

FY2025 Results Presentation

3 March 2026



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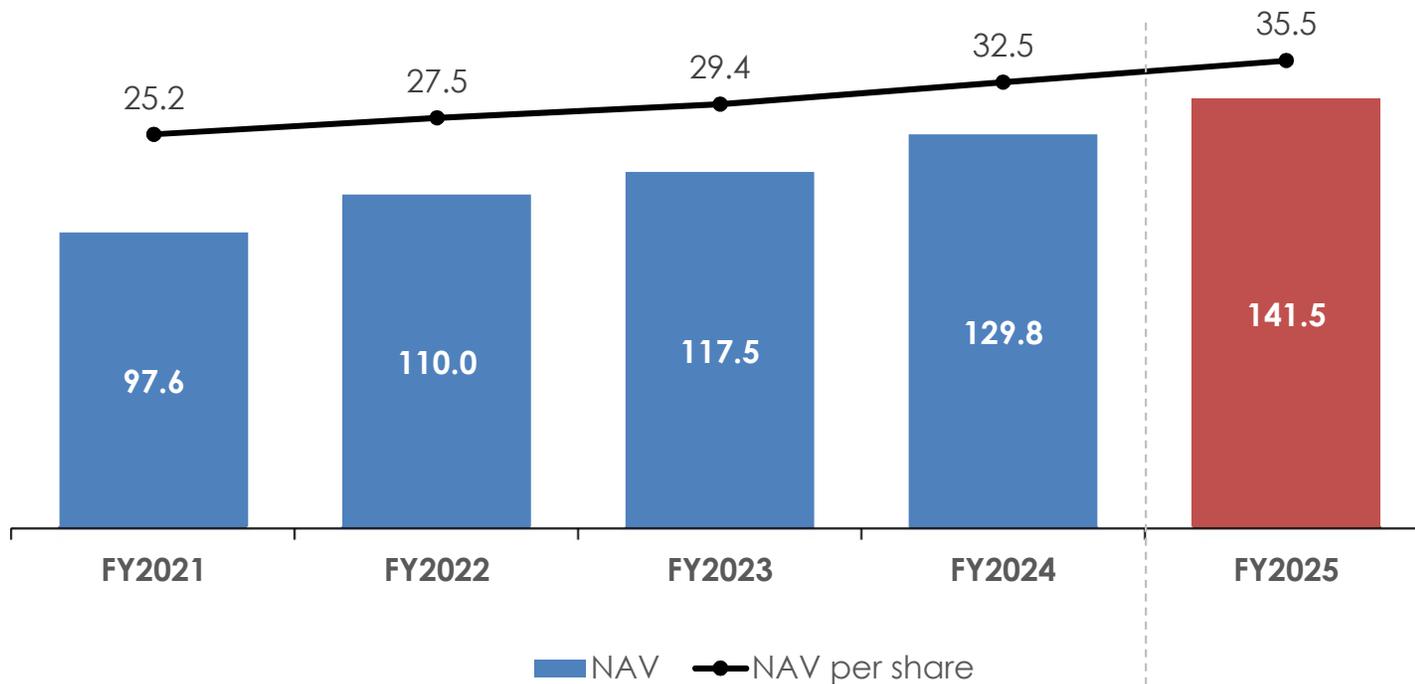
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Financial Highlights for 2H25 & FY25

	2H25 (S\$m)	2H24 (S\$m)	Chg%	FY25 (S\$m)	FY24 (S\$m)	Chg%
Revenue	68.4	82.2	(17)	153.3	158.4	(3)
Gross Profit Margin	31.1%	23.2%	7.9 pts	26.4%	23.2%	3.2 pts
Operating Profits	13.0	10.3	26	24.7	20.9	18
Operating Margin	19.0%	12.5%	6.5 pts	16.1%	13.2%	2.9 pts
Net Profit	10.7	9.0	20	19.0	17.5	9
Net Profit Margin	15.7%	10.9%	4.8 pts	12.4%	11.1%	1.3 pts
EPS	2.7 cents	2.3 cents	17	4.8 cents	4.4 cents	9
NAV Per Share				35.5 cents	32.5 cents	9.2
Orderbook				201.9		

FY2025 NAV Trends

Net asset value continued to grow on resilience earnings growth and dedicated debt repayment

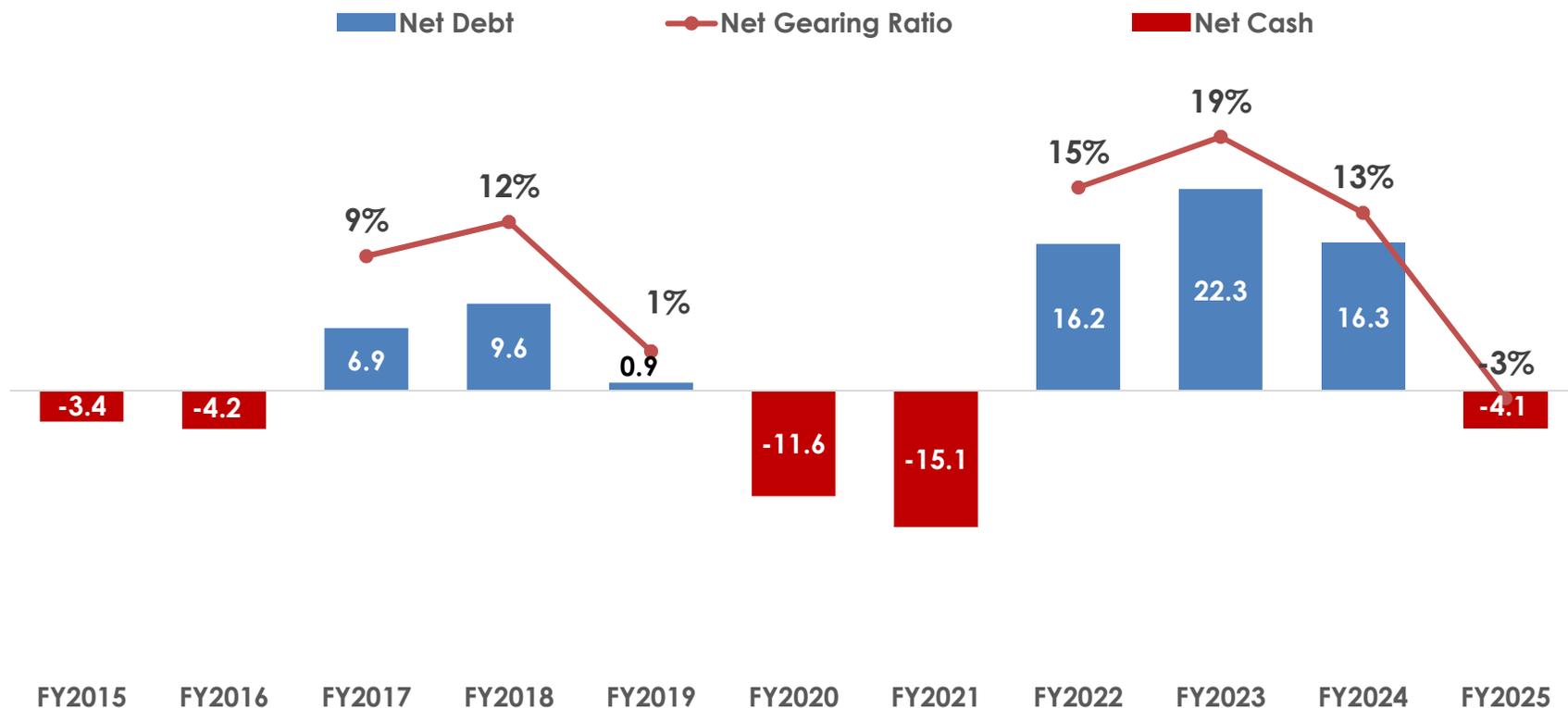


Unit: S\$' mln
NAV: Net asset value

* Figures above may not add up due to rounding errors

FY2025 Net Gearing Ratio Trend

Returned to a net cash position in FY2025, supported by healthy operating cash flow generation and disciplined debt repayment.

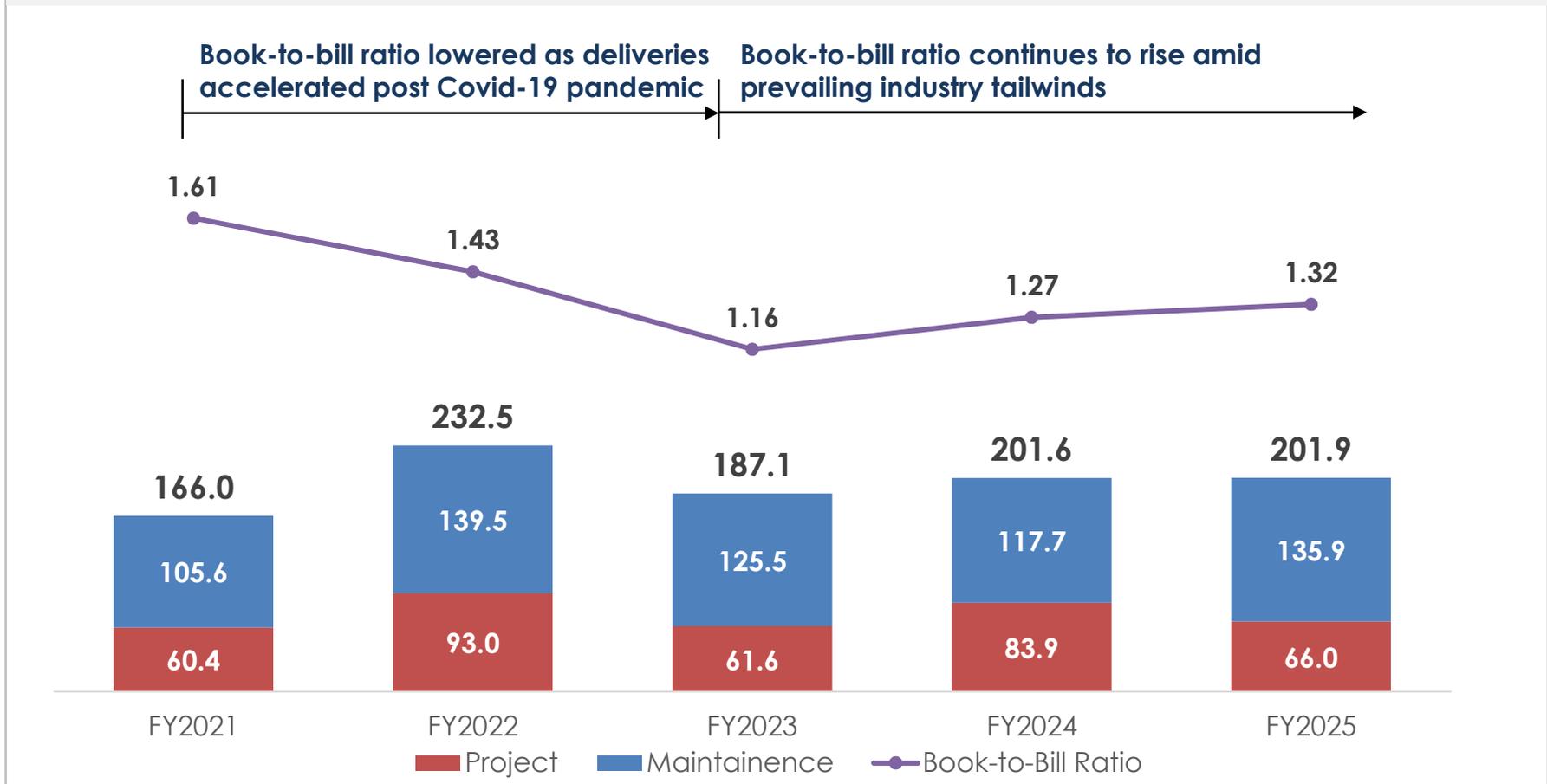


- **Net Gearing Ratio** = (total borrowings - cash and cash equivalents)/total equity x 100%.
- Unit: S\$'million

* Figures above may not add up due to rounding errors

Order Book

Order book strengthened to S\$201.9 million, supported by a notable increase in maintenance contracts that provide a stable recurring income base; Book-to-bill ratio expanded to 1.32x, supporting future revenue growth and enhancing visibility



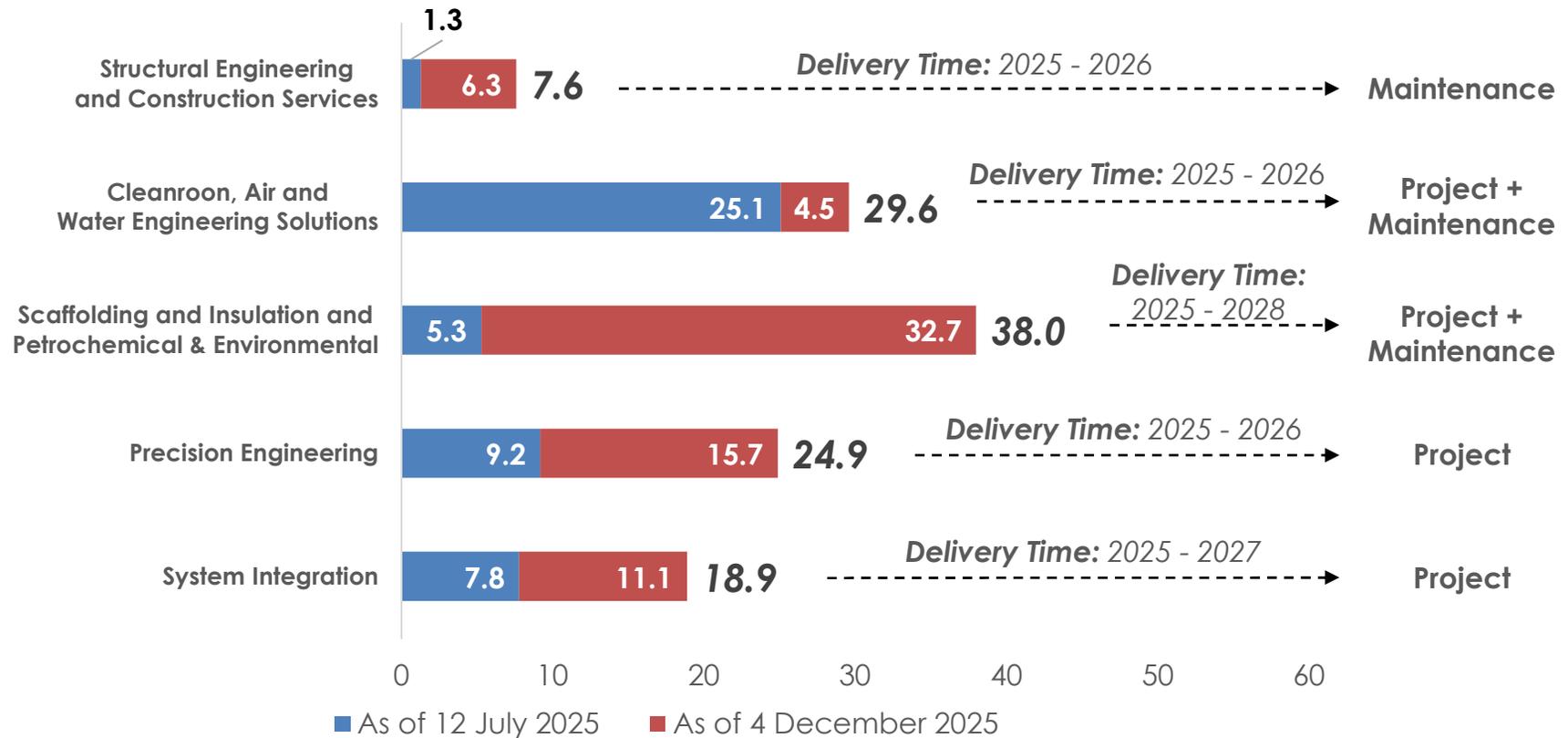
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FY2025 Contracts Win

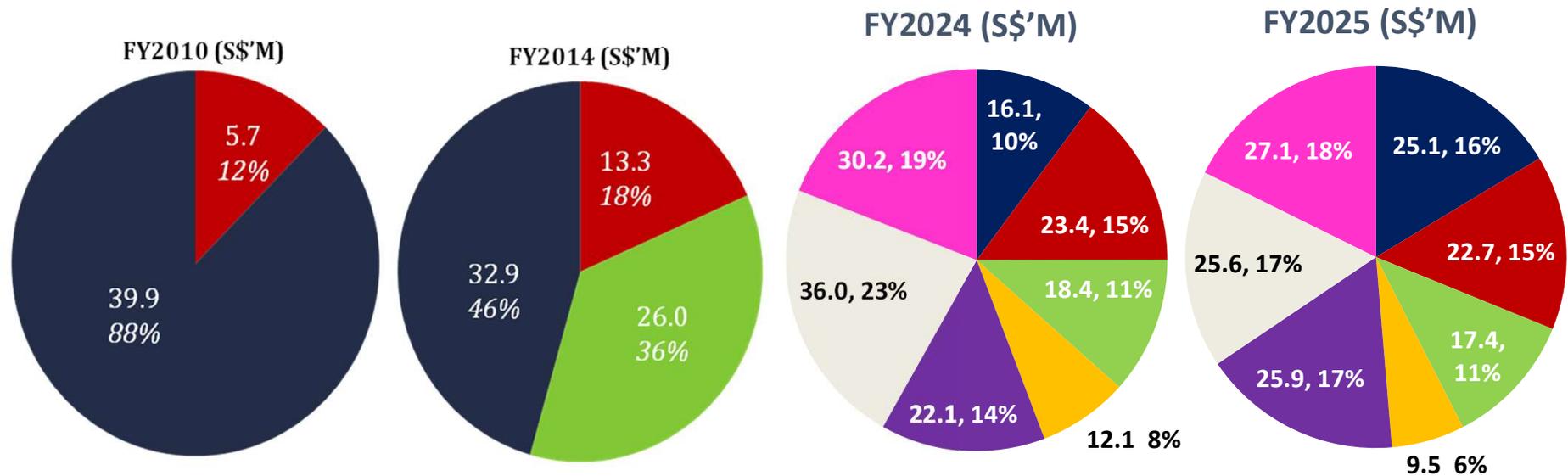
Total Contract-win Value in FY2025

S\$119.0 million



* Figures above may not add up due to rounding errors

Revenue Contribution by Services



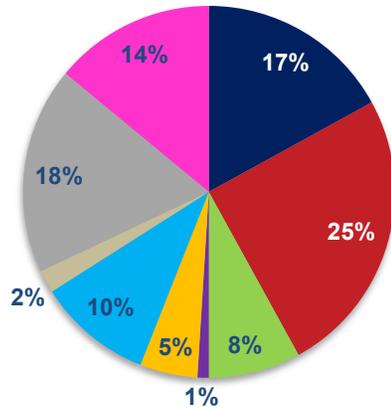
- System Integration / MRO & Trading
- Scaffolding Services
- Insulation Services
- Precision Engineering
- Petrochemical and Environmental Services
- Cleanroom, Air & Water Services
- Structural Engineering and Construction Services

Note: Above includes inter-segment eliminations

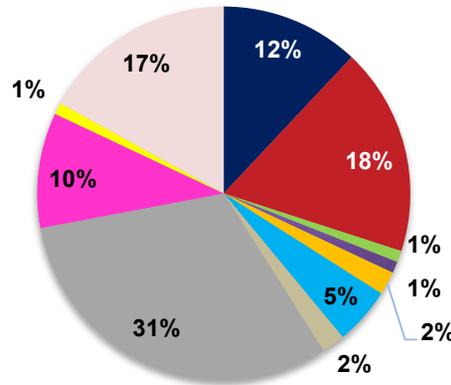
The acquisitions of Multiheight in 2011, Austin Energy in 2015, Ensure Engineering in 2017, Envipure in 2019, Starburst and Eratech in 2022, and Avon in 2023 have effectively reduced industry-specific risk, further diversified the Group's revenue stream and supported the Group's consistent revenue growth.

Revenue Contribution by Industry

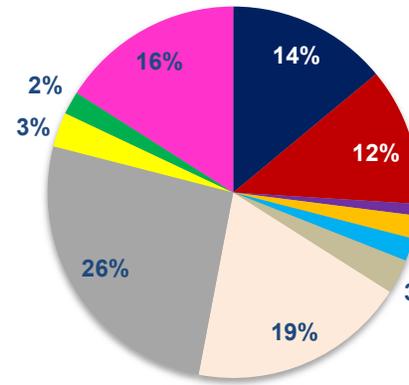
FY2021



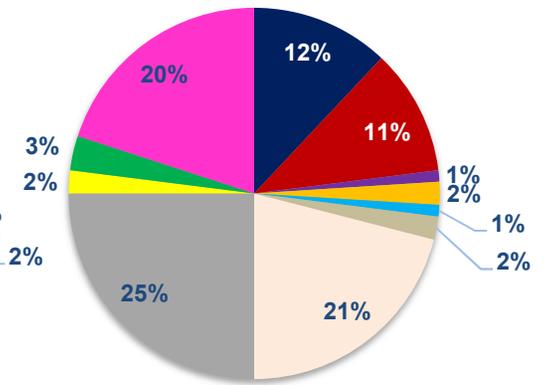
FY2022



FY2024



FY2025



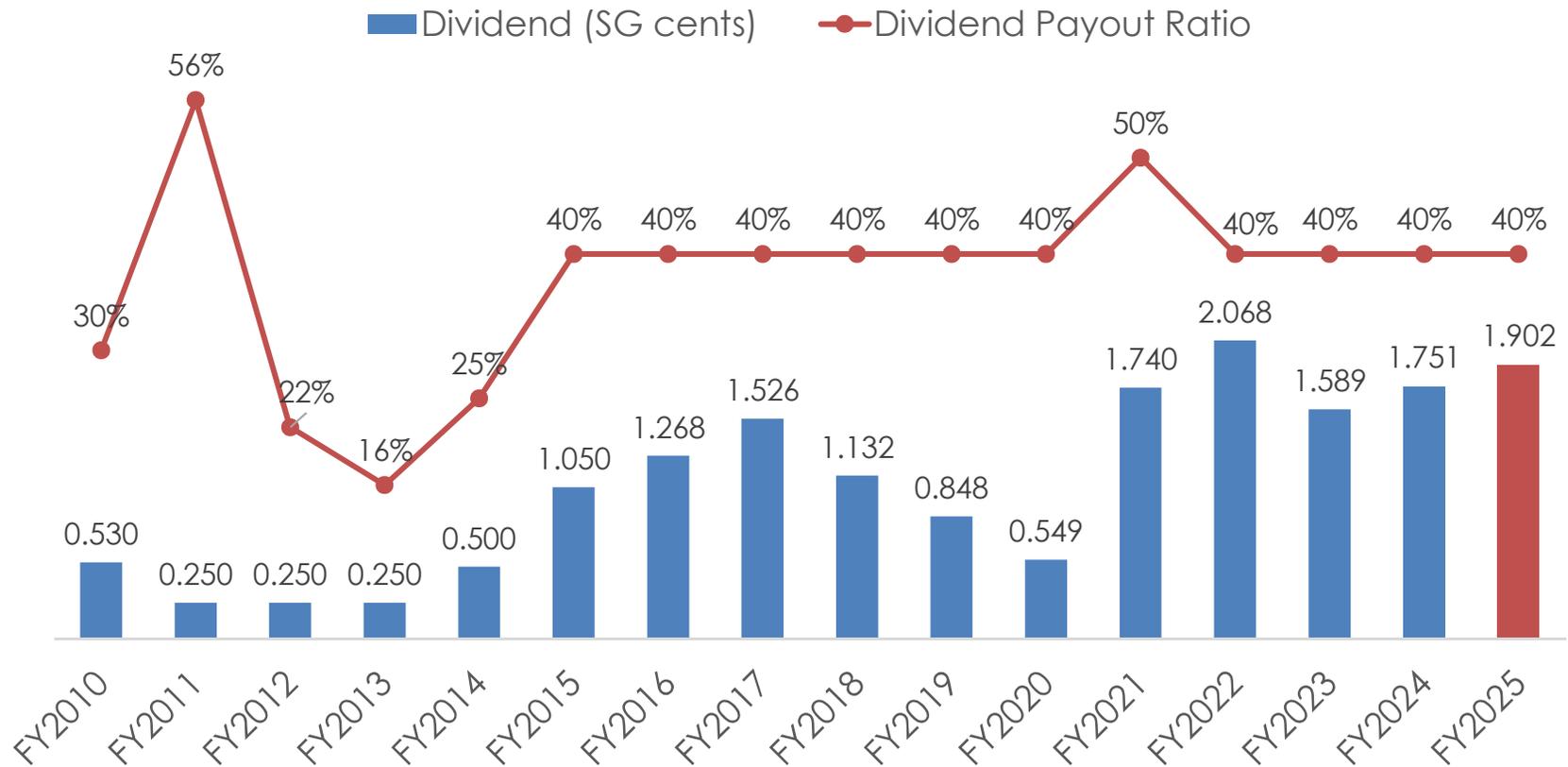
- Onshore/Downstream
- Marine/Upstream
- Electronics Manufacturing System
- Onshore/Infrastructure
- Analytical Instrumentation
- Medical equipment/Industrial/manufacturing
- Pharmaceutical
- Aerospace
- Semiconductor
- Law enforcement, security agencies, civil authorities
- Optical Imaging
- Green Energy

Reclassification of 4% was done from EMS to Semiconductor in 12M2022 for Precision Engineering division

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Consistent Dividend Payments

FY2025 dividend rose 9% yoy, in tandem with improved profitability during the reporting period and translating to a dividend yield of 4%.



Insider Share Purchases

9 November 2010 – IPO :

Director	No. of shares held	% shareholdings
Chang Yeh Hong	200,480,625	50.12%
Eric Lin Choon Hin	43,500,000	10.88%
Dorcas Teo Ling Ling	29,000,000	7.25%
	272,980,625	68.25%

30 September 2025:

Director / Executive Officer	No. of shares held	% shareholdings*
Chang Yeh Hong	218,545,025	54.88%
Eric Lin Choon Hin	44,050,000	11.06%
Dorcas Teo Ling Ling	32,419,500	8.14%
Astro Chang Yeh Fung	3,574,800	0.90%
Chia Meng Ru	1,871,600	0.47%
Lee Kok Keng Andrew	1,061,800	0.27%
Total	301,522,725	75.72%

* Calculated based on 398,258,900 ordinary shares

MONTH OF ACQUISITION	QUANTITY	CUMULATIVE VOLUME	CUMULATIVE % OF TOTAL NO OF ISSUED SHARES **
<i>Share Buyback by way of Market Acquisition</i>			
2022	263,900	263,900	0.07
2024	707,700	971,600	0.24
April 2025	516,500	1,488,100	0.37
August 2025	245,000	1,733,100	0.43
January 2026	8,000	1,741,100	0.44
VOLUME WEIGHTED AVERAGE PRICE		\$0.3494	

** - 400 million shares



Building Momentum, Capturing Opportunities

Thank you for your time.

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