

1Q2025 Voluntary Disclosure





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Financial Highlights for 1 Q2025

Revenue

\$41.6m ↑19%

1 Q24: \$35.0m

Net profit

\$4.5m ↑9%

1 Q24: \$4.1m

EBITDA

\$6.8m ↑1%

1 Q24: \$6.7m

GPM

24% 0ppt

1 Q24: 24%

NPM

11% ↓1ppt

1 Q24: 12%

EBITDA margin

16% ↓3ppt

1 Q24: 19%

Order book

\$197.8m

as at 31 Mar 2025

EPS

1.1 cents

↑10%

1 Q24: 1.0 cents

NAV per share

33.5 cents

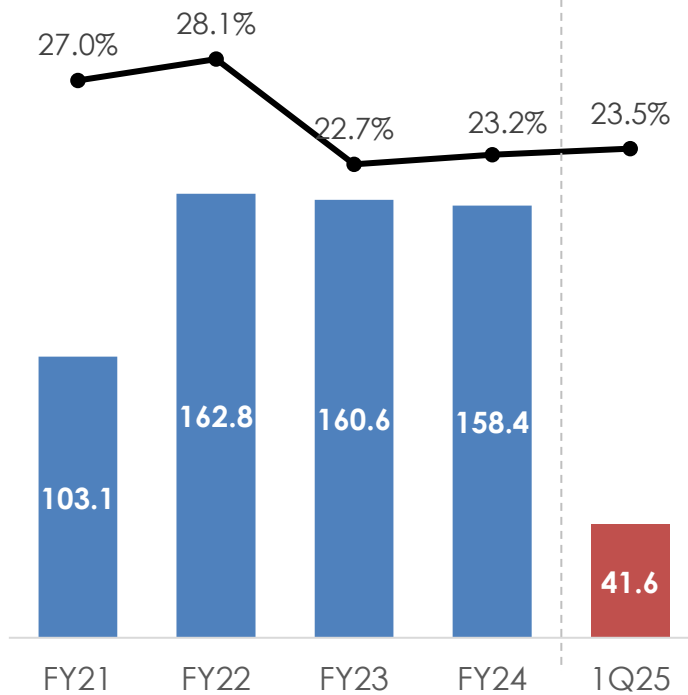
↑3%

31 Dec 24: 32.5
cents

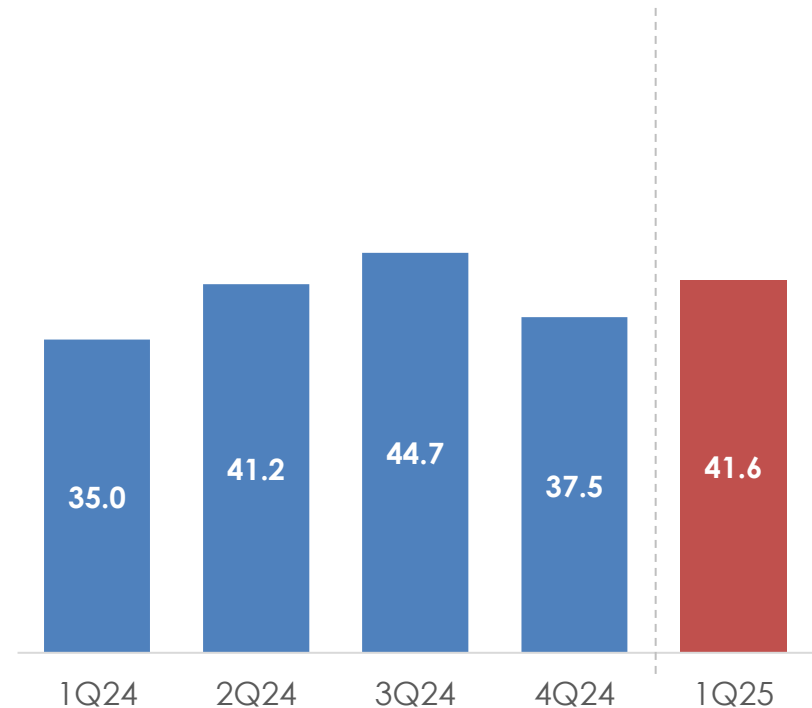
1Q2025 Revenue Trends

Stronger project services contribution drove growth in revenue gross margin YoY for 1Q2025.

Revenue and GM Trend by Year



Revenue Trend by Quarter

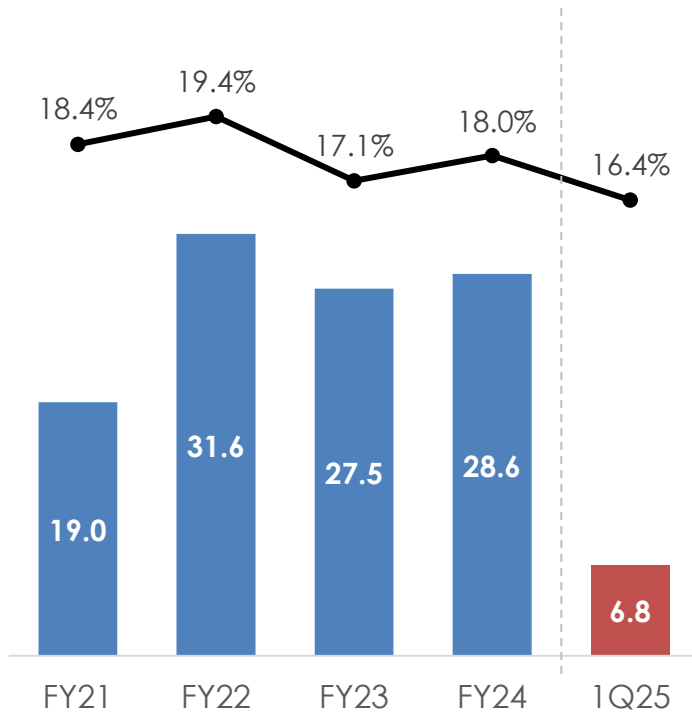


Unit: S\$' million

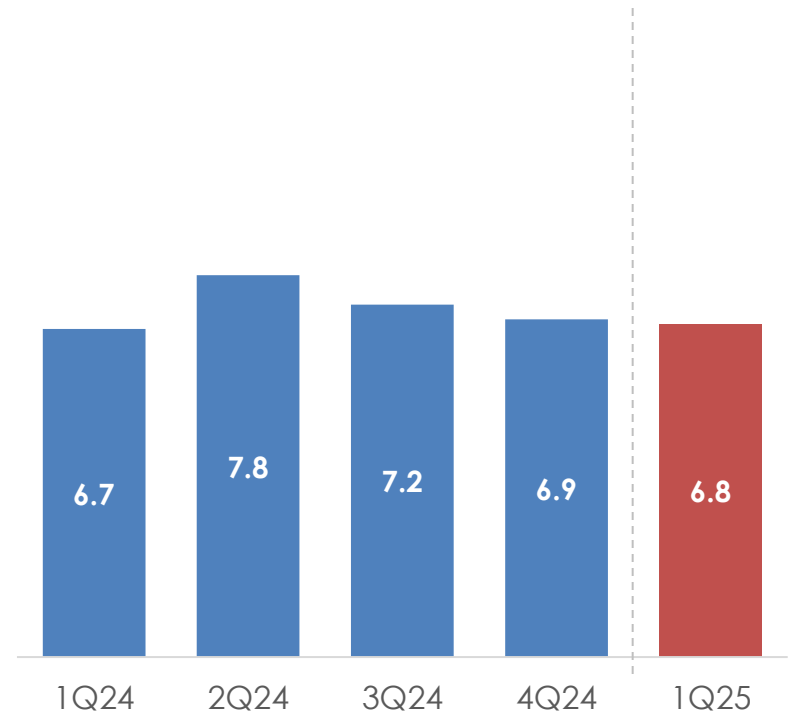
1Q2025 EBITDA Trends

EBITDA margin fell in 1Q2025 due to foreign exchange loss in 1Q2025 as compared to foreign exchange gain in 1Q2024

EBITDA and EBITDA Margin Trend by Year



EBITDA Trend by Quarter

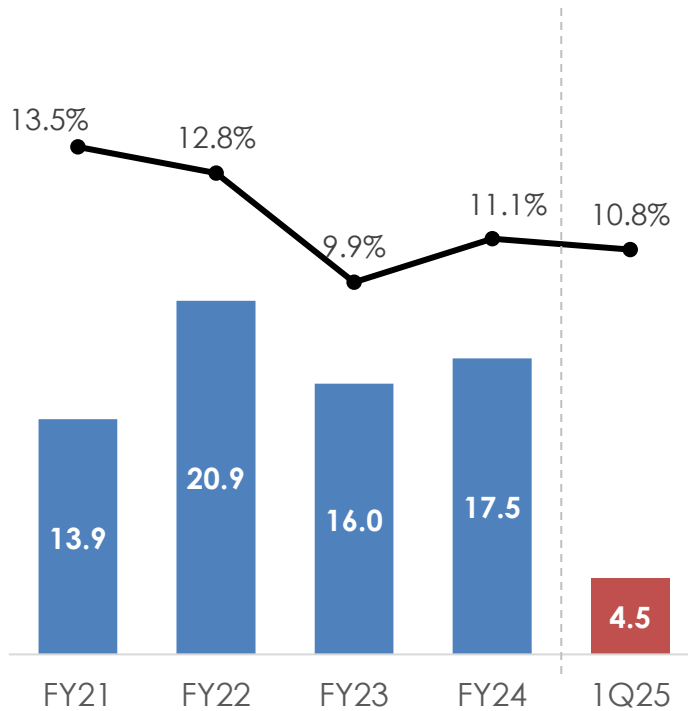


Unit: S\$' million. Removing foreign exchange loss / gain of \$0.3 million and \$0.6 million in 1Q2025 and 1Q2024 respectively, the EBITDA margin is consistent at 17.2%

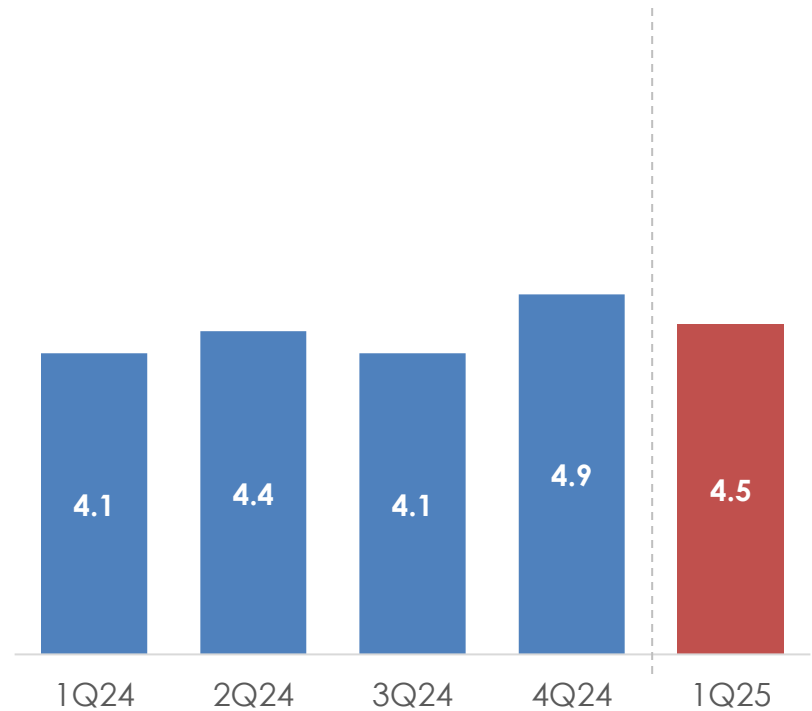
1Q2025 Net Profit Trends

Net profit continued to grow YoY alongside revenue, despite a dip in margin for 1Q2025.

**Net Profit and Net Profit Margin
Trend by Year**



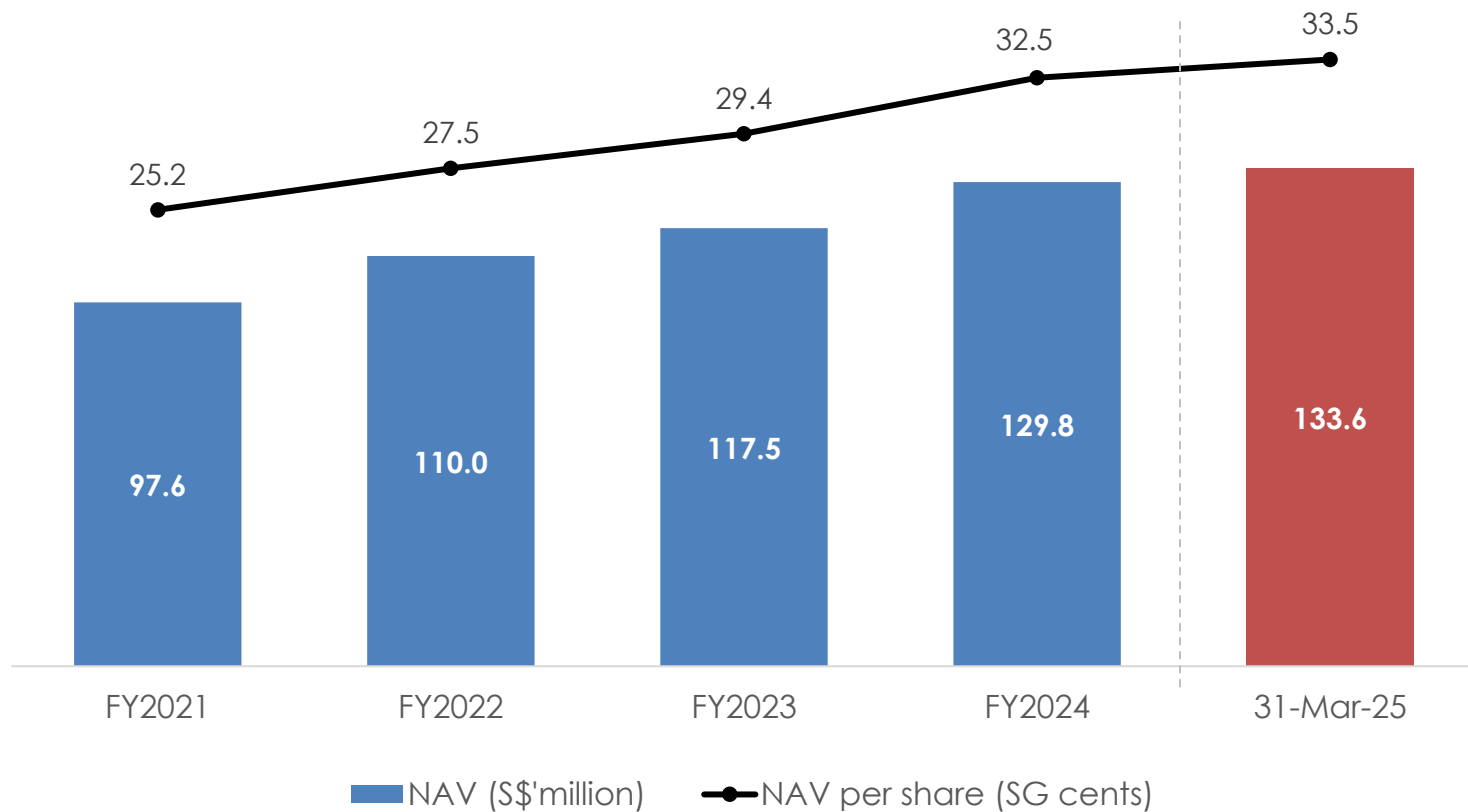
Net Profit Trend by Quarter



Unit: S\$' million

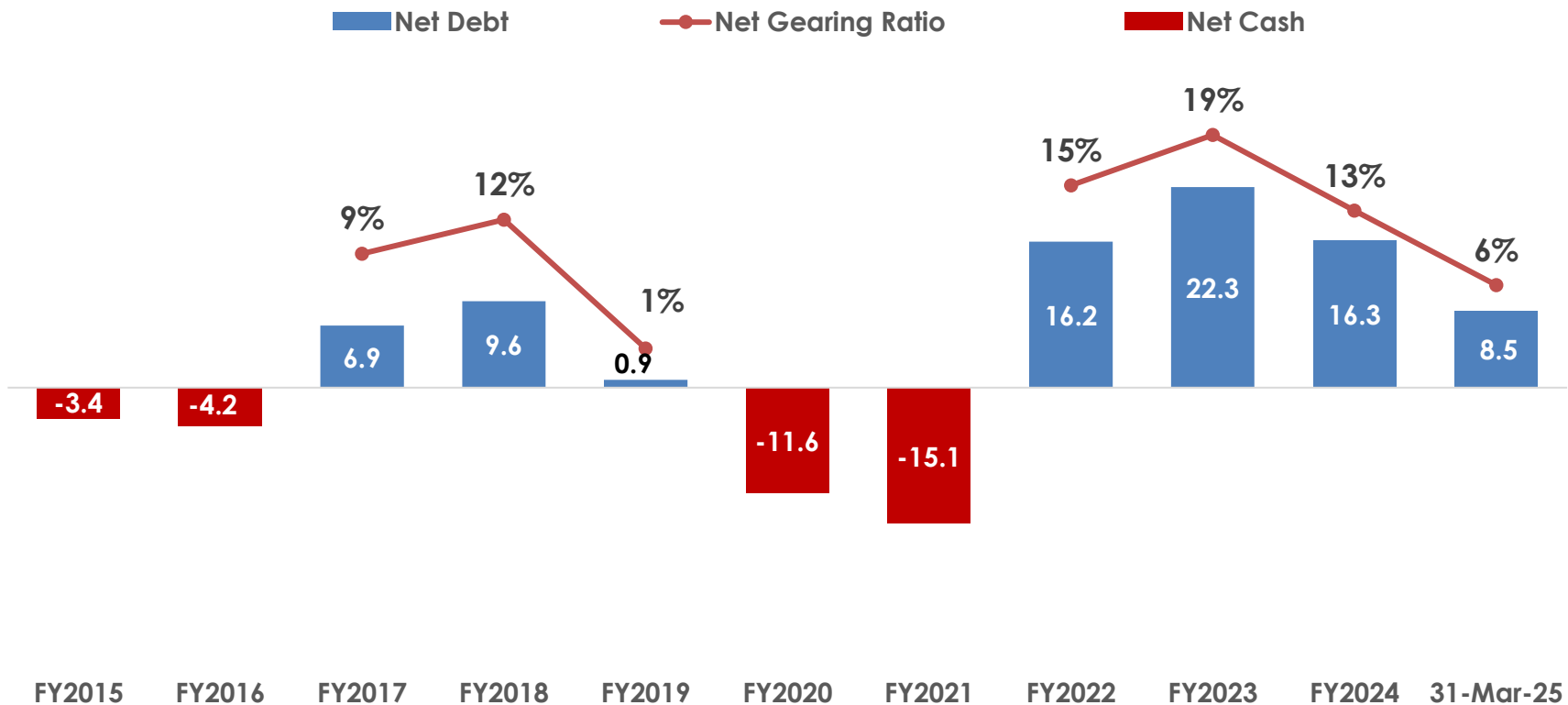
1Q2025 NAV Trends

Continuous NAV improvement from resilient earnings performance.



1Q2025 Net Gearing Ratio Trend

Repaid a significant amount of debt in 1Q2025, maintaining a healthy gearing ratio of 6%.

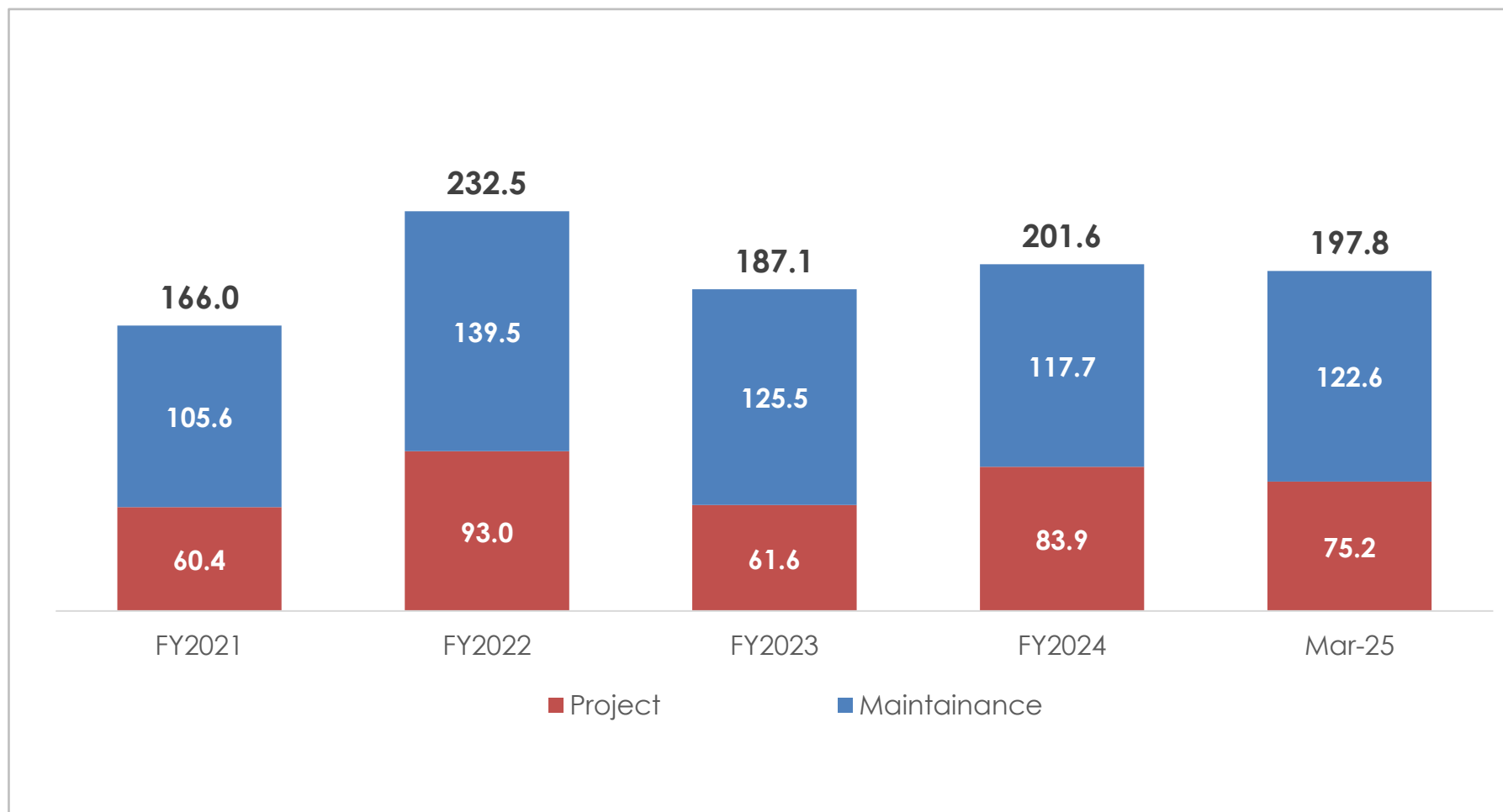


- Net debt and net gearing ratio as at 30 Apr 25 are approximately \$7.7m and 5.7% respectively.
- Net Gearing Ratio = (total borrowings - cash and cash equivalents)/total equity x 100%.
- Unit: S\$ million



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Order Book

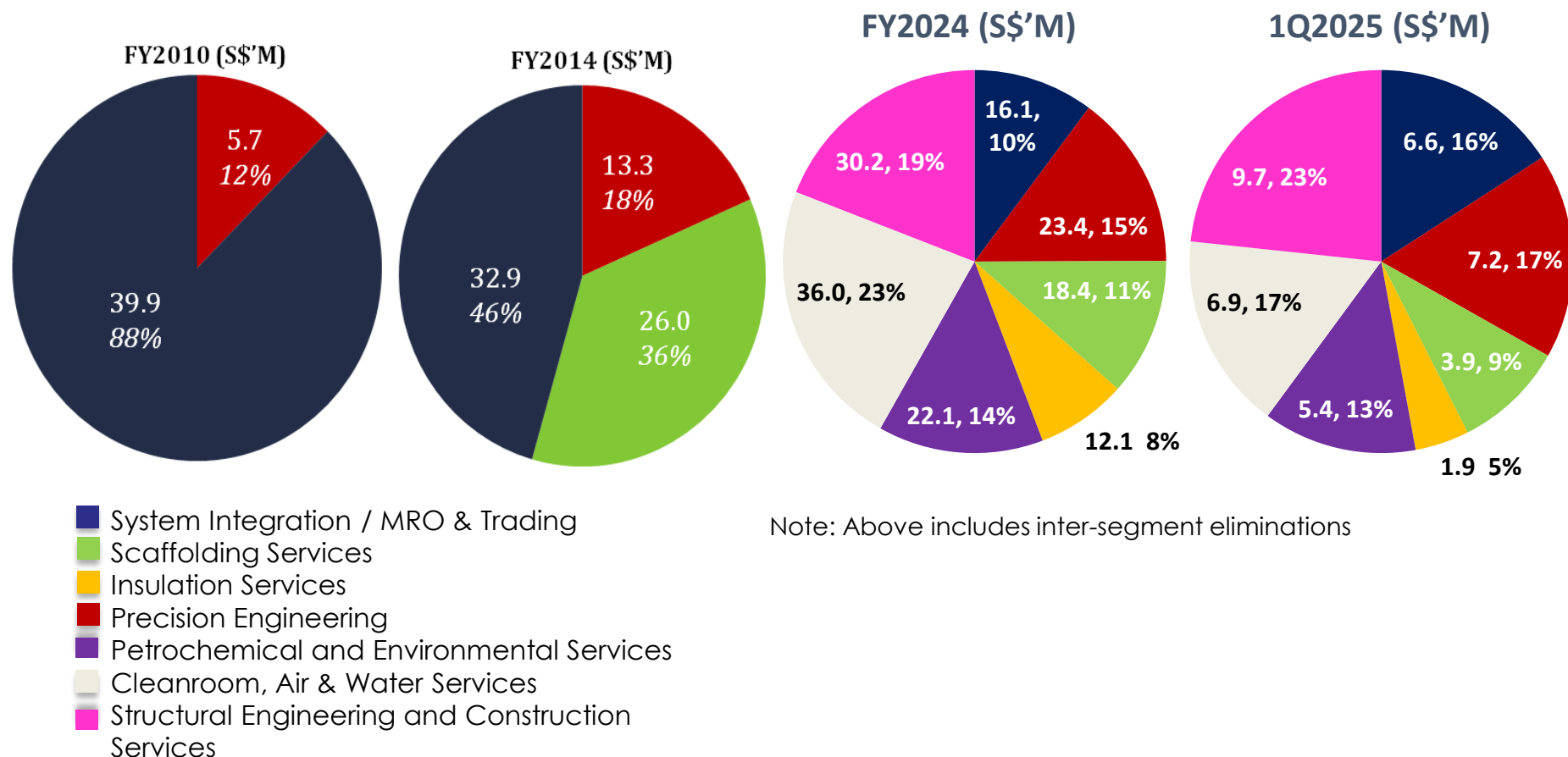


1. PS: Project Service
2. MS: Maintenance Service



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Revenue Contribution by Services



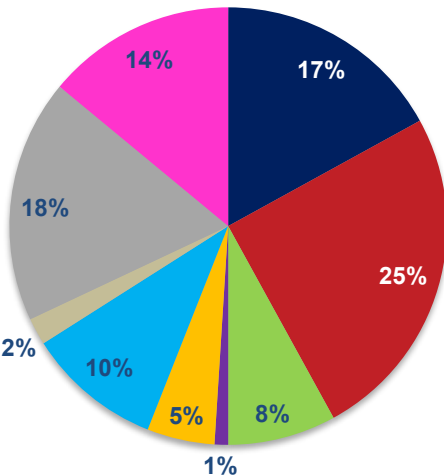
The acquisitions of Multiheight in 2011, Austin Energy in 2015, Ensure Engineering in 2017, Envipure in 2019, Starburst and Eratech in 2022, and Avon in 2023 have effectively reduced industry-specific risk, further diversified the Group's revenue stream and supported the Group's consistent revenue growth.



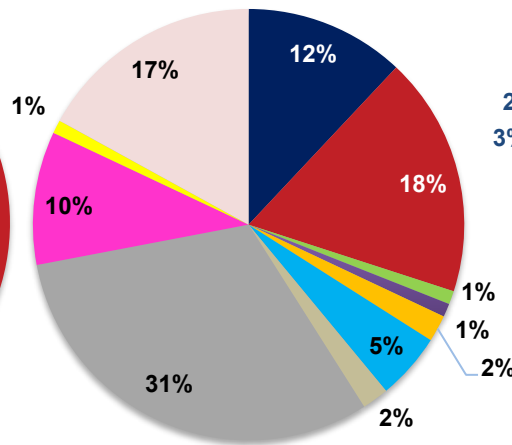
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Revenue Contribution by Industry

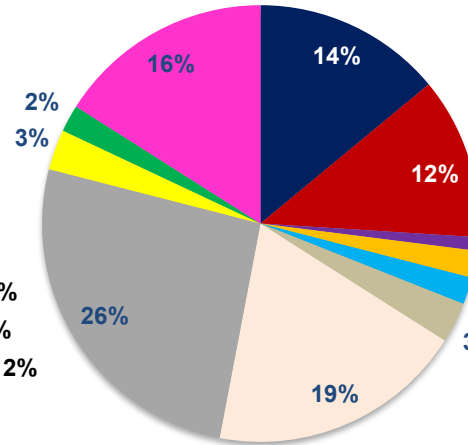
FY2021



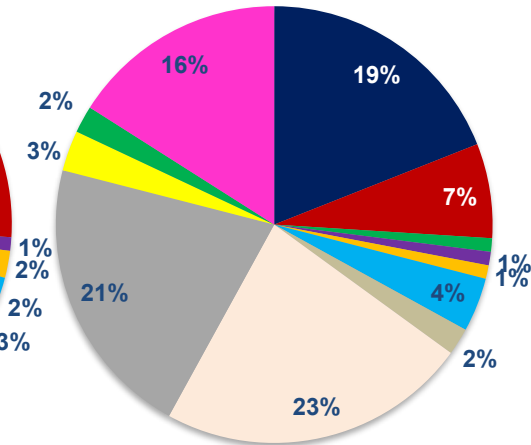
FY2022



FY2024



1Q2025



- 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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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%

22 June 2025:

Director / Executive Officer	No. of shares held	% shareholdings*
Chang Yeh Hong	218,190,325	54.75%
Eric Lin Choon Hin	44,050,000	11.05%
Dorcas Teo Ling Ling	32,419,500	8.14%
Astro Chang Yeh Fung	3,524,800	0.88%
Chia Meng Ru	1,871,600	0.47%
Lee Kok Keng Andrew	1,061,800	0.27%
Total	301,118,025	75.56%

* Calculated based on 398,511,900 ordinary shares



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Share Buyback

YEAR 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
2025	516,500	1,488,100	0.37
VOLUME WEIGHTED AVERAGE PRICE		\$0.3435	

**** - 400 million shares**



Building Momentum, Capturing Opportunities

Thank you for your time.

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