FUTURE PLANS

See "Business — Our Strategies" for a detailed description of our future plans.

[REDACTED]

We estimate that we will receive **[REDACTED]** from the **[REDACTED]** of approximately HK$**[REDACTED]**, assuming an **[REDACTED]** of HK$**[REDACTED]** per **[REDACTED]** (being the mid-point of the indicative **[REDACTED]** range stated in this document), after deducting the **[REDACTED]** commissions and estimated expense paid or payable by us in connection with the **[REDACTED]**.

In line with our strategies, we intend to apply the **[REDACTED]** from the **[REDACTED]** for the following purposes and in the amounts set forth below:

- **Approximately [REDACTED]% of the [REDACTED], or HK$[REDACTED], will be used to finance the up-front costs of our earmarked projects and potential variation orders of our Group's projects.**

  We aim to further strengthen our leading position in the M&E engineering industry and expand the scale of our project undertakings.

  More specifically, we plan to secure more projects and seize the market growth momentum. According to CIC, the growth of the Singapore M&E engineering industry is expected to be increasingly supported by higher functional standards for buildings. As new-build and upgrading projects place greater emphasis on energy efficiency, system resilience and smart building controls, the share of M&E engineering works in overall project value is expected to increase further. In particular, technically demanding commercial and industrial facilities generally require greater investment in M&E engineering systems than ordinary building projects, shifting demand for M&E engineering services towards higher-value projects. Driven by these factors, the market size of the Singapore M&E engineering industry is expected to increase from approximately S$4.3 billion in 2025 to approximately S$7.3 billion by 2030, representing a CAGR of approximately 10.9%. We plan to continue to take up more projects, by (i) deepening relationship with our existing customers by proactively following up with them to understand their plan for prospective projects and providing our support as and when necessary so as to increase the chance of success of our tender; and (ii) expanding our customer base, presenting our credentials and property portfolio to new customers and accept their tender invitations for future projects after evaluation. For larger projects, we may strategically submit more price competitive tenders to increase the chance of success of our tender and solidify our customer relationship for more future collaborations.

  In 2026, we secured two substantial new public-sector ELECT projects in Singapore, with a total contract sum of over S$300 million. Given the milestone-based payment structure typical of public projects in Singapore, these contracts require significant upfront capital commitments. According to CIC, the minimum upfront capital commitments are generally calculated at 5% of total contract value. Hence, we expect to incur early-stage costs including material, equipment and labour costs.

Furthermore, according to CIC, the public sector is projected to grow at a CAGR of 11.1% from 2025 to 2030, maintaining its leading share due to ongoing infrastructure investment and large-scale institutional projects. As such, we intend to capture these business opportunities and may undertake additional large public projects to further build up our profile and credentials and solidify our market position.

- **Approximately [REDACTED]% of the [REDACTED], or HK$[REDACTED], will be used to upgrade building infrastructure to support the production of ancillary components and provide additional employee accommodations.**

  We plan to upgrade our building infrastructure to enhance operational efficiency and support our expanding business scale. During the Track Record Period, the total value of projects awarded to our Company grew rapidly, amounting to S$35.7 million, S$58.1 million, and S$315.7 million in 2023, 2024, and 2025, respectively. As at 30 June 2026, our outstanding order book amounted to S$838.2 million and further exceeded S$1.0 billion as at the Latest Practicable Date.

  In particular, we plan to expand our fabrication capabilities to produce more components in-house, to accommodate our growing project demand, achieve better cost control, and enhance delivery efficiency. During the Track Record Period, with the increased capacity and enhanced capability for the provision of M&E engineering services after the acquisitions of Fire-Guard and Guthrie Engineering, we aim to gain tighter control over project timelines, optimise supply chain costs and capture higher profit margins across our service delivery spectrum. As such, our Directors are of the view that our Group is in need of securing additional space to expand current space for the fabrication process.

  Besides, driven by our business expansion, to ensure smooth service delivery, we require additional manpower to deliver our services and may need additional accommodation to house them. During the Track Record Period, we leased two dormitories and provided accommodation to our foreign workers. However, according to CIC, the availability of worker accommodation in Singapore remains relatively constrained amid sustained demand for migrant workers accommodation. We intend to overcome such market constraints and attract more employees by developing our own worker accommodation. This will enable us to secure an adequate and stable workforce for our expanding number of projects, in addition to procuring subcontracting works. Our Directors are of the view that establishing dedicated employee accommodation is a genuine commercial necessity to ensure operational continuity and enhance employee welfare in support of our future growth.

- **Approximately [REDACTED]% of the [REDACTED], or HK$[REDACTED], will be used to conduct strategic investments and acquisitions, as well as overseas expansions.**

  We seek to secure interest in or acquire companies whose business and our M&E engineering services have certain complementary or synergistic effects. We plan to invest in or acquire companies in Singapore and overseas countries or regions in the M&E engineering industry, so as to further expand our capabilities in providing one-stop M&E engineering services and enhance operational efficiency. We intend to actively evaluate strategic investment and M&A opportunities aligned with our core competencies. Priority will be given to targets that (i) create strong synergies with the four major segments of our M&E engineering services; (ii)

feature a demonstrated capability to diversify our existing service portfolio within the broader M&E engineering industry. Potentially there could be over 38,000 acquisition targets meeting such criteria in Singapore and overseas countries or regions including Hong Kong and Chinese Mainland, according to CIC. As at the Latest Practicable Date, we had not identified any potential targets.

- **Approximately [REDACTED]% of the [REDACTED], or HK$[REDACTED], will be used to replenish working capital and general corporate purposes.**

  To capture the growing pipeline of capital-intensive public and private sector contracts, we plan to systematically expand our multi-site project execution and project management framework. We will invest in scaling our human capital by onboarding high-calibre project directors, certified engineers, workplace safety officers and workers. This expansion will maximise our contract throughput, allowing us to manage a higher volume of concurrent, large-scale projects without compromising our rigorous delivery and quality standards. Ultimately, optimising this operational layer will mitigate margin dilution risks, drive site productivity and lower overall execution costs.

The **[REDACTED]** that we would receive if the **[REDACTED]** is exercised in full would be (i) HK$**[REDACTED]** (assuming an **[REDACTED]** of HK$**[REDACTED]** per Share, being the maximum **[REDACTED]** of the indicative **[REDACTED]** range), (ii) HK$**[REDACTED]** (assuming an **[REDACTED]** of HK$**[REDACTED]** per Share, being the mid-point of the indicative **[REDACTED]** range) and (iii) HK$**[REDACTED]** (assuming an **[REDACTED]** of HK$**[REDACTED]** per Share, being the minimum **[REDACTED]** of the indicative **[REDACTED]** range).

To the extent that the **[REDACTED]** from the **[REDACTED]** (including the **[REDACTED]** from the exercise of the **[REDACTED]**) are either more or less than expected, we may adjust our allocation of the **[REDACTED]** for the above purposes on a pro rata basis.

To the extent that the **[REDACTED]** of the **[REDACTED]** are not immediately used for the above purposes or if we are unable to put into effect any part of our plan as intended, and to the extent permitted by the relevant laws and regulations, we may deposit such funds into short-term interest bearing accounts at licensed commercial banks and/or other authorised financial institutions (as defined under the Securities and Futures Ordinance or the applicable laws and regulations in other jurisdictions) for so long as it is deemed to be in the best interests of our Company. In such event, we will comply with the appropriate disclosure requirements under the Listing Rules.