

# Starburst Holdings Limited

Corporate Presentation  
July 2014



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|                              |   |
|------------------------------|---|
| <b>Issuer</b>                | Starburst Holdings Limited  |
| <b>Listing</b>               | Listed on SGX Catalist Board on 10 July 2014  |
| <b>Sponsor</b>               | DBS Bank Ltd.   |
| <b>Market Capitalisation</b> | S\$130.0 million  |
| <b>Share Price</b>           | S\$0.52 based on closing price on 16 July 2014  |
| <b>PE Ratio</b>              | 14.9 times based on EPS of FY2013   |
| <b>Share Capital</b>         | 250 million shares  |
| <b>Public Float</b>          | 20%   |
| <b>Use of IPO Proceeds</b>   | <ul style="list-style-type: none"><li>• Acquisition of leasehold land and buildings</li><li>• Acquisition of plant and machinery</li><li>• General working capital purposes</li></ul> |



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In Summary

# WE ARE AN ENGINEERING SPECIALIST IN A NICHE INDUSTRY

## Our Vision

To Create A Safer Environment for Firearms Training

## What We Do

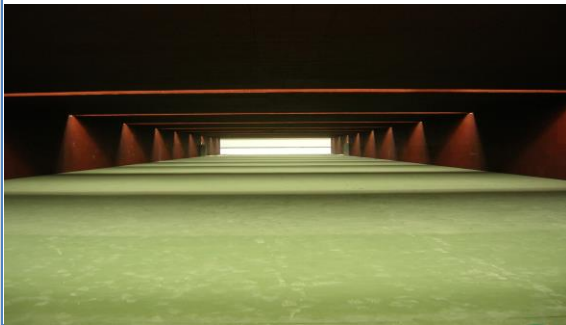
Design, fabricate, install and maintain anti-ricochet ballistic protection systems for firearm shooting ranges and tactical training mock-ups

## Firearm shooting ranges

Design, fabricate and install

- Proprietary “Searls” anti-ricochet panels
- Rubber lining panels and
- Floor and ceiling baffles

at indoor, outdoor and modular live-firing ranges, close quarters battle houses and method of entry training facilities



## Tactical training mock-ups

Design, fabricate and install live-firearm and non-live-firearm, full sized tactical training mock-ups for aviation/ maritime environment

- Rescue & evacuation
- Other counter terrorism & sniper operations

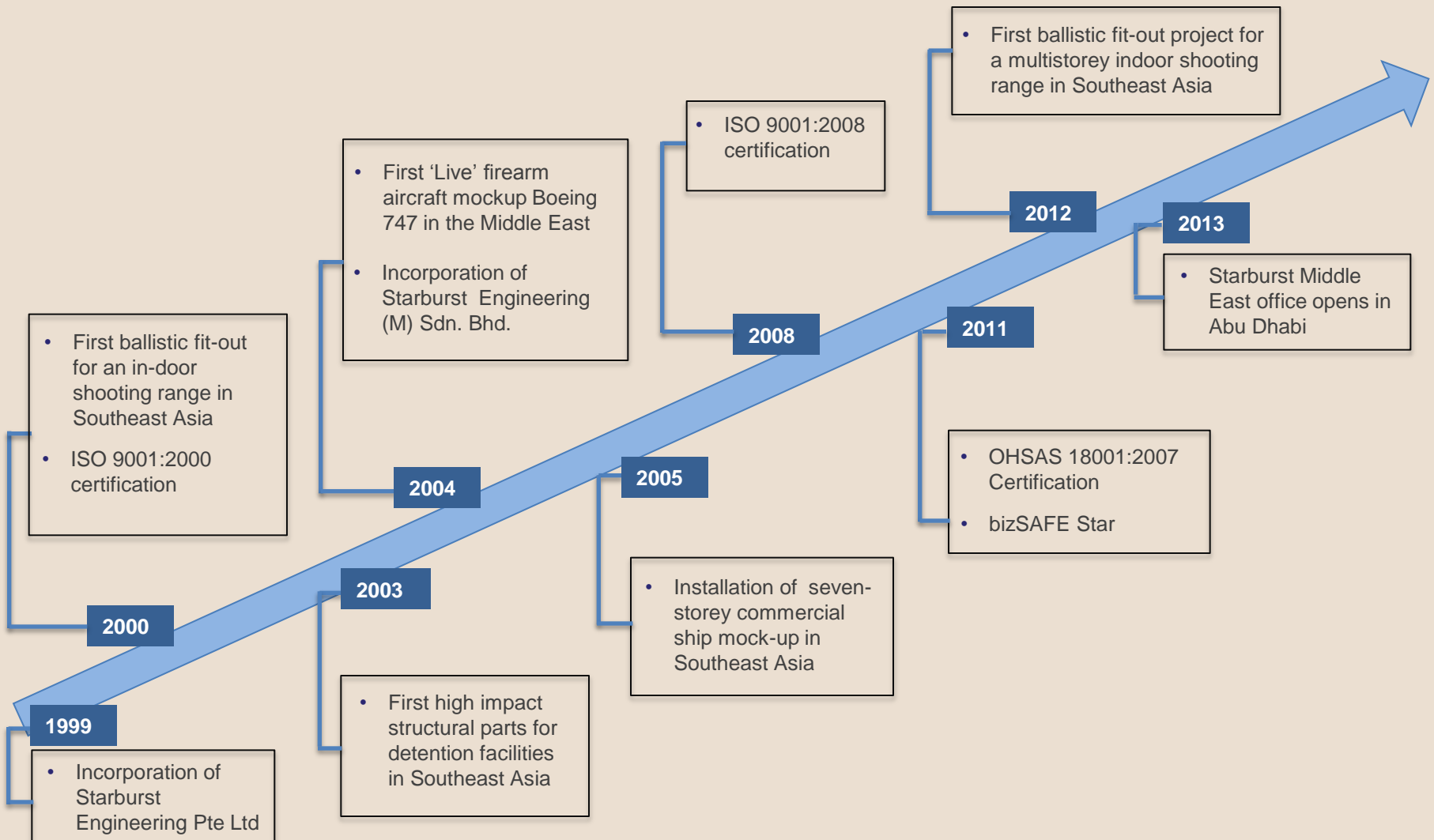


## Maintenance services and others

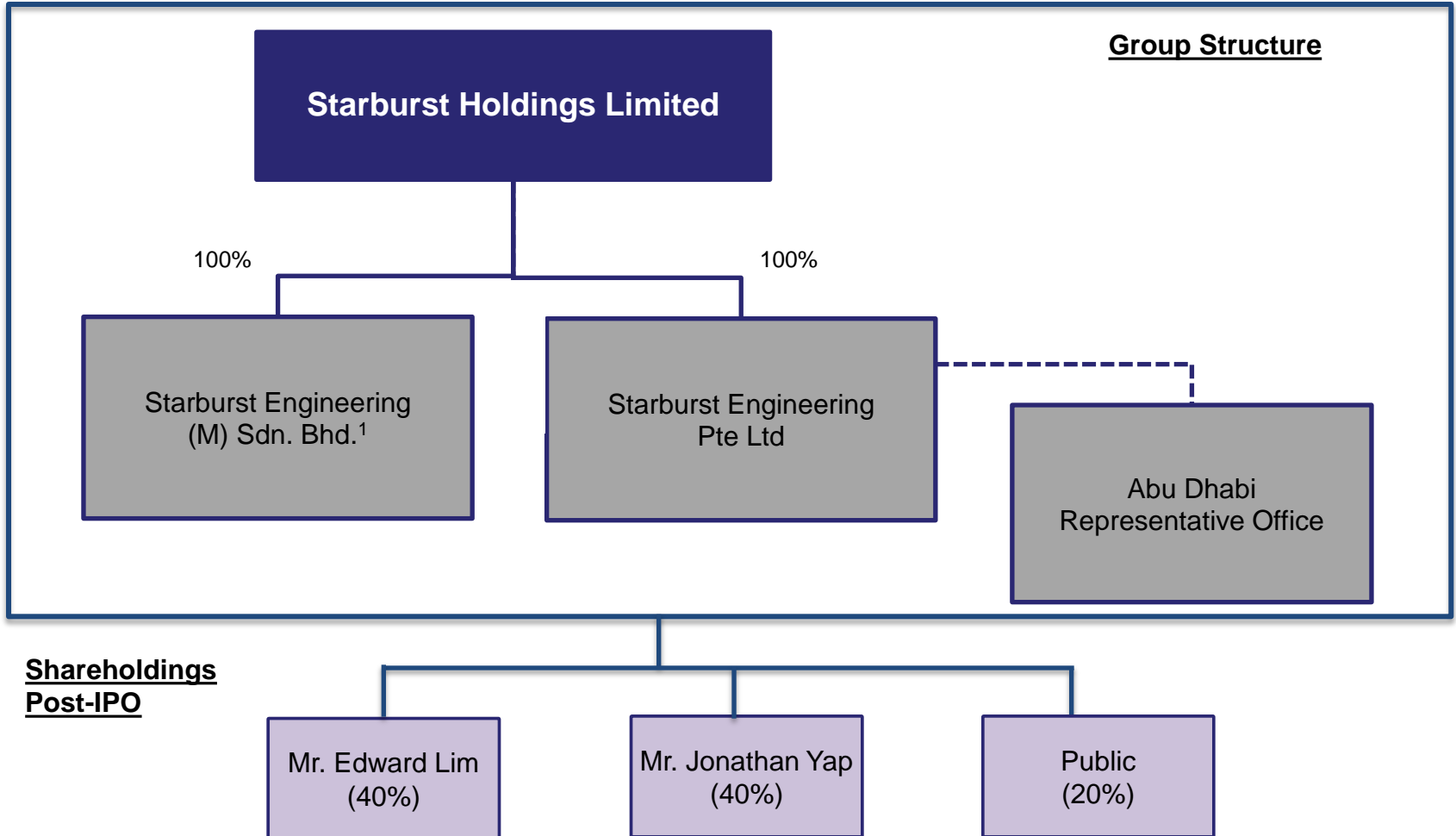
- Ensure facilities are kept in optimal condition and that international safety standards are met and updated if necessary
- Structural and architectural steel works
- Ballistic protection and security systems for detention facilities



# OUR KEY CORPORATE MILESTONES



# GROUP STRUCTURE AND SHAREHOLDINGS



<sup>1</sup> Starburst Engineering (M) Sdn. Bhd. is a dormant company

# OUR BOARD OF DIRECTORS AND MANAGEMENT TEAM



## Board of Directors

### Mr. Edward Lim

*Executive Director and Chairman*

- Approximately 34 years of experience in the engineering industry

### Mr. Jonathan Yap

*Executive Director and Managing Director*

- Approximately 25 years of experience in the construction industry

### Mr. Gan Lai Chiang

*Lead Independent Director and Chairman of Audit Committee*

- Managing Director of Swiss Securitas Asia Pte Ltd, a company specialising in providing security services

### Mr. Gopal Perumal

*Independent Director*

- Approximately 30 years of experience in the legal industry and currently the sole proprietor of Gopal Perumal & Co.

### Mr. Tan Teng Wee

*Independent Director*

- Currently the Managing Director of PSC Freyssinet (S) Pte Ltd with approximately 30 years of engineering and management experience

## Management Team

### Mr. Samer Sidani

*Chief Executive Officer, Abu Dhabi office*

- Approximately 16 years of experience in production and project management

### Mr. Ray Wu

*Chief Financial Officer*

- Approximately 10 years of experience as an auditor at various auditing firms including Deloitte & Touche LLP and KPMG Services Pte Ltd

### Mr. Andrew Popplewell

*Regional Director*

- Approximately 18 years of experience in project management

### Mr. Josiah Ng

*Senior Project Manager*

- Approximately 20 years of experience in project management in the construction industry

### Mr. Edwin Desengano

*Technical Manager*

- Approximately 20 years of experience in engineering design and fabrication drawing activities

### Ms. Cindy Tan

*Administration cum Human Resource Manager*

- Approximately 18 years of experience in sales, marketing and human resource functions





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**In-house integrated solutions in a niche industry**

2

**Established Track Record**

3

**Close Business Relationships with Key Global Players**

4

**“Searls”, Proprietary Trademarked Anti-ricochet Ballistic Protection Materials**

# PROVIDE IN-HOUSE INTEGRATED SOLUTIONS FOR FIREARMS TRAINING FACILITIES



- One of few companies operating primarily in Southeast Asia and the Middle East that provides in-house integrated solutions for firearms training facilities and tactical training mock-ups
  - Have in-house capabilities to provide solutions starting from design through to installation
  - Able to integrate different systems and services to meet strict quality and safety standards
  - Because of involvement from the beginning, able to incorporate operational and material efficiency into the design, and to ensure ease of maintenance after installation
  - Better placed to secure maintenance contracts and provide maintenance services in a more efficient and cost-effective manner for our customers

- Track record and experience of close to 15 years
  - Reputation for providing timely delivery of quality products that meet customers' specifications
  - Range fit-out business requires specialised knowledge and poses high barriers to entry
- One of few companies that meet requirements of government bodies in Southeast Asia and Middle East
  - Have obtained all permits, approvals and licenses which are material to business and operations
- Our established track record has helped to open doors in the Middle Eastern markets



## Selected Major Projects<sup>1</sup>

- Increasing project complexity and contract value over the years

| Location of the project/contracting party | Description of Projects   | Contract Value (S\$m) | Year of completion     |
|---|---|-----------------------|------------------------|
| Middle East                               | Ballistic fit-out for indoor shooting ranges  | 2.7                   | 2010                   |
| Southeast Asia                            | Ballistic fit-out for indoor shooting ranges  | 3.8                   | 2010                   |
| Southeast Asia                            | Ballistic fit-out for indoor and outdoor shooting ranges  | 6.8                   | 2012                   |
| Southeast Asia                            | Ballistic fit-out for multi storey indoor shooting ranges   | 30.3                  | 2012                   |
| Southeast Asia                            | A component for law enforcement and civil defense-related training centres, tactical mock-ups and ballistic fit-out | 7.0                   | 2014 <sup>(2)(4)</sup> |
| Middle East                               | Shooting range equipment for shooting ranges and training complex   | 21.2                  | 2014 <sup>(3)(4)</sup> |
| Southeast Asia                            | Law enforcement and civil defense-related training centres, tactical mock-ups and ballistic fit-out                 | 26.5                  | 2014 <sup>(2)(4)</sup> |

<sup>1</sup> As at the Latest Practicable Date of 9 June 2014

<sup>2</sup> Not inclusive of a one-year defects liability period maintenance

<sup>3</sup> Not inclusive of a 490-day defects liability maintenance period

<sup>4</sup> Ongoing projects

# CLOSE BUSINESS RELATIONSHIPS WITH KEY GLOBAL PLAYERS

- Establish and maintain close business relationships with key global players in the military training software and equipment market
  - Have enabled us to secure role as a specialist
- Some of our major suppliers and sub-contractors are
  - Savage Arms, Inc.
  - Terran Corporation
  - SSAB Swedish Steel Pte Ltd



# COMPETITIVE ADVANTAGE FROM USE OF OUR PROPRIETARY TRADEMARKED ANTI-RICOCHET BALLISTIC PROTECTION MATERIALS

- Our “Searls” anti-ricochet ballistic protection materials have gained a reputation for quality and safety
  - Better manage and control our costs and offer customised solutions to our customers
- Tested for compliance with relevant firearm shooting range safety requirements
  - Demonstrated capability of preventing ricochets from bullets or shards fired by a wide range of weapons
- Supply and utilised for all our projects which require anti-ricochet ballistic protection materials





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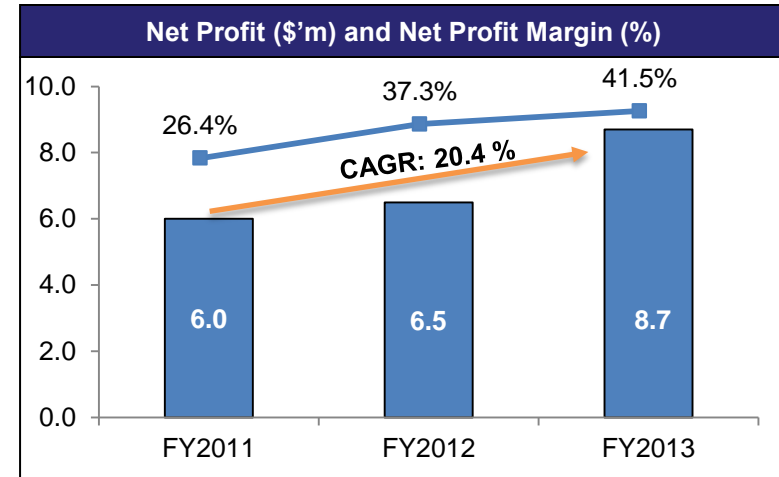
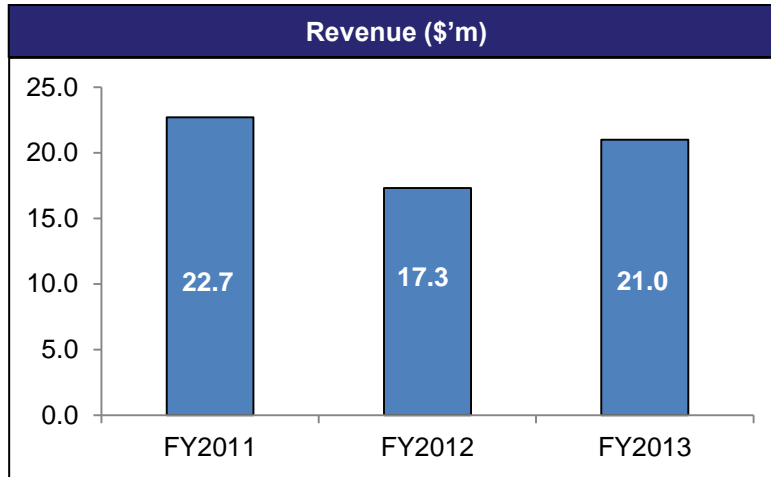
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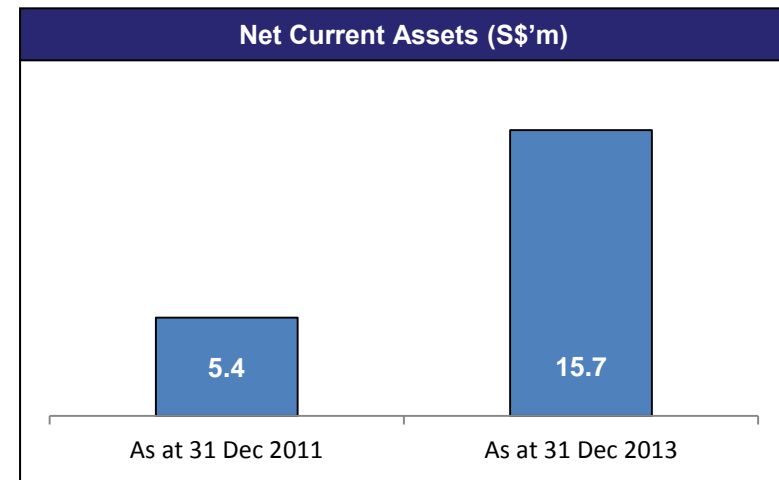
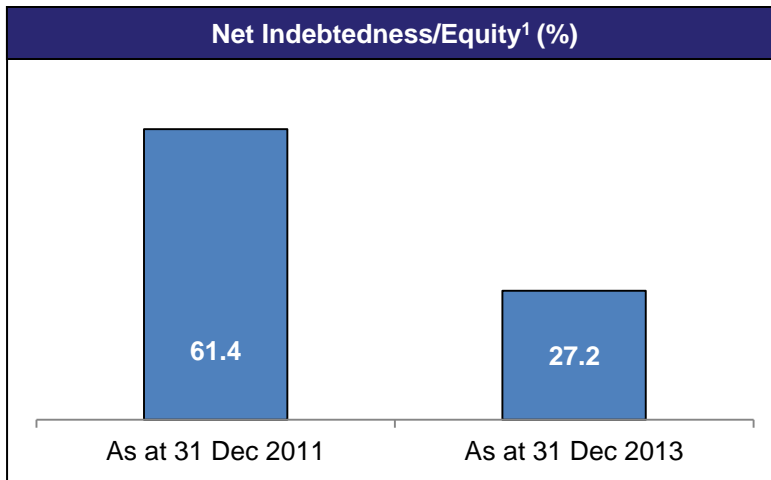


# KEY FINANCIAL INFORMATION

## Financial Performance



## Financial Condition

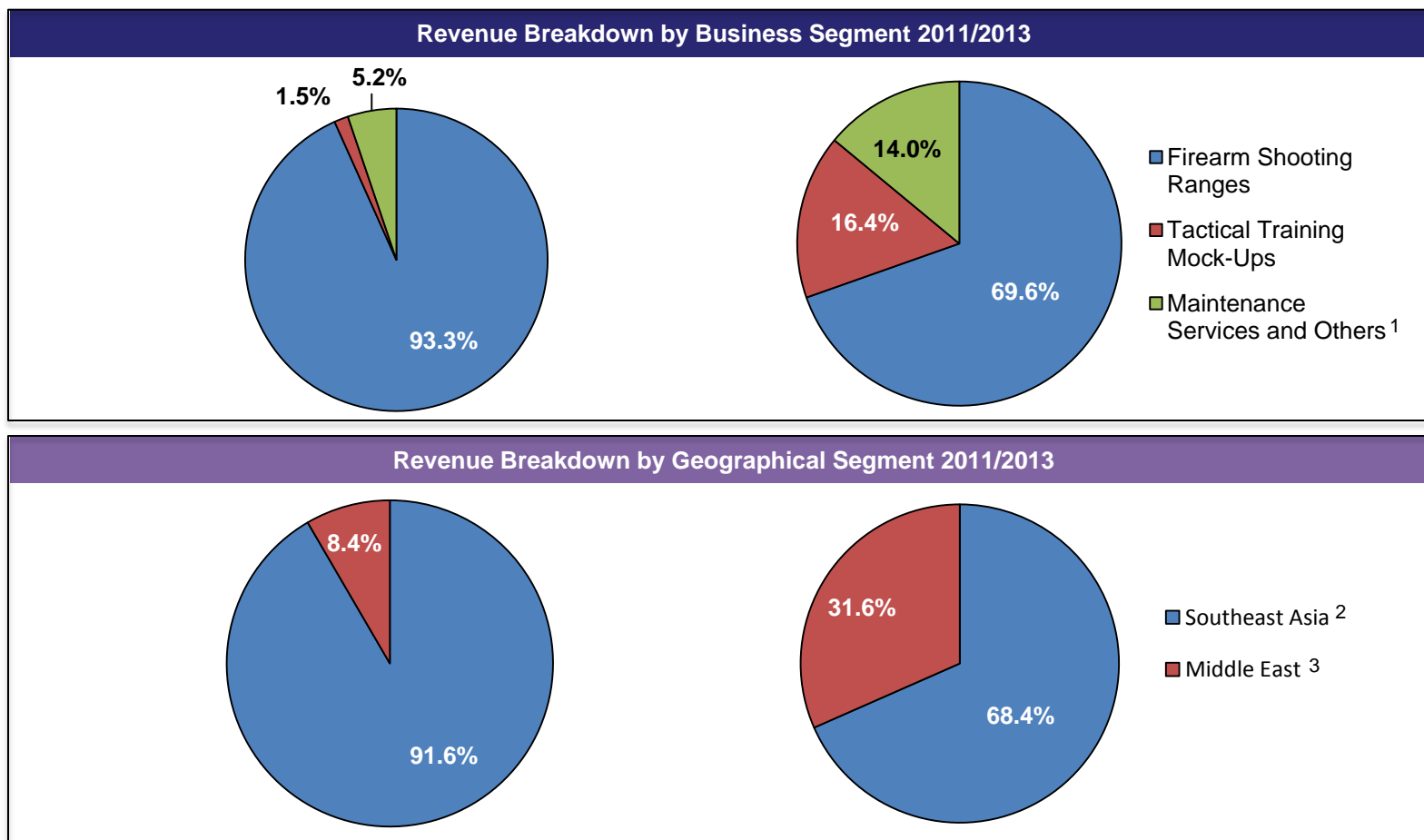


Notes:

(1) Net Indebtedness/Equity is calculated based on (Total Indebtedness – Cash & Bank Balances) / Shareholders' Equity

# KEY FINANCIAL INFORMATION

- Diversifying revenue source by growing recurring income stream from maintenance service business segment
- Geographical diversification of revenue by growing contribution from the Middle East



Notes: (1) Comprises maintenance services from various firearm shooting ranges and tactical training mock-ups, structural steel works and other ad hoc activities; (2) Southeast Asia refers to countries such as Brunei, Indonesia, Malaysia, Singapore and Thailand; (3) Middle East refers to countries such as Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and United Arab Emirates



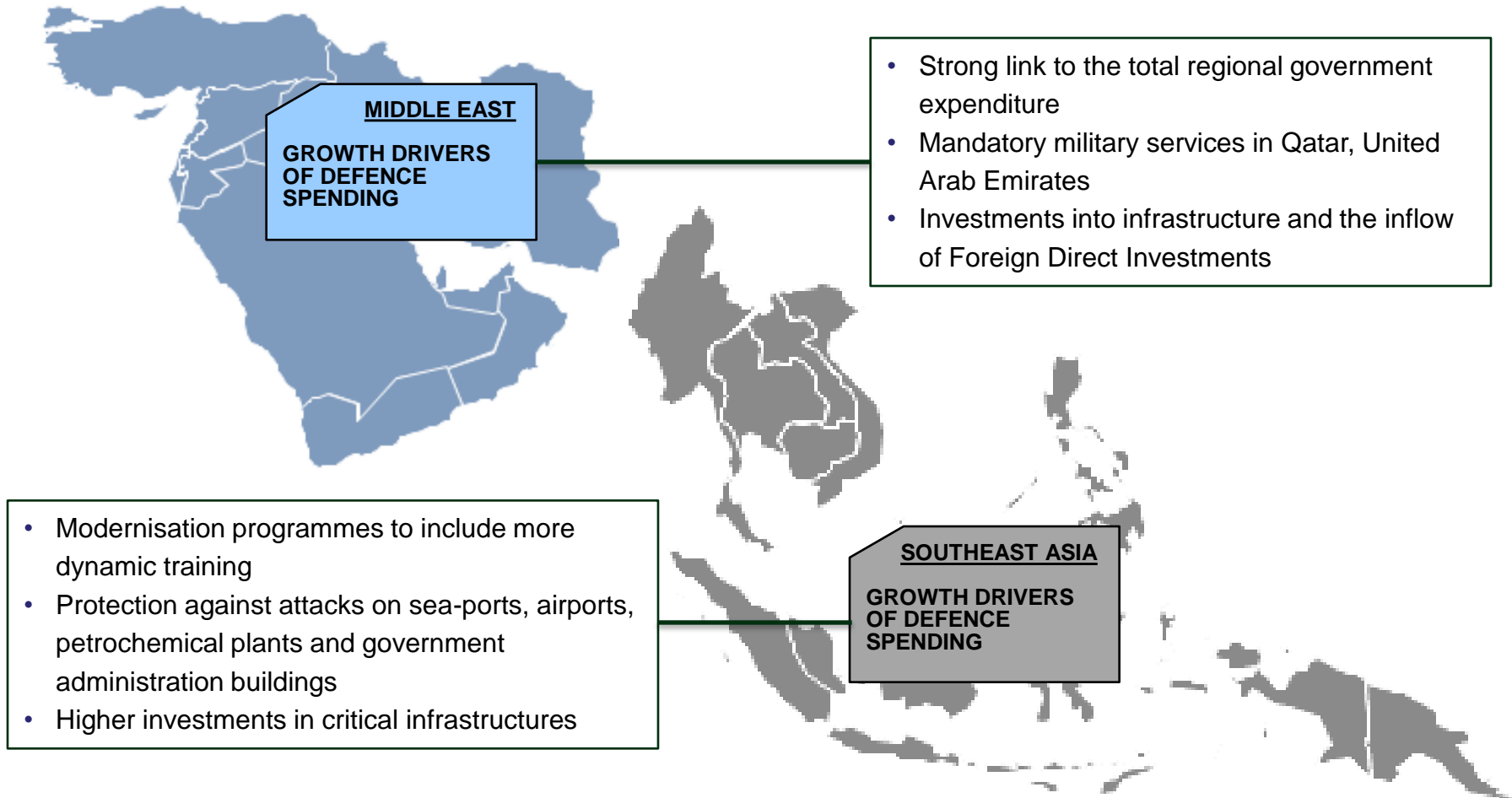
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Source:  
*'Independent Market Research on the Engineering and Construction of Training Facilities for the Defence Industry – Southeast Asia and the GCC', Converging Knowledge, March 19, 2014*

- 1. Increase Existing Fabrication Efficiency and Capacity through Acquisition or Expansion**
- 2. Grow our Brand and Marketing Capabilities, with a Focus on the Middle East**
- 3. Focus on Larger Projects with Greater Complexity**
- 4. Grow our Maintenance Services Business Segment**
- 5. Expand through Acquisitions and Strategic Partnerships**



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**1 In-house integrated solutions in a niche industry**

**2 Established Track Record**

**3 Close Business Relationships with Key Global Players**

**4 Proprietary Trademarked Anti-ricochet Ballistic Protection Materials**

**5 Intended Dividend Payout ratio of at least 20% of Group's profit after tax<sup>1</sup> for FY2014**

*Note:*

<sup>1</sup> Excluding any exceptional and extraordinary income, if any

# Thank You Q & A

