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JBDI HOLDINGS LTD.

INVESTOR PRESENTATION | SEPTEMBER 2024

NASDAQ: JBDI

SPECIAL NOTE REGARDING FORWARD-LOOKING STATEMENTS & INDUSTRY DATA

This presentation contains forward-looking statements that reflect our current expectations and views of future events. Known and unknown risks, uncertainties and other factors, including those listed under “Risk Factors,” may cause our actual results, performance or achievements to be materially different from those expressed or implied by the forward-looking statements. You can identify some of these forward-looking statements by words or phrases such as “may,” “will,” “expect,” “anticipate,” “aim,” “estimate,” “intend,” “plan,” “believe,” “is/are likely to,” “potential,” “continue” or other similar expressions. We have based these forward-looking statements largely on our current expectations and projections about future events that we believe may affect our financial condition, results of operations, business strategy and financial needs. These forward-looking statements include statements relating to our goals and strategies; our future business development, financial condition and results of operations; our expectations regarding demand for and market acceptance of our products and services; our expectations regarding our customers; our plans to invest in our products and services; competition in our industry; and relevant government policies and regulations relating to our industry.

These forward-looking statements involve various risks and uncertainties. Although we believe that our expectations expressed in these forward-looking statements are reasonable, our expectations may later be found to be incorrect. The forward-looking statements made in this presentation relate only to events or information as of the date on which the statements are made in this presentation. Except as required by law, we undertake no obligation to update or revise publicly any forward-looking statements, whether as a result of new information, future events or otherwise, after the date on which the statements are made or to reflect the occurrence of unanticipated events. You should thoroughly read this presentation and the documents that we refer to herein with the understanding that our actual future results may be materially different from and worse than what we expect. We qualify all of our forward-looking statements by these cautionary statements.

This presentation includes statistical and other industry and market data that we obtained from industry publications and research, surveys and studies conducted by third parties containing information regarding the container reconditioning industry. Industry publications and third-party research, surveys and studies generally indicate that their information has been obtained from sources believed to be reliable, although they do not guarantee the accuracy or completeness of such information. Statistical data in these publications also include projections based on a number of assumptions. While we believe these industry publications and third-party research, surveys and studies are reliable, you are cautioned not to give undue weight to this information. In addition, the new and rapidly changing nature of the container reconditioning industry results in significant uncertainties for any projections or estimates relating to the growth prospects or future condition of our industry. Furthermore, if any one or more of the assumptions underlying the market data are later found to be incorrect, actual results may differ from the projections based on these assumptions. You should not place undue reliance on these forward-looking statements.

None of the Company or any of its affiliates, advisers or representatives or the underwriters make any undertaking to update any such information subsequent to the date hereof.

Our Business

We are a Singapore-based **supplier of reconditioned and new containers**, including steel drums, plastic drums, carboys, and IBCs in various capacities, with 40 years of experience serving industries such as solvent, chemical, petroleum, and edible oil.



Products & Services

We tender and purchase used containers from companies in the solvent, chemical, petroleum, and edible oil industries, recondition them, and resell them to customers in these sectors.

We also offer ancillary services including reconditioning, disposal and collection/delivery, wastewater treatment, and scrap recycling.

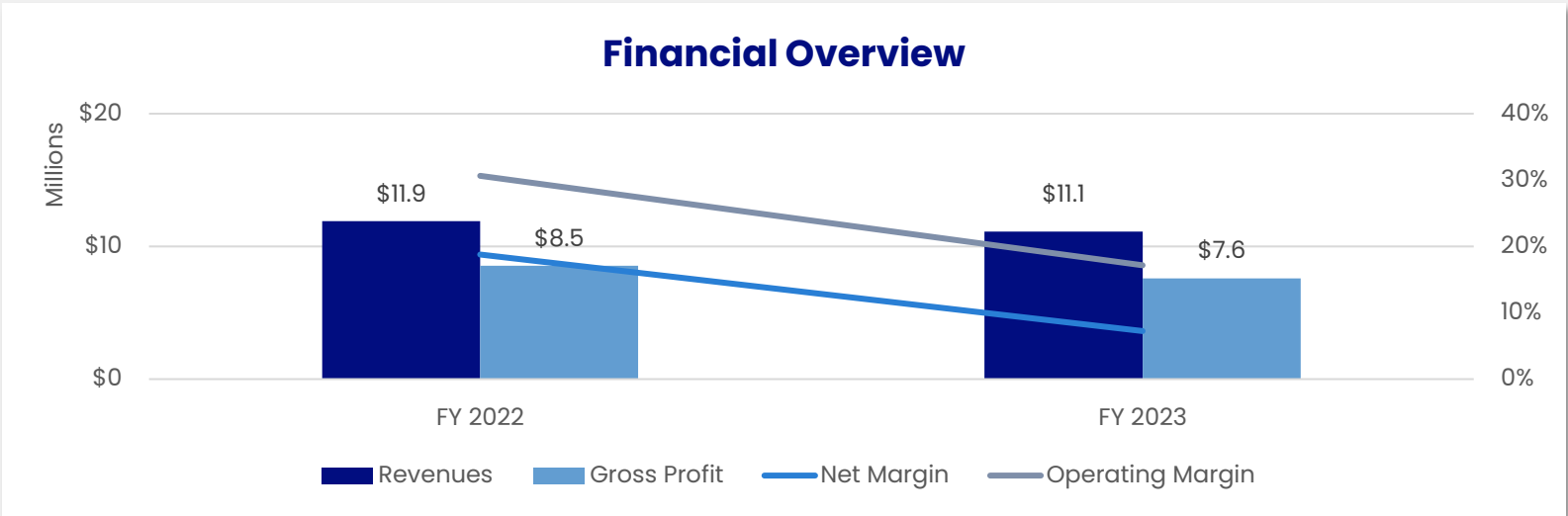


Committed to Sustainability

Our mission is to make it our corporate social responsibility to offer environmentally friendly, efficient, innovative and reliable products and services primarily in Singapore & Southeast Asia.

We're passionate about helping our customers move toward a net-zero environmental impact while also saving on costs and achieving better allocation of resources in the process.

Headquarters	Singapore
No. of Employees	121
No. of Customers	>300
Years in Business	40
Revenue (FY'23)	US\$11.1M
Trading Ticker	Nasdaq: JBDI
Year End	May 31



Products & Services

Our core products include:



**RECONDITIONED
METAL DRUMS**



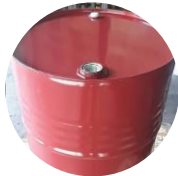
**RECONDITIONED
IBCs**



**RECONDITIONED
PLASTIC DRUMS**



**RECONDITIONED
OPENTOP
DRUMS**



**NEW METAL
DRUMS**



**CUSTOM
RECONDITIONED
CONTAINERS**

We also offer ancillary services:



RECONDITIONING



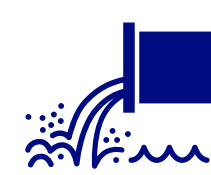
DISPOSAL



**COLLECTION
& DELIVERY**



**SCRAPPING
& RECYCLING**



**WASTEWATER
TREATMENT**

We expanded into the water treatment business in 2018

Our Customers

Our customers are **primarily based in Singapore**, but we also serve customers in Indonesia & Malaysia, spanning various industries such as the **solvent, chemical, petroleum and edible product oil markets**.

➤ **300**

VALUED
CUSTOMERS

4/5

CUSTOMERS ARE
OUR SUPPLIERS

➤ **15yrs**

AVERAGE TOP CUSTOMER
RELATIONSHIP LENGTH

2 days

AVERAGE DELIVERY
TIME

➤ **80%**

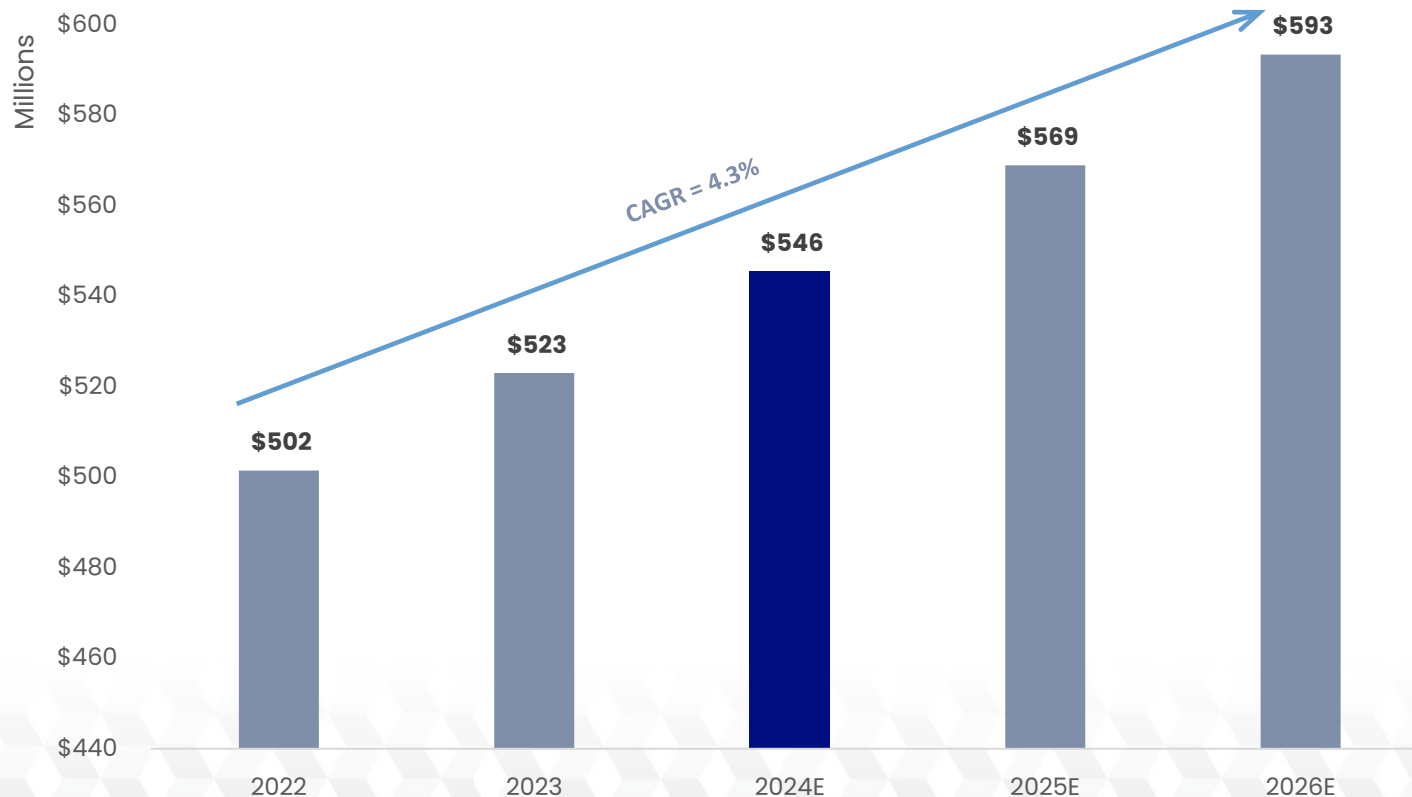
OF ALL REVENUE
FROM SINGAPORE

Our Equipment

Machinery/Vehicles	# of Units	Function/Usage	Approx. Age (yrs)	Approx. Remaining Useful Life (yrs)
Wastewater Treatment System	1	To treat wastewater for reuse or discharge to public sewage	6	4
Production Line w/ Oven	1	To recondition used metal containers	5	5
Single Shaft Shredder	1	To shred pre-washed used plastic containers that cannot be used	2	8
High-Pressure Waterjets	5	To wash used plastic containers	2	8
Forklifts	15	To assist in loading and unloading of containers	3	2
Delivery Trucks	13	For delivery and collection of containers	3	2
Vans	3	To facilitate the purchase of small items and to fetch employees	4	1

Growth Strategies

TAM of the Container Reconditioning Industry in Singapore¹
(S\$)



Our principal objective is to take advantage of this anticipated growth to sustain continuous expansion of our business and to increase our market share.

We plan to expand our customer base in the sale of Reconditioned and new Containers industry in Singapore and the Southeast Asian region whilst reducing our environment footprint **with the following strategies:**

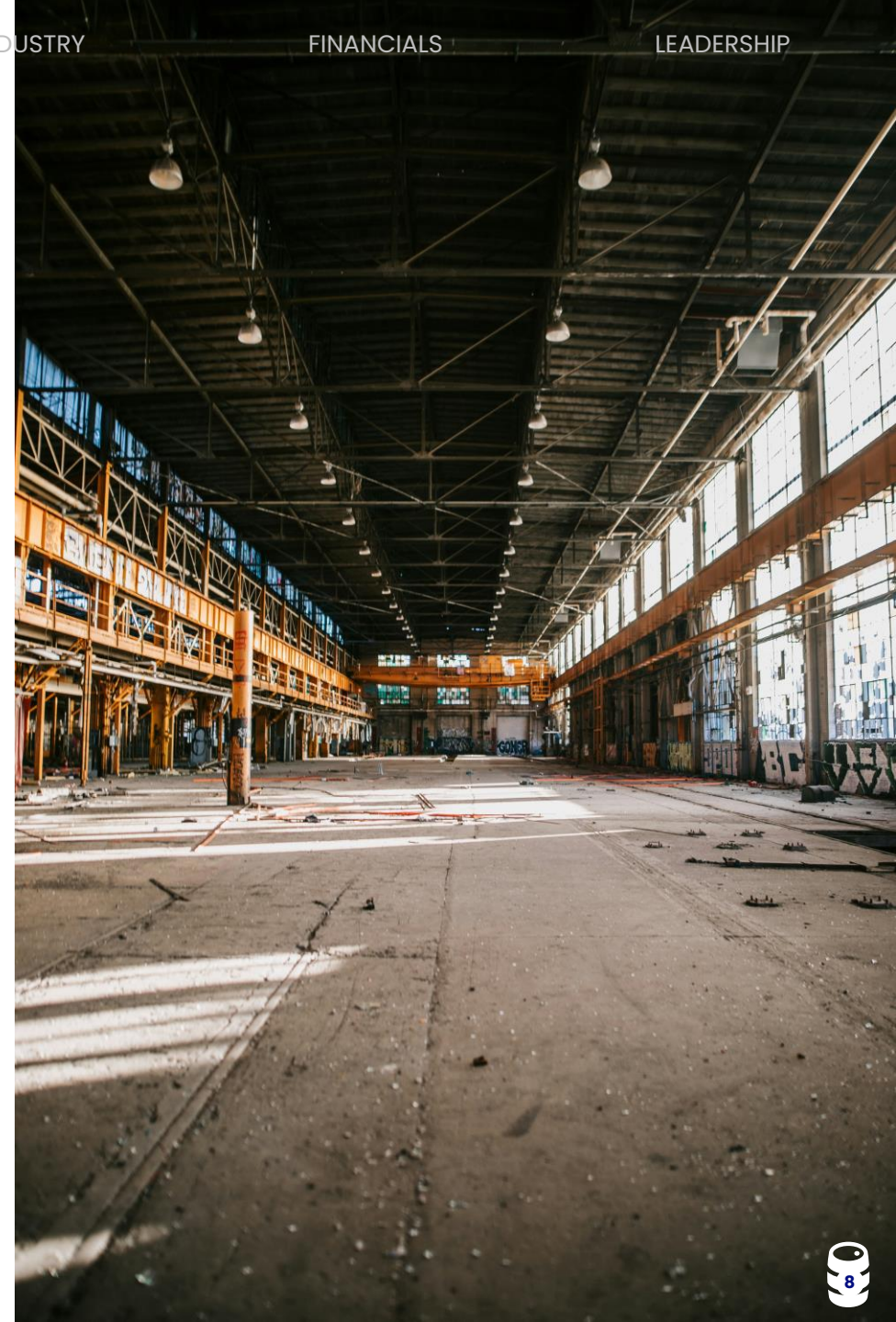
¹Frost & Sullivan

Growth Strategies

1

INCREASE OUR STORAGE FACILITIES & DIVERSIFY RANGE OF CONTAINERS

- We plan to diversify reconditioned and new container offerings to target the semiconductor and shipyard industries
- We aim to expand our customer base by entering new industry sectors
- Additional physical storage facilities are needed as our product range and customer base grow
- Exploring acquisition or leasing of properties for increased storage capacity
- Potential plant expansion to accommodate additional reconditioning machinery if business growth continues

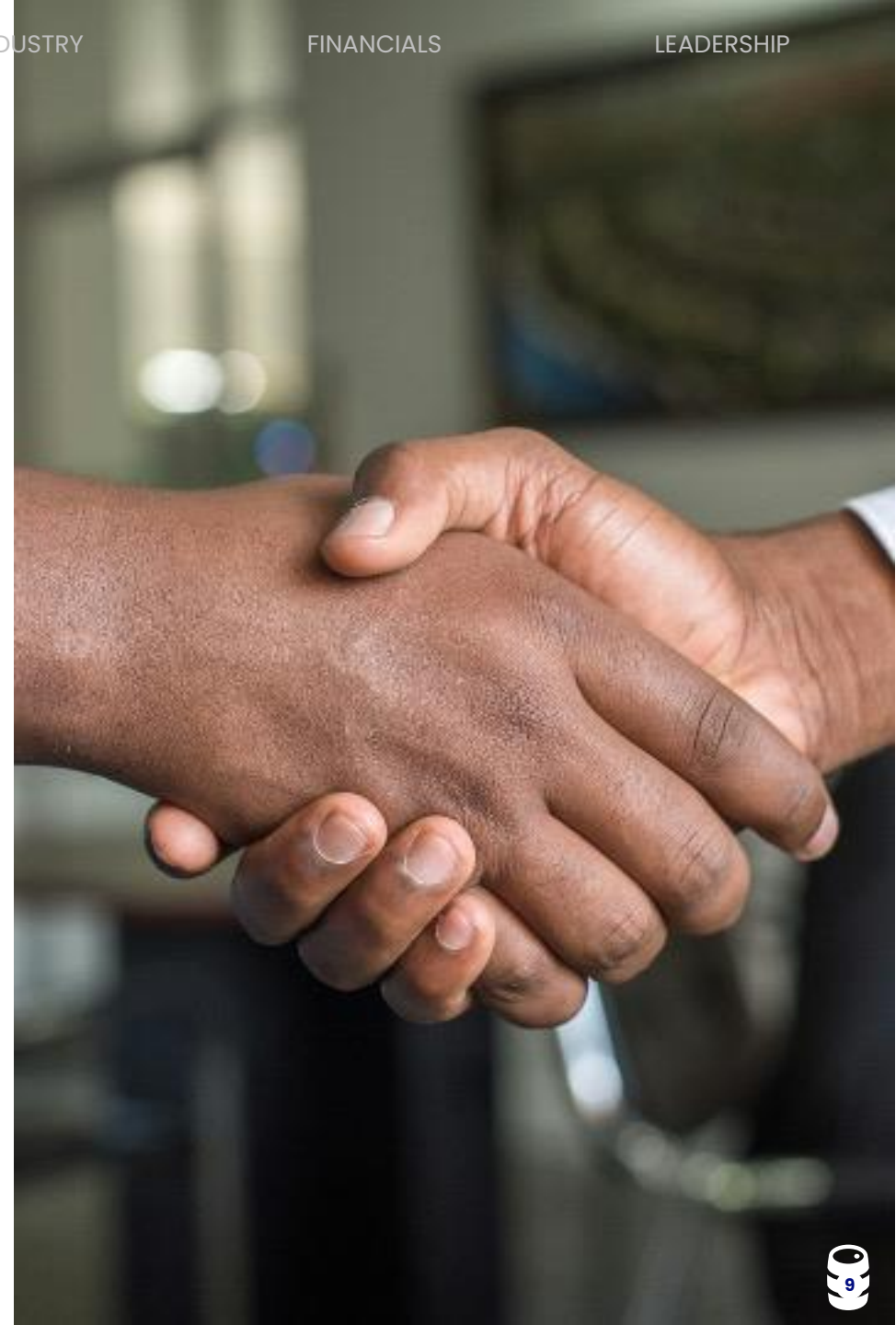


Growth Strategies

2

STRATEGIC ACQUISITIONS, JOINT VENTURES & STRATEGIC ALLIANCES

- Focus on core business of container sales
- Plan to explore collaborations with partners in related industries through strategic alliances, joint ventures, acquisitions, and investments
- Open to partnering with companies in waste management to create additional business opportunities
- Strategic partnerships will be pursued if they align with growth objectives and offer potential for expansion



Growth Strategies

3

CREATE ENTERPRISE VALUE BY STRENGTHENING OUR ESG EFFORTS

- We aim to help customers reduce environmental impact while saving costs and optimizing resource allocation
- We strive for environmentally friendly work processes across operations
- We plan to install solar panels at the plant to reduce electricity consumption and enhance environmental sustainability



Growth Strategies

4

RENEWING AND EXPANDING OUR FLEET OF DELIVERY TRUCKS

- We intend to replace our fuel delivery trucks with electric vehicles, strengthening our ESG
- More vehicles will be needed as we continue to expand our customer base
- With a newer fleet of trucks, we believe our corporate image will be enhanced
- A newer fleet will also reduce downtime caused by wear and tear/vehicle maintenance, enhancing our service quality



Growth Strategies

5

WORKING TOWARDS INDUSTRY 5.0 THROUGH AUTOMATION

- Human-centricity, resilience & sustainability are the three pillars of the Industry 5.0 movement
- Because our operations are highly labor-intensive by nature, we believe there are opportunities to use technology to automate & streamline our business
- This increase in operational efficiency will allow employees to focus on higher value-added services and modernize our operations

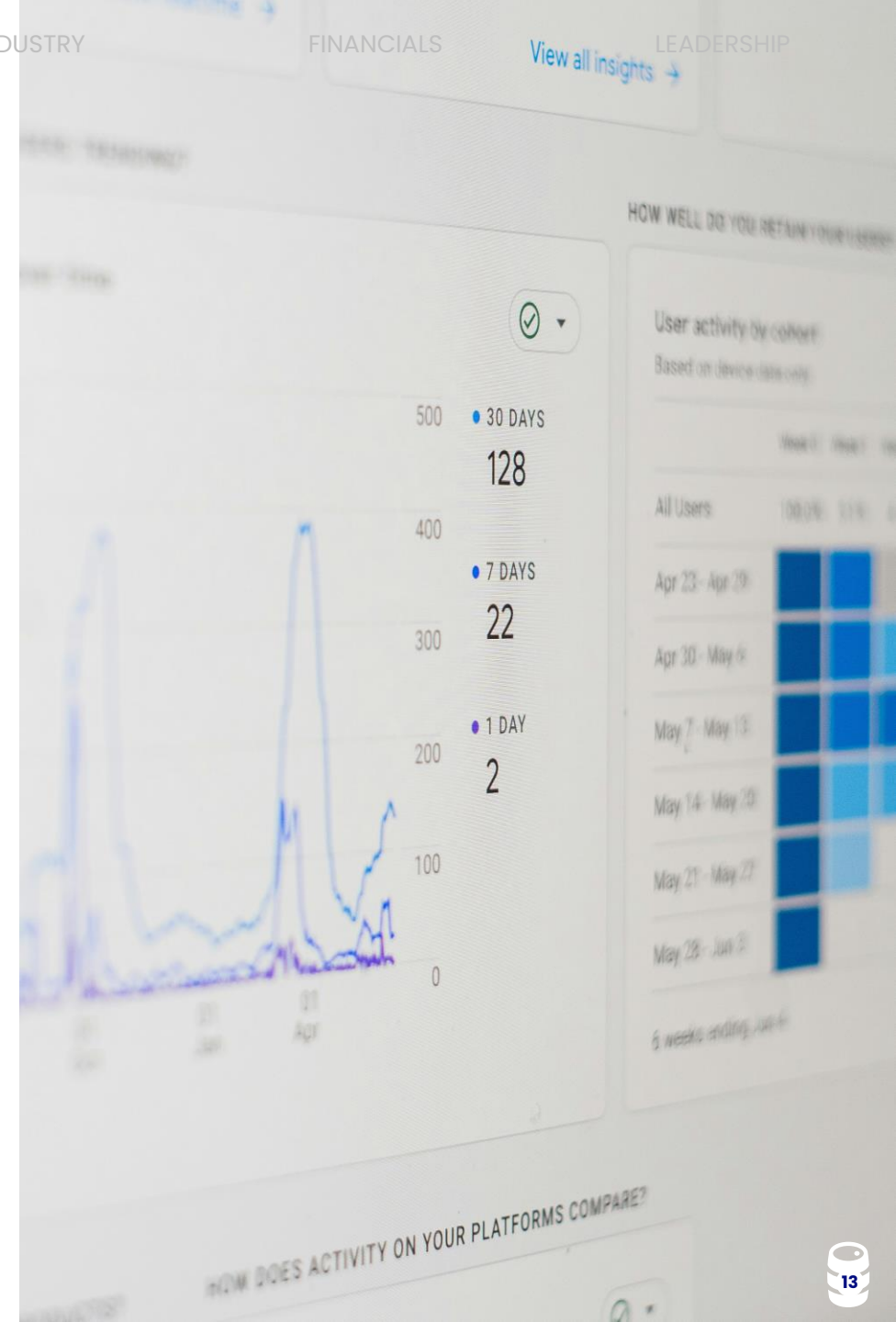


Growth Strategies

6

INCREASED MARKETING & BRAND BUILDING

- We generally develop our business through word-of-mouth customer referrals, advertisements in the Directory of Singapore Process & Chemical Industries and our corporate website
- To increase our market share and expand our customer base, it is essential for us to increase awareness of our brand
- We plan to do so through active participation in online marketing campaigns, including search engine marketing and search engine optimization

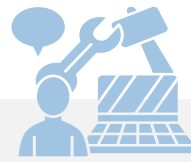


Why Invest in JBDI?



PROVEN TRACK RECORD RECONDITIONING CONTAINERS

- Nearly **four decades of experience** in supplying reconditioned containers
- **ISO 9001 accredited** for drum reconditioning since October 2008
- Strong industry knowledge, reputation, and **consistent delivery of quality products and services**
- **Positioned for business expansion** through sustainable practices



SKILLED TEAM OF LABORERS & VERTICALLY INTEGRATED

- **Skilled team** of 56 workers, 5 technicians, 3 mechanics, and 15 drivers
- **In-house facilities**, including reconditioning machines, 13 delivery trucks, 15 forklifts, and wastewater treatment systems
- **No reliance on subcontractors**, ensuring efficient, high-quality production and services
- Direct workforce and owned facilities help control costs and maintain **stable profit margins**



STRONG RELATIONSHIPS WITH CUSTOMERS & SUPPLIERS

- Nearly 40 years **of strong relationships with key suppliers and customers** in Singapore and Asia
- **Reliable suppliers** allow us to source quality containers for reconditioning
- Strong, long-term customer relationships provide a **competitive advantage** for securing future contracts and repeat business



EXPERIENCED & COMMITTED MANAGEMENT TEAM

- **Led by Mr. Lim CP**, Executive Director & CEO, with 40+ years of experience in reconditioned and new container trading
- Mr. Lim CP spearheads business strategy and growth, supported by a senior management team with **>21 years of average experience**
- Senior management team includes **experts** in reconditioning services, sales & marketing, operations, customer relationship management, HR, and financial control.

Market Growth Drivers



Thriving Downstream Demand Globally

- Drums and IBCs **enhance efficiency** in shipping bulk liquids, offering cost-effective packaging
- Recycled drums are increasingly popular due to their **environmental and cost-saving benefits**
- The global fertilizer market was valued at **\$193.3B in 2021 and is expected to reach \$241.9B by 2030** (CAGR of 2.5%)^{1,2}
- The global crude oil demand was approximately 96.5 million barrels/day in 2021, **projected to exceed 104 million barrels/day by 2026**³



Advocacy of Economic Efficiency & Environmental Consciousness

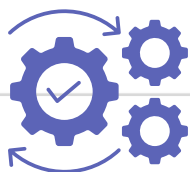
- Producer price index for metal barrels and drums **grew at a CAGR of 13.3% from 2016 to 2021**, driven by supply chain disruptions from COVID-19⁴
- Reconditioned drums **significantly reduce carbon footprints**, appealing to companies focused on corporate social responsibility and sustainability
- **Climate-friendly products** like recyclable fiber drums **are gaining popularity**, as companies adapt to market trends and eco-conscious demands



Continuous Development of Singapore as a Transport Hub

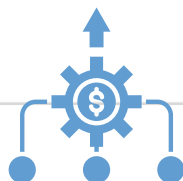
- Singapore is a leading transportation hub in the Asia Pacific region with a well-developed infrastructure
- Ranked 15th globally in 2021, Singapore consumed approximately **1.33 million barrels of oil daily**⁵
- The country's coastal industry agglomeration supports the **usage, transportation, handling, reconditioning & recycling of drums and IBCs**
- Proximity of stakeholders shortens lead times and **accelerates the drum reconditioning industry**

Key Trends in the Industry



OPERATIONAL AUTOMATION

- Minimizes employee exposure to hazardous residues
- Streamlines manual tasks such as label removal
- Enhances operational efficiencies and reduces costs



MARKET CONSOLIDATION

- Economies of scale are being realized by large-scale players
- Enables more competitive pricing than niche players
- Increased M&A activity is apparent across the industry



GEOGRAPHICAL EXPANSION

- Reconditioning know-how is standardized and transferable, allowing for easy expansion to new locales
- Integrated services and tailor-made solutions facilitating cross-selling & expansion to new markets

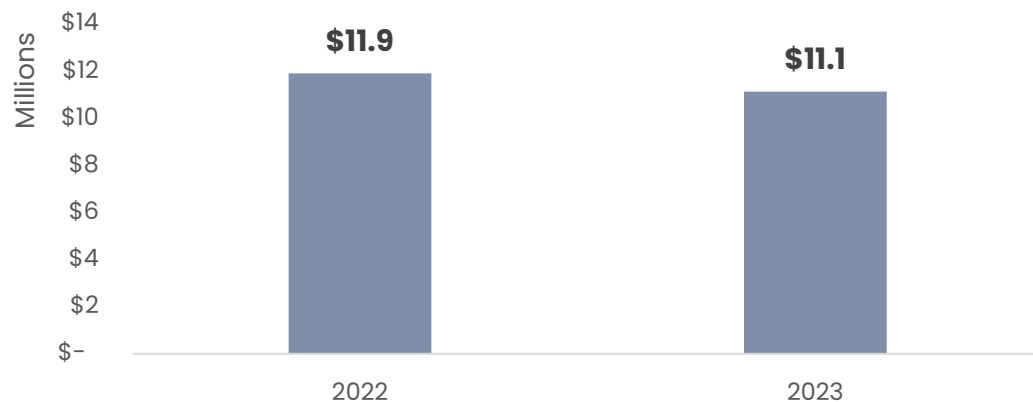


LEAN MANAGEMENT

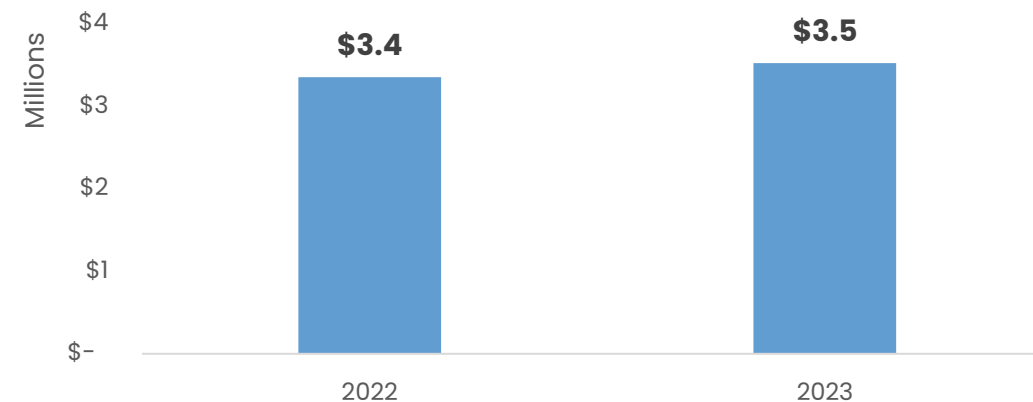
- Minimizes waste, conserves materials & reduces costs
- Enhances operational efficiency
- Data-based resource management is enhancing decision-making, root cause analysis & continuous improvement

Key Financial Figures

Revenue



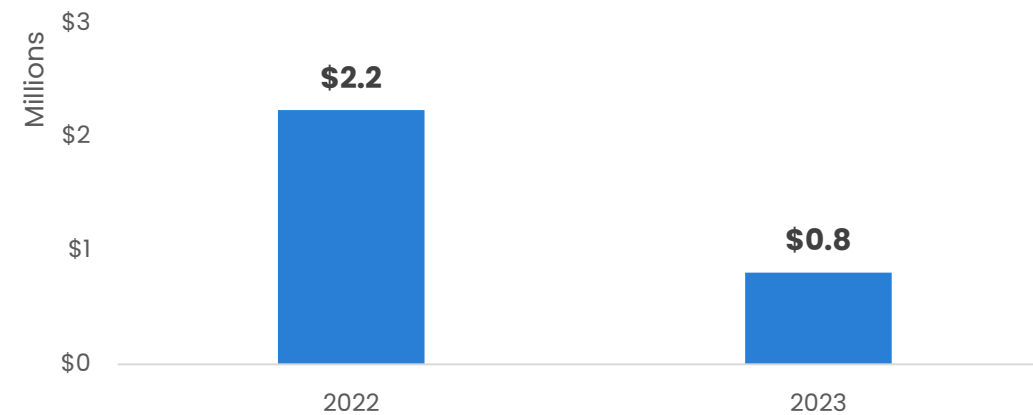
Cost of Revenue



SG&A



Net Income



*All figures in USD

Management



Mr. Quek Che Wah
Deputy Chief Executive Officer

Mr. Wah, appointed Deputy Chief Executive Officer on October 11, 2022, oversees operations, sales, procurement, and company coordination. He joined the Group in 2016 as General Manager of Jurong Barrels and has over 38 years of experience in injection molding & manufacturing. His previous roles include quality control, production management, and logistics management across several companies.



Mr. Lim Tze Ming, Kelvin
Sales Director

Mr. Lim Tze Ming, Kelvin is our Sales Director of our Group and appointed on October 11, 2022. Mr. Lim TM is responsible for managing and overseeing the sales operations of our Group. Mr. Lim TM joined our Group in 1999 as the sales coordinator. He was promoted to his current position in 2003 as sales director of Jurong Barrels. Mr. Lim TM obtained the Secondary School Express Stream Leaving Certificate from Fairfield Methodist Secondary School in Singapore in 1999.



Mr. Lim Tze Chong, Patrick
Operations Director

Mr. Lim Tze Chong is the Operations Director of our Group and appointed on October 11, 2022. Mr. Lim TC is responsible for overseeing the overall operations of our Group. Mr. Lim TC joined our Group in 2001 after his graduation as the operations director of Jurong Barrels. Since 2017, Mr. Lim TC has served as a director of JBD Systems. Mr. Lim TC obtained a diploma from Ngee Ann Polytechnic in Singapore in 2001.



Mr. Lim Kim Seng
Sales Director

Mr. Lim Kim Seng, appointed Sales Director on October 11, 2022, manages business strategies, shareholder communications, and investments. He has been with the Group since 1983, previously serving as Director of Jurong Barrels. With a background in trading and extensive experience in strategic planning and investor relations, Mr. Lim is instrumental in guiding the company's growth and maintaining stakeholder relationships.

Directors



Mr. Lim Chwee Poh

Executive Director, CEO

Mr. Lim Chwee Poh, appointed Executive Director and CEO on October 11, 2022, oversees the Group's business strategies, financial performance, and investments. He founded the Group in 1983 and has extensive experience in business operations and strategy, including roles at Jurong Barrels and JBD Systems. With over 50 years of experience, Mr. Lim's career began in trading before he established the Group.



Mr. Liang Zhao Rong

Executive Director, CFO

Mr. Liang Zhao Rong, appointed Executive Director and CFO on October 11, 2022, manages the Group's accounts, budgets, and administrative functions. He joined the Group in 2016 as Finance and Administration Manager and has over 11 years of finance experience, including roles at XMH Holdings Ltd. and Amanresorts International. Mr. Liang holds a Bachelor of Science in Accounting and Finance from the University of London and is an associate member of CPA Australia.



Mr. Yee Yen Han

Independent Director, Chair of Audit Committee

Mr. Yee Yen Han brings over 41 years of experience in auditing and financial management, with previous roles including CFO at Jubilee Industries Holdings Ltd., and financial controller at 800 Super Holdings Limited and Kee Song Food Corporation. Currently, he operates Y Y Han Management Enterprise, providing finance services to SMEs.



Mr. Chan Chin Hoong

Independent Director, Chair of Nomination Committee

Mr. Chan Chin Hoong brings over 10 years in audit and accounting and is currently the Finance & HR Manager at Signmechanic Pte Ltd. Since 2023, he has served as an independent director at Multi Ways Holdings Limited. Mr. Chan is a Fellow of the Association of Chartered Certified Accountants (FCCA) and a member of both ACCA and the Institute of Singapore Chartered Accountants (ISCA).



Mr. Soh Kar Liang

Independent Director, Chair of Compensation Committee

Mr. Soh Kar Liang brings nearly 30 years as a legal practitioner. He has led Ella Cheong LLC since 2012, specializing in intellectual property. Mr. Soh holds a Bachelor of Laws from the National University of Singapore and a Master of Science in Computer Science from the University of Wales. He is an active member of various local and international intellectual property associations and has held leadership roles including past president of the ASEAN Intellectual Property Association.



JBDI HOLDINGS LTD.

GET IN TOUCH, WE'D LOVE TO HEAR FROM YOU!

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