

Financial Reporting Framework (post-reorganisation)

FY2021 and onwards

**New
organisation
structure
requires new
financial
reporting
framework**

- New structure is to align with growth strategy:
 - strengthen core business
 - grow smart city and international defence business
- Organised into (1) Commercial and (2) Defence & Public Security clusters:
 - deepen customer focus
 - accelerate domain expertise
 - position for international growth

New organisation structure from January 2021



- Deepen customer focus
- Accelerate domain expertise
- Position for International growth

Commercial



**Commercial
Aerospace**



**Urban
Solutions**



**Satellite
Communications**

Defence & Public Security



**Digital
Systems
and Cyber**



**Land
Systems**



Marine



**Defence
Aerospace**



- Strengthen engineering & technology core
- Leverage group scale

Group Engineering Centre

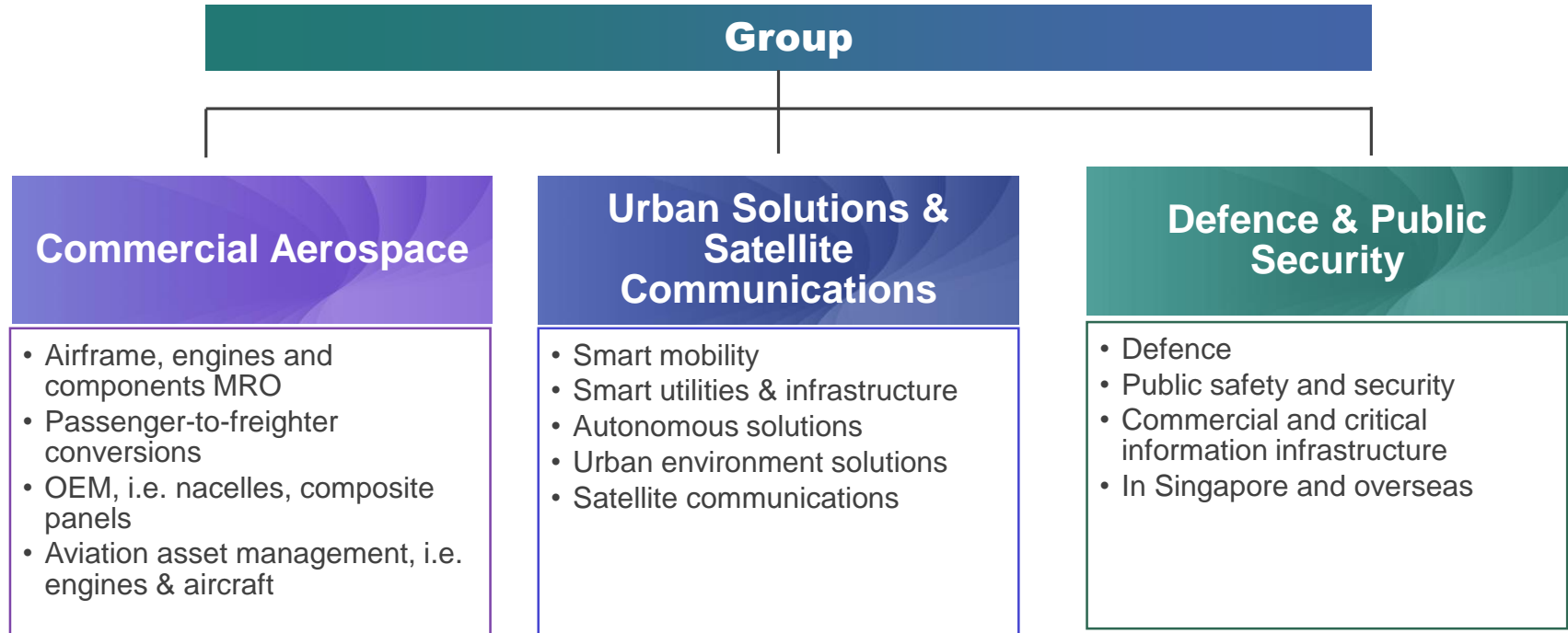
Group Technology Office

Group HQ Functions and Shared Services

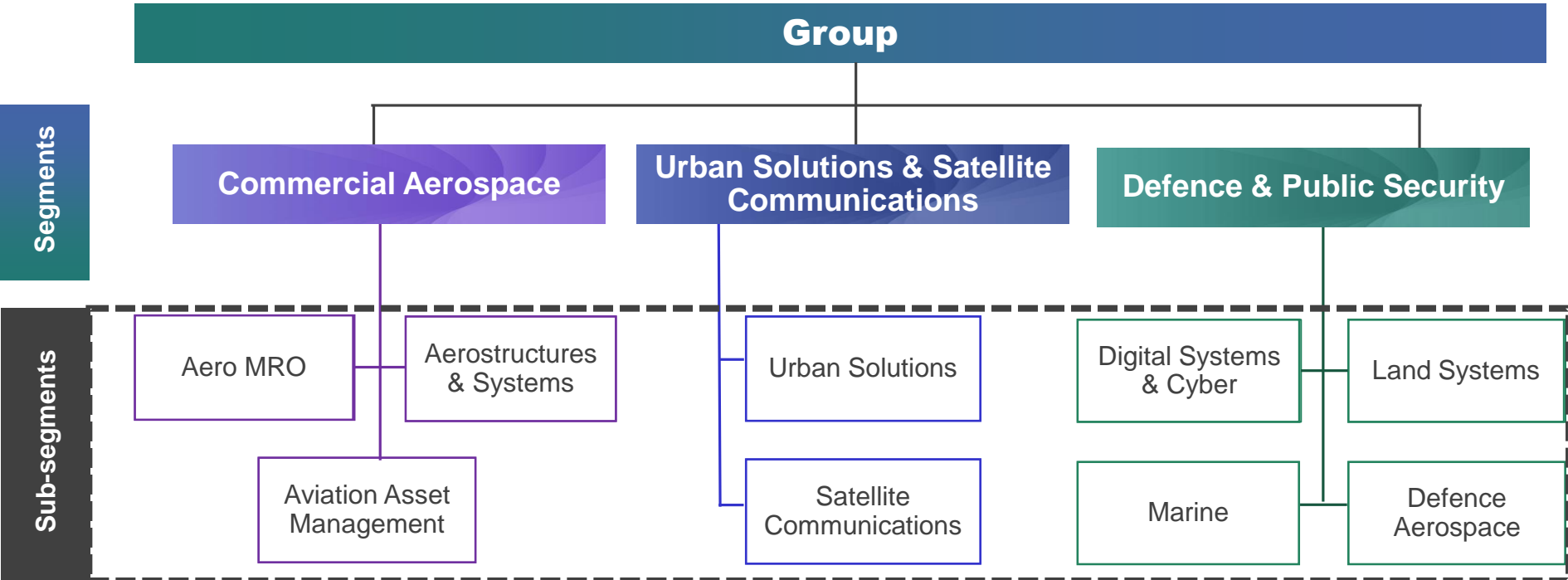
Guiding principles for new financial reporting framework

- 1 Reflects management structure, stewardship and accountability
- 2 Enable comparison to peer group companies
- 3 Provides segment performance

New Segments



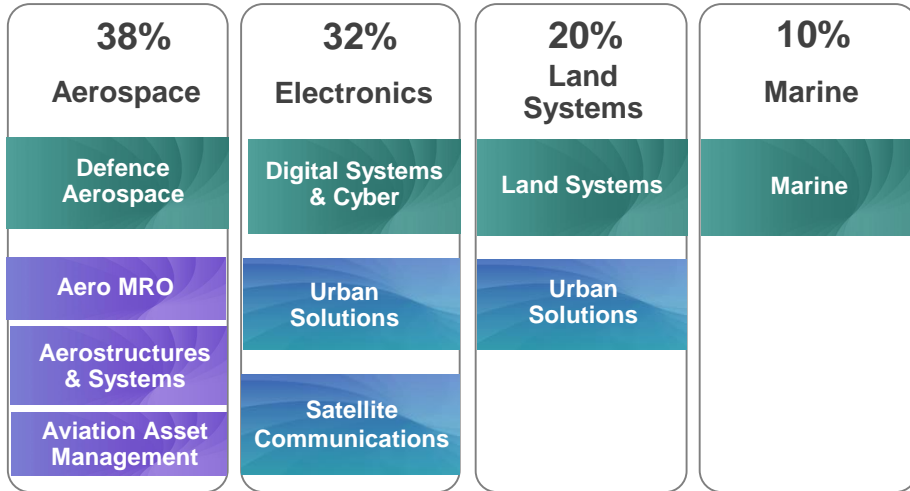
New Sub-segments



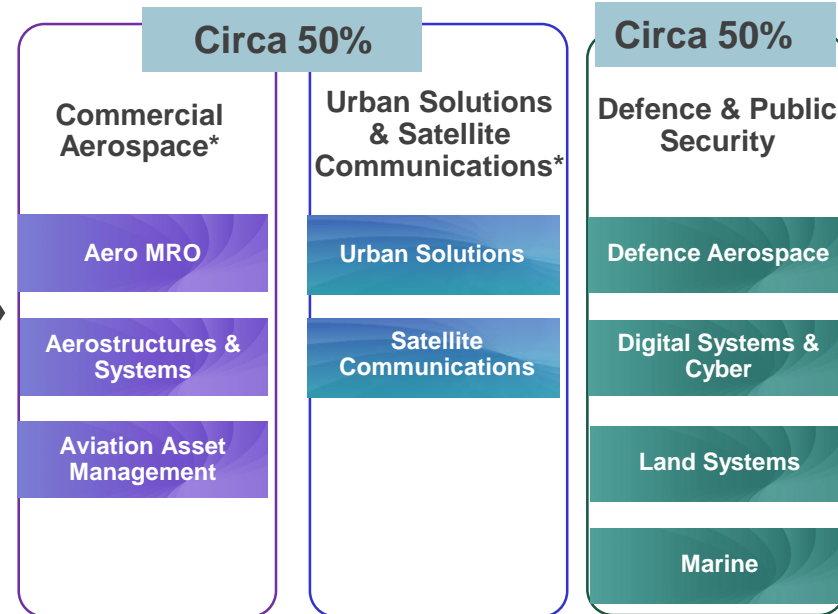
FY2020 Revenue Breakdown

Business segment contributions (%)

Old reporting framework



New reporting framework



*Commercial Aerospace and Urban Solutions & Satellite Communications were in the trough of their business cycles due to COVID-19.

Disclosures of Key Financial Metrics

	Profit & Loss	Balance Sheet	Cash Flow
Group	✓ Full Profit & Loss statement	✓ Full Balance Sheet statement	✓ Full Cash Flow statement
Business Segments	✓ Revenue ✓ Earnings before Interest & Tax*	✓ Segment assets/liabilities	x
Sub-segments	✓ Revenue	x	x

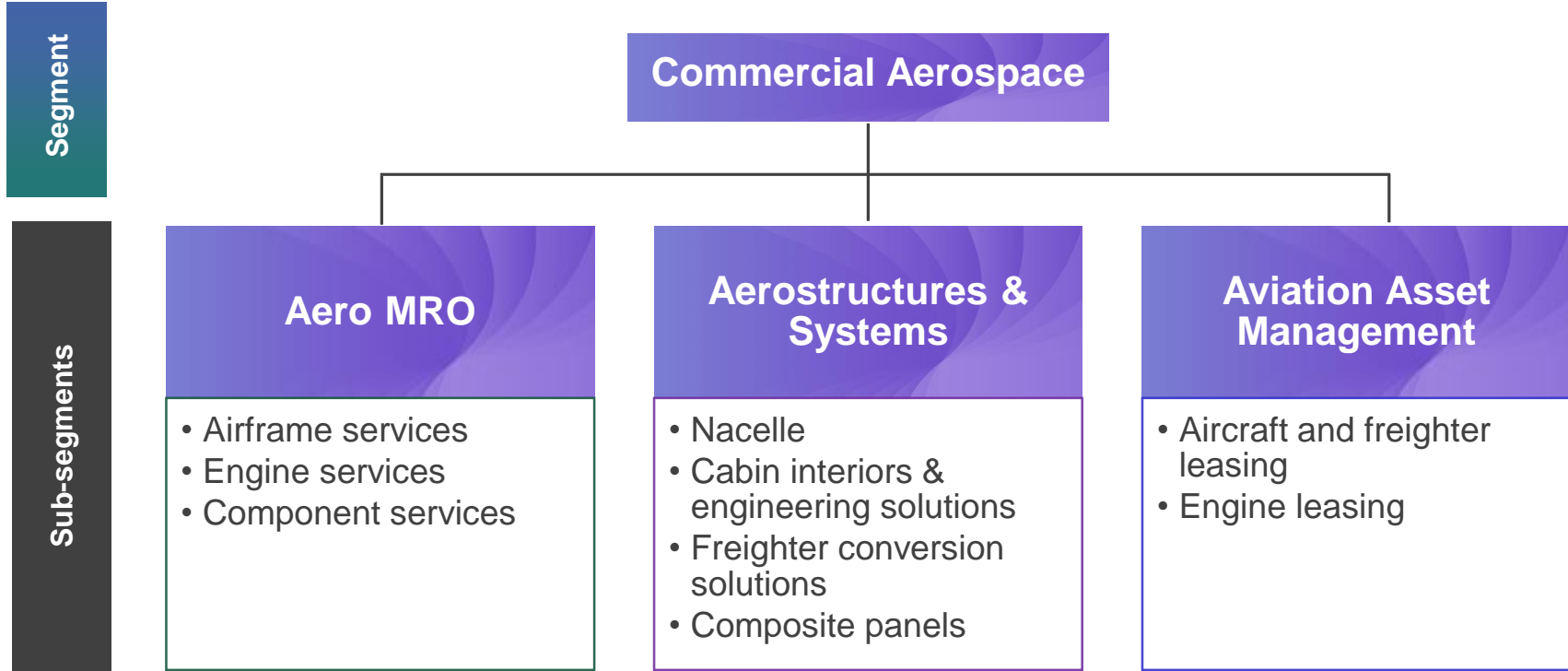
* Earnings before Interest & Tax (EBIT) reflects segment performance.

(EBIT is defined as sum of (1) profit from operations, (2) non-operating income and (3) share of profits of associates and joint ventures)

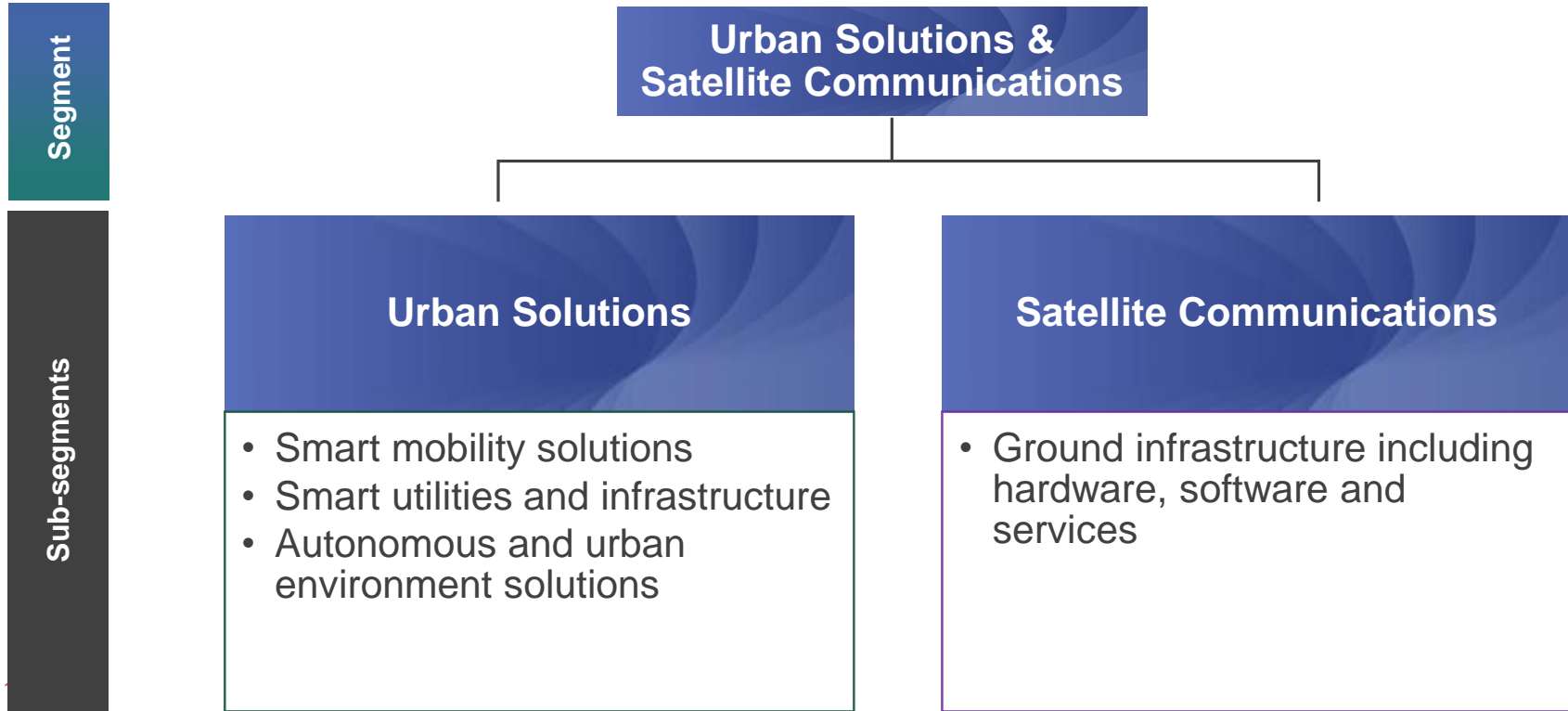
Thank you

Appendix

Commercial Aerospace Business Overview



Urban Solutions & Satellite Communications Business Overview



Defence & Public Security Business Overview

