ANNUAL GENERAL MEETING::VOLUNTARY

Issuer & Securities

Issuer/ Manager

CSC HOLDINGS LIMITED

Security

CSC HOLDINGS LTD - SG1F84861094 - C06

Announcement Details

Announcement Title

Annual General Meeting

Date &Time of Broadcast

25-Aug-2026 17:33:01

Status

New

Announcement Reference

SG260825MEET68CR

Submitted By (Co./ Ind. Name)

See Yen Tarn

Designation

Executive Director & Group Chief Executive Officer

Financial Year End

31/03/2026

Event Narrative

Narrative Type	Narrative Text
Additional Text	Please refer to the attachments for the:- 1. Minutes of Annual General Meeting; and 2. Summary of Questions and Answers

Event Dates

Meeting Date and Time

30/07/2026 10:00:00

Response Deadline Date

27/07/2026 10:00:00

Event Venue(s)

Place

Venue(s)	Venue details
Meeting Venue	2 Tanjong Penjuru Crescent, #06-02, Singapore 608968

Attachments

- Minutes of AGM.pdf
- Appendix 1 AGM Presentation Slides.pdf
- Appendix 2 Summary of Questions and Answers.pdf

Total size =1407K MB

CSC HOLDINGS LIMITED
(Incorporated in the Republic of Singapore)
(Co. Reg. No.: 199707845E)
("CSC" or the "Company")

MINUTES OF ANNUAL GENERAL MEETING

PLACE	:	2 Tanjong Penjuru Crescent, #06-02 Singapore 608968
DATE	:	30 July 2026 (Thursday)
TIME	:	10.00 a.m.
PRESENT	:	As per Attendance List maintained by the Company.
IN ATTENDANCE/ BY INVITATION	:	As per Attendance List maintained by the Company.
CHAIRMAN OF THE MEETING	:	Mr Ong Tiew Siam presided as Chairman of the Meeting

1. WELCOME

Dr Leong Horn Kee, the Chairman of the Board, welcomed shareholders to the annual general meeting of the Company ("AGM" or "Meeting") and sincerely apologise to all present at the AGM for not being to attend the Meeting in person as he was currently overseas. Therefore, he has requested fellow director, Mr Ong Tiew Siam, the Chairman of the Audit Committee and Risk Management Committee, to chair the AGM on his behalf. Dr Leong Horn Kee also informed shareholders that he will intervene to help answer any questions from shareholders where appropriate. He then handed over the conduct of the meeting proper to Mr Ong Tiew Siam.

2. CHAIRMAN OF THE MEETING

Mr Ong Tiew Siam chaired the AGM pursuant to Regulation 68 of the Company's Constitution and there were no objections from shareholders present at the AGM.

3. QUORUM

There being a quorum, Mr Ong Tiew Siam, Chairman of Meeting ("Chairman") declared the AGM open at 10.00 a.m.

4. INTRODUCTION

The Chairman introduced the Directors and Management, namely, Dr Leong Horn Kee, Dr Steve Lai Mun Fook, Mr See Yen Tarn (also Group Chief Executive Officer), Mr Koo Chung Chong (also Deputy Group Chief Executive Officer/Group Chief Operating Officer/Chief Sustainability Officer) and Mr Yen Chee Loong, Group Chief Financial Officer ("CFO"). He also conveyed apologies on behalf of Mr Ng San Tiong Roland, Non-Executive Director, who was unable to attend the Meeting due to overseas business travel.

The Company Secretaries and the Audit Partner-in-Charge from KPMG LLP were also present at the Meeting.

5. NOTICE

The Chairman informed shareholders that the Company's Annual Report 2026 together with the Notice of AGM dated 15 July 2026 convening the Meeting had been published on SGXNET and the Company's corporate website. The Notice of AGM dated 15 July 2026 has also been published in The Business Times. As the Notice of AGM dated 15 July 2026 had been made available to all shareholders for the requisite notice period, the Chairman took the Notice of AGM as read, and there were no objections from shareholders.

6. QUESTIONS FROM SHAREHOLDERS

Shareholders were given the opportunity to submit their questions on the Financial Statements or agenda items of the Meeting prior to the AGM.

The Chairman informed the Meeting that:

(a) As announced by the Company, via SGXNET, after trading hours on 22 July 2026, the Company did not receive any questions in relation to the Financial Statements or agenda items of the AGM from shareholders.

However, the Company had received some questions from the Securities Investors Association (Singapore) ("SIAS") in relation to the Company's Annual Report 2026 and the Company's responses to questions from SIAS were published on SGXNET on 28 July 2026. The Company thanked SIAS for their insightful comments and questions.

(b) Shareholders would be able to ask questions pertaining to the resolutions being sought during the Meeting.

7. PRESENTATION BY CFO

Before proceeding with the items on the Notice of AGM dated 15 July 2026, the Chairman invited the CFO to give a short presentation on the Group's financial results for the financial year ended 31 March 2026 ("FY2026").

The CFO presented (via presentation slides) the AGM 2026 Presentation covering, *inter alia*, (i) the Group 5-Year Financial Summary (FY2022 to FY2026); (ii) CSC Order Book; (iii) CSC Market Share in Singapore; (iv) Major Foundation Projects Secured (Industrial, Residential, Institutional, Commercial & Infrastructure Segments); (v) Singapore Construction Demand; and (vi) Upcoming Foundation Projects, a copy of which is annexed to these minutes as <u>Appendix 1</u>.

8. VOTING BY WAY OF A POLL

The Chairman informed shareholders that:

(a) All motions tabled at the Meeting would be voted on by way of a poll in accordance with Regulation 70(1) of the Company's Constitution.

(b) Voting by poll at the Meeting would be conducted in real time via electronic means.

(c) Vote-Tech Pte Ltd has been appointed as Polling Agent, and CACS Corporate Advisory Pte Ltd has been appointed as Scrutineer for the poll.

(d) As Chairman of the Meeting, he directed the poll on each motion to be taken immediately after each motion has been formally proposed and seconded.

(e) Shareholders may cast their votes during the AGM using the mobile device they used to register at the point of registration.

(f) The poll results for each resolution, verified by the Scrutineer, would be announced during the AGM.

(g) In his capacity as Chairman of the Meeting, he had been appointed as a proxy by shareholders, and he would be voting in accordance with their instructions.

A short video explaining the voting process was played after that, and there were no questions raised by shareholders.

The Chairman then proceeded with the ordinary business of the Meeting.

9. RESOLUTIONS AND POLL RESULTS

ORDINARY BUSINESS:

Ordinary Resolution 1 – Adoption of Directors' Statement and Audited Financial Statements for the financial year ended 31 March 2026 and the Auditors' Report thereon

The Meeting proceeded to receive and adopt the Directors' Statement and Audited Financial Statements of the Company for FY2026 and the Auditors' Report thereon.

The Chairman proposed the motion which was seconded by Mr Ng Hian Kheng.

The Chairman then invited questions from shareholders.

After dealing with questions and comments from shareholders, the Chairman put the motion to vote by poll.

The results of the poll were, as follows:

	Votes	**%**
No. of votes for:	1,506,222,747	99.98
No. of votes against:	252,000	0.02
Total no. of votes cast:	**1,506,474,747**	**100.00**

Based on the poll results, the Chairman declared Ordinary Resolution 1 carried and it was RESOLVED:

"That the Directors' Statement and Audited Financial Statements of the Company for the financial year ended 31 March 2026 together with the Auditors' Report thereon be received and adopted."

Ordinary Resolution 2 – Payment of Proposed Final Dividend

The Board had recommended the payment of a final one-tier tax exempt dividend of 0.037 Singapore cent per ordinary share for FY2026. If approved, the dividend would be paid on 10 September 2026.

The Chairman proposed –

"That the payment of a final one-tier tax exempt dividend of 0.037 Singapore cent per ordinary share for the financial year ended 31 March 2026 be approved."

The motion was seconded by Mr Leow Tong Choon.

The Chairman then invited questions from shareholders.

There being no questions from shareholders, the Chairman put the motion to vote by poll.

The results of the poll were, as follows:

	Votes	%
No. of votes for:	1,506,269,747	99.99
No. of votes against:	225,000	0.01
Total no. of votes cast:	**1,506,494,747**	**100.00**

Based on the poll results, the Chairman declared Ordinary Resolution 2 carried and it was RESOLVED:

"That the payment of a final one-tier tax exempt dividend of 0.037 Singapore cent per ordinary share for the financial year ended 31 March 2026 be approved."

RE-ELECTION OF DIRECTORS – ORDINARY RESOLUTIONS 3 AND 4

The Chairman informed shareholders that Directors of the Company, namely, Dr Leong Horn Kee and Mr Koo Chung Chong who were retiring pursuant to Regulation 104 of the Company's Constitution and Rule 720(5) of the Listing Manual of the Singapore Exchange Securities Trading Limited respectively, and, being eligible for re-election, had given their consents to continue in office.

<u>Ordinary Resolution 3 – Re-election of Dr Leong Horn Kee as a Director</u>

Ordinary Resolution 3 was to re-elect Dr Leong Horn Kee ("Dr Leong") as a Director of the Company.

The Meeting noted that Dr Leong would, upon re-election as a Director of the Company, remain as, Chairman of the Board, Chairman of the Nominating Committee and a member of the Audit Committee and Remuneration Committee. The Board considered Dr Leong to be independent for the purposes of Rule 210(5)(d) and Rule 704(8) of the Listing Manual of the Singapore Exchange Securities Trading Limited.

The motion to re-elect Dr Leong Horn Kee as a Director of the Company was proposed by the Chairman and seconded by Mr Leow Tong Choon.

The Chairman then invited questions from shareholders.

There being no questions from shareholders, the Chairman put the motion to vote by poll.

The results of the poll were, as follows:

	Votes	%
No. of votes for:	1,506,249,747	99.98
No. of votes against:	245,000	0.02
Total no. of votes cast:	**1,506,494,747**	**100.00**

Based on the poll results, the Chairman declared Ordinary Resolution 3 carried and it was RESOLVED:

"That Dr Leong Horn Kee be re-elected as a Director of the Company."

Ordinary Resolution 4 – Re-election of Mr Koo Chung Chong as a Director

Ordinary Resolution 4 was to re-elect Mr Koo Chung Chong ("Mr Koo") as a Director of the Company. Mr Koo is also the Deputy Group Chief Executive Officer, Group Chief Operating Officer and Chief Sustainability Officer of the Company. He would, upon re-election, remain as Executive Director of the Company.

The motion to re-elect Mr Koo Chung Chong as a Director of the Company was proposed by the Chairman and seconded by Mr Leow Tong Choon.

Shareholders were informed that, for good corporate governance practices, Mr Koo and his associates, who are also shareholders of the Company, would voluntarily abstain from voting on this Resolution.

The Chairman then invited questions from shareholders.

There being no questions from shareholders, the Chairman put the motion to vote by poll.

The results of the poll were, as follows:

	Votes	**%**
No. of votes for:	1,500,160,347	99.99
No. of votes against:	225,000	0.01
Total no. of votes cast:	**1,500,385,347**	**100.00**

Based on the poll results, the Chairman declared Ordinary Resolution 4 carried and it was RESOLVED:

"That Mr Koo Chung Chong be re-elected as a Director of the Company."

Ordinary Resolution 5 – Approval of Directors' fees of up to S$356,000 for the financial year ending 31 March 2027, to be paid quarterly in arrears

Ordinary Resolution 5 was to approve the payment of Directors' fees for the financial year ending 31 March 2027 ("FY2027"). Shareholders noted that, in light of the increased responsibilities of the Board, particularly in the area of sustainability reporting, the basic Directors' fees for FY2027 will be increased from S$62,000 to S$63,500.

The Board had recommended the payment of up to S$356,000 as Directors' fees for FY2027, to be paid quarterly in arrears, which, if approved, would:

– authorise the Company to make payment of fees to the Non-Executive Director and Independent Directors (including fees payable to members of the various Board Committees) for FY2027, on a quarterly basis in arrears; and
– enable the Company to pay the Directors for their services rendered during the course of the financial year in a timely manner.

The motion to approve the payment of Directors' fees of up to S$356,000 for FY2027, to be paid quarterly in arrears, was proposed by the Chairman and seconded by Mr Leow Tong Choon.

Shareholders were informed that, for good corporate governance practices, all Directors who are also shareholders of the Company and entitled to Directors' fees would voluntarily abstain from voting on this Resolution.

The Chairman then invited questions from shareholders.

There being no questions from shareholders, the Chairman put the motion to vote by poll.

The results of the poll were, as follows:

	Votes	**%**
No. of votes for:	1,466,301,753	99.98
No. of votes against:	272,000	0.02
Total no. of votes cast:	**1,466,573,753**	**100.00**

Based on the poll results, the Chairman declared Ordinary Resolution 5 carried and it was RESOLVED:

"That the payment of Directors' fees of up to S$356,000 for the financial year ending 31 March 2027, to be paid quarterly in arrears, be approved."

<u>Ordinary Resolution 6 – Re-appointment of KPMG LLP as Auditors and to authorise the Directors to fix their remuneration</u>

The Chairman informed the Meeting that the retiring Auditors, KPMG LLP, had indicated their willingness to accept re-appointment as Auditors of the Company.

There being no other nomination, the Chairman proposed the motion for the re-appointment of KPMG LLP as the Auditors of the Company to hold office until the conclusion of the next Annual General Meeting and that the Directors of the Company be authorised to fix their remuneration, which was seconded by Mr Leow Tong Choon.

The Chairman then invited questions from shareholders.

After dealing with question from a shareholder, the Chairman put the motion to vote by poll.

The results of the poll were, as follows:

	Votes	**%**
No. of votes for:	1,506,199,747	99.99
No. of votes against:	225,000	0.01
Total no. of votes cast:	**1,506,424,747**	**100.00**

Based on the poll results, the Chairman declared Ordinary Resolution 6 carried and it was RESOLVED:

"That KPMG LLP be re-appointed as the Auditors of the Company to hold office until the conclusion of the next Annual General Meeting and that the Directors of the Company be authorised to fix their remuneration."

ANY OTHER ORDINARY BUSINESS

As no notice of any other ordinary business had been received by the Company Secretary, the Chairman proceeded to deal with the special business of the Meeting.

SPECIAL BUSINESS:

Ordinary Resolution 7 – Share Issue Mandate

Ordinary Resolution 7 was to seek shareholders' approval for an Ordinary Resolution to authorise the Directors to allot and issue shares in the capital of the Company pursuant to Section 161 of the Companies Act 1967 and Rule 806 of the Listing Manual of the Singapore Exchange Securities Trading Limited.

The Chairman proposed that the motion as set out under item 8 in the Notice of AGM dated 15 July 2026 be passed as an Ordinary Resolution, which was seconded by Mr Leow Tong Choon.

The Chairman then invited questions from shareholders.

After dealing with question from a shareholder, the Chairman put the motion to vote by poll.

The results of the poll were, as follows:

	Votes	%
No. of votes for:	1,468,022,747	99.91
No. of votes against:	1,272,000	0.09
Total no. of votes cast:	**1,469,294,747**	**100.00**

Based on the poll results, the Chairman declared Ordinary Resolution 7 carried and it was RESOLVED:

"That pursuant to Section 161 of the Companies Act 1967 of Singapore ("Companies Act") and Rule 806 of the Listing Manual of the Singapore Exchange Securities Trading Limited ("SGX-ST"), the Directors of the Company be authorised and empowered to:

(a) (i) issue shares in the capital of the Company ("shares") whether by way of rights, bonus or otherwise; and/or

(ii) make or grant offers, agreements or options (collectively, "Instruments") that might or would require shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) options, warrants, debentures or other instruments convertible into shares,

at any time and upon such terms and conditions and for such purposes and to such persons as the Directors of the Company may in their absolute discretion deem fit; and

(b) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue shares in pursuance of any Instruments made or granted by the Directors of the Company while this Resolution was in force, provided that:

(1) the aggregate number of shares to be issued pursuant to this Resolution (including shares to be issued in pursuance of the Instruments made or granted pursuant to this Resolution) shall not exceed fifty percent (50%) of the total number of issued shares (excluding treasury shares and subsidiary holdings) (as calculated in accordance with sub-paragraph (2) below), of which the aggregate number of shares to be issued other than on a *pro rata* basis to shareholders of the Company shall not exceed twenty percent (20%) of the total number of issued shares (excluding treasury shares and subsidiary holdings) (as calculated in accordance with sub-paragraph (2) below);

(2) (subject to such manner of calculation as may be prescribed by the SGX-ST) for the purpose of determining the aggregate number of shares that may be issued under sub-paragraph (1) above, the percentage of issued shares shall be based on the total number of issued shares (excluding treasury shares and subsidiary holdings) at the time this Resolution is passed, after adjusting for:

    (a) new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which were issued and outstanding or subsisting at the time this Resolution is passed; and

    (b) any subsequent bonus issue, consolidation or subdivision of shares;

(3) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Listing Manual of the SGX-ST for the time being in force (unless such compliance has been waived by the SGX-ST) and the Constitution for the time being of the Company; and

(4) (unless revoked or varied by the Company in a general meeting) the authority conferred by this Resolution shall continue in force until the conclusion of the next AGM of the Company or the date by which the next AGM of the Company is required by law to be held, whichever is the earlier.”

Ordinary Resolution 8 – Proposed Renewal of the Share Buy-Back Mandate

Ordinary Resolution 8 was to seek shareholders’ approval on the proposed renewal of the Share Buy-Back Mandate to empower the Directors of the Company to purchase or otherwise acquire issued ordinary shares in the capital of the Company from time to time of not exceeding in aggregate 10% of the total number of issued ordinary shares of the Company (excluding treasury shares and subsidiary holdings) as at the date of the passing of this Resolution.

The Meeting noted that details of the Share Buy-Back Mandate, including the rationale for, source of funds to be used for the purchases or acquisitions of shares and the financial effects, are set out in the Letter to Shareholders dated 15 July 2026 accompanying the Notice of AGM dated 15 July 2026.

The Chairman proposed that the motion as set out under item 9 in the Notice of AGM dated 15 July 2026 be passed as an Ordinary Resolution, which was seconded by Mr Leow Tong Choon.

The Chairman informed the Meeting that Mr Ng San Tiong Roland, the Estate of Mr Ng Chwee Cheng and TH Investments Pte Ltd, being the Concert Party Group, abstained from voting on Ordinary Resolution 8.

The Chairman then invited questions from shareholders.

There being no questions from shareholders, the Chairman put the motion to vote by poll.

The results of the poll were, as follows:

	Votes	%
No. of votes for:	77,031,750	99.67
No. of votes against:	252,000	0.33
Total no. of votes cast:	**77,283,750**	**100.00**

Based on the poll results, the Chairman declared Ordinary Resolution 8 carried and it was RESOLVED:

"That:

(a) for the purposes of Sections 76C and 76E of the Companies Act, the exercise by the Directors of the Company of all the powers of the Company to purchase or otherwise acquire issued ordinary shares in the capital of the Company ("Shares") not exceeding in aggregate the Maximum Limit (as hereinafter defined), at such price(s) as may be determined by the Directors of the Company from time to time up to the Maximum Price (as hereinafter defined), whether by way of:

(i) on-market purchase(s) (each a "Market Purchase") transacted on the SGX-ST through the ready market, and which may be transacted through one or more duly licensed stockbrokers appointed by the Company for that purpose; and/or

(ii) off-market purchase(s) (each an "Off-Market Purchase") in accordance with any equal access scheme(s) as may be determined or formulated by the Directors of the Company as they may consider fit, which scheme(s) shall satisfy all the conditions prescribed by the Companies Act,

and otherwise in accordance with all other laws and regulations, including but not limited to the provisions of the Companies Act, the Listing Manual of the SGX-ST and the Constitution of the Company as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the "Share Buy-Back Mandate");

(b) unless varied or revoked by the Company in general meeting, the authority conferred on the Directors of the Company pursuant to the Share Buy-Back Mandate may be exercised by the Directors at any time and from time to time during the period commencing from the date of the passing of this Resolution and expiring on the earliest of:

(i) the date on which the next AGM of the Company is held; or

(ii) the date by which the next AGM of the Company is required by law to be held; or

(iii) the date on which purchases of Shares pursuant to the Share Buy-Back Mandate are carried out to the full extent mandated;

(c) in this Resolution:

"**Maximum Limit**" means ten percent (10%) of the total number of issued ordinary shares (excluding treasury shares and subsidiary holdings) of the Company as at the date of the passing of this Resolution;

"**Maximum Price**", in relation to a Share to be purchased or acquired, means the purchase price (excluding brokerage, stamp duties, commission, applicable goods and services tax and other related expenses) which shall not exceed:

(i) in the case of a Market Purchase, 105% of the Average Closing Price of the Shares; and

(ii) in the case of an Off-Market Purchase, 120% of the Average Closing Price of the Shares;

"**Average Closing Price**" means the average of the closing market prices of the Shares traded on the SGX-ST over the last five (5) Market Days ("**Market Day**" being a day on which the SGX-ST is open for trading in securities), on which transactions in the Shares were recorded, immediately preceding the day of the Market Purchase by the Company or, as the case may be, the day of the making of the offer pursuant to the Off-Market Purchase, and deemed to be adjusted for any corporate action that occurs during the relevant five (5) Market Days period and the day on which the purchases are made or, as the case may be, the day of the making of the offer pursuant to the Off-Market Purchase;

"**day of the making of the offer**" means the day on which the Company announces its intention to make an offer for the purchase of Shares from shareholders of the Company, stating the purchase price (which shall not be more than the Maximum Price calculated on the foregoing basis) for each Share and the relevant terms of the equal access scheme for effecting the Off-Market Purchase; and

(d) the Directors of the Company and each of them be and are hereby authorised to complete and do all such acts and things (including without limitation, to execute all such documents as may be required and to approve any amendments, alterations or modifications to any documents), as they and/or he may consider expedient or necessary or in the interests of the Company to give effect to the transactions contemplated and/or authorised by this Resolution."

10. QUESTIONS AND ANSWERS AT THE MEETING

A summary of questions and comments raised by shareholders and the responses from the Chairman, Dr Leong Horn Kee, Group Chief Executive Officer, Deputy Group Chief Executive Officer/Group Chief Operating Officer/Chief Sustainability Officer and CFO at the Meeting were set out in Appendix 2 attached to these minutes.

11. CONCLUSION

There being no other business to transact, the Chairman declared the AGM of the Company closed at 11.11 a.m. and thanked everyone present for their attendance.

Confirmed as True Record of Proceedings of AGM held on 30 July 2026

Ong Tiew Siam
Chairman of the Meeting

YOUR PARTNER IN GROUND ENGINEERING

Appendix 1

RESTORING STRENGTH AMID VOLATILITY

Annual General Meeting 2026

Annual General Meeting 2026

FINANCIAL SUMMARY

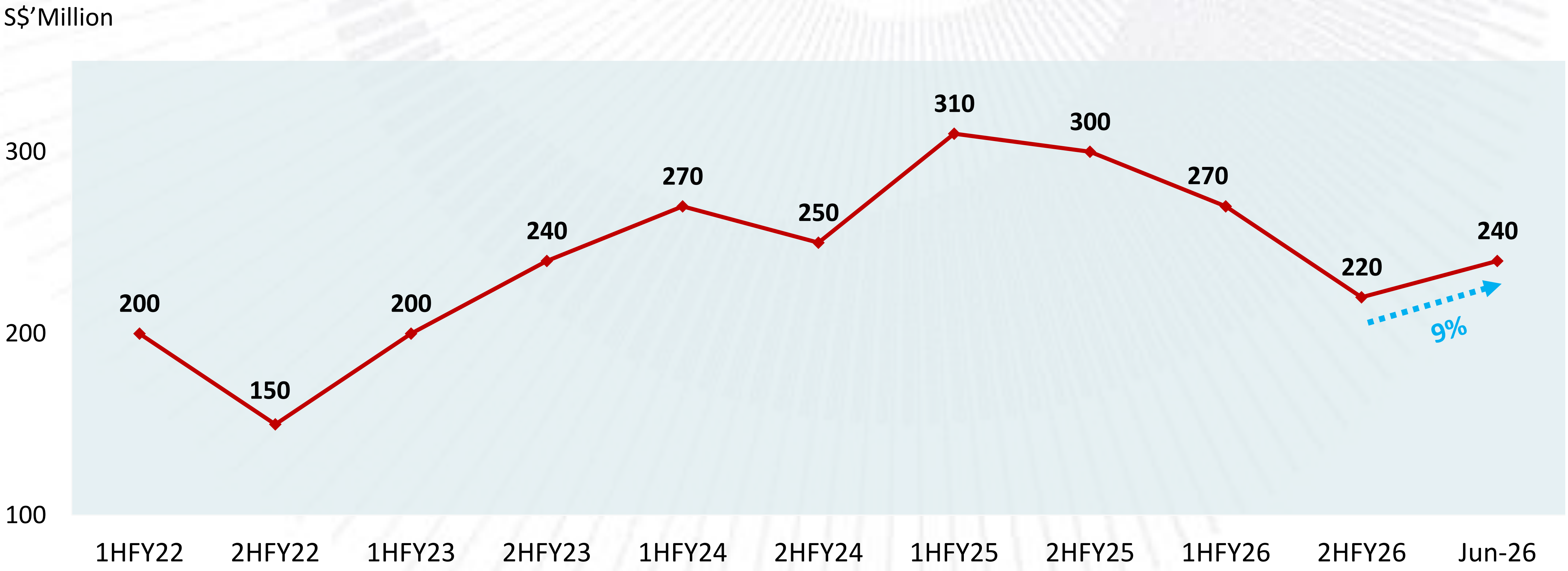
	Easings of Covid-19	Uncertainties		Recovery	
S$'Million	FY22	FY23	FY24	FY25	FY26
Revenue	**268.7**	**264.6**	**305.3**	**337.8**	**400.4**
Gross Profit	**24.8**	**5.8**	**14.4**	**35.4**	**38.6**
Gross Profit Margin	*9.2%*	*2.2%*	*4.7%*	*10.5%*	*9.6%*
Other Costs (Net of Other Income)	(24.2)	(31.0)	(31.4)	(34.0)	(35.5)
Operating (Loss)/Profit Before Tax	**0.6**	**(25.2)**	**(17.0)**	**1.4**	**3.1**
Exceptional Items:					
(i) Allowance for Doubtful Debts	(2.1)	(0.9)	(0.6)	-	-
(ii) Government Assistances	3.9	0.6	-	-	-
(iii) Revaluation Gain/(Loss) of 2TPC	5.2	-	(1.1)	(0.5)	(0.4)
(iv) Exchange Loss	(1.1)	(1.9)	(1.7)	1.7	0.6
	5.9	(2.2)	(3.4)	1.2	0.2
(Loss)/Profit Before Tax	**6.5**	**(27.4)**	**(20.4)**	**2.6**	**3.3**
EBITDA	**32.4**	**2.9**	**9.2**	**31.4**	**32.3**

FY2023 - FY2024
- Russia-Ukraine War, Middle East War
- Elevated Material and Energy Prices
- High Interest Rate Environment

FY2025 – FY2026
- Recovery years with a turnaround FY2025 Net Profit of $2.6 Mil, followed by FY2026 Net Profit of $3.3 Mil
- Revenue Increased by 18% y-o-y
- Gross Profit improved by 9% y-o-y
- Operating Profit doubled to $3.1 Mil
- Earnings before Interests, Tax, Depreciation and Amortisation ("EBITDA") stable at > $30 Mil

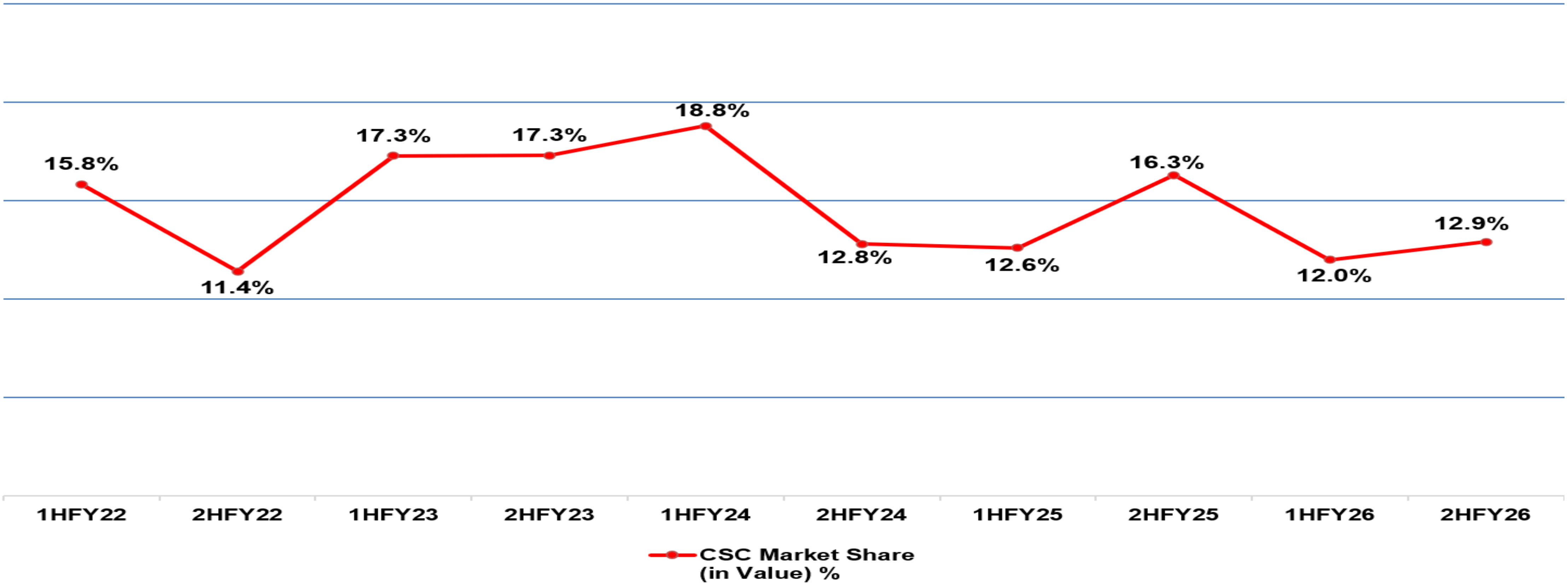
Annual General Meeting 2026

CSC ORDER BOOK



Annual General Meeting 2026

CSC MARKET SHARE IN SINGAPORE



S$'Million	FY2023	FY2024	FY2025	FY2026
Contracts Awarded	310	245	320	278

MAJOR FOUNDATION PROJECTS SECURED

Industrial

- Astra Zeneca BioPharmaceutical Facility
- Sunview Logistics & Container Hub
- Changi Airport Group's (CAG) new private terminal
- Collins Aerospace Manufacturing Facility
- Wuxi STA Pharmaceutical Facility

Residential

- Lucerne Grand
- River Modern
- Vela Bay
- Narra Residences
- Faber Residence
- HDB projects at Sembawang Drive, Chai Chee Street, Geylang, Simei Road and Admiralty

Institutional

- High Commission of India
- Bethesda Community Church
- Pasir Laba Camp & Kranji Camp
- DSTA at Lim Chu Kang
- Singapore American School

Commercial

- Porsche Experience Centre
- Redevelopment of Tanjong Katong Complex

Infrastructure

- Multi Storey Bus Depot at Simpang

SINGAPORE CONSTRUCTION DEMAND

❖ BCA projects construction demand to remain steady in 2026 (FY2027)

Sectors	(Value of Contracts Awarded, S$ billion) Calendar Year					
	2022[1]	2023[1]	2024[2]	2025[2] *p*	2026[2] *f*	2027 – 2030[2] f
Residential	9.2	13.3	15.3	15.7	11.2 – 12.3	
Commercial	1.7	3.6	5.4	2.2	6.1 – 6.7	
Industrial	4.4	4.6	5.0	7.1	4.6 – 5.4	
Institutional & Others	4.3	5.5	11.8	16.1	13.5 – 15.3	
Civil Engineering Work	10.2	7.2	7.1	9.3	11.6 – 13.4	
Total	**29.8**	**34.2**	**44.6**	**50.5**	**47.0 – 53.0**	**39.0 – 46.0**

p: Preliminary *f: Forecast*

[1] *Department of Statistics Singapore, https://tablebuilder.singstat.gov.sg/table/TS/M400221*

[2] *BCA Media Release: Steady Construction Demand in 2026 as Singapore Steps Up Support for Built Environment Firms Through Collaboration and Innovation, 22 January 2026, https://www1.bca.gov.sg/about-us/news-and-publications/media-releases/2026/01/22/steady-construction-demand-in-2026-as-singapore-steps-up-support-for-built-environment-firms-through-collaboration-and-innovation*

UPCOMING FOUNDATION PROJECTS

- Major Foundation Projects worth approx. $1.5 Billion in FY2027

	Projects	Est. Foundation Value (S$'Mil)
Projects expected to start in 1HFY27		
1)	Industrial Projects	247
2)	Infrastructure Projects	121
3)	Institutional Projects	102
4)	Public Residential (HDB) & Private Residential	245
5)	Commercial Projects	138
Subtotal		**853**
Projects expected to start in 2HFY27		
1)	Infrastructure Projects	493
2)	Institutional Projects	112
3)	Public Residential (HDB) & Private Residential	21
Subtotal		**626**
TOTAL for FY2027		**1,479**

Thank You

Appendix 2 to the Minutes of Annual General Meeting held on 30 July 2026
- **Summary of Questions & Answers**

1. Why are your current assets lower than your current liabilities?

Yen Chee Loong, Group CFO

Our net current liability position is driven by our borrowings, as we currently operate project financing lines with banks. These project financing facilities are short-term in nature and revolving, typically must be paid back within four months. As a result, a significant portion of our borrowings has been classified as short-term borrowings, which increases our current liabilities.

Having said that, we have sufficient facilities available to support our current and projected turnover. As disclosed in the Company's financial statements for the financial year ended 31 March 2026 ("FY2026"), Management has conducted assessments to ensure that there is no shortfall in our cash flow requirements. The Group are supported by adequate working capital facilities and available banking lines for our operations.

2. Given the high current liabilities, what is the overall gearing level?

Yen Chee Loong, Group CFO

Our gearing is around 0.9 times, and it is quite normal in the construction industry. The important thing is that we have sufficient financing facilities in place to make sure that the cash flow requirements of all our projects and operations are adequately covered.

3. Are you able to cover all your interest payments?

Yen Chee Loong, Group CFO

Yes, definitely. Our annual interest expense is around $5.5 million, down from approximately $6 million. This reduction is partly due to the decline in global interest rates.

From a strategic perspective, we are restructuring some of our loans into longer-term facilities to help reduce our current liabilities.

4. Do you forecast that interest rates will increase? If yes, will an increase in interest rates affect the profitability of the Company.

Yen Chee Loong, Group CFO

Currently, about 50% of our loans are on floating rates, and 50% are on fixed rates. We are also taking advantage of the still relatively low interest rate environment to lock in some of our borrowings at fixed rates. However, do note that our project financing lines all have floating rates, so they will continue to move in line with the market.

5. Are you able to pay off all your debts, when your borrowings are so high?

Yen Chee Loong, Group CFO

Yes, we are able to. As of 31 March 2026, our borrowings are about $109 million. Out of these $109 million, about 50% are revolving project financing facilities. Excluding these revolving project financing lines, our gearing would be around 0.5 times.

These revolving lines are important for our industry, because payments from customers can take time to come in. Even under normal circumstances, there is often at least a two-month payment gap. These revolving lines help support our ongoing operations.

6. How about the impact of inflation, and what is your plan to mitigate it?

Ong Tiew Siam, Chairman of the Annual General Meeting

Every industry is impacted by inflation, not just CSC.

Koo Chung Chong, Executive Director/Deputy Group CEO/Group COO/CSO

Generally, as foundation piling contractors, our contract periods are not very long. We do not secure jobs that run for three or four years. Our jobs are quite short-term – around six months, and sometimes up to nine months. So, our turnaround is actually very fast. We are thus always very adaptable to changes in market situations, interest rates, inflation, and material prices.

Rising material costs affect our current short-term jobs; however, once these jobs are completed, all new projects/jobs will be priced according to the new material costs. That is how we manage inflation.

7. In Singapore, the government is encouraging the implementation of AI. What is the Company's plan for AI adoption? Do you intend to use AI?

Koo Chung Chong, Executive Director/Deputy Group CEO/Group COO/CSO

We are exploring AI and discussing how to formulate our own AI solutions. Confidentiality is a key area of concern. If we use third-party AI systems, there is concern over sensitive information that could potentially be shared with competitors.

While we could have adopt AI immediately, for the sake of confidentiality, we need to have further internal discussions before deciding on the direction we want to take. Everybody talks about AI, but there are many considerations beyond simply adopting it.

8. My understanding is that your industry is labour-intensive. If you use AI, does it affect your Company and workforce?

   Koo Chung Chong, Executive Director/Deputy Group CEO/Group COO/CSO

   As a foundation contractor, we are primarily machinery-based and labour-intensive.

   As of now, AI adoption is more relevant for management and operational support. For example, we are exploring the use of AI to detect and predict machinery breakdowns, identify the source of problems, and reduce equipment downtime.

   The replacement of workers by AI remains a longer-term consideration. We have already introduced RC pile handler equipment to reduce labour needs, but using AI to replace workers performing physical tasks is still quite a distance away.

9. Although the Company achieved a substantial revenue of $400.0 million for FY2026, the net profit after tax is less than 1%? Given this substantial revenue and low margin, how well are we managing our cost structure? Earlier at the meeting, the CFO said during his presentation that the current financial year will see about $200.0 million in revenue– is this going to be sufficient to cover our overheads?

   Koo Chung Chong, Executive Director/Deputy Group CEO/Group COO/CSO

   Firstly, we would like to clarify that the $200.0 million referred to earlier in the presentation by the CFO was not a revenue forecast for this current financial year (FY2027).

   The market remains challenging and uncertain amid the ongoing geopolitical conflicts. We face uncertain fuel costs. For example, due to the ongoing US-Iran war, diesel prices rose from approximately $0.90 per litre to as high as $3.00 in April 2026. While diesel prices fell to around $1.40, they are now increasing again.

   As a Group, we consume approximately 1.0 million litres of diesel each month. Diesel is therefore quite a hefty cost component for us. When pricing projects, we need to account for increasing diesel costs. If we price too high, we lose the project; however, if we price too low, margins suffer. Managing this uncertainty requires a judgment call, and we are doing our best to manage these fluctuations.

10. With major projects such as Long Island and other infrastructure developments coming up in Singapore, overseas contractors are expected to enter the market. What impact could this have on margins, how do we manage manpower costs, and how well are we positioned to compete?

    Koo Chung Chong, Executive Director/Deputy Group CEO/Group COO/CSO

    While we are trying to manage manpower costs, we must also meet increasing regulatory requirements. For example, the Building and Construction Authority (BCA) is going to introduce accreditation requirements for foundation companies. Larger foundation contractors like us will be required to maintain specific levels of manpower and professional expertise.

To be frank, we do not currently have enough qualified personnel and are actively working to address this. I have to take on the technical manager role at a subsidiary because it does not have the necessary staff. That is the situation we are facing at the moment. It is a level playing field for all the foreign contractors as well. They will eventually have to face the same regulatory and operational requirements once they become established in Singapore.

Dr Leong Horn Kee, Independent Non-Executive Chairman of the Board

As a responsible company with responsible management, we do have to consider and manage costs. If you look at our accounts, we have reduced manpower costs for the last seven years. We also look at improving the efficiency of our machinery. While we are exploring AI, we are essentially a brick-and-mortar company with machinery that cannot run by themselves. The Board has, however, directed Management to explore how AI can improve our efficiency.

11. I have noticed that the Company conducts share buybacks, but not on a constant basis. Relating to dividends, can the Company pay dividends regularly going forward? Do you have guidelines on paying out dividends, for example 50% of profits?

Ong Tiew Siam, Chairman of the Annual General Meeting

Share buybacks are a tool to signal to the market that the Company considers its shares attractive at certain price levels. They are not intended to manipulate market share price.

Regarding dividends, the Company will propose paying dividends when it is profitable and when cash flow allows, amongst other factors deemed relevant to the Board.

Yen Chee Loong, Group CFO

Last year, our dividend payout was close to 65% of our profit. This year, the Board has proposed a final dividend payout that works out to be close to 50% of our annual profit. The Company does not currently have a formal dividend policy, though these two years (FY2025 and FY2026) may be used as reference points. Once the Company's financial results become more stable, we may consider formalising a dividend policy in the future.

12. Can you share with us which projects are making money, and which projects make the most money. Is there any transparency?

Yen Chee Loong, Group CFO

If you refer to the Company's financial statements in the Annual Report for FY2026, on average, our projects are making gross profit margins of around 10%. At any given time, we may be managing 20 to 30 projects. It would be difficult and impractical to discuss the profitability of specific projects individually.

There are also confidentiality considerations. Disclosing project-level margins would effectively reveal commercially sensitive information to competitors. What we can disclose are the Group's overall financial results, which are already reflected in our financial statements.

See Yen Tarn, Executive Director / Group CEO

There is no requirement for listed companies to publish the profitability of individual projects. We provide the disclosures required of a listed company and present the performance of the Group as a whole. Overall, the majority of our projects are profitable.

Dr Leong Horn Kee, Independent Non-Executive Chairman of the Board

The details and profitability of each project are confidential in nature. Overall, our projects are profitable. Generally speaking, more complex projects tend to command better margins, although they also involve higher risks and more work. Simpler projects, such as HDB projects, tend to offer lower margins but are more straightforward to execute.

13. How many years has KPMG been appointed as auditor?

Ong Tiew Siam, Chairman of the Annual General Meeting

KPMG has been our auditor since the Company was listed in 1998, which is 28 years. However, the audit partner-in-charge of our financial audit must rotate every five years in accordance with risk management and compliance requirements.

14. When are you going to issue shares?

Ong Tiew Siam, Chairman of the Annual General Meeting

There is no immediate plan to issue new shares. The share issue resolution being proposed is a standard mandate commonly sought by listed companies at annual general meetings in advance to provide flexibility should the need to issue new shares arise.