

# TWC Corporate Presentation

13 April 2026



## Important Notice & Disclaimer

This document was prepared as a general business update and the information in this document has not been independently verified. Tiong Woon Corporation Holding Ltd (the “Company”) does not make any warranty, expressed or implied, as to the accuracy of the information contained herein, and expressly disclaims any and all liability based, in whole or in part, on such information, errors therein or omissions therefrom.

This document may contain forward-looking statements with respect to the Company’s financial position, business strategies, plans and prospects. These forward-looking statements involve known or unknown risks, uncertainties and other factors that may cause the Company’s actual results, performance or achievements to be materially different from any future results, performance or achievements express or implied by these forward-looking statements. Undue reliance must not be placed on these statements which may be subjected to change without notice. The Company does not assume any responsibility to amend, modify, revise or update any forward-looking statements, on the basis of any subsequent developments, information or events, or otherwise.

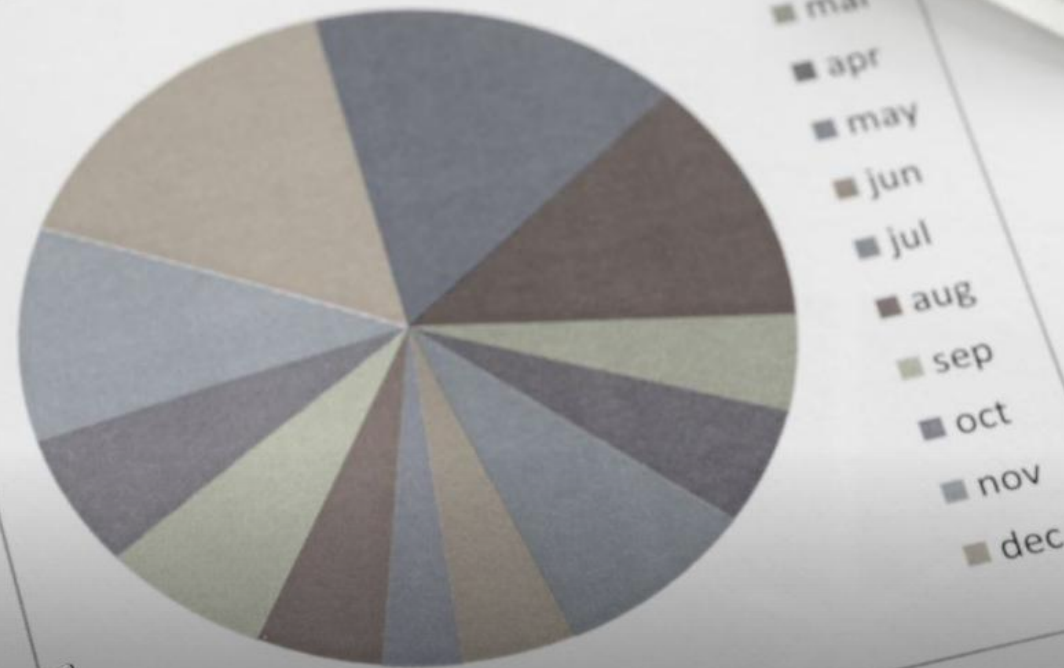
The reader(s) of this document should consult his or her own independent professional advisers about the issues discussed herein. Neither this document nor any part of its contents may be used, reproduced, disclosed or distributed to any other person without the prior written consent of the Company. The information contained in this document has not been independently verified and it is not the intention for this document to be a complete or comprehensive analysis of the Company’s business, financial position or results of operations.

None of the Company nor any of their affiliates, advisers or representatives shall have any liability (whether in negligence or otherwise) for any loss whatsoever arising from the use of this document or its contents or otherwise arising in connection with this document.

This document does not constitute or form any part of an offer for sale or subscription of, or solicitation of any offer to buy or subscribe for, any securities nor shall it or any part of it form the basis of, or be relied on in connection with, any contract or commitment whatsoever.

By accepting this document, you agree to be bound by the foregoing limitations.

\*Note: Due to rounding, numbers presented may not add up precisely.



# Company Introduction and Group Financial Overview



## About Us

Founded in 1978 and listed on Singapore Stock Exchange in 1999, Tiong Woon is a leading one-stop integrated heavy lift and haulage specialist and service provider, supporting mainly the oil and gas, petrochemical, infrastructure and construction sectors, with **proven track record of more than 45 years.**



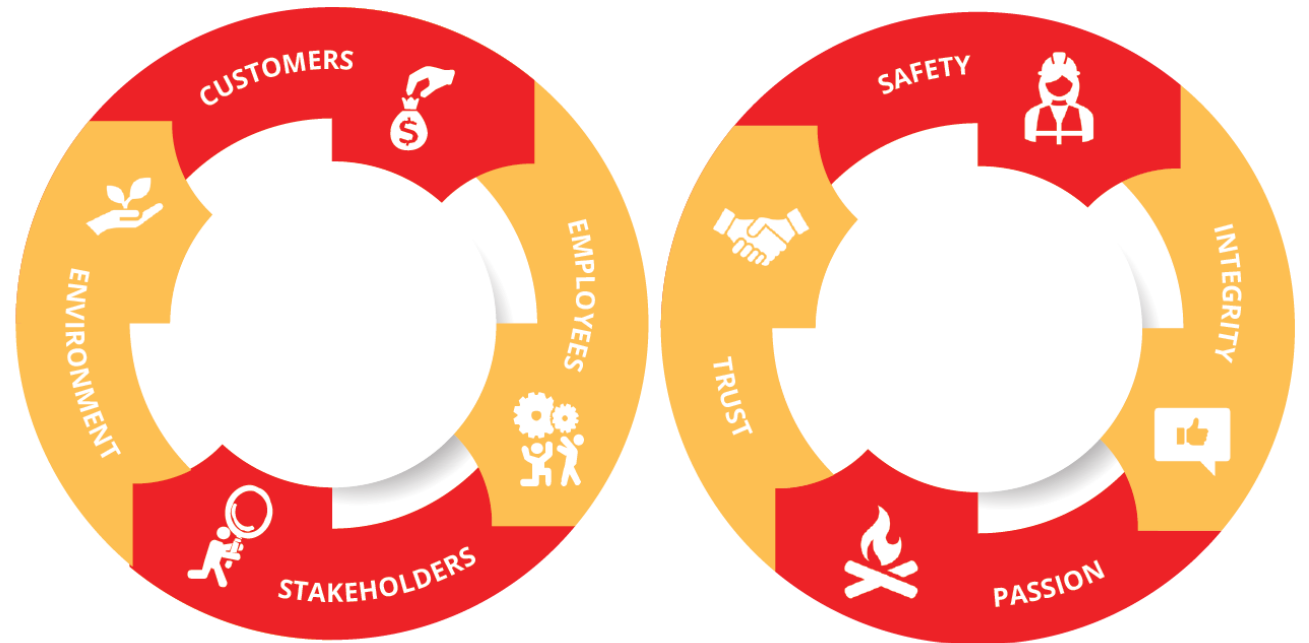
**TIONG WOON CORPORATION HOLDING LTD**

# Our Vision, Mission & Core Values

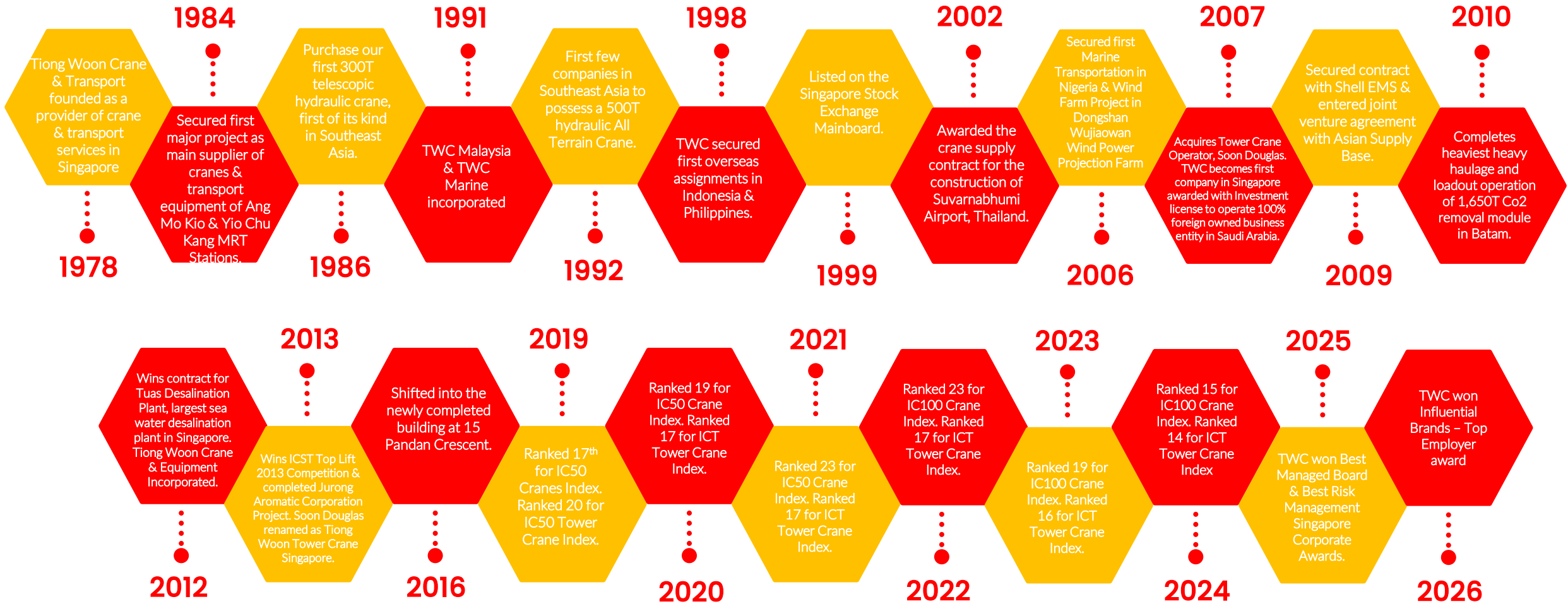
## Vision & Mission



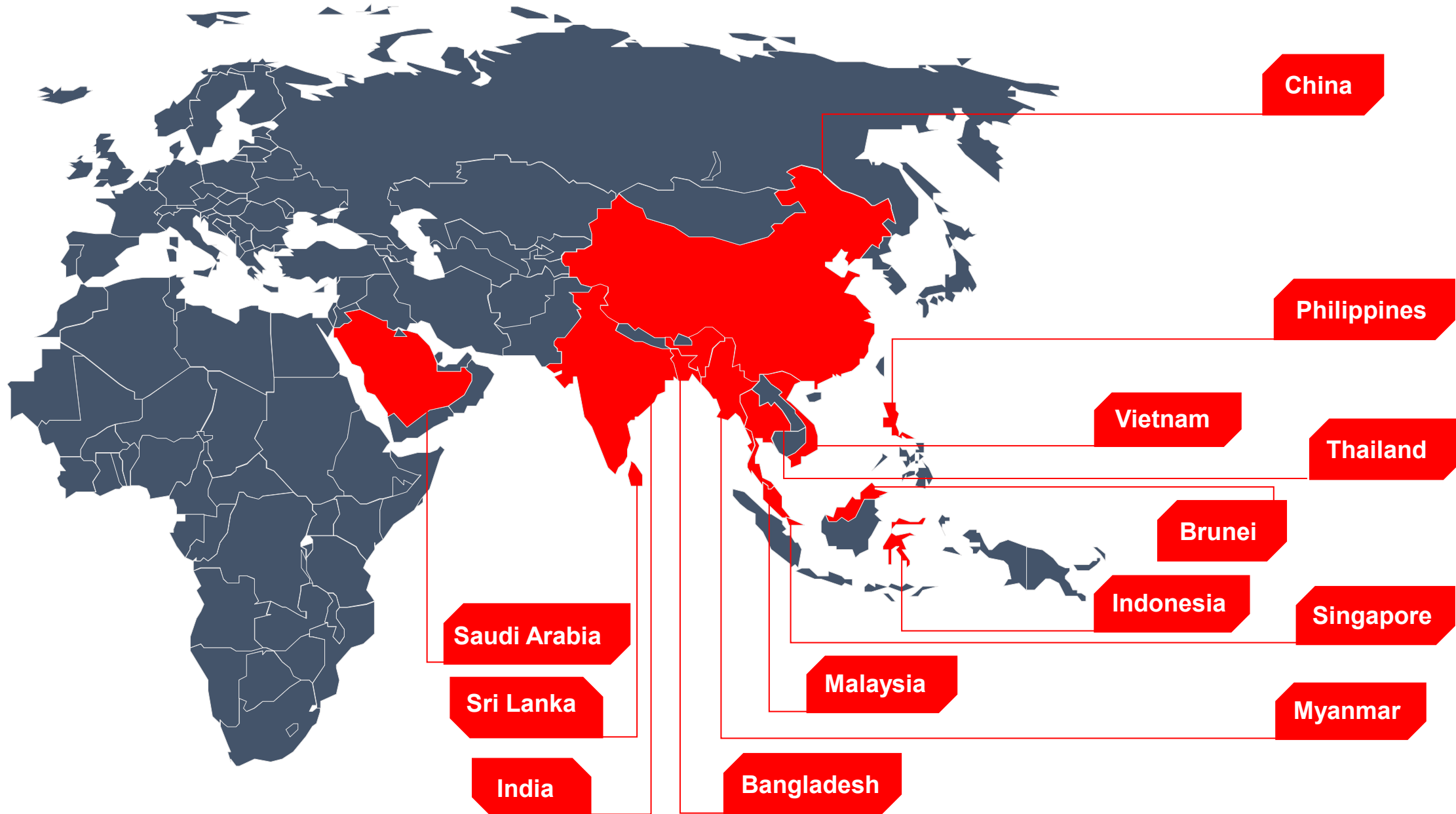
## Core Values



# Our Milestones



# Our Geographical Footprint



# International Cranes and Specialised Transport Magazine IC100 Cranes

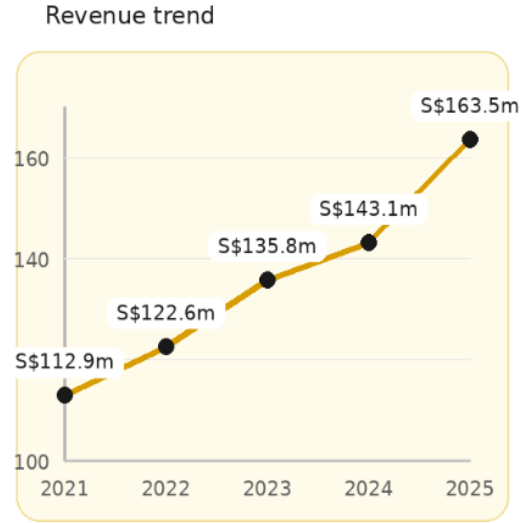
## Tiong Woon

Ranking and Revenue Trend (Past 5 Years)

Year-by-year snapshot

<b>2021</b>	<b>Ranked 23rd</b>	S\$112.9m
<b>2022</b>	<b>Ranked 23rd</b>	S\$122.6m
<b>2023</b>	<b>Ranked 19th</b>	S\$135.8m
<b>2024</b>	<b>Ranked 15th</b>	S\$143.1m
<b>2025</b>	<b>Ranked 15th</b>	S\$163.5m

2025 Rank  
**15th**



### Top 15 Global Lifting and Crane Companies in 2025

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



## SINGAPORE CORPORATE AWARDS



TWC won 2 Silver awards at the 20th Singapore Corporate Awards (SCA) 2025, specifically for **Best Managed Board** and **Best Risk Management (SMALL CAP – Below \$300 million in market cap)**.

These awards, announced in September 2025, highlights the company's strong corporate governance, risk management, and transparency.

# INFLUENTIAL BRANDS: TOP EMPLOYER AWARD



TWC receives **Top Employer award** at the **Influential Brands 2026 CEO Summit & Award Ceremony** from Guest of Honour Mr. Heng Swee Keat, Chairman of the National Research Foundation and Former Deputy Prime Minister of Singapore and Mr. Jorge Rodriguez, Managing Director at Influential Brands. 🏆



**The Top Employer Award** recognises companies that have placed efforts in their most important asset: their people. This accolade is a reflection of the company's efforts and commitment towards human capital making them the employer of choice in their industry.



## Our Facilities

### PANDAN CRESCENT

- TWC building HQ @ 15 Pandan Crescent, Singapore 128470
- Total gross floor area of approximately 524,280 square feet.
- Own Dorm able to house up to 400 pax
- Own Private Water Front Jetty



# Our Services



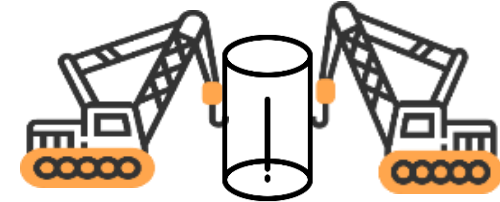
**Supply of Crane & Lifting Services**



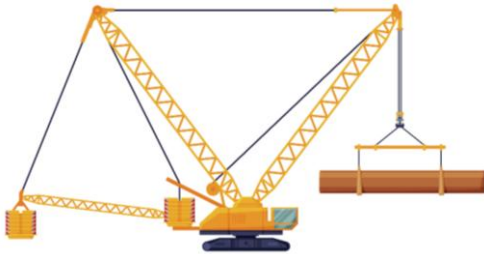
**Transport of Heavy Haulage**



**Roll-on Roll-off (RORO) Services**



**Engineered Heavy Lifting Services**



**Lifting Management**



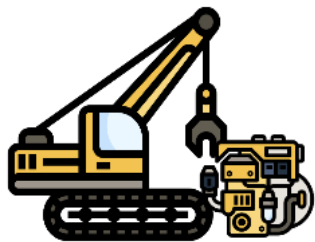
**Warehousing Solutions**



**Plant Turnaround/Shutdown Lifting Management**



**Engineering & Installation**



**Machine Moving**

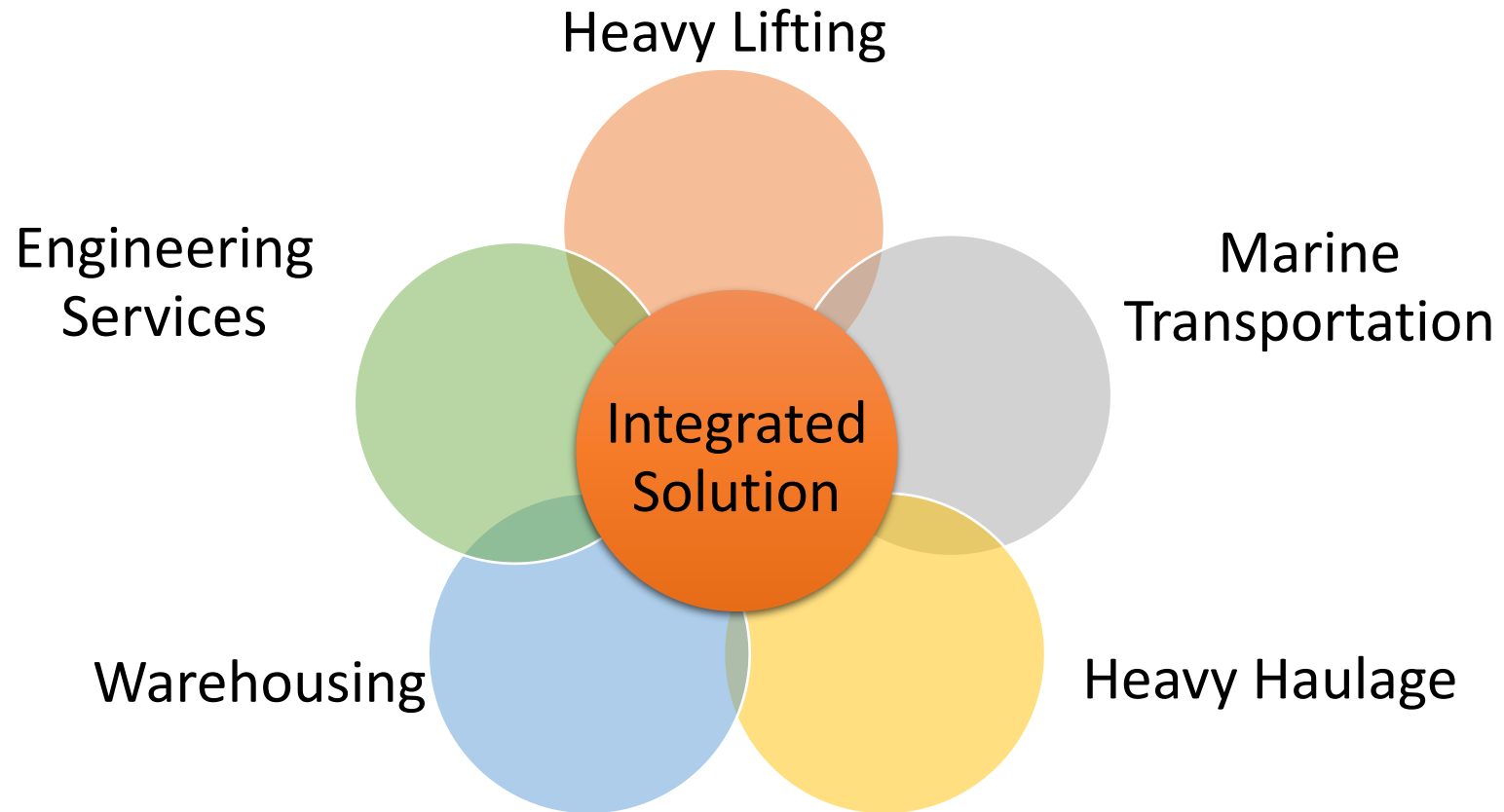


**Marine Base Operations; Lift On Lift Off**



**Trading Used & New Equipment Worldwide**

# Business Model





# TWC Projects

# Crane Management Singapore Refinery



# Crane Management Singapore Semicon



# Projects (Data Centre in Thailand)

## Crane Lifting



## Module Installation



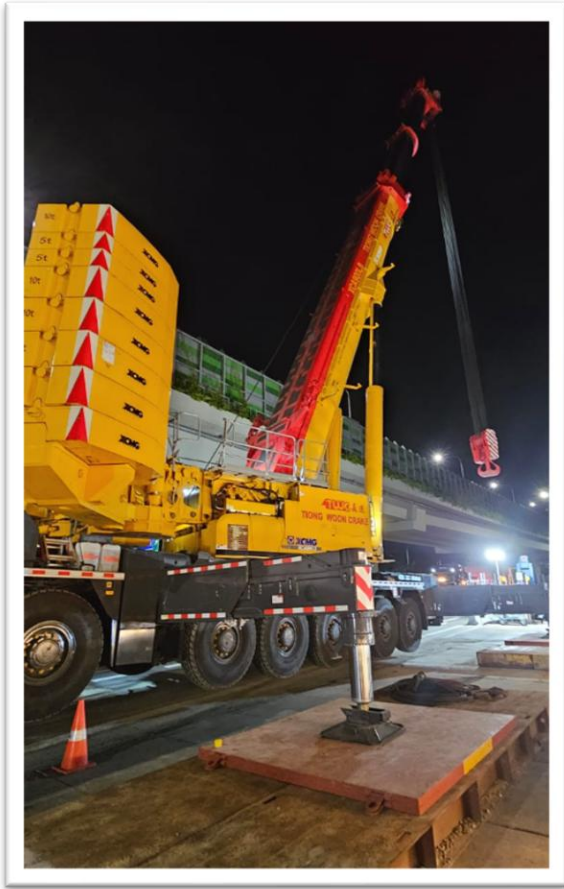
## Module Transportation



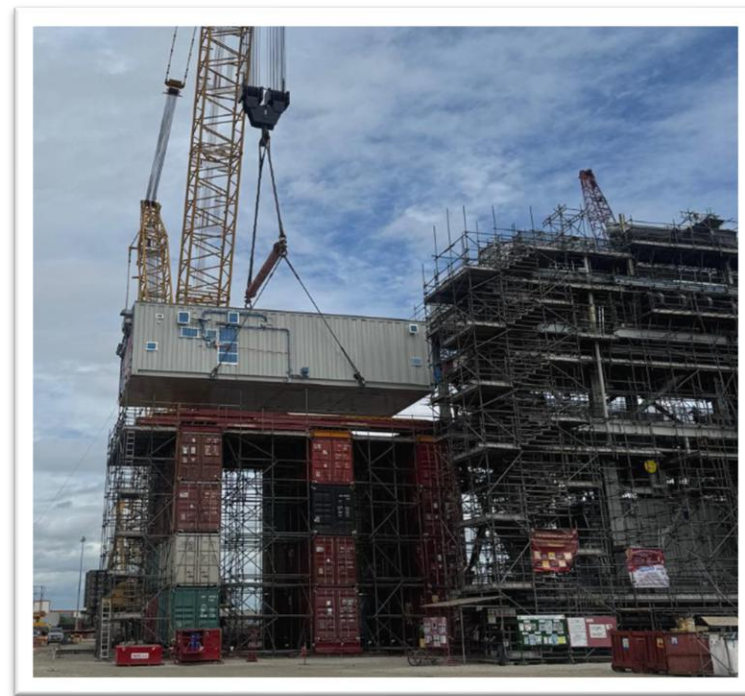
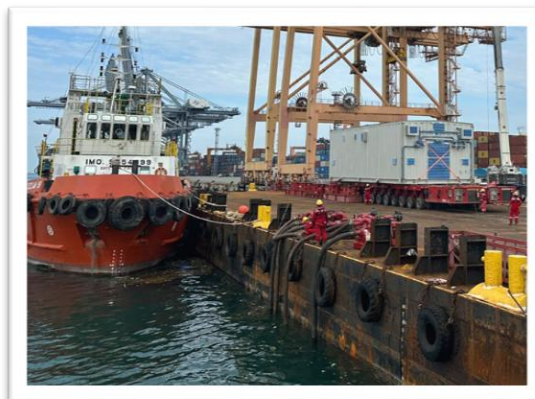
# Projects (Biopharmaceutical) – Installation works



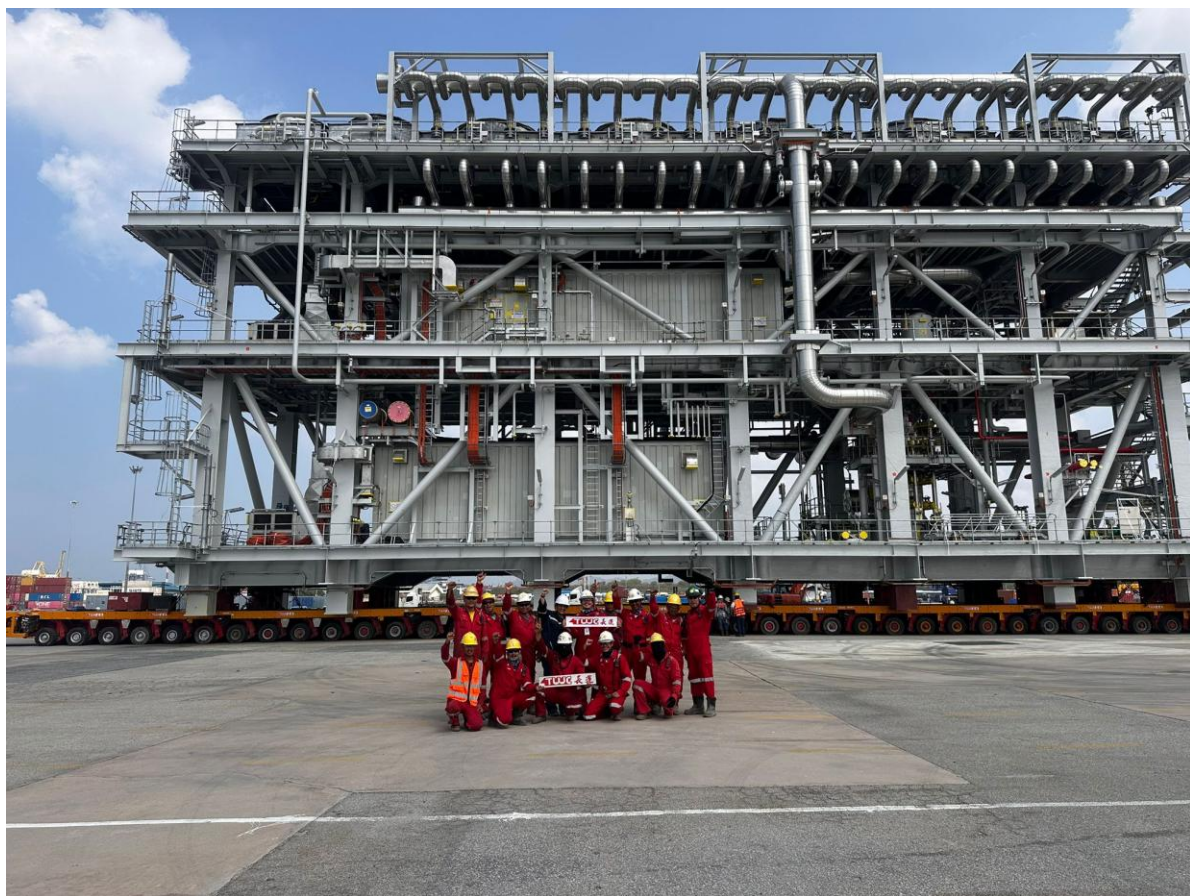
# Projects Infra works



# Projects (Haulage)



# Projects (Haulage)



# Projects (Heavy Lifting in India)



# Projects (Heavy Lifting in India)



A photograph of a person in a grey suit sitting at a desk, looking at a laptop. The laptop screen displays various financial charts, including bar graphs, pie charts, and tables. The person's hand is holding a pen, pointing at the screen. The background shows a window with greenery outside. The image is overlaid with a large yellow and red diagonal graphic on the left side.

# Group Financial Results

# Financial Performance Highlights (FY2021–FY2025)

Revenue

**S\$163.5m**

+44.8% vs FY2021

Gross Profit

**S\$61.4m**

+44.8% vs FY2021

PAT

**S\$19.2m**

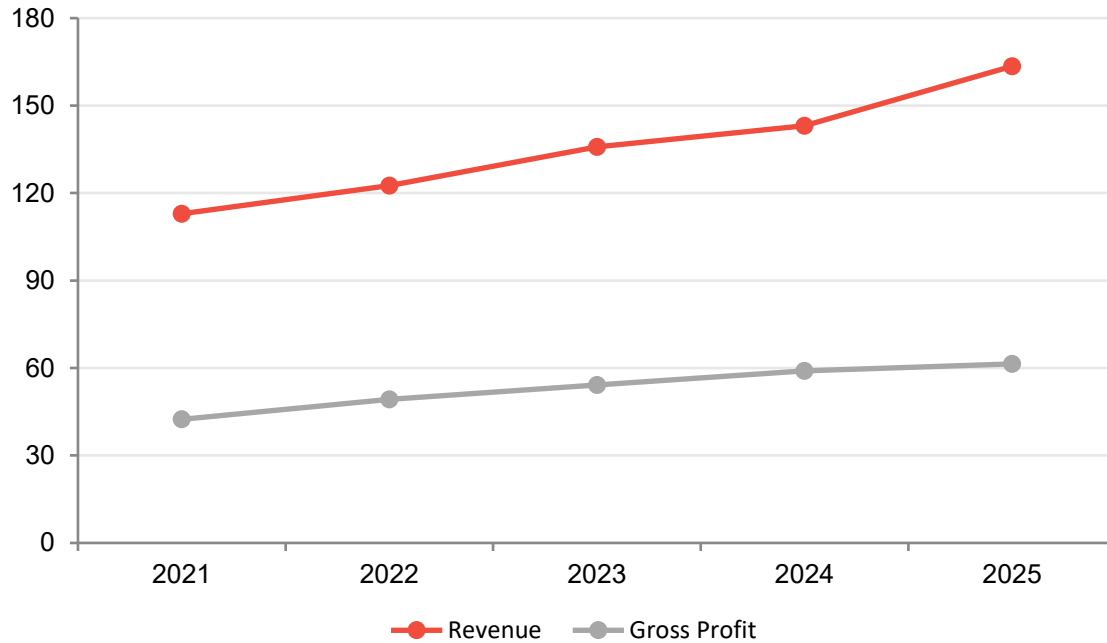
+95.9% vs FY2021

PBT

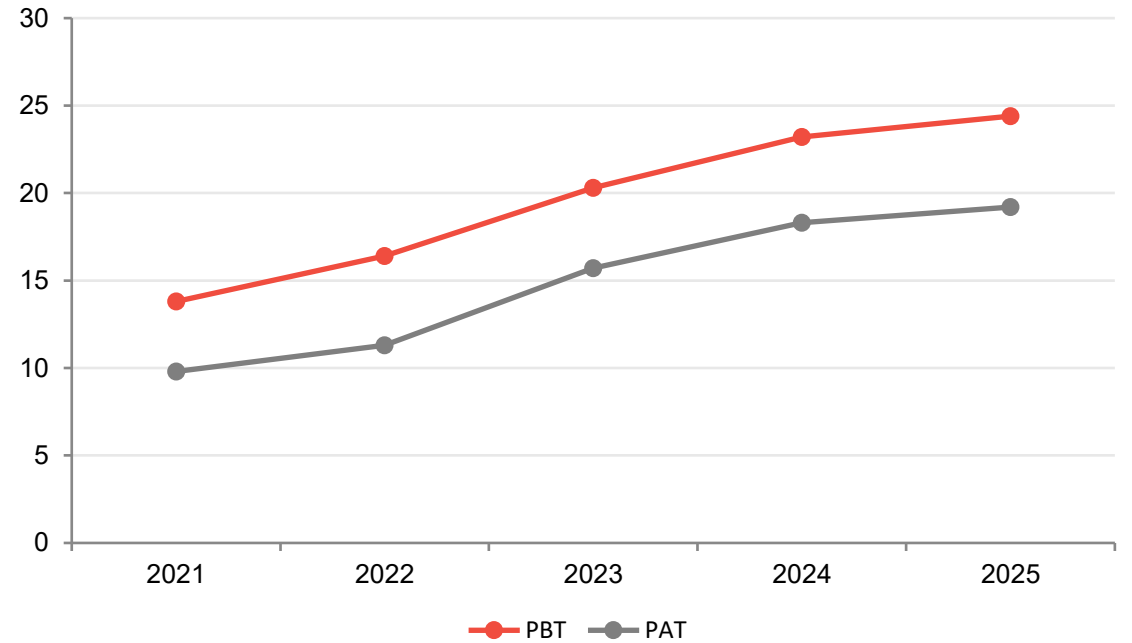
**S\$24.4m**

+76.8% vs FY2021

Revenue and gross profit trend (S\$ million)



Profit growth trend (S\$ million)



# Revenue by Geographical Segment

## Segment performance

Singapore remained the core market at 72.8% of FY2025 revenue, providing essential stability and cash generation while regional markets scale operations

Singapore remains our core earnings base, while diversification and integrated solutions support regional growth

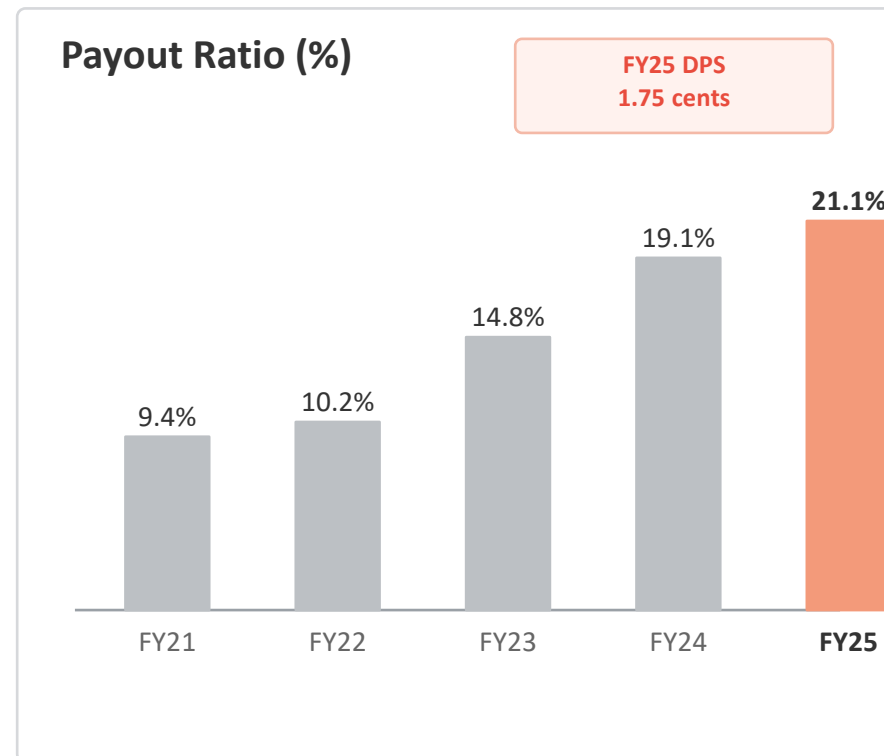
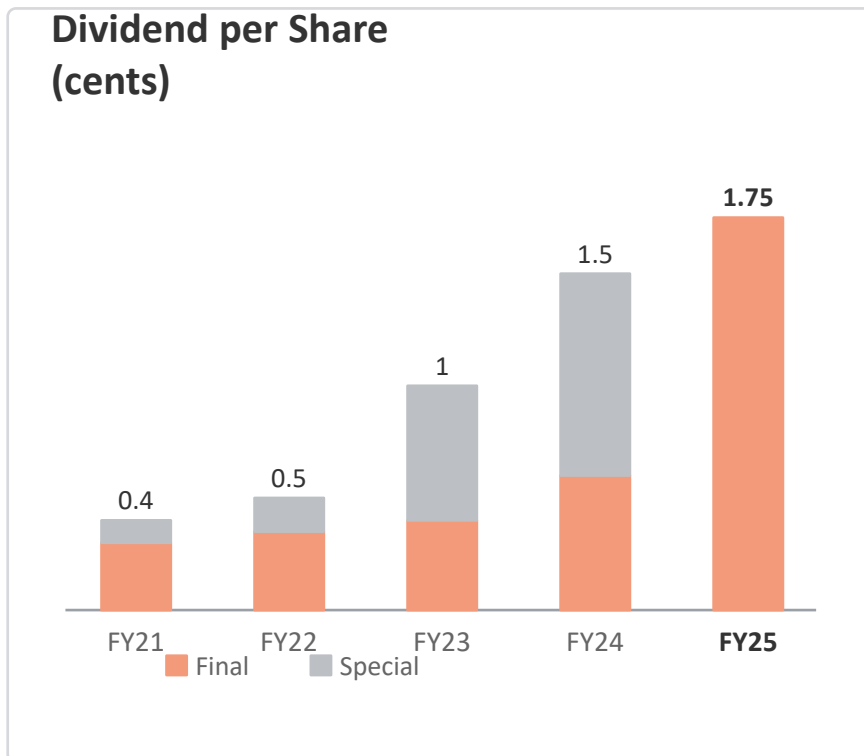
Segment	FY2024	FY2025	Delta
Singapore	107.7	<b>119.1</b>	<b>+11.4</b>
India	12.7	<b>11.9</b>	<b>-0.8</b>
Thailand	6.2	<b>11.4</b>	<b>+5.2</b>
Malaysia	2.6	<b>8.0</b>	<b>+5.4</b>
Middle East	6.3	<b>7.5</b>	<b>+1.2</b>
Indonesia	4.6	<b>4.8</b>	<b>+0.2</b>
Brunei	1.5	<b>0.0</b>	<b>-1.5</b>
Others	1.5	<b>0.8</b>	<b>-0.7</b>
<b>Total</b>	<b>143.1</b>	<b>163.5</b>	<b>+20.4</b>

# Dividend growth and payout

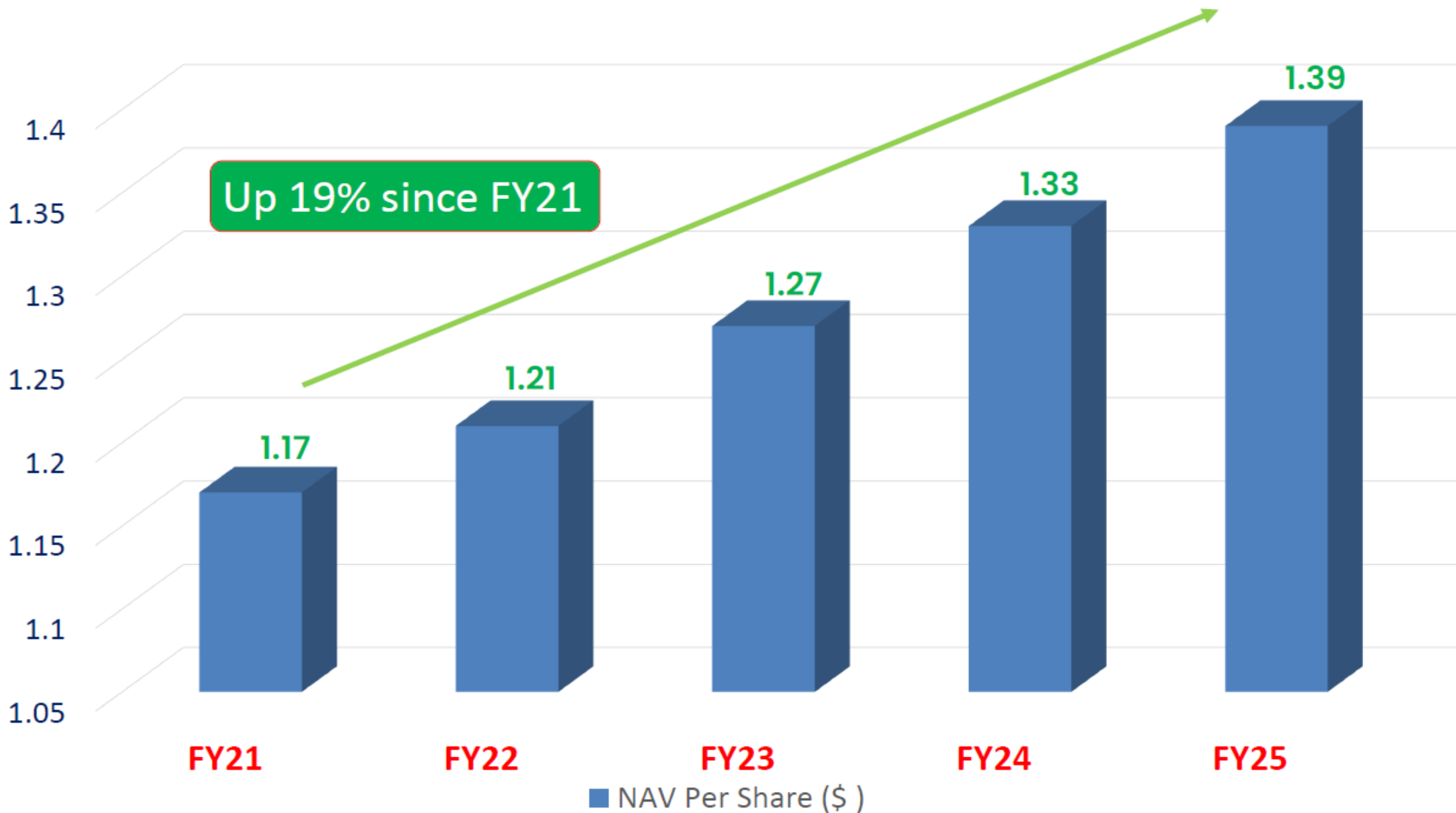
A Five-Year Track Record of Dividend Growth

**+42%**

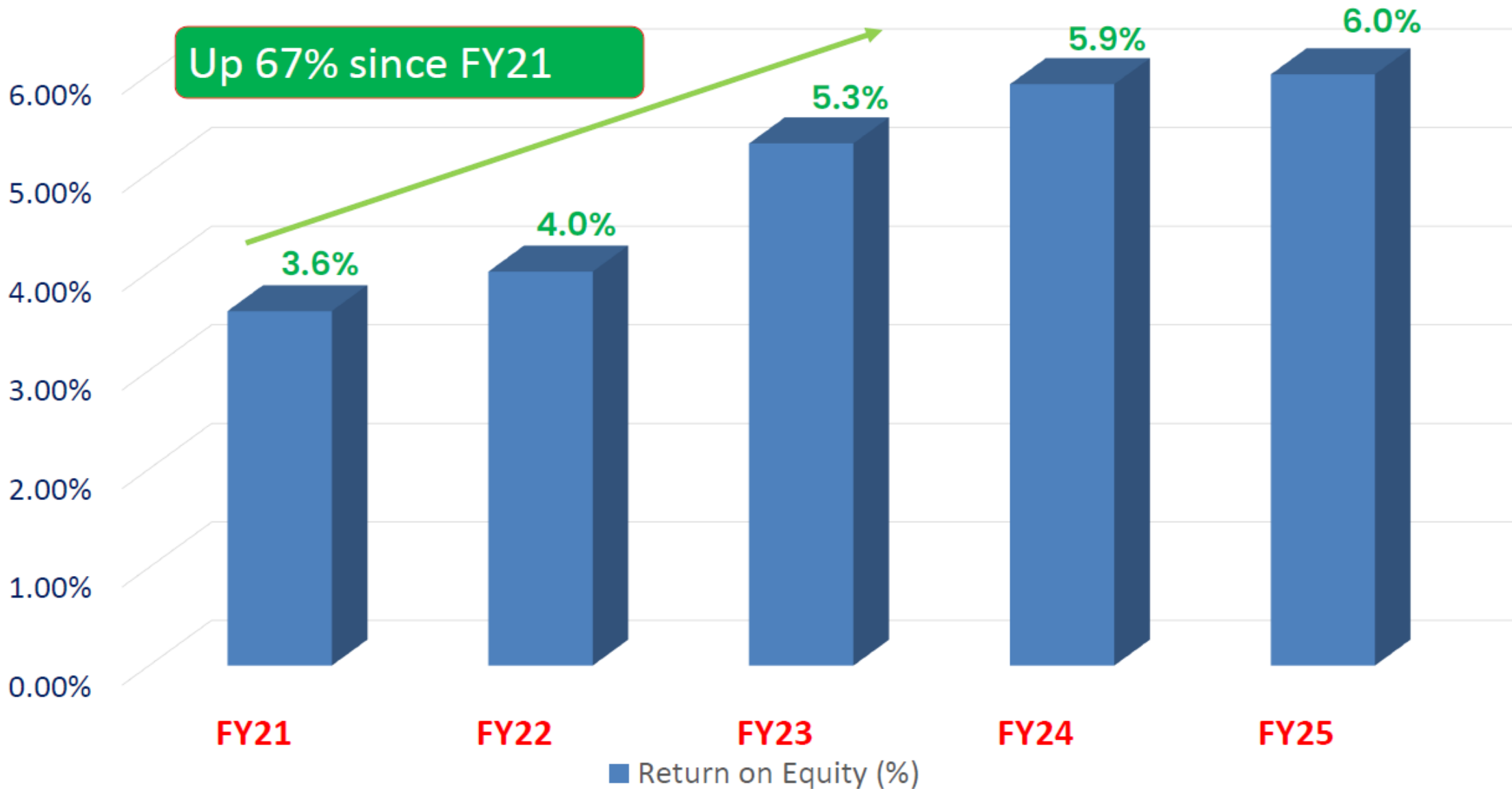
Five Year Dividend Per Share CAGR (FY21-FY25)



# NET Asset Value Per Share (\$)



# Return on Equity (%)





# Group Financial Results H1 FY 2026

# H1 FY2026

H1 FY2026 vs H1FY2025

Net Rev grew S\$10.9mil  
(or 14%) to

**S\$89.7mil**

H1 FY2026 vs H1FY2025

Gross Profit grew  
S\$8.2mil (or 27%) to

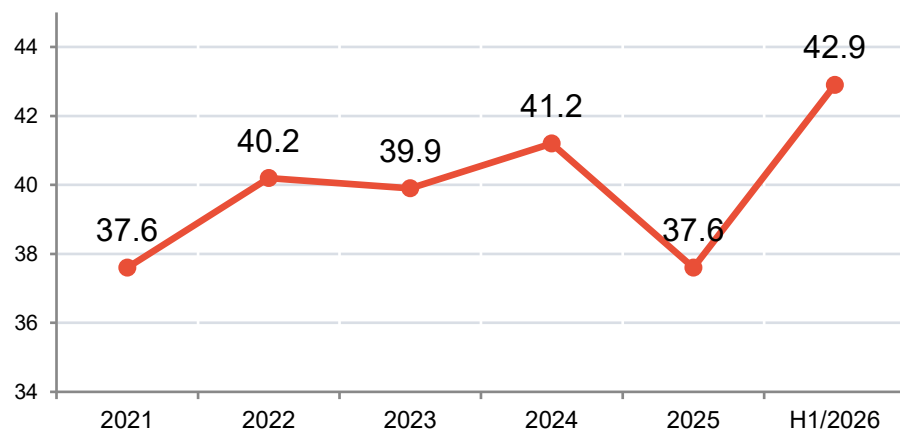
**S\$38.5mil**

H1 FY2026 vs H1FY2025

Margin uplift

**4.4 Pts**

GP margin trend (%)



Financial summary

	2021	2022	2023	2024	2025	H1/FY2026
Revenue	112.9	122.6	135.8	143.1	163.5	89.7
Gross Profit (GP)	42.4	49.3	54.2	59.0	61.4	38.5
GP Margin	37.6%	40.2%	39.9%	41.2%	37.6%	42.9%

# As at 31 Dec 25 (H1 FY2026)

## Profitability

EBITDA Margin: 41.5%  
(FY25: 38.7%)

PATMI of \$13.6m  
(LY: \$12.1m)

## Balance Sheet Health

Total assets of \$556.6m  
(PPE: \$395.0m) versus total  
liabilities of \$224.7m

Cash of \$80.9m  
(FY25: \$64.5m)

Net gearing of 11.5%  
(FY25: 14.7%)

## Capital Management

ROA#: 4.9%  
(FY25: 3.6%)

ROE#: 8.2%  
(FY25: 6.0%)

6ME 31.12.25 - Positive  
operating cash flow of  
\$29.2m  
(LY: \$18.5m)

# Annualised

# Business Outlook

# Business Outlook

## **Established Sectors:**

Construction, petrochemical, infrastructure, logistics, and heavy transport provide consistent project pipeline with proven demand.

## **Emerging Opportunities:**

Biopharmaceuticals, semiconductors, and data centres, where clients increasingly prioritise safe, proven partners with strong fast-track execution capabilities.

## **Competitive Advantage:**

Position as integrated heavy lift specialist enables capture of complex multi sector projects requiring comprehensive solutions.

## **Cost Risk:**

Remain mindful of the uncertain Middle East environment and the potential impact on operations. At the same time, we are focused on managing fuel costs.

## **Delays Risk:**

Delays in major projects, or slower award conversion in key sectors, may affect revenue visibility and earnings momentum.

## **Credit and Collection Risk:**

Slower customer payments or rising receivables can affect cash flow and working capital.

Thank you