Wednesday, 28 October 2026 • 10.00 a.m.

Annual General Meeting 2026

Tiong Woon Corporation Holding Ltd

No. 15 Pandan Crescent, Level M1, Singapore 128470



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IMPORTANT INFORMATION

Important Notice & Disclaimer

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This presentation is to be read in conjunction with the Company's Annual Report 2026, the Notice of AGM and the Letter to Shareholders dated 9 October 2026, and other announcements released on SGXNet. It does not constitute an offer or invitation to subscribe for or purchase any securities.

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ANNUAL GENERAL MEETING 2026

Agenda

01 About Us

02 Revenue by Geographical Segment

03 Fleet & Facilities

04 End-Markets & Demand Drivers

05 Project Highlights

06 Awards & Recognition

07 Corporate Social Responsibility

08 Business Outlook & Strategy

09 Financial Updates

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COMPANY SNAPSHOT

About Us

A leading one-stop integrated heavy lift and haulage specialist and service provider, supporting the oil & gas, petrochemical, infrastructure and construction sectors.

The Group manages turnkey projects for EPC contractors and project owners, from planning and designing heavy lift and haulage requirements through to execution, transporting, lifting and installing heavy equipment at customers' facilities.

It also owns and operates its own heavy lift and haulage equipment, tugboats and barges, giving the Group the flexibility to serve customers efficiently anywhere in the world.

1978	1999	13	1,340
Founded	SGX listing	Countries*	Employees

Includes Papua New Guinea, where Tiong Woon (PNG) Limited was incorporated on 13 August 2026, after the financial year end.

SHARE & CAPITAL INFORMATION

SGX ticker	**BQM (Mainboard)**
Bloomberg / Reuters	**BQM SP / BQM.SI**
Issued shares	**231.8m (excl. treasury)**
Free float	**~59% held by public**
Major shareholder	**Ang family / Ang Choo Kim & Sons**
NAV per share	**S$1.47 (FY2026)**
EPS	**10.31 cents (FY2026)**
Financial year-end	**30 June**

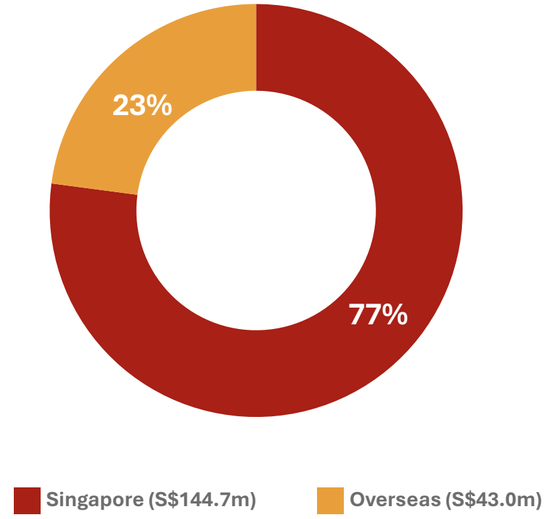
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REVENUE MIX

Revenue by Geographical Segment

Segment (S$m)	FY2025	FY2026	Δ
Singapore	119.1	**144.7**	**+25.6**
India	11.9	**15.4**	**+3.5**
Thailand	11.4	**11.2**	**-0.2**
Middle East	7.5	**6.4**	**-1.1**
Indonesia	4.8	**4.4**	**-0.4**
Malaysia	8.0	**3.7**	**-4.3**
Brunei	0.0	**1.3**	**+1.3**
Others	0.8	**0.6**	**-0.2**
Total	**163.5**	**187.7**	**+24.2**

FY2026 revenue split: 77.1% Singapore



Singapore remains the core earnings base at 77.1% of FY2026 revenue and drove the year's growth, with India the largest overseas market and Brunei contributing again.

**Note: Changes calculated using rounded figures*

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ASSET BASE

Fleet & Facilities



Our Facilities

- **Purpose-built HQ** at 15 Pandan Crescent, Singapore 128470
- **~524,280 sq ft** of total gross floor area
- **On-site dormitory** housing up to 400 personnel
- **Private waterfront jetty** for direct loading and offloading
- **20 Benoi Lane** industrial site of ~24,353 sq m land area, acquired in August 2026

S$400.0m

Owned PPE (fleet base & building) as at 30 June 2026

Cranes

602 units, up to 2,200 tonnes
Crawler, mobile, all-terrain & tower

Heavy transport

388 assets
SPMTs, prime movers & trailers

Marine

6 tugboats & 7 barges
Tugboats up to 3,200 bhp

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WHERE WE OPERATE

End-Markets & Demand Drivers

Established sectors

- **Oil & gas:** petrochemical plants & refineries
- **Infrastructure:** airports, MRT, desalination & marine works
- **Construction:** commercial & industrial developments
- **Logistics & heavy transport:** modular load-out & inland movement

Emerging opportunities

- **Data centres:** regional hyperscale build-out
- **Semiconductors:** fab construction & equipment installation
- **Biopharmaceuticals:** process module installation
- **Fast-track EPC:** clients prioritising safe, proven partners

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TWC PROJECT HIGHLIGHTS



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PROJECT HIGHLIGHTS

Singapore Refinery Crane Management

Integrated crane management for a major Singapore refinery project.



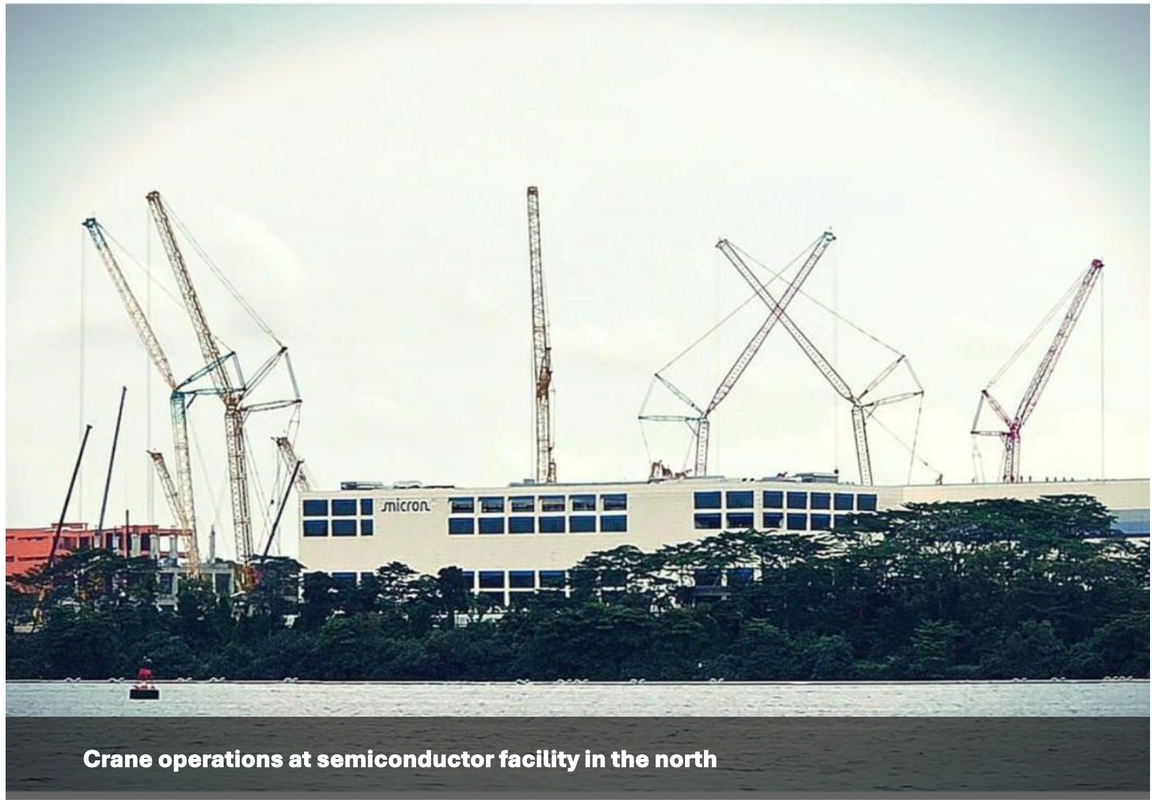
Refinery crane management, Singapore

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PROJECT HIGHLIGHTS

Singapore Semiconductor Crane Management

Lifting and installation support for a Singapore semiconductor facility.



Crane operations at semiconductor facility in the north



Plant construction site

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PROJECT HIGHLIGHTS

Data Centre in Thailand

End-to-end heavy lift and transport for a data-centre build in Chonburi, Thailand.



Crane Lifting



Module Installation



Module Transportation

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PROJECT HIGHLIGHTS

Biopharmaceutical Installation Works

Engineered crawler-crane installation for a biopharmaceutical facility.



Heavy-lift crane on site



Crawler-crane installation works

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PROJECT HIGHLIGHTS

Infrastructure Works

Mobile and all-terrain crane operations for infrastructure and overpass works.



Overpass lifting works



Mobile-crane module lift

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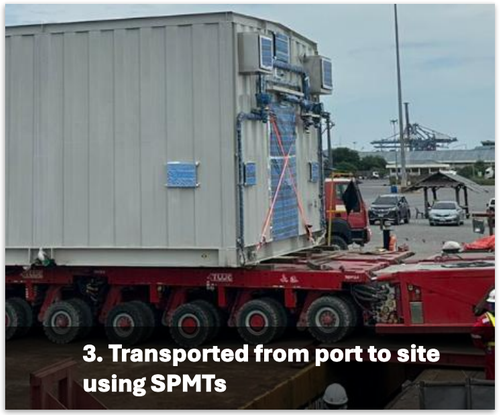
PROJECT HIGHLIGHTS

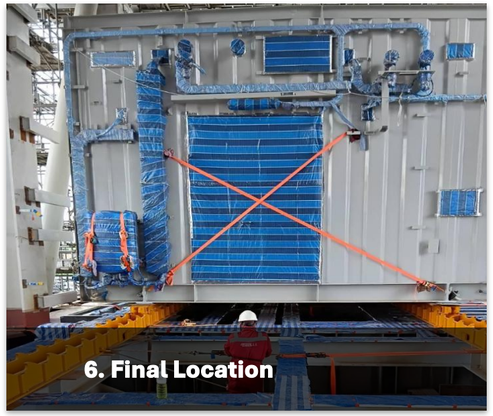
Heavy Haulage

End-to-end heavy haulage and installation, from Indonesia load-out to final positioning in Thailand.













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PROJECT HIGHLIGHTS

Heavy Lifting in India

Tandem crawler-crane heavy lifting and column installation in India.



Tandem crawler-crane lift



Column installation



Infrastructure Work in India

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GLOBAL STANDING

IC100 Global Crane Ranking



ONE OF THE LEADING CRANE-OWNING COMPANIES IN SOUTHEAST ASIA

15th

LARGEST CRANE-OWNING COMPANY WORLDWIDE

Top 15 Global Lifting and Crane Companies in 2026

Rank		Company	Based
2026	2025		
1	1 ◁	Mammoet	Netherlands
2	2 ◁	Sarens	Belgium
3	5 ▲	Sanghvi Movers	India
4	3 ▼	Maxim Crane Works	USA
5	6 ▲	BMS	Denmark
6	7 ▲	Sinopec Heavy Lifting and Transportation	China
7	4 ▼	Buckner Heavy Lift Cranes	USA
8	8 ◁	Lampson International	USA
9	12 ▲	Shandong Gulf Lifting Engineering	China
10	11 ▲	Bigge Crane and Rigging	USA
11	13 ▲	Al Faris	Dubai, UAE
12	9 ▼	China Nuclear Industry Mechanical Engineering	China
13	10 ▼	Shanghai Tengfa Engineering Construction	China
14	14 ◁	Denzai KK	Japan
15	15 ◁	Tiong Woon Crane and Transport	Singapore

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RECOGNITION

AWARDS



Singapore Corporate Awards 2026

Gold for Best Managed Board and **Bronze for Best Annual Report**, with the **Best CFO Award** for Mr William Tan Kwang Hwee, in the category for market capitalisation below S$300 million.



Influential Brands Top Employer 2026

Named **Top Employer for 2025 and 2026** by Influential Brands in the Heavy Lifting & Haulage category, recognising the Group's commitment to its people.

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COMMUNITY

Corporate Social Responsibility

Together We Care: community initiatives across the Group's markets in FY2026.



Singapore

- Logistics support for Hao Ren Hao Shi's distribution of groceries to families in need
- Toy donations to Toys Buffet 2025 and a food drive with Lion Befrienders
- International Migrants Day celebrations with community partners
- Sponsorship of a Hari Raya celebration organised by Terusan Residents' Committee



Indonesia (Batam)

- Spent time with village children and educators, sharing meals and joining in games and activities
- Contributed daily necessities, school supplies and pre-loved soft toys



Thailand

- Took part in the Songkran Festival and Blessing Ceremony with the elderly community in Ban Chang District
- Contributed rice and essential cooking supplies to the elderly community



India

- Supported Annadanam, a charitable initiative providing free meals to members of the local community

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OUTLOOK

Business Outlook

GROWTH DRIVERS

Singapore construction demand

BCA projects construction demand of S$47–53 billion in 2026, after a 10-year high of S$50.5 billion awarded in 2025, and S$39–46 billion a year from 2027 to 2030.

Regional capital expenditure

India's Union Budget for FY2026-27 raised central capital expenditure to ₹12.2 trillion; Thailand drew about THB746 billion of digital-industry investment applications in 2025.

Emerging end-markets

Project wins across the semiconductor, public infrastructure and biopharmaceutical sectors were announced in February 2026.

KEY RISKS WE MANAGE

Geopolitical & trade uncertainty

Ongoing geopolitical and trade uncertainties may affect project timelines and customers' investment decisions.

Intensifying competition

Competition in heavy lift and haulage remains intense in Singapore and the Group's regional markets.

High-cost environment

A high-cost business environment calls for disciplined management of operating expenses and cash flow.

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STRATEGY

Growth Strategy

1



Strengthen core capabilities

Deepen expertise in heavy lift, haulage and marine transportation.

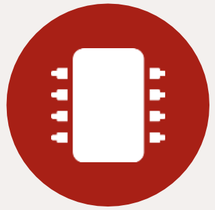
2



Scale regional markets

Grow Thailand, Malaysia, India and the Middle East to diversify beyond the Singapore core.

3



Capture new end-markets

Data centres, semiconductors and biopharmaceuticals through fast-track, safety-led execution.

4



Disciplined capital allocation

Invest strategically in our fleet while maintaining a resilient balance sheet and delivering sustainable shareholder returns.

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FINANCIAL UPDATES

FY2026 Results

Presented by Mr William Tan Kwang Hwee
Group Chief Financial Officer



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FY2026 HIGHLIGHTS

Financial Performance Highlights

S$187.7m

Revenue

+14.8% YoY

S$76.4m

Gross Profit

40.7% GP margin

S$29.5m

Profit Before Tax

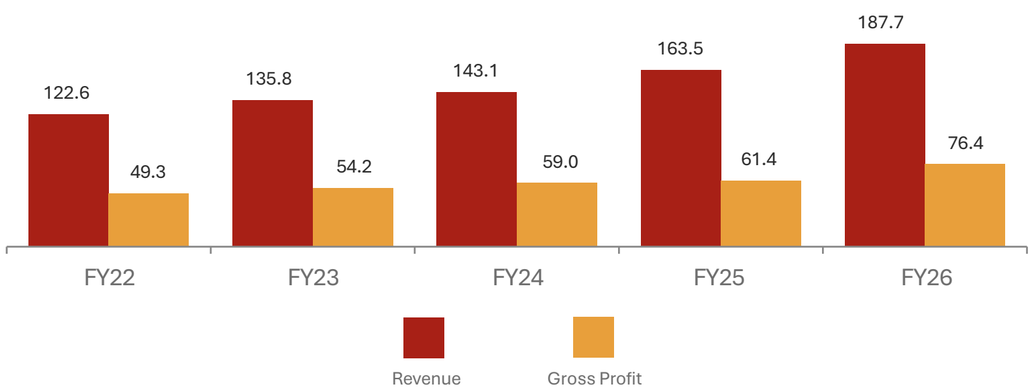
+21.2% YoY

S$23.9m

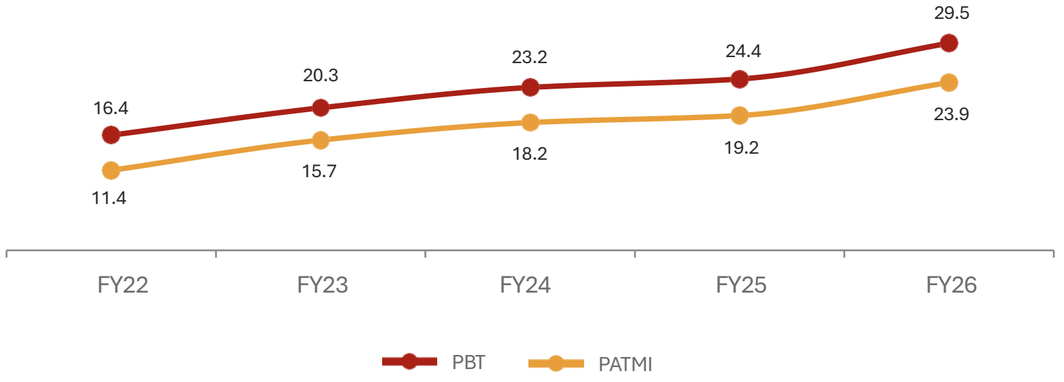
PATMI

+24.4% YoY

Revenue & gross profit (S$m)



Profit before & after tax (S$m)

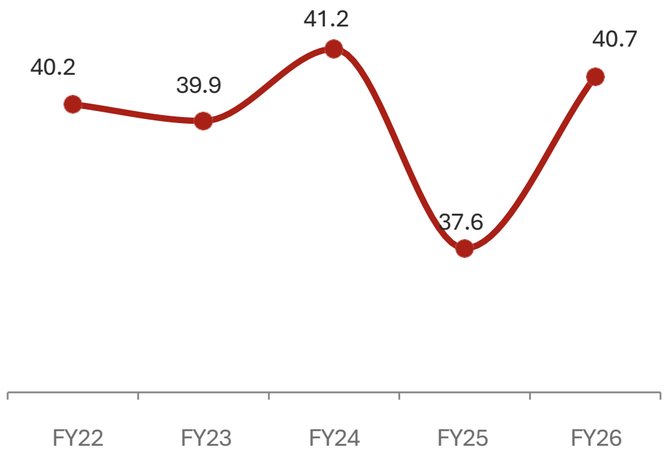


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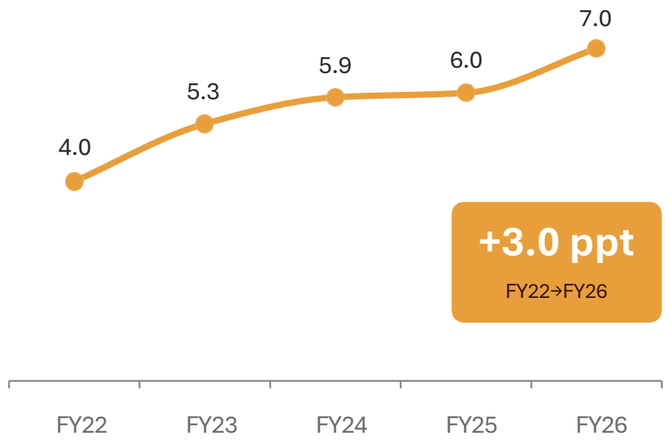
QUALITY OF EARNINGS

Profitability & Returns

Gross profit margin (%)

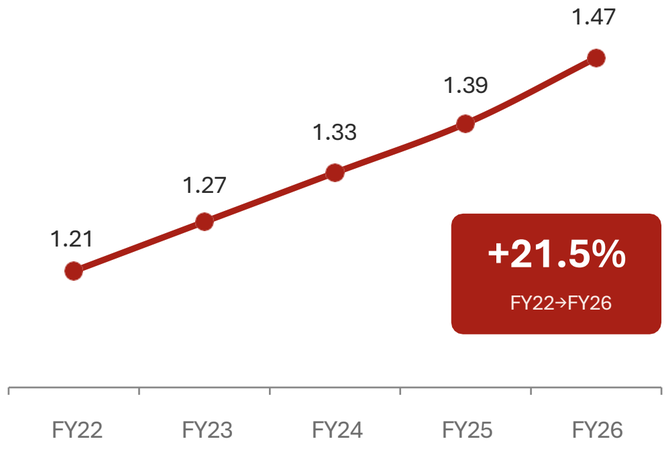


Return on equity (%)



+3.0 ppt
FY22→FY26

Net asset value per share (S$)



+21.5%
FY22→FY26

Steady expansion in returns: ROE up from 4.0% to 7.0% and NAV per share up from S$1.21 to S$1.47 between FY2022 and FY2026.

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FINANCIAL STRENGTH

Balance Sheet & Capital Management

S$569.0m

Total assets

+6.9% YoY

S$86.6m

Cash & bank deposits

+34.2% YoY

9.5%

Net gearing

-5.2 ppt YoY

S$341.6m

Shareholders' equity

+6.0% YoY

37.2%

EBITDA margin

-1.5 ppt YoY

S$415.2m

Non-current assets

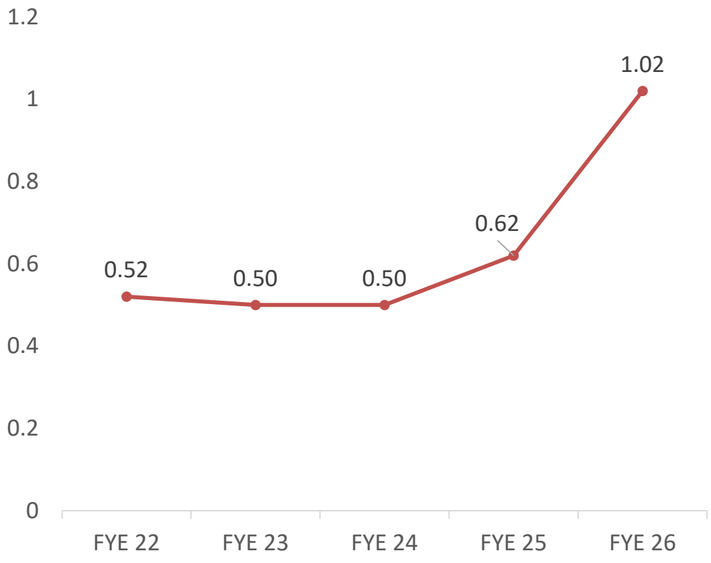
+3.2% YoY

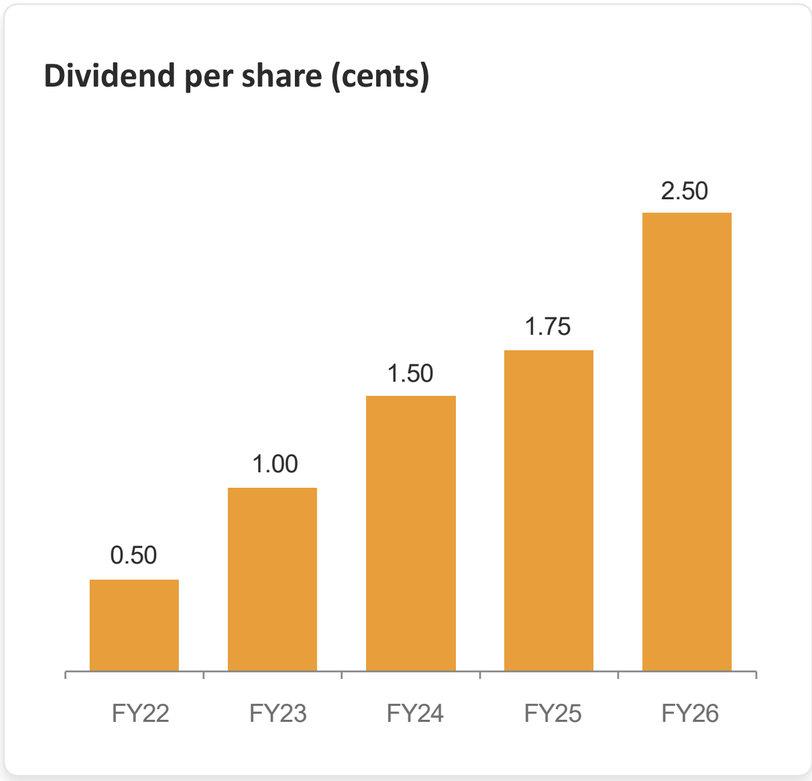
A disciplined balance sheet, with low net gearing, a healthy cash position and a substantial owned-asset base, provides capacity to fund fleet investment and growth.

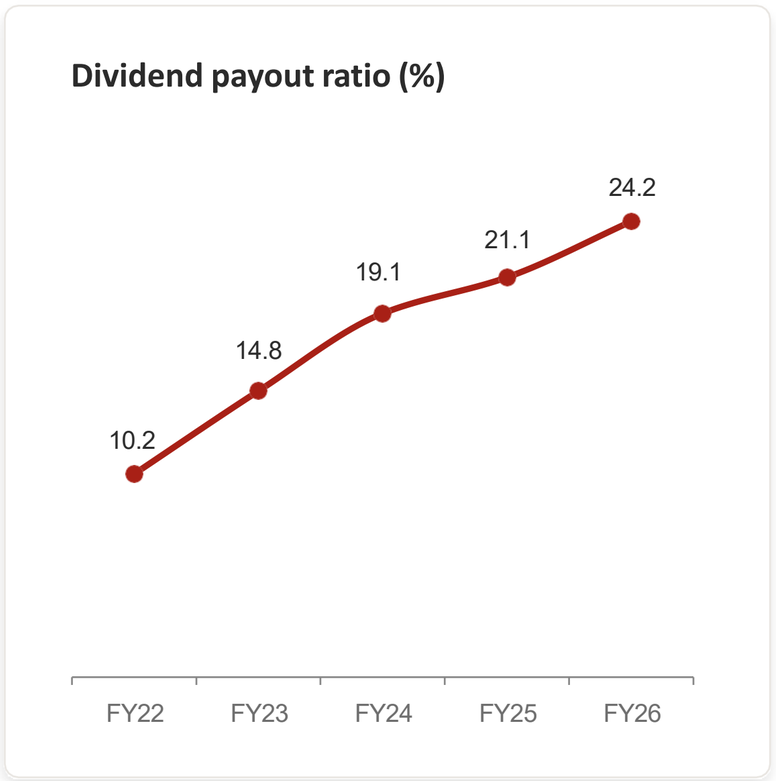
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SHAREHOLDER RETURNS

Share Price and Dividend Track Record







The FY2026 final dividend of 2.50 cents per share is proposed and subject to shareholders' approval at this AGM (Resolution 2).

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CEO'S MESSAGE

Looking Ahead

"Looking ahead, we will continue to strengthen our core capabilities, deepen our presence in regional markets and capture opportunities in emerging sectors such as data centres and biopharmaceuticals, while maintaining a resilient balance sheet and delivering sustainable returns to our shareholders."

Mr Michael Ang Guan Hwa
Executive Director and Chief Executive Officer

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ANYLOAD, ANYWHERE

THANK YOU



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