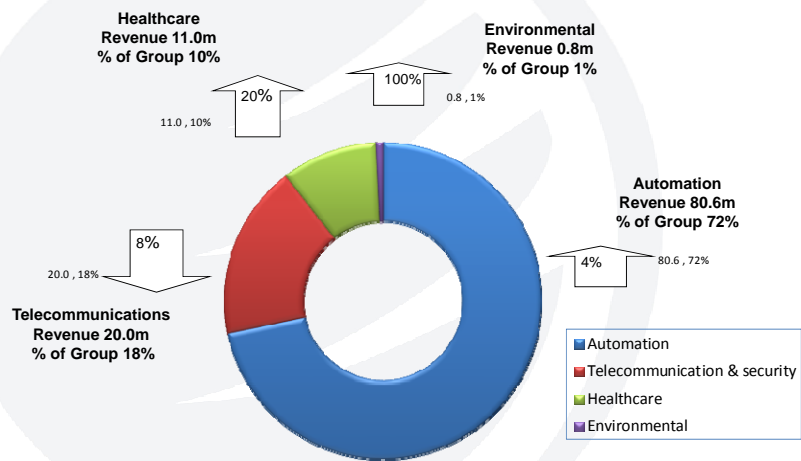


3Q 2011 Financial Review

- Revenue increased by 3.2%, as compared to 3Q/10.
- Gross margin at 36.1%, vs 37.0% in 3Q/10.
- PATMI down by 11.6%, as compared to 3Q/10.
- Negative operating cash generation of S\$10.2m.
- New orders for the quarter totalling S\$204.3m.

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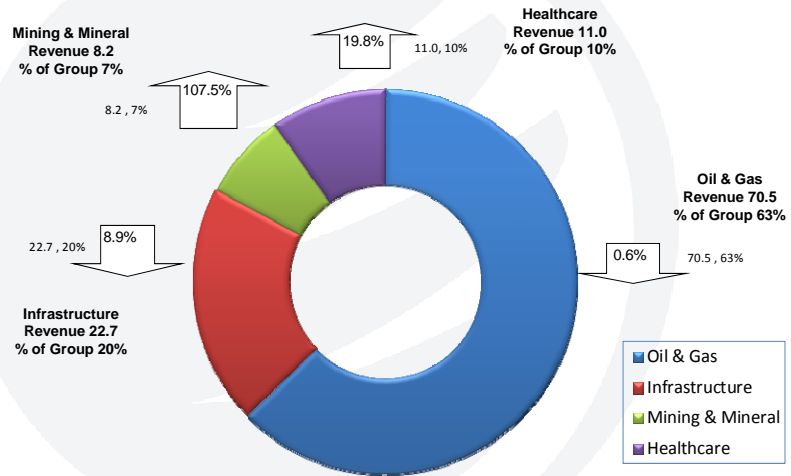
Performance by Business Sector



Q3 2011 v Q3 2010

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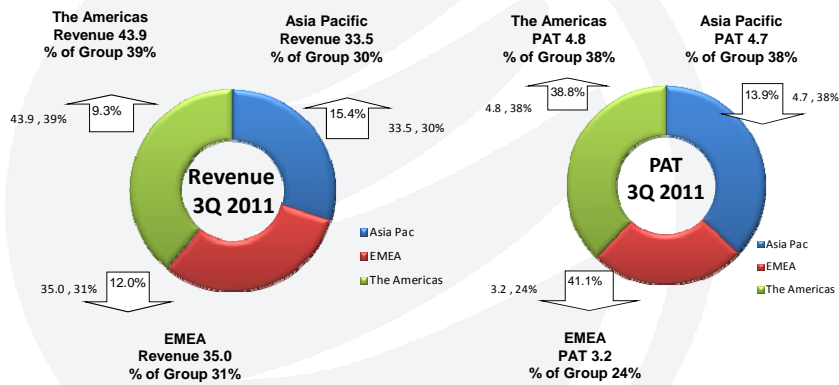
Performance by Industry



Q3 2011 v Q3 2010

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Performance by Geographical Region



Q3 2011 v Q3 2010

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3Q 2011 FX Movement

	3Q/10	3Q/11	Variance (%)
USD/SGD:	1.3532	1.2297	(9.13)
GBP/SGD:	2.0904	1.9826	(5.16)
AUD/SGD:	1.2298	1.2888	4.80
EUR/SGD:	1.7482	1.7349	(0.76)

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3Q 2011 Constant Currency

S\$M	3Q/10	3Q/11	Variance (%)	3Q/11 Constant Currency	Variance (%)
Revenue:	109.0	112.4	3.1	112.8	3.5
PAT:	14.3	12.7	(11.2)	13.2	(7.7)

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3Q 2011 Group Balance Sheet

S\$M	3Q/11	4Q/10
Cash at Hand & Bank:	67.1	58.4
Project Net WIP:	86.5	91.3
Receivable:	108.2	81.4
Payable:	52.2	74.3
Loan:	122.8	58.4
Net Loan:	66.9	-
Shareholder Fund:	192.0	195.2
Net Gearing (%):	34.8	-

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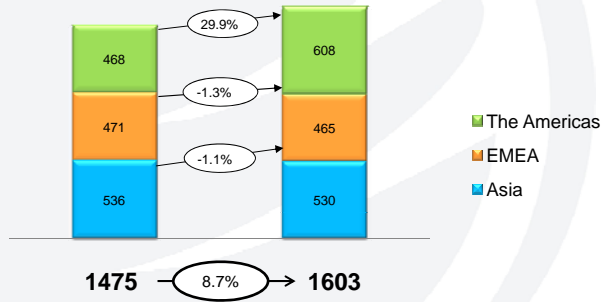
3Q 2011 Group Cashflow

S\$M	3Q/11	3Q/10
As at beginning of the quarter:	67.1	69.3
Proceeds from sale of Treasury Share:	-	-
Dividends Pay out:	-	-
Net additional investment in subsidiaries & associates:	-	-
Net Operations:	(10.2)	21.5
Capital Expenditure:	(3.6)	(0.7)
Bank Loans:	2.0	(21.0)
Net effect of FX on cash:	0.6	(0.6)
As at end of quarter:	55.9	68.5

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Human Resource Growth

Q3 2010 Q3 2011

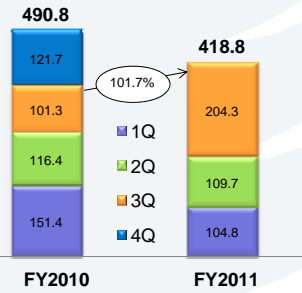


* Astib acquisition in January 2011 (62 staff)

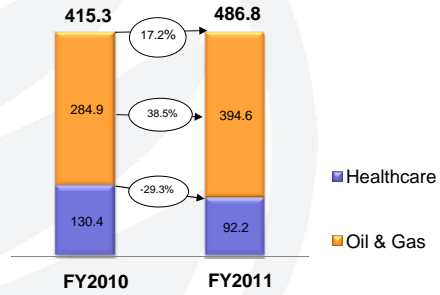
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3Q 2011 Orders

New orders



Outstanding orders



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9M 2011 Performance

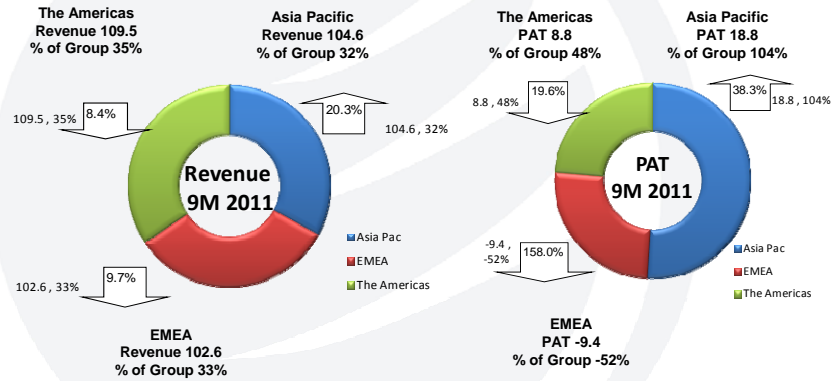


9M 2011 Highlights

- Revenue decreased by 1.1%, as compared to 9M/10.
- Gross margin at 31.0% (37.8%) vs 38.2% in 9M/10.
- PATMI down 55.2% (10.9%) as compared to 9M/10.
- NPAT margin 5.8% (11.5%) vs 12.7% in 9M/10
- Negative operating cash generation of S\$6.4m.
- New orders for the 9M/11 totalling S\$418.8m.



9M 2011 Performance by Geographical Region



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9M 2011 FX Movement

	9M/10	9M/11	Variance (%)
USD/SGD:	1.3797	1.2484	(9.52)
GBP/SGD:	2.1167	2.0181	(4.66)
AUD/SGD:	1.2421	1.2947	4.23
EUR/SGD:	1.8143	1.7558	(3.22)

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9M 2011 Constant Currency

S\$M	9M/10	9M/11	Variance (%)	9M/11 Constant Currency	Variance (%)
Revenue:	320.1	316.7	(1.1)	333.6	4.2
PAT:	40.7	18.2	(55.3)	16.9	(58.6)

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9M 2011 Group Balance Sheet

S\$M	9M/11	4Q/10
Cash at Hand & Bank:	67.1	58.4
Project Net WIP:	86.5	91.3
Receivable:	108.2	81.4
Payable:	52.2	74.3
Loan:	122.8	58.4
Net Loan:	66.9	-
Shareholder Fund:	192.0	195.2
Net Gearing (%):	34.8	-

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9M 2011 Group Cashflow

S\$M	9M/11	9M/10
As at beginning of the quarter:	58.4	56.1
Proceeds from Sale of Treasury Shares:	-	37.9
Proceeds from Issuance of Ordinary Shares:	6.0	-
Dividends Pay out:	(20.6)	(17.9)
Net additional investment in subsidiaries & associates:	(39.4)	(18.2)
Net Operations:	6.4	43.1
Capital Expenditure:	(5.1)	(3.2)
Bank Loans:	62.4	(26.3)
Net effect of FX on cash:	(1.4)	(3.0)
As at end of quarter:	55.9	68.5

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Bank Loan Facilities as at 8 November 2011

S\$M	
Loan Facilities:	143.9
Utilised:	122.2
Available:	21.7
(Singapore bank only)	
USD/SG Exchange Rate (1.2706)	

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Business Outlook

Healthcare

The National Programme is splitting into three parts:

- Trusts covered by BT & CSC (although CSC's contract has yet to be renewed).
- Trusts that have fallen out of the BT/CSC scope of work.
- Trusts that are leaving the National Programme.

RiO sales activity is high, but the Government procurement process is slow, 9 to 12 months, so order entry is low at the moment, but opportunities are increasing.

UHB has gone live with Oceano Emergency Care and has received good reviews, giving our first Acute reference. Acute sales activity is also high and we are being shortlisted, but the Acute procurement timescales are even longer because the contract values are higher.

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Business Outlook

Environmental

Continues to be slow in the USA , but Order Entry potential for overseas clients in particular China remains strong. We have received a number of small orders.

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Business Outlook

Automation

USA

Strong project based order entry has continued in Q3 providing a very strong order bank, this combined with steady T&M work is allowing a catch up in overall profitability from a slow first half. Both on-shore and off-shore activities are on the increase.

Europe

The fallout from the European debt crisis is having a "chilling" effect upon major investment decisions. No major projects are being lost and we continue to track. In the meantime "brownfield" work increases.

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Business Outlook

Automation (continued)

Middle East

Although our Automation business in the Middle East is small we are seeing a recovery and already have staff back in Libya working on the opportunities there.

Asia

The level of activities remain consistent.

Australia

Our Australian operations contributed to the Group result with good order intake and revenue. The Australian economy remains strong on the back of growing overseas demand for natural resources and our local operations are well placed to capitalise on future investments by resource operators.

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Business Outlook

Telecommunications

Order entry has been good and there are excellent prospects in the Middle East and for major projects in other regions of the world. Middle East continues to be a major focus in addition to Australia. The loss making projects are being worked through and we anticipate a return to profit in 2012.

Australia

There are a number of large Telecommunications enquiries on which we are actively bidding and we remain optimistic that our efforts will result in a significant win.



Summary

Our Order Entry is being impacted in some parts of the World by the economic uncertainty, whereas in other regions we are experiencing record order entry giving the Group overall a record Outstanding Orders.

We continue to improve our operating efficiency and address issues which have impacted the Group historically.

Our diversification across markets and industries combined with our ability to switch between greenfield and brownfield work means that despite the economic fluctuations we shall operate in line with market expectation and improve in 2012.



Questions

Thank You

Any Questions

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