



**18<sup>th</sup> Annual General Meeting**  
**29 April 2021**

# FY2020 Key Highlights

- Early measures to contain costs and manage business continuity
- Major disruption to business flow and supply chains
- Core business areas continue to perform, albeit at lower volumes
- Pandemic impact most severely felt by branded experiential attractions
  - Nerf Action Xperience, TOYBOX & Discovery Animal Planet



# Impact of Pandemic

## Exhibitions & Events

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

## Thematic & Museums

- Multiple ongoing projects
- Strong pipeline

## Research & Design

- Ongoing assignments, enquiries & pitches

## Retail & Corporate Interiors

- Multiple ongoing projects
- Delays in project implementation and supply chain disruption
- Multiple enquiries & pitches

## Experiential Attractions

- Disruption due to closures, capacity constraints & absence of inbound travel visitors
- Multiple overseas enquiries

**Lockdowns, temporary factory closures & work restrictions in all markets  
Supply chain disrupted across all regions**

# Actions Taken

- Implement strict cost controls
- Manage cash flow
- Collections monitored closely and actions taken timely
- Keep operations and structure lean
- Re-evaluate supply chain
- Staff safety and well-being

# MAJOR INITIATIVES TAKEN IN 2020

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THE CREATIVE ARM OF KINGSMEN GROUP

A green-tinted illustration of a busy street scene. Numerous people are depicted, many holding open umbrellas, suggesting a rainy day. The scene is filled with activity, with people walking and interacting. The overall style is that of a detailed line drawing or sketch.

**A creative agency in service & experiential design**

**THEMING**

**DESTINATIONS**

**EXPERIENCES**

# Digital Solutions



Digital Content  
Creation & Design



Customized Digital  
Interactive Platforms



E-Commerce  
Integration



Data Analytics



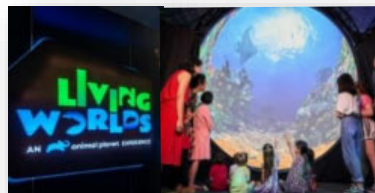
Social Media  
Management





# Experiential IP Attractions

## Edutainment



## Active Play



## Live Events



A group of children are participating in a game inside a themed attraction. They are standing behind a series of stacked tires that serve as a barrier. Each tire has a flag on a pole sticking out of it. The children are holding flags and appear to be in the process of changing them. The background features a stone wall with a "ROAD CLOSED" sign and a "CAUTION" sign. The lighting is dim and colorful, with red and blue tones. The text "Attraction IPs created by Kingsmen" is overlaid in white, and "...brought to the world" is overlaid in red.

**Attraction IPs created by Kingsmen**  
**...brought to the world**

# EXHIBITIONS & EVENTS THEMATIC & MUSUEMS

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ING A  
AL CITY

## A FUTURE-READY POLICE FORCE

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FORENSICS

TRANSCOM  
PUBLIC TRANSPORT SECURITY COMMAND

POLICE COAST GUARD

WAVE HERE

Police Coast Guard (PCG) officers keep Singapore safe and secure by preventing, deterring and detecting crime in our territorial waters.



ON/OFF

**KOHLER SHOWROOM  
VIRTUAL TOUR**

**KOHLER**  
BOLD  
DESIGN  
AWARDS  
**ABOUT KBDA VIETNAM**  
VỀ KBDA VIỆT NAM

**JUDGES**  
Ban Giám Khảo

**KBDA NOMINEES**  
Danh sách đề cử KBDA

**KOHLER COMMUNITY**



**KOHLER**  
BOLD  
DESIGN  
AWARDS





CARVING A COMPETITIVE EDGE  
BOOSTING ENTERPRISE GROWTH



Tanjong Pagar Terminal Community Facility, Singapore



# RETAIL & CORPORATE INTERIORS

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Yves Saint Laurent, Indonesia



# STUART WEITZMAN

SEPHORA



STUART WEITZMAN



STUART WEITZMAN

# MONNALISA

Monnalisa, Singapore





Desigual, Japan

Desigual

Desigual

Desigual inBeta.

LLADRÓ

LLADRÓ

Desigual





# Onitsuka Tiger



Onitsuka  
Tiger









Market Place by Jasons, Hong Kong

# FY2020 Key Financial Highlights

## REVENUE

↓ 21.6%

**S\$286.9m**

## GROSS PROFIT

↓ 14.6%

**S\$66.0m**

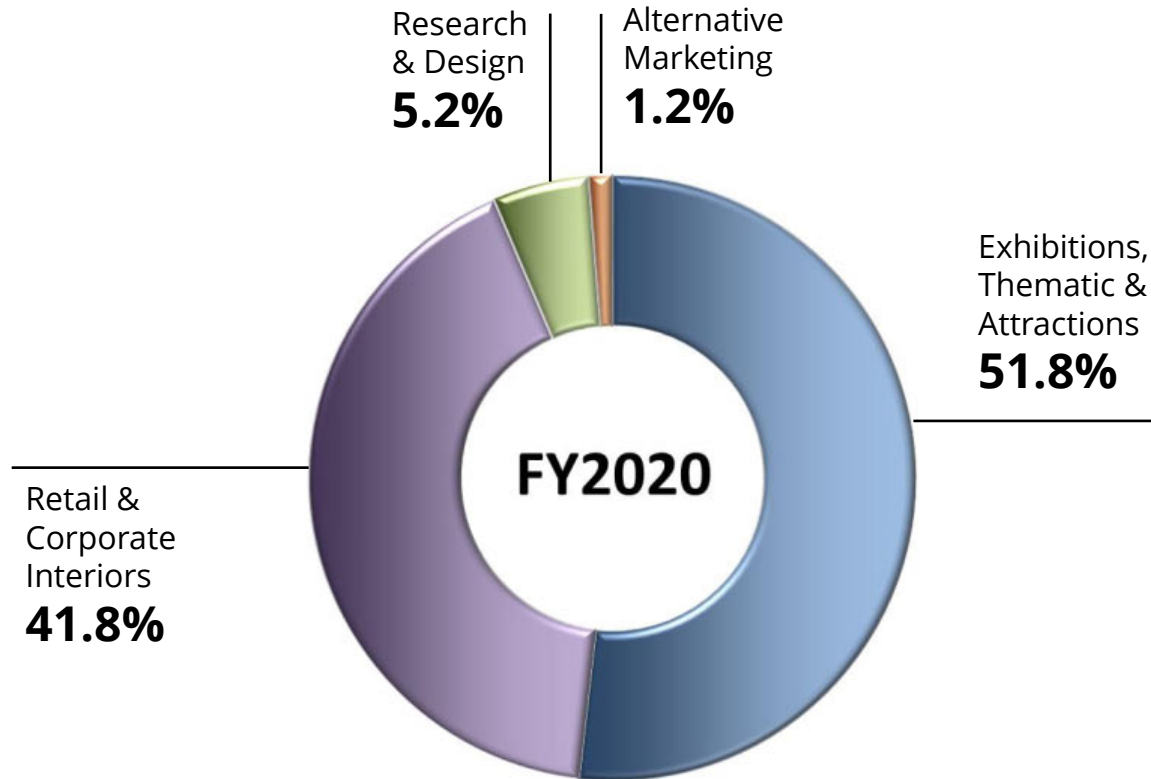
## NET LOSS



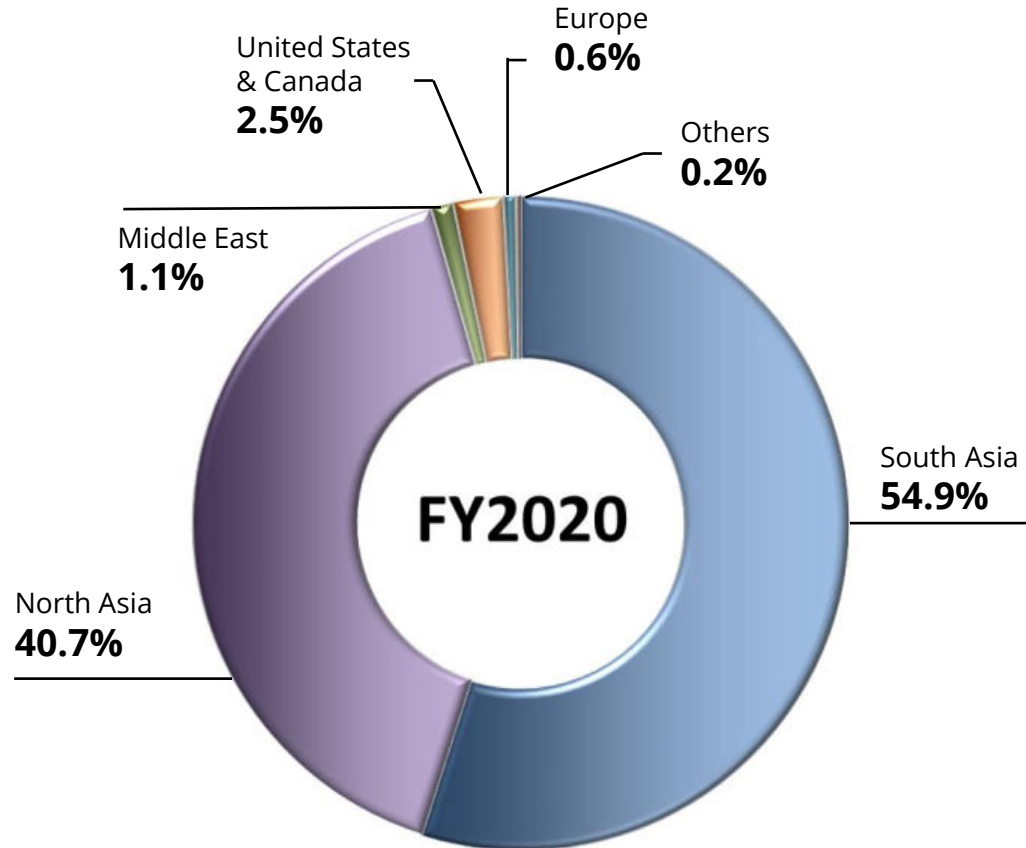
**S\$11.1m**

- Reduction in business activities
- Impairment losses

# Revenue by Activities



# Revenue by Geographical Region



**2021 AND BEYOND**

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# Into 2021...

- Markets slowly opening up
- Continue tight financial and business operation measures
- Playing field has changed
  - business and supply chains impacted and disrupted
  - market/clients needs evolved
- New opportunities



# Areas of Opportunity

- Demand for unique and differentiated experiences
- Changes in sourcing and procurement
- Changes in lifestyles and engagement
- Increased use of digital platforms





**SINGAPORE  
FINTECH  
FESTIVAL**

**Industrial  
Transformation**  

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**ASIA-PACIFIC**



**Gastech**  
Exhibition & Conference  
13-16 September 2021  
Singapore EXPO, Singapore





Exclusive pop-up experiences for high end brands



Luxury brands launching F&B concepts





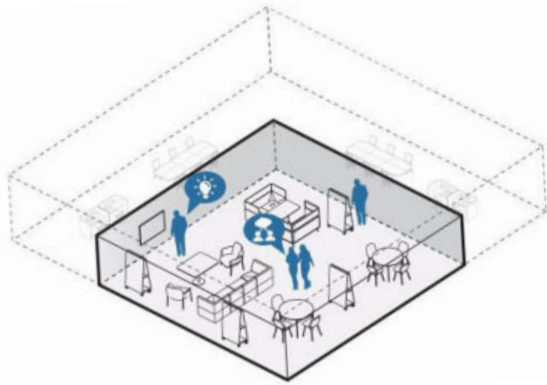
Experiential spaces for Athleisure



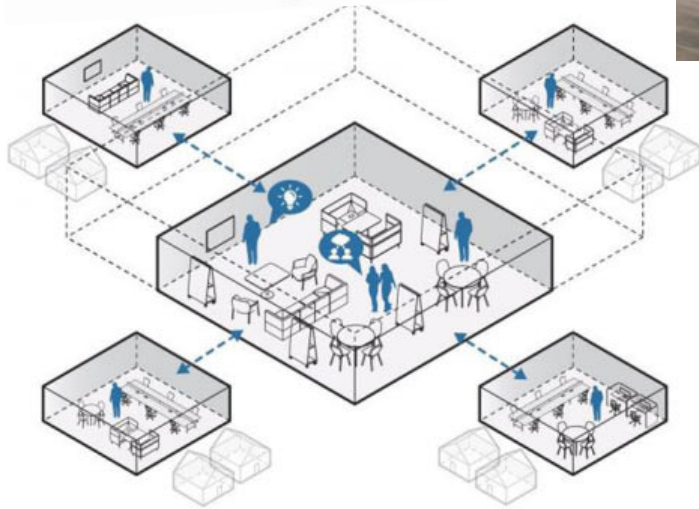
E-commerce platforms for pop-up experiences



Lifestyle & Wellness retailers



Enhanced grocery shopping experience in supermarkets



Retrofitting opportunities for Covid-safe environment





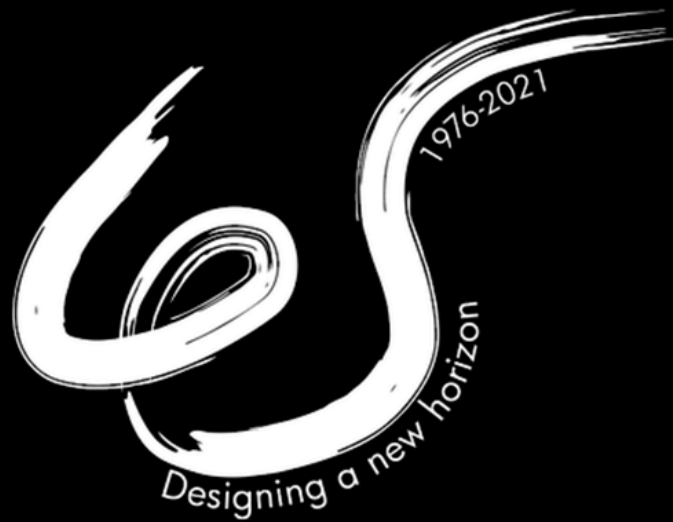
Experiential Branded Attractions



# Robust Order Book

**S\$107m**  
**(S\$90m expected to be  
recognised in 2021)**

As of 31<sup>st</sup> January 2021



**Focus on user  
experience & impact!**



**A CREATOR OF EXPERIENCES...**

to make each engagement a creative, positive and memorable experience



# Experiencing Kingsmen...

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