



17th Annual General Meeting
14 May 2020

FY2019 Key Highlights

- Securing and execution of milestone projects
- Opening of branded experiential attractions
 - TOYBOX, Nerf Action Xperience and Discovery Animal Planet
- Profitability impacted by new business area and retail interiors business

FY2019 Key Financial Highlights

REVENUE

↑ 1.4%

S\$365.9m

GROSS PROFIT

↓ 5.8%

S\$77.2m

NET PROFIT

↓ 93.6%

S\$0.5m

- Investments in experiential attractions
- Lower margins from softer retail environment
- US-China trade and tariff dispute - affected China factory throughput

EXHIBITIONS & EVENTS THEMATIC & MUSUEMS



Bicentennial

From Singapore to Singaporean



Changi Experience Studio, Jewel, Singapore



Tencent Innovation & Entrepreneur Exhibition Centre, Qingdao, China



DHL Innovation Centre Chicago, USA



Nestopia, Sentosa, Singapore





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ACADEMY

LAPAY

RETAIL & CORPORATE INTERIORS

Missoni, Singapore



Rimowa Myeongdong Flagship Store, Seoul, South Korea



Desigual Harajuku, Tokyo, Japan



Lululemon, Guangzhou, China



Burger & Lobster, Singapore



UNBOXED by Singtel, Singapore

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EXPERIENTIAL ATTRACTIONS



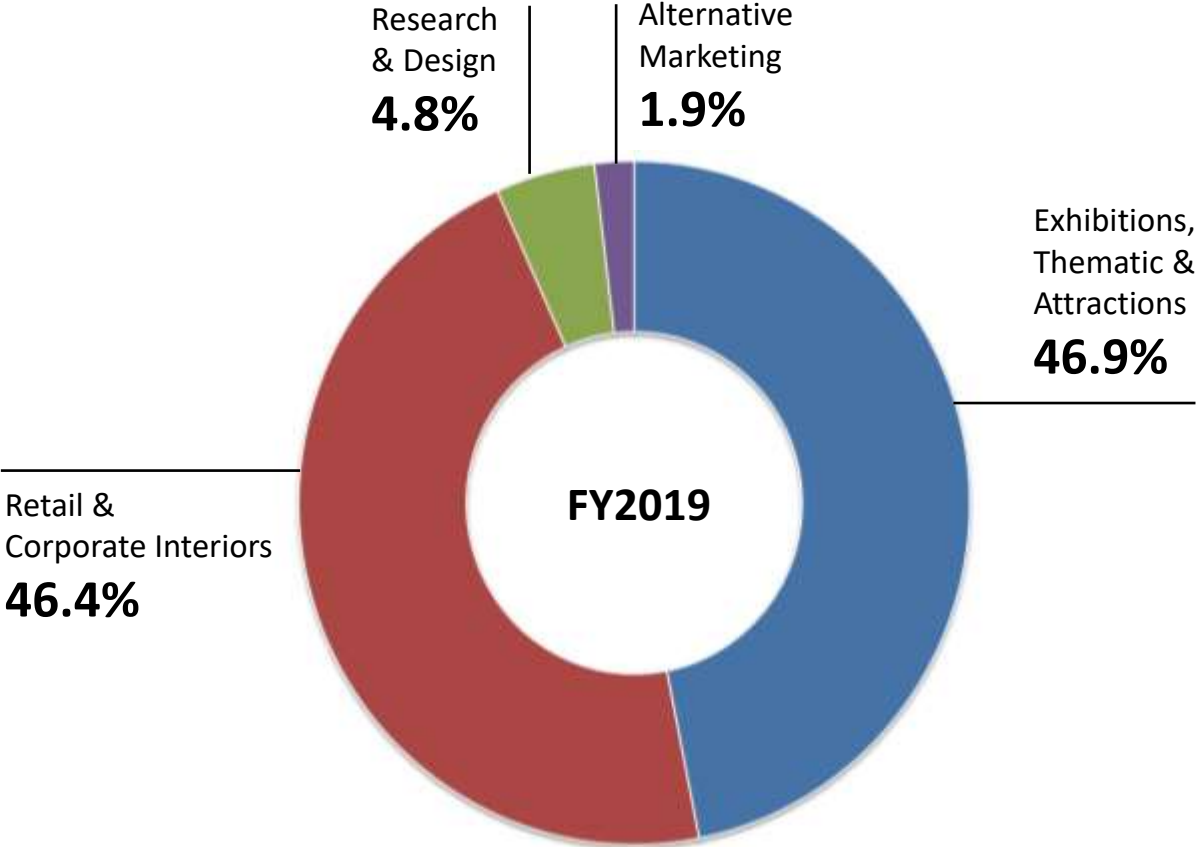
NERF Action Xperience, Singapore



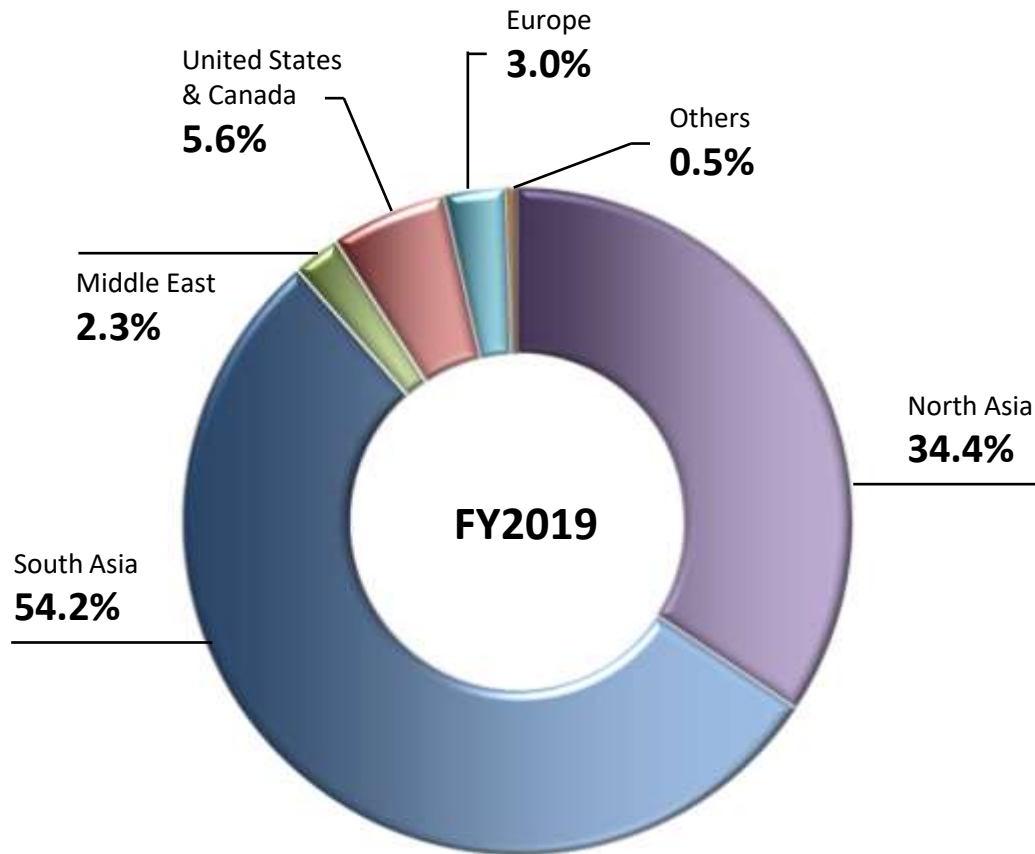
Living Worlds: An Animal Planet Exhibition, Singapore



Revenue by Activities



Revenue by Geographical Region



2020 AND BEYOND

Strong Order Book



S\$103m
**(S\$87m expected to be
recognized in 2019)**

As of 31st January 2019

S\$140m
**(S\$101m expected to be
recognized in 2020)**

As of 31st January 2020



Current impact of COVID-19

felt in mid-January 2020 to-date

Exhibitions & Events

- Projects postponed or cancelled
- Orders from Public Sector for COVID-19 related works

Thematic & Museums

- Multiple ongoing projects
- Strong pipeline

Research & Design

- Strong enquiries and ongoing assignments

Retail & Corporate Interiors

- Multiple ongoing projects
- Delays in projects and disruptions
- Multiple enquiries and pitches

Experiential Attractions

- Operations temporarily closed
- Multiple overseas enquiries

**Temporary factory closures/restrictions and Work From Home negatively affecting productivity
Disruptions in Supply Chain**

Measures taken for COVID-19 to-date

- Reassessment of all contracts and tenders
- Cost containment
- Wage reduction
- Proactive search for new opportunities
- Explore new solutions and offerings

Strong market opportunities...

2021盛大启幕

UNIVERSAL
BEIJING RESORT

北京环球度假区



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Universal Studios Osaka, Japan

UNIVERSAL

A large, blue, perforated globe sculpture is the central focus, with the word "UNIVERSAL" in large, 3D, gold-outlined letters across its center. The globe has a textured, rocky surface on the continents. The scene is set outdoors with palm trees, a roller coaster, and a building in the background.

Hong Kong Disneyland



Tokyo Disneyland & Disneysea, Japan



Mandai, Singapore



RAINFOREST PARK NORTH



WEST ARRIVAL NODE



BIRD PARK



ECO-LINK BRIDGE



EAST ARRIVAL NODE

NATURE-THEMED
INDOOR ATTRACTION

RESORT



BOARDWALK

RAINFOREST
PARK SOUTH



Singapore
Zoo



River
Safari



Trade Shows



Gastech
Exhibition & Conference
8-10 September 2020
Singapore

Money ASIA
20/20



 **FHA**
FOOD &
BEVERAGE
02 - 05
MARCH
2021
SINGAPORE EXPO



Sporting Events

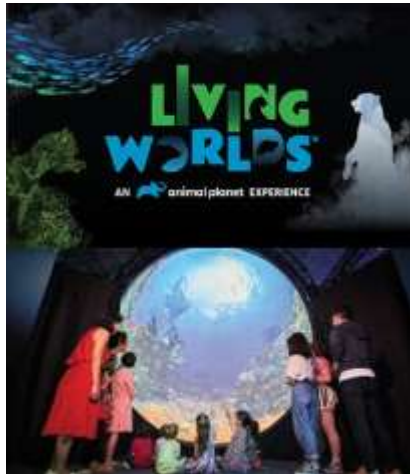


Retail & Corporate Interiors



Experiential Attractions

Edutainment

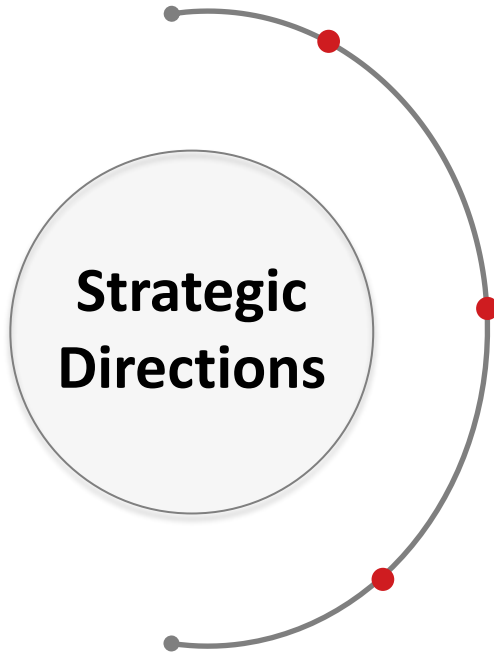


Active play



Live Events





Strategic Directions

Leverage on capabilities and opportunities

- Multi location production
 - KR+D – Explore new solutions
 - Improve operational efficiency
-

Experiential Attractions

- Expand into new territories
 - Pursue new intellectual property brands
-

Expand market share

- Themed attractions and Museums
- Corporate offices
- Innovation centres
- Lifestyle malls

Experiencing Kingsmen...

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