



**CSE**

# 1H2025 Results Presentation

13 August 2025

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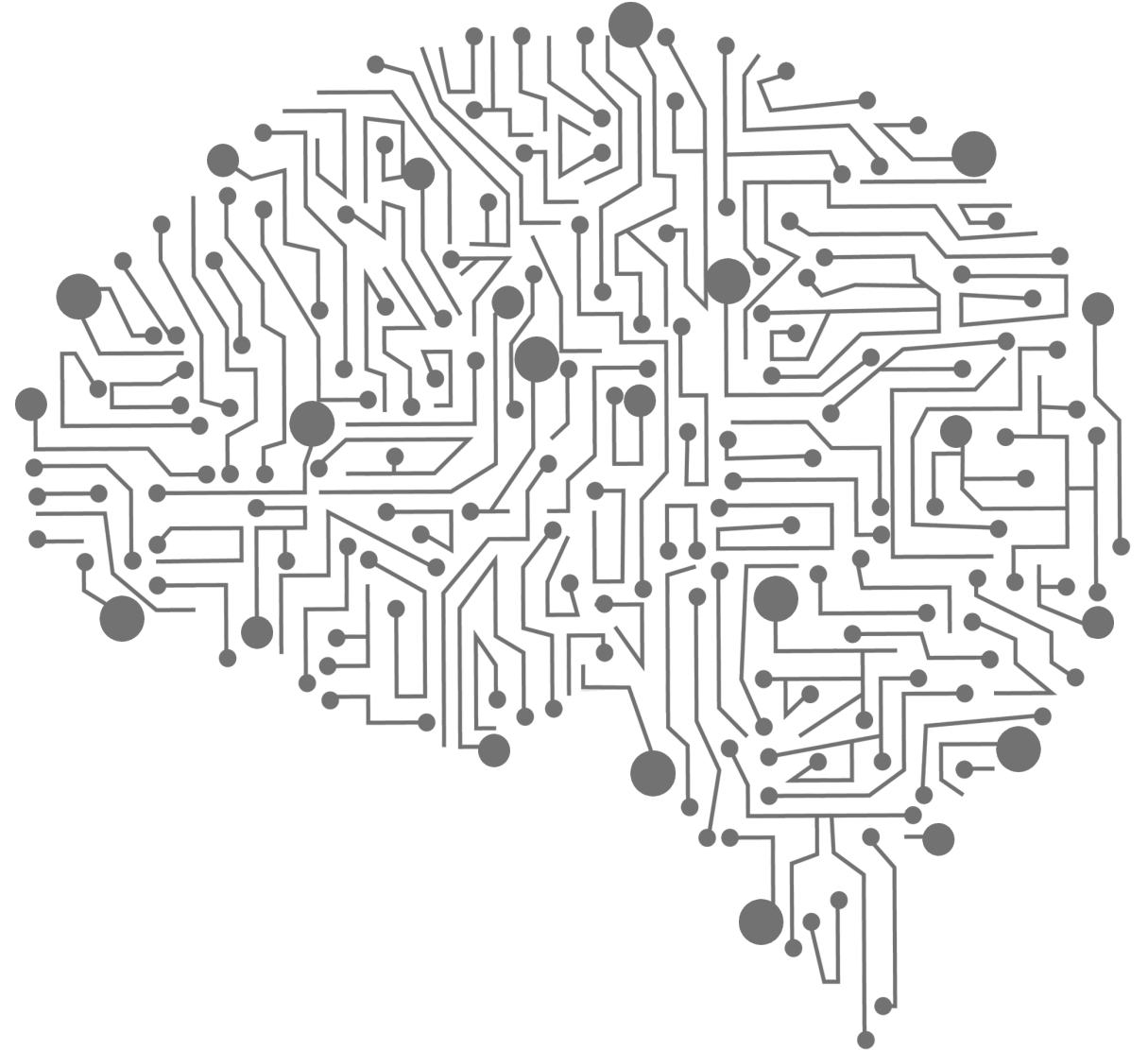
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**1 Business Overview**

**2 Financial Performance**

**3 Q&A**



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# Business Overview

# 1H2025 Key Financial Highlights

## 1H2025 vs 1H2024

Revenue

**S\$440.9 million**

↑ 2.8%

Gross margin (%)

**27.9%**

↑ 0.3pp

EBITDA

**S\$39.5 million**

↑ 3.0%

EBITDA margin (%)

**9.0%**

↑ 0.1pp

Net profit

**S\$16.3 million**

↑ 8.5%

## 1H2025 vs 1H2024

Order book

**S\$573.8 million**

↓ 17.1%

Order intake

**S\$366.7 million**

↓ 3.2%

Cash (used in)/generated from operating activities

**S\$(27.4) million**

N.M

ROE (annualised)

**13.0%**

↑ 1.2pp

# 1H2025 Business Updates - Electrification



S\$ million	1H2025	1H2024	YoY %
Order Intake	130.9	165.6	-21.0%
Revenue	214.8	216.7	-0.9%
EBITDA	24.8	21.7	14.4%

## Key developments in 1H2025

- 1 Lower order intake from USA region attributed to the decline in orders from the municipal market, arising from strategic shift to focus on the data centre and infrastructure markets
- 2 Continue to explore growth opportunities
- 3 EBITDA increased by 14.4% due to stable gross margins and one-off net gain on disposal of asset held for sale of S\$5.5m, offset by increased operating costs to support the Electrification business expansion.

## Strategy

- Continue to focus on data centre and infrastructure sectors
- Explore capacity expansion
- Reduce exposure to renewables and municipal

# 1H2025 Business Updates - Communications



S\$ million	1H2025	1H2024	YoY %
Order Intake	136.1	114.5	18.9%
Revenue	128.0	113.6	12.7%
EBITDA	11.2	11.2	0.3%

## Key developments in 1H2025

- 1 A major contract secured for the engineering design, installation, and ongoing maintenance of advanced communications networks for a major data center in US
- 2 Acquired Chicago Communications, increasing our presence for Communications business in US to 4 states
- 3 Continue to expand our customer base to include data centres

## Strategy

- Strengthening Communications business in ANZ/UK through integration/optimisation of acquired businesses
- Pursue new acquisitions to grow our Communications business in USA
- Focus on critical communications and security solutions

# 1H2025 Business Updates - Automation



S\$ million	1H2025	1H2024	YoY %
Order Intake	99.7	98.6	1.1%
Revenue	98.1	98.6	-0.5%
EBITDA	3.4	5.4	-37.3%

## Key developments in 1H2025

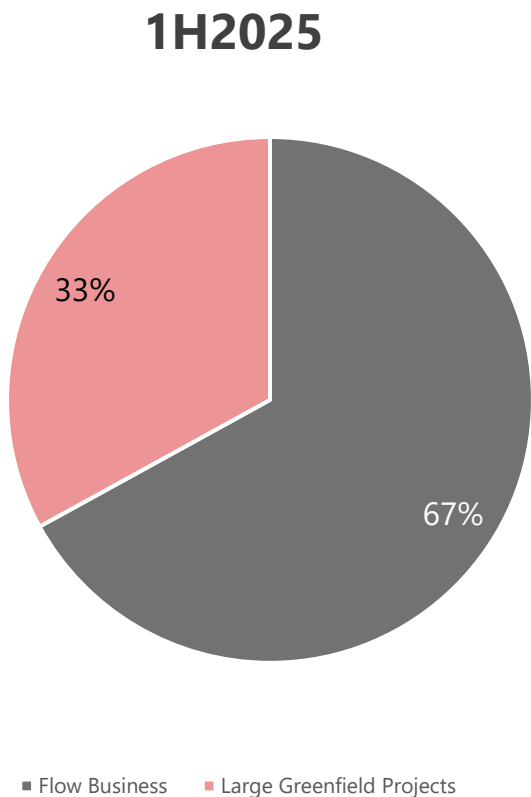
- 1 Higher order intake from USA region offset by lower order intake in Asia Pacific region
- 2 Focus on improving profitability of Automation business in the USA region
- 3 EBITDA were lower by 37.3% due to S\$5.1m of plant and equipment, and technical know-how intangibles being written off in 1H2025

## Strategy

- Stable stream of project and maintenance revenue
- Focus on infrastructure related businesses
- Explore opportunities in cybersecurity and AI technology



# Strong underlying recurring revenue



S\$ million	1H2025	1H2024	Change %
Flow Business *	294.9	305.7	-3.5%
Large Greenfield Projects	146.0	123.2	18.5%
<b>Total</b>	<b>440.9</b>	<b>428.9</b>	<b>2.8%</b>
<b>Flow Business %</b>	<b>67%</b>	<b>71%</b>	

Note: Total may not sum up due to rounding.

*\*Includes Brownfield and Small Greenfield Projects which tend to be recurring in nature*

# Growth Drivers – Emerging Megatrends

## Urbanisation



- Currently, 56% of the world's population (4.4 billion) live in cities.
- According to The World Bank<sup>(1)</sup>, this figure is expected to be more than doubled by 2050, at which point nearly 7 out of 10 people will live in cities.

## Electrification



- Process of substituting fossil-fuel sources of power with electricity generated from renewable energy sources (One of the most important strategy for reducing CO<sub>2</sub> emissions).
- According to Precedence Research<sup>(2)</sup>, the Global Electrification Market will reach a size of US\$209.01 billion by 2034, growing at a CAGR of almost 9% between 2024 and 2034.

## Decarbonisation



- Process of removal or reduction of CO<sub>2</sub> output into the atmosphere.
- Plays a very important role in limiting global warming.
- According to Deloitte<sup>(3)</sup>, decarbonisation requires a fundamentally different energy system, such as alternative energy sources based on green electricity and green molecules.

## Artificial Intelligence



- According to Statista<sup>(4)</sup>, the global AI market is expected to show a CAGR of 27.7% from 2025 to 2030.

(1) The World Bank, April 2023 – Urban Development  
(2) Precedence Research, December 2024 - Electrification Market  
(3) Deloitte Article – What is decarbonisation?  
(4) Statista – Artificial Intelligence: Worldwide Market Insight

# Outlook for 2025

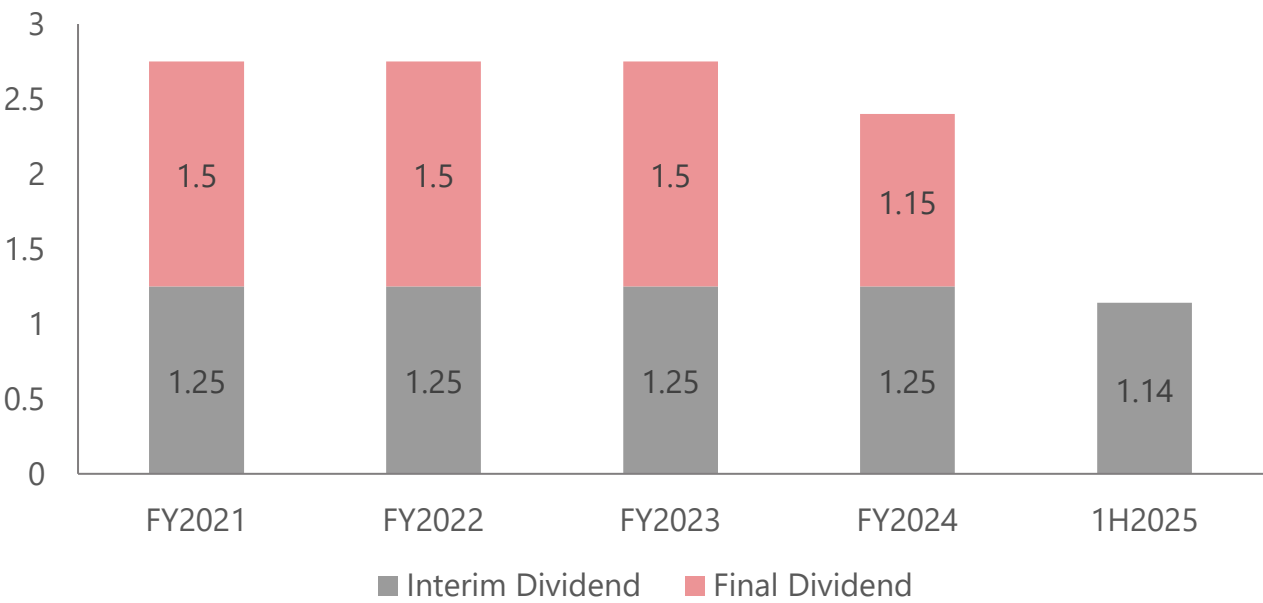
CSE is well positioned to achieve a healthy financial performance in 2025 with an order book of S\$573.8 million as at 30 June 2025. However, the current global economic outlook and inflationary pressures continue to present uncertainties in the markets we operate.

Our strategy to focus on Electrification and Communications businesses is expected to yield positive outcomes for the Group. We believe CSE stands to benefit from the growing data centre demand in relation to our Electrification and Communications focused strategies.

We will also expand our engineering capabilities and technology solutions to pursue new market opportunities brought about by the emerging trends towards urbanisation, electrification and decarbonisation.

# Dividend for 1H2025

Dividend Track Record



1H2025	
Dividend (cents):	
- Interim	1.14
Payment date	26 September 2025
Book closure	21 August 2025

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# Financial Performance

# Summary Financials

S\$ million	1H2025	1H2024	Change
Revenue	440.9	428.9	2.8%
Gross profit	123.0	118.4	3.8%
<i>Gross margin (%)</i>	<i>27.9%</i>	<i>27.6%</i>	<i>0.3p.p</i>
Operating expenses	(101.4)	(95.5)	6.2%
EBITDA	39.5	38.3	3.0%
<i>EBITDA margin (%)</i>	<i>9.0%</i>	<i>8.9%</i>	<i>0.1p.p</i>
Net profit	16.3	15.0	8.5%
<i>Net margin (%)</i>	<i>3.7%</i>	<i>3.5%</i>	<i>0.2p.p</i>
Cash (used in)/generated from operating activities	(27.4)	15.8	N.M
Net cash/(debt)	(91.1)	(60.1)	51.6%
Cash conversion cycle (days)	53	46	14.0%
ROE (annualised)	13.0%	11.8%	1.2p.p

## Highlights:

- Revenue grew by 2.8% year-on-year to S\$440.9m in 1H2025 primarily driven by the Communications business segments in the Americas region
- Group's gross margin remained stable at about 27.9% in 1H2025 as compared to 27.6% in 1H2024
- Operating expenses increased by S\$5.9m:
  - Higher personnel cost S\$2.7m
  - Higher building and equipment expenses S\$2.1m
  - Increase in depreciation expenses S\$1.0m
- Gain on disposal of assets held for sale of S\$5.5m offset by S\$5.1m write off of plant and equipment, and technical know-how intangibles relating to water treatment prototypes
- Net profit increased by 8.5% to S\$16.3m
- Cash outflow from operating activities of S\$27.4m as a result of higher working capital tied up in projects
- The net gearing ratio was 0.36x as of 30 June 2025 (0.28x as of 31 December 2024)
- Annualised ROE improved by 1.2p.p from 11.8% to 13.0%

# 1H2025 FX Movement

	1H2025	1H2024	Change (%)
USD/SGD	1.3328	1.3434	-0.79%
GBP/SGD	1.7193	1.7022	1.00%
AUD/SGD	0.8417	0.8881	-5.22%

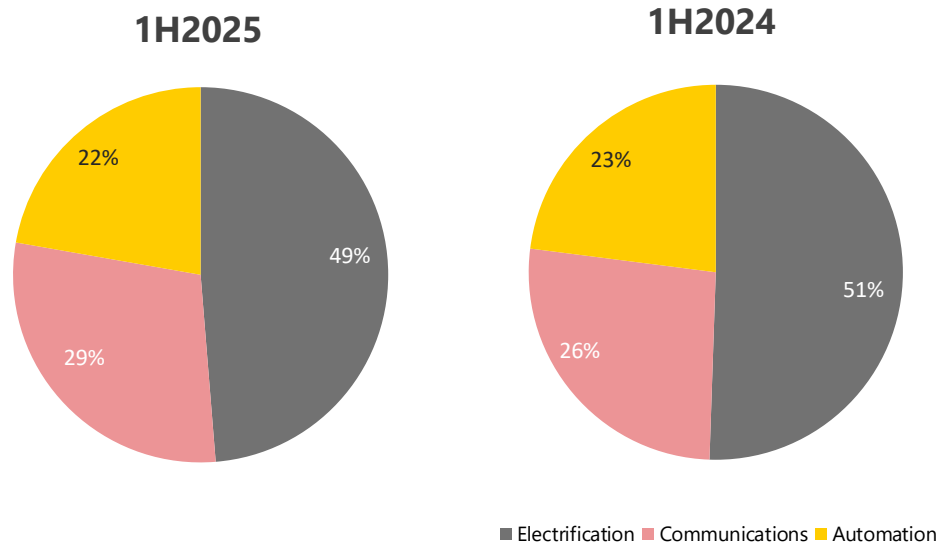
# 1H2025 Constant Currency Figures

<b>S\$ million</b>	<b>1H2025</b>	<b>1H2024</b>	<b>Change (%)</b>	<b>1H2025 Constant Currency</b>	<b>Change (%)</b>
Revenue	440.9	428.9	2.8%	448.9	4.7%
EBITDA	39.5	38.3	3.0%	40.0	4.4%
PAT	16.3	15.0	8.5%	16.5	9.6%



# 1H2025 Breakdown By Business Segments

## REVENUE



S\$ million	1H2025	1H2024	YoY %
Electrification	214.8	216.7	-0.9%
Communications	128.0	113.6	12.7%
Automation	98.1	98.6	-0.5%
<b>Total</b>	<b>440.9</b>	<b>428.9</b>	<b>2.8%</b>

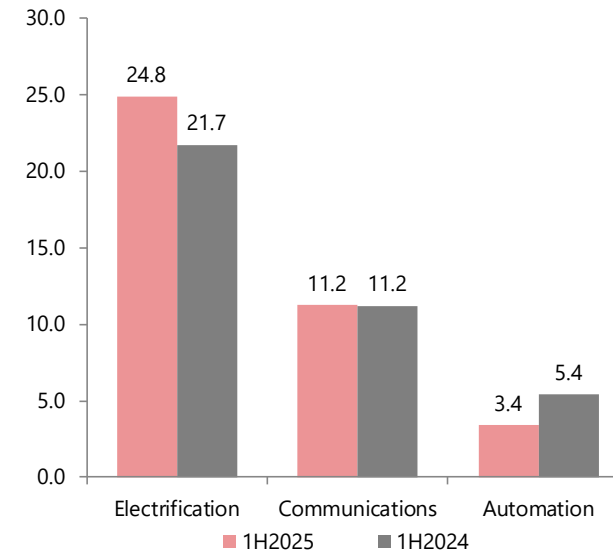
Note: Total may not sum up due to rounding.

\* Including S\$5.5m gain on disposal of assets held-for-sale

\*\* Including S\$5.1m write-off of plant and equipment, and technical know-how relating to the water treatment prototypes



## EBITDA

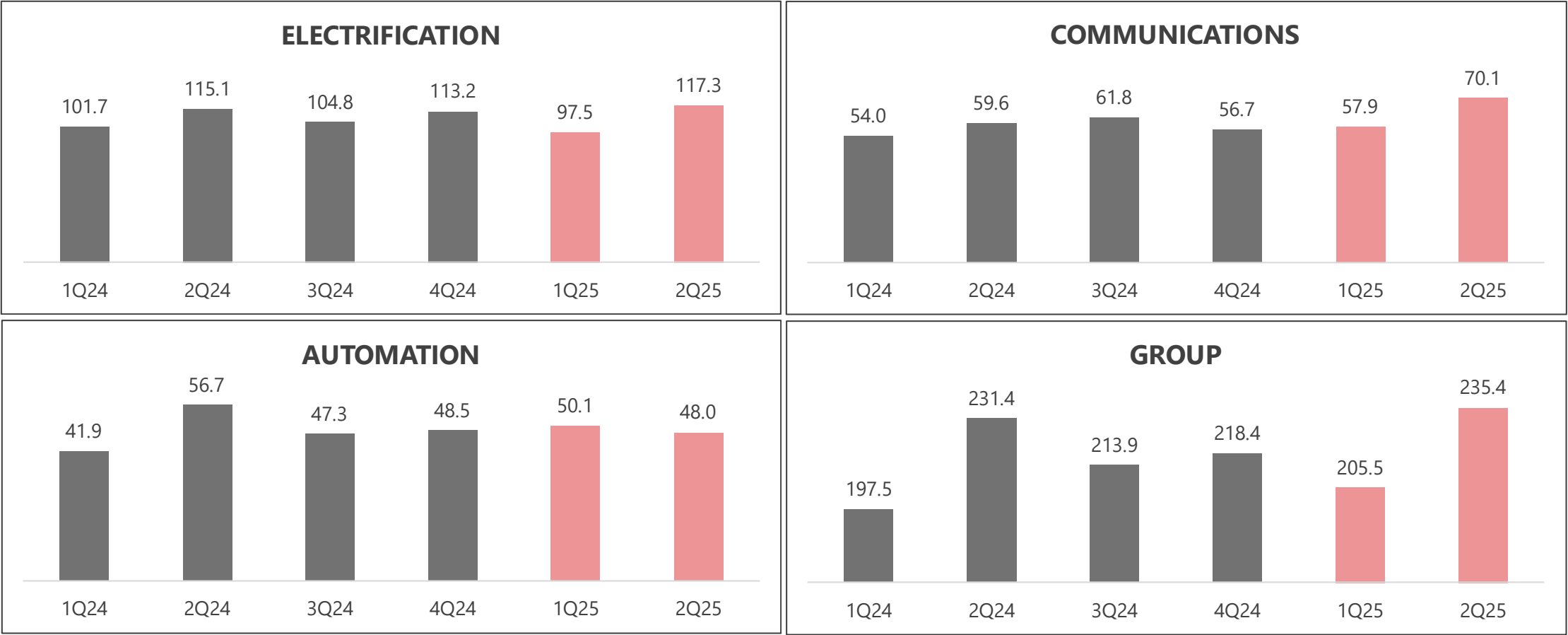


S\$ million	1H2025	1H2024	YoY %
Electrification	24.8 *	21.7	14.4%
Communications	11.2	11.2	0.3%
Automation	3.4 **	5.4	-37.3%
<b>Total</b>	<b>39.5</b>	<b>38.3</b>	<b>3.0%</b>

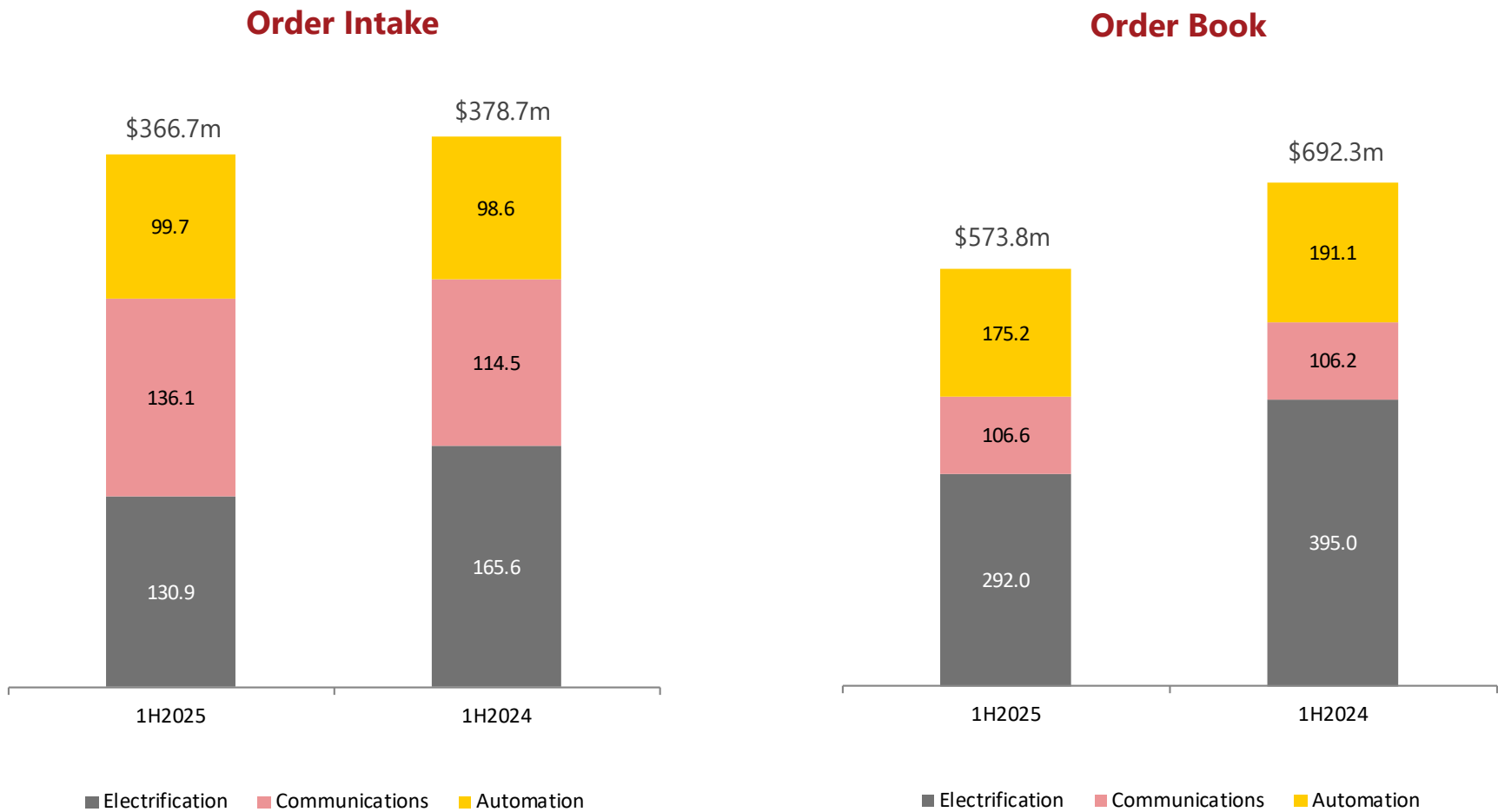
# Quarterly Revenue Trends

## By Business, Q-o-Q

(S\$ million)



# 1H2025 Order Intake/Book By Business Segments



# Group Balance Sheet

<b>S\$ million</b>	<b>30-Jun-25</b>	<b>31-Dec-24</b>	<b>30-Jun-24</b>
PPE	51.7	54.1	76.4
Other non-current assets	57.7	23.5	26.1
Intangible assets	111.1	107.4	95.8
Cash and bank balances	49.4	57.4	101.8
Asset held-for-sale	-	24.2	4.0
Net contract assets	66.8	35.5	43.2
Inventories	70.3	58.7	70.2
Trade and other receivables	153.4	167.3	148.0
Trade payables and accruals	135.7	119.5	128.6
Loans and borrowings	140.4	129.5	161.9
Net cash/(debt)	(91.1)	(72.1)	(60.1)
Shareholders' fund	251.5	256.0	253.6
Cash conversion cycle (days)	53	50	46
Net contract assets/(liabilities) days	27	15	18
Inventory days	40	35	41
Trade and other receivable days	63	71	62
Trade and other payable days	(77)	(70)	(75)

# Group Cash Flow Statement

S\$ million	1H2025	1H2024
As at beginning of the period	57.4	38.4
EBITDA	39.5	38.3
Other non-cash adjustments	(2.1)	0.8
Changes in working capital	(53.5)	(15.5)
Interest and tax	(11.3)	(7.8)
<b>Cash flow from operating activities</b>	<b>(27.4)</b>	<b>15.8</b>
Capital expenditure, net of sale	(6.0)	(10.9)
Acquisition of businesses, net of cash	(9.6)	(4.1)
Proceeds from disposal of asset held-for-sale, net	38.4	-
<b>Cash flow from investing activities</b>	<b>22.8</b>	<b>(15.0)</b>
Proceeds from borrowings, net	12.1	47.4
Payment of lease liabilities	(7.1)	(5.4)
Purchase of treasury shares	(2.3)	-
Net proceeds from issuance of ordinary shares	-	23.2
Dividends	(4.5)	(4.6)
<b>Cash flow from financing activities</b>	<b>(1.8)</b>	<b>60.6</b>
Net effect of FX on cash	(1.7)	1.0
Cash and bank balances at end of the financial period	49.4	100.7

Note: Cash and bank balances at end of the financial period above excluded restricted cash of S\$1.0 million as at June 2024.



**CSE**

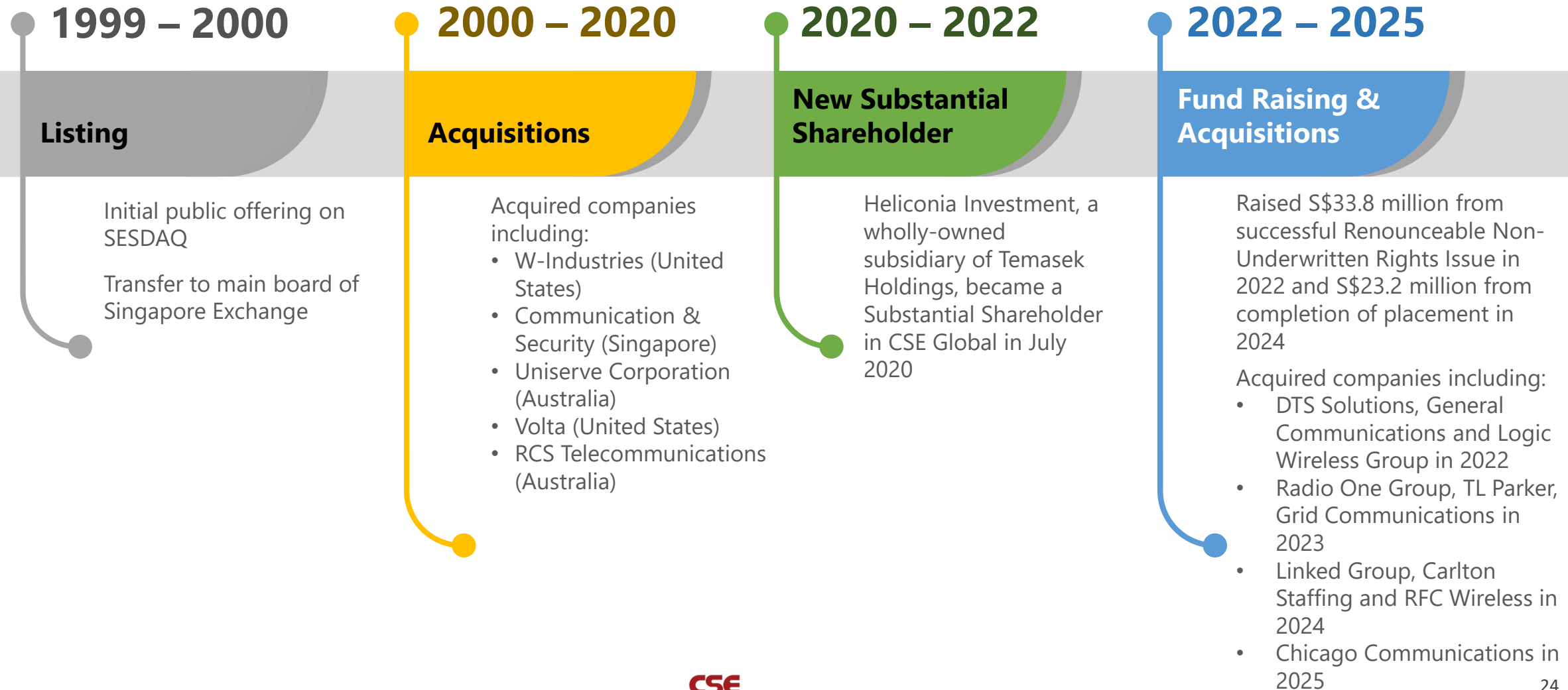
**Q&A**

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# Appendix 1

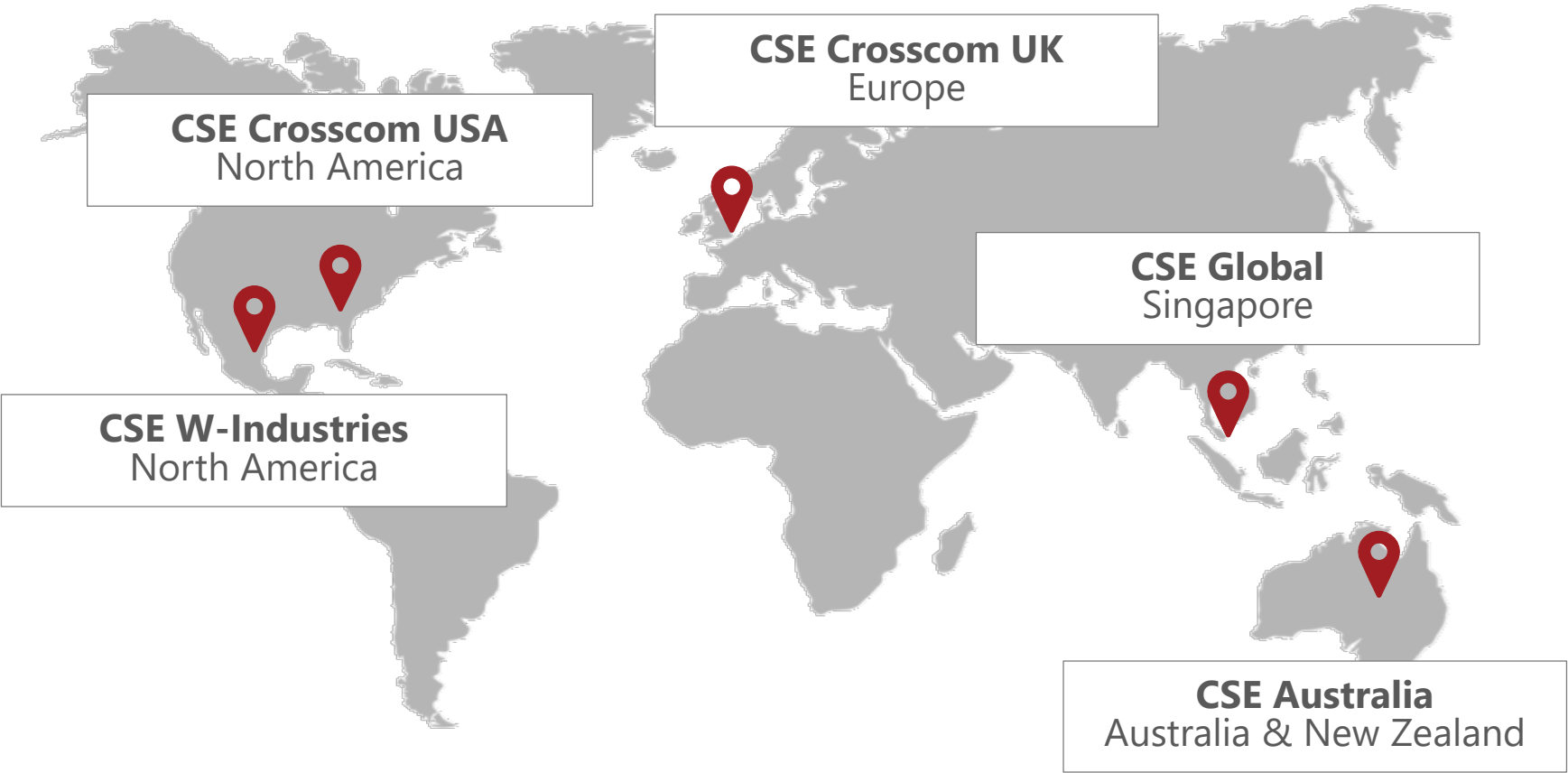
# About CSE Global

**Leading systems integrator providing automation, communications and electrification solutions across various industries globally**





# Geographical Presence



15

countries



61

offices



~2,000

employees



# Why Our Customers Choose Us

## We exist because of our customers.

**We make their jobs easier by solving their problems and delivering what they need. By applying our engineering knowledge to find the right solutions to their problems, we meet their needs.**



Integrity and credibility are what we stand for. We have built a solid reputation for providing quality, responsible and effective solutions that stand the test of time.



We can customise and integrate the systems that sit at the heart of every infrastructure, with the latest, smartest and most efficient technologies.



We count large government organisations, as well as renowned brand names as our clients across multiple industries and sectors.



We view our expertise as a form of social responsibility to ensure that what we do not harm our environment as much as possible.



Increasingly, we develop technologies to reduce waste and adapt “greener”, smarter ways to deliver efficient and effective solutions.

## Notable projects

We have what it takes to get the job done and finish well – no problem is too big that we cannot solve.

 **90%**  
repeat customers

We have taken on the most difficult projects in the most challenging conditions, at the most competitive prices; including large-scale, complex applications and solutions across various sectors.

 **>30 years**  
long-standing customers

**RELIABLE • RESOURCEFUL • TAILORED • SEAMLESS • SINGLE SOURCE SOLUTION**

▪ Engineering

▪ Procurement

▪ Manufacturing

▪ FEED &  
Concept Studies

▪ Assembly &  
Development

▪ Commissioning  
& Maintenance



# Our Business



## Electrification



## Communications



## Automation

*Solutions provided for*

### Flow Business Projects

- Includes Brownfield and Small Greenfield Projects that tend to be recurring in nature
- Complete, end-to-end 'program' solutions developed from concept to final commissioning and handover

### Large Greenfield Projects

# Our Solutions - Electrification



POWER SYSTEM PROTECTION AND CONTROL



TRANSFORMERS



ENERGY MANAGEMENT SYSTEMS



ENERGY STORAGE SYSTEMS

## Power Systems Protection & Control Solutions

- Power system protection and control
- Automation and communications systems for substations and switchyards
- Power asset management, monitoring and diagnostics
- Power transformers for renewable energy generation and storage
- Motor starting equipment and management
- Electrical equipment sales, maintenance and onsite servicing
- Device data collection, analytics and advisory



## Data Centres

Provision of data center electrification solutions to power 24x7 operations with switchgears, RPPs, busway, and prefabricated modular solutions in modular eHouses and skids.



## Electrical Equipment Centers

Provides design, procurement and integration of various electrical equipments in an enclosure, such as HVAC systems, fire & gas detection, systems UPS systems, switchgears, battery systems, and protection and control panels.



## Electric Vehicle Charging Infrastructure

Design, engineering and integration of charging station systems to the grid.



## Solar Skids Package

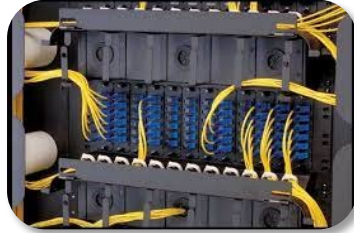
Design, engineer and manufacture of solar skids which provide a reliable and efficient transportable solution, including the capacity to provide solar power with battery backup for deployment in remote or harsh environments



# Our Solutions - Communications



**VSAT Satellite Communications Networks**  
Typically used in remote areas where conventional telecommunications are not accessible, or to backup other communications to form high reliability networks.



**Fibre Optic Systems**  
Offer the highest throughput of all commonly used forms of communications; more secure and reliable than copper or wireless networks.



**Microwave Radio Systems**  
Provide point-to-point or point-to-multipoint communications; complete system engineering for microwave systems.



**LAN/WAN Networks**  
Design and construction services for LAN and WAN networks using fibre, copper, wireless or combinations of these mediums.



**Conventional & Trunked Radio Systems**  
Complex digital trunked systems providing highly reliable, secure communications that can be delivered across a single site.



**CCTV, Access, Control & FIDS Systems**  
High quality CCTV systems designed for remote monitoring of plant and equipment as well as providing surveillance for security applications.



**Telephone Networks**  
Plant-wide telephone networks connected to, or integrated with, large corporate telephony networks are essential infrastructure for almost all industrial plants.



**Public Address & General Alarm Systems (PAGA)**  
Essential safety systems which alert personnel within a plant in the event of an emergency.



**SCADA & Telemetry Networks**  
Design and construction of high reliability SCADA/Telemetry networks, including the integration of legacy serial systems with IP-based systems.



**IP-Based Networks**  
IP (Internet Protocol) network designs to enable IP devices to communicate with other devices while protecting them from unauthorised access.

# Our Solutions - Automation



## Process Control Systems

Hybrid or PLC-based systems which monitor and control the facility and auxiliary processing equipment.



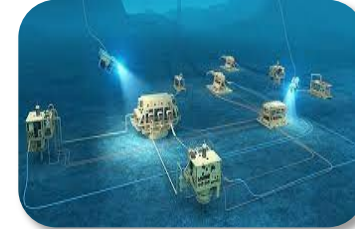
## Supervisory Control & Data Acquisition

Industrial control computer system that monitors and controls an industrial infrastructure or facility, from a central location



## Remote Power Line Distribution Construction Services

Safety critical systems to ensure protection of plant and personnel in potentially hazardous environments.



## Subsea Control Systems

PLC-based control system installed on production facilities, to monitor and control subsea wellheads.



## Wellhead Control Systems

Used to control dry wellhead valves and flowlines, in single or multi-headed wellhead systems; often interfaced to and/or controlled by the facility safety system.



## Road Traffic Management & Control Systems

Application of advanced technologies for more effective road transportation



## Safety Shutdown Systems

Implemented to ensure protection of plant and personnel in potentially hazardous environments



## Process Skid Systems

The chemical injection system disperses a wide array of treatment chemicals into the production flow lines.



## Plant Information Management Systems

Information infrastructure that transforms real-time data into operation intelligence and integrates production information with the enterprise business system.



## Specialised Furnace Systems

The design, engineering and supply of industrial multi-hearth furnace systems for industrial processing of materials.