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FY2025 AGM

2025財政年度股東大會

Enhancing Value, Delivering Sustainable Growth

提升價值，實現永續成長

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CORPORATE PROFILE

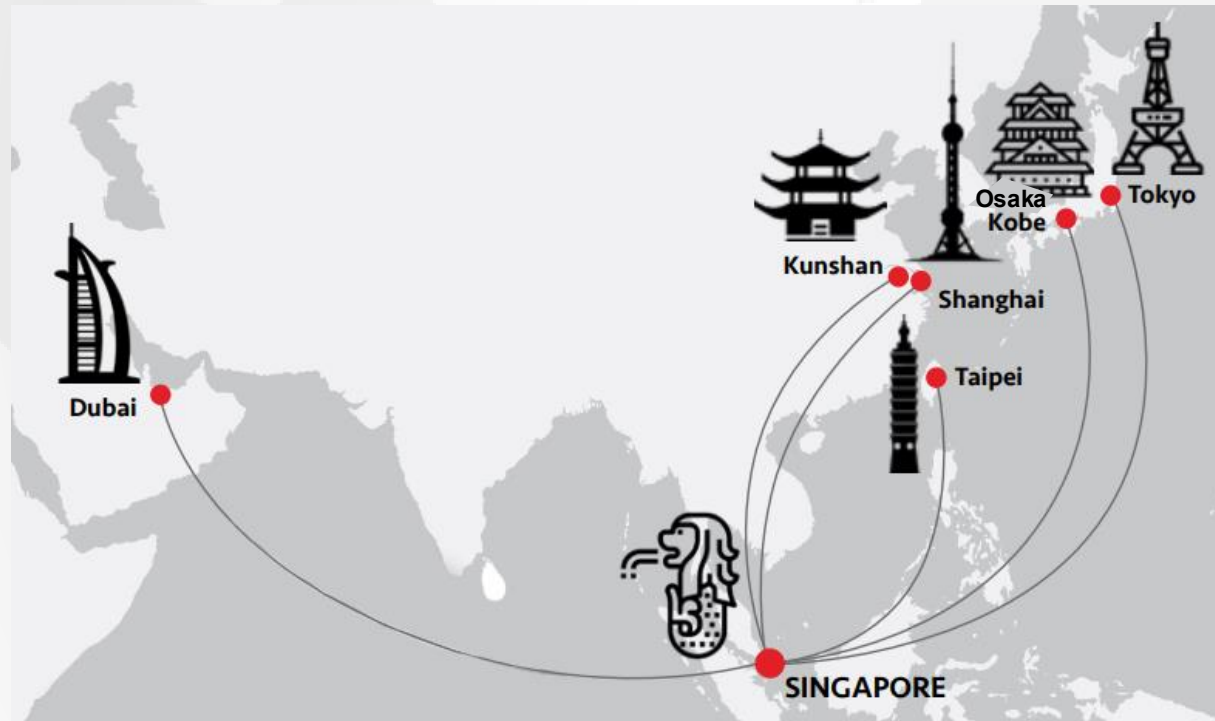
公司簡介

Established since 1963
HQ in Singapore

1963 年成立，總部設立於新加坡

SGX listed company since
September 2005

2005 年 9 月於新加坡交易所掛牌上市



Offices, R&D Centres and
Manufacturing Plants in Dubai,
Kunshan, Osaka, Shanghai, Taipei
& Tokyo

杜拜、崑山、大阪、上海、台北和東京設有
辦公室、研發中心和製造廠



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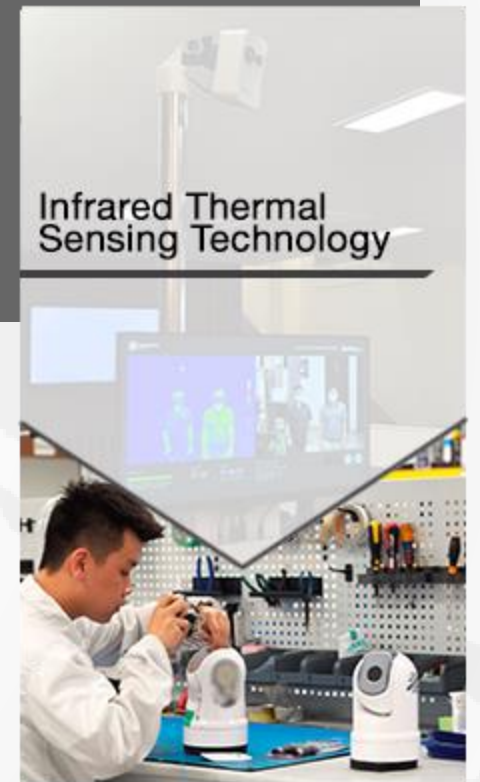
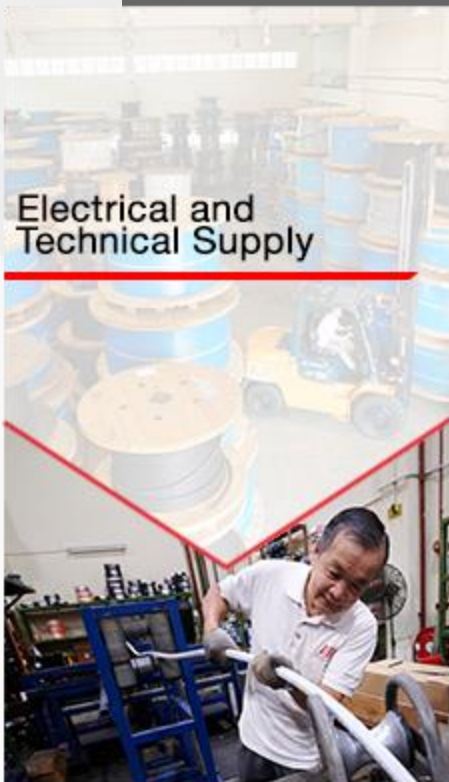
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BUSINESS DIVISIONS 業務部門

Building a Sustainable Future 建立可持續的未來

Environmental ~ Electrification ~ Digitalisation ~ Technology

環保 ~ 電氣化 ~ 數位化 ~ 技術



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ELECTRICAL & TECHNICAL SUPPLY

電氣和技術供應

Beng Hui Marine Electrical, a 100% owned subsidiary has been present in Singapore for more than 60 years. A preferred partner for most of the shipyards in our region.

明輝海事電器，是一家 100% 控股的子公司，在新加坡已有 60 多年的歷史，是我們地區大多數造船廠的首選合作夥伴。

One stop marine and offshore electrical stockiest and supplier to shipbuilding, ship repair and on-and-offshore industries

為造船、修船和陸上及海上產業提供一站式船舶和近海電氣庫存和供應商

Environmental sustainability encouraging retrofitting of LED lightings on vessels 環保永續性鼓勵船舶改造 LED 照明

24/7 online presence through the BH eStore, a Marine eCommerce platform to enhance efficiency and transparency

24/7 全天提供 BH eStore 線上服務，提高效率 and 透明度

ERP enhancement to cloud based system

ERP系統升級至雲端系統

Digital Warehouse Management System

數位化倉庫管理系統



One Stop Marine & Offshore Electrical Supplies

Cable Solutions

Lighting Solutions

Other Marine Solutions

Beng Hui Electrical Marine Estore

Transforming Your Marine & Offshore Experience
Over 15,000 Marine-Certified Products with
Just-in-Time Delivery

Secure Payments By:

NO PAYPAL ACCOUNT NEEDED!



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ELECTRICAL & TECHNICAL SUPPLY

電氣和技術供應



Transitioning into a Solution Partner 轉型為解決方案合作夥伴

Expanding beyond supply into integrated technical solutions for marine & offshore projects 業務範圍從單純的供應拓展至為海洋及近海專案提供整合技術解決方案

Delivering value-added, solution-based proposals to shipyards and vessel owners 為船廠和船東提供增值解決方案

End-to-end support: Engineering, Installation & Commissioning services 提供端到端支援：工程、安裝和調試服務

- Strengthening engineering capabilities 增強工程能力
- Development of digital power management systems and cyber-secured switching solutions (PWR+) 開發數位化電源管理系統和網路安全開關解決方案 (PWR+)
- Integration of systems such as Fire Alarm and Navigation Lighting 整合火災警報和導航照明等系統
- Securing Type Approval certifications for in-house and integrated systems 為自主研發和整合系統取得型式認可認證



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OUR BRAND PARTNERS

我們的品牌合作夥伴



GREEN LED LIGHTING SOLUTIONS

綠色 LED 照明解決方案

GL Lighting Holding, a 43% associate with advanced R&D centre in Shanghai and one of the most modernized manufacturing plant in the world located in Kunshan

奇異照明控股，持股43%的聯營公司，在上海擁有先進的研發中心，也是崑山全球最現代化的製造工廠之一

Global leader in LED Integrated Lighting Solutions with 27 years of experience

全球LED整合照明解決方案領導者，擁有27年經驗

Innovative and strong R&D capability 創新且強大的研發能力

Proven track records with >500 OEM/ODM projects for Philips and Osram in China

為飛利浦和歐司朗在中國提供超過 500 個 OEM/ODM 項目，擁有良好的業績記錄

Strong OEM/ODM partner for American, European and Japanese brands

眾多美國、歐洲和日本品牌的強大 OEM/ODM 合作夥伴

Set up 2nd production line in Taiwan

在台灣設立第二條生產線

generalluminaire



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Green LED Lighting Solutions

綠色 LED 照明解決方案

generalluminaire



Production plant 31,500 sqm, certified factory for ex-proof products 生產廠房 31,500 平方米

260 Skilled employees, 260 名熟練員工

20+ R&D Engineers 20+研發工程師

Proprietary Designs 專利設計

ArcoSense Adaptive AI Lighting System ArcoSense自適應人工智慧照明系統



Marine, Offshore & Industrial LED Lighting Solutions
www.sop-led.com

Leading the Green Initiatives

- Energy-Efficient up to 90%
- Long Service Life of up to 12 years at 50,000 hours
- Safe to Use Onboard with no EMC Interference
- Zero Maintenance & Reduced Operation Costs
- Deck, Engine room, Cargo Hold, Accommodation, Passageway



Complimentary Lux Calculation



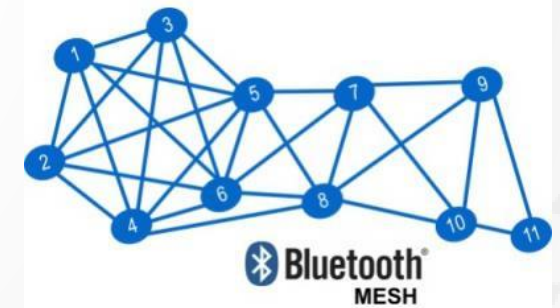
< 2 years ROI (Return on Investment)



Designed and Trademarked in Singapore



Safe to use Onboard
EMC Compliant IEC 60533:2015

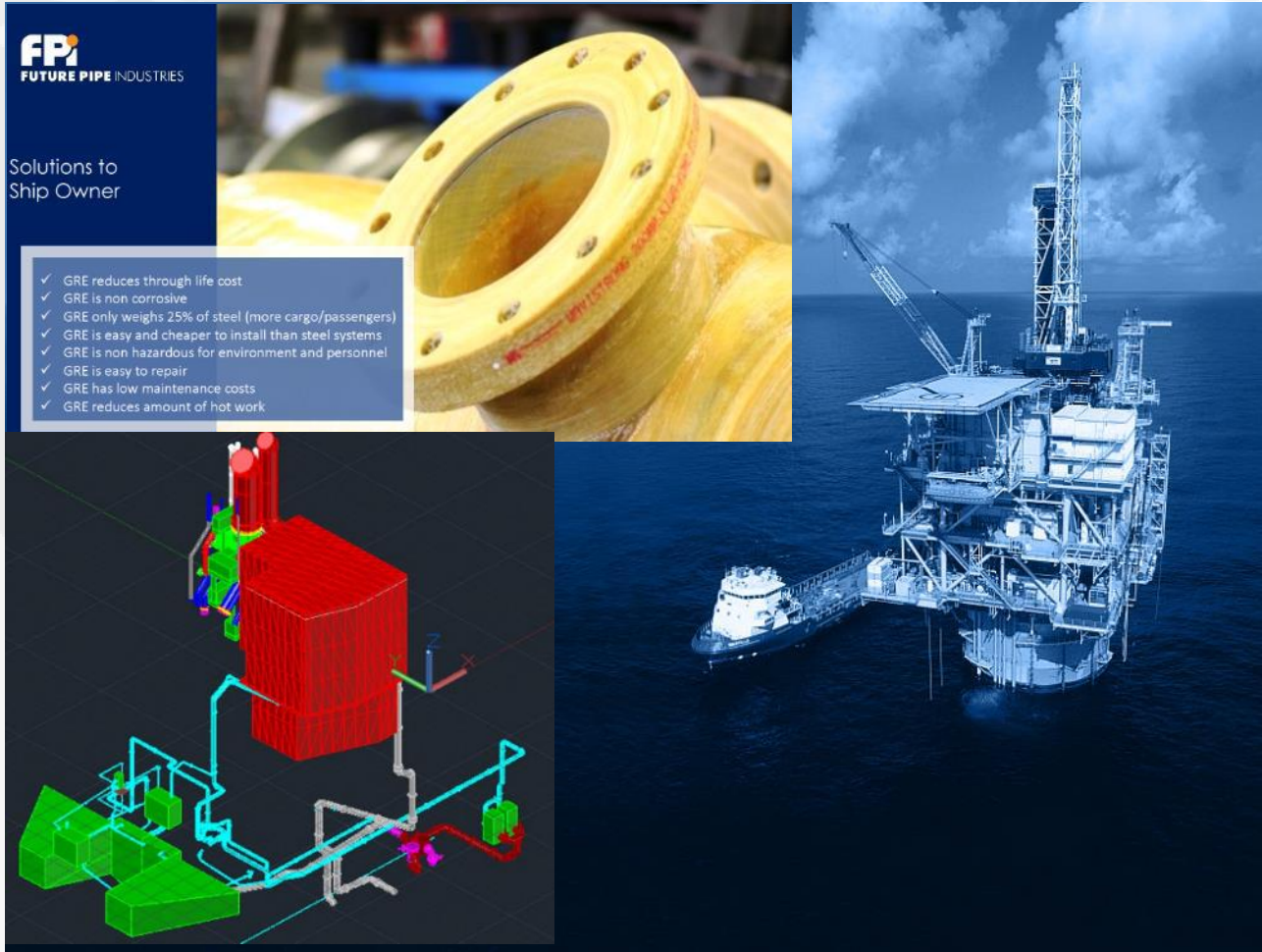


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INTEGRATION ENGINEERING

整合工程



FPI
FUTURE PIPE INDUSTRIES

Solutions to Ship Owner

- ✓ GRE reduces through life cost
- ✓ GRE is non corrosive
- ✓ GRE only weighs 25% of steel (more cargo/passengers)
- ✓ GRE is easy and cheaper to install than steel systems
- ✓ GRE is non hazardous for environment and personnel
- ✓ GRE is easy to repair
- ✓ GRE has low maintenance costs
- ✓ GRE reduces amount of hot work

BOS

OFFSHORE & MARINE PTE LTD

Subsidiaries consist of BOS Offshore & Marine, Sea Forrest Engineering and Sea Forrest Power Solutions, and BOSMEC, a 35% Associate in Japan

子公司包括 BOS Offshore & Marine、Sea Forrest Engineering 和 Sea Forrest Power Solutions，以及 BOSMEC（日本 35% 的聯營公司）

- **Project and Procurement Management** 專案和採購管理
- **Turnkey solutions in GRE pipes supplies, pre-fabrications, engineering designs, installations and commissioning for Ballast Water System, Ballast Water Treatment System, Scrubber System** 壓載水系統、壓載水處理系統、洗滌器系統的 GRE 管道供應、預製、工程設計、安裝和調試的統包解決方案
- **Structure & Piping Fabrication** 結構和管道製造
- **Service, Maintenance & Installation of Equipment** 設備的服務、維護與安裝
- **Procurement & Logistic Service of Spares** 零件採購及物流服務

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ELECTRIFICATION AND SUSTAINABILITY

電氣化和永續發



Decarbonisation of the Maritime industry 海運業脫碳

Electrification and Hybridisation of Marine Propulsion Systems

船舶推進系統的電氣化和混合化

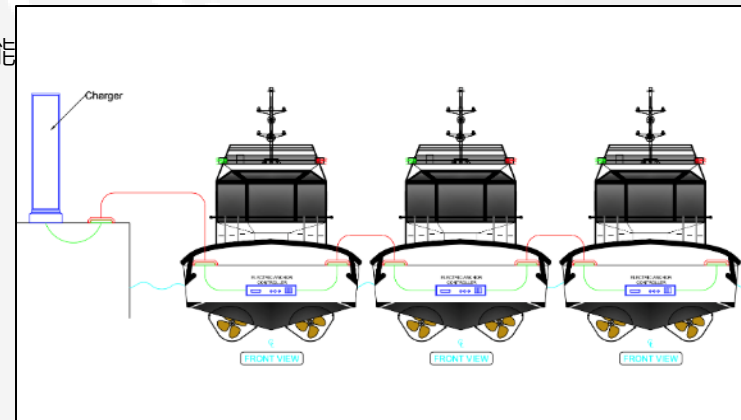
Proprietary-designs, innovative and efficient Green solutions

專利設計、創新高效的綠色解決方案

Onshore/Offshore Electric Charging Systems 陸上/海上充電系統

Marine & Offshore ESS (Energy Storage System). 船舶和近海 ESS (儲能)

Remote Autonomous Pilotage (RAP). 遠端遙控自動領航 (RAP)



In April 2018, the International Maritime Organisation (“IMO”) laid out its strategy to reduce the shipping industry’s total greenhouse gas (“GHG”) emissions in 2050 by at least 50% from 2008 level, and to reduce CO2 emissions per transport work by at least 40% by 2030.

2018年4月，國際海事組織(「IMO」)制定了到2050年將航運業溫室氣體(GHG)排放總量較2008年減少至少50%的策略，並減少每項運輸工作的二氧化碳排放量到2030年至少減少40%。



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CYBER SECURITY

網路安全

85% owned Singapore subsidiary since 2014

自 2014 年起，新加坡擁有 85% 的子公司

One-Stop Cyber Advisory Specialist with Disruptive Tech

一站式網路諮詢專家，提供顛覆性技術

- Detection-less sanitization paradigm 無需檢測的消毒範例
- Source-code-less application vulnerability review 無源代碼應用程式漏洞審查
- IP-address-less firewall protector 無 IP 位址的防火牆保護器
- Automated white-hat hacking bots 自動化白帽駭客機器人

Strong and Credible project references in government agencies, critical infrastructures, MNCs, educational and financial institutions

強大且可靠的政府機構、關鍵基礎設施、跨國公司、教育和金融機構項目可供參考

Mandatory cybersecurity standards (IACS UR E26 & E27 from 2024)

強制網路安全標準 (IACS UR E26 和 E27 · 自 2024 年起實施)

Targeting regional expansion, maritime market and local SMEs 瞄準區域拓展、海運市場

ISO 27001, 45001, 14001, 9001, bizSAFE Star certifications

SG iMDA Go Secure accredited

ISO 27001、45001、14001、9001、bizSAFE Star 認證、SG iMDA Go Secure 認證

Special technology that protected
>350 Critical Info-Infrastructures
since 2009, achieving zero incident
自 2009 年以來保護超過 350 個關鍵資訊基礎
設施的特殊技術，實現了零事故

athena
dynamics



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CYBER SECURITY

網路安全

athena
dynamics

130+ Customers, 5+ Largest Official System Integrators, Award Winners

130+ 客戶、5+ 最大官方系統整合商、獲獎者



SI Partners in Singapore 新加坡合作夥伴



Key Brand Partner 主要品牌合作夥伴

Ethical Hacker Partners 道德駭客合作夥伴



- Automated and Manual Vulnerability Assessment & Pen Testing (VAPT) 自動和手動漏洞評估和滲透測試 (VAPT)
- Cyber-Attack Vulnerability Testing for Enterprise IT Security and Critical Infra-structures 企業 IT 安全和關鍵基礎架構的網路攻擊漏洞測試
- Singapore-Based Alliance of World-Class Hackers from Countries at War 總部位於新加坡的戰爭國家世界級駭客聯盟
- Expert World-Class Competition Winner In Critical Infra-Structure Protection (CIP) since 2010 自 2010 年以來一直是關鍵基礎設施保護 (CIP) 的世界級專家競賽獲獎者



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Infrared Thermal Sensing Technology

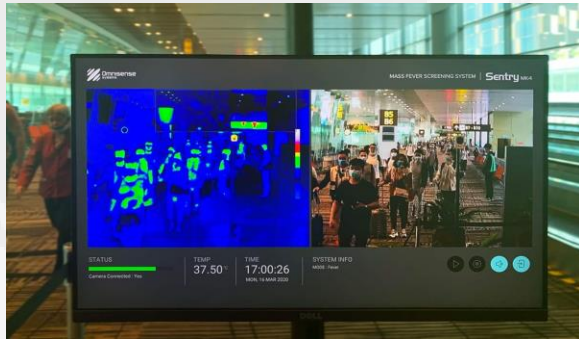
紅外線熱感測技術

Infravision Technologies, a 100% owned Singapore subsidiary has taken over Omnisense System's assets and businesses from March 2025

胤輝昇科技有限公司, 為全資擁有的新加坡子公司將從 2025 年 3 月起接管資產和業務

Global leading technologies in Infrared Thermal Sensing 全球領先的紅外線熱感測技術

R&D office in Taipei and Sales office in Singapore 在新加坡和台北均有研發和銷售辦事處



Mass Fever Screening System 集體發燒篩檢系統

Mass Fever Screening & pandemic Control System
集體發燒篩檢和流行病控制系統

Proven accuracy rate of +/- 0.1° 經證實的準確度為 +/- 0.1°C

In SG: Deployment at all terminals of Changi Airport, check points, banks, all government hospitals, etc.

在新加坡：部署在樟宜機場所有航廈、檢查站、銀行、所有政府醫院等。

Globally: USA, Taiwan, Vietnam, India, Philippines, Ghana, UAE, Kuwait,

UK, Australia, New Zealand, Bangladesh, Indonesia, Nepal, Uganda, etc.

全球：美國、台灣、越南、印度、菲律賓、加納、阿聯酋、科威特、英國、澳洲、紐西蘭、孟加拉、印尼、尼泊爾、烏干達等。



Marine Night Vision 海洋夜視儀

Unique design with gyro stabilizer 獨特的陀螺儀穩定器設計

Best-in-class optical sensors 一流的光學感測器

Ultra performance with multi sensors
多感測器的超高性能

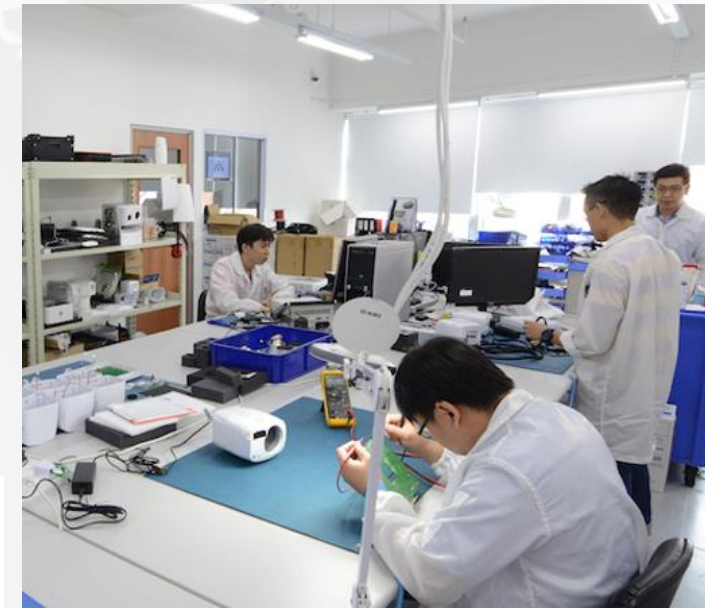
Clear sightings and uninterrupted target tracking
清晰的瞄準和不間斷的目標跟踪

Japan Coast Guard standard equipment

日本海上保安廳標準配備



Commercial 商用專用



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FINANCIAL HIGHLIGHTS

財務摘要

PROFIT & LOSS

損益表

	FY2025 (S\$'000) 2025財年新幣(千元)	FY2024 (S\$'000) 2024財年新幣(千元)	Change (%) 變動百分比
Revenue 營業收入	48,308	60,385	-20.0
Gross Profit 營業毛利	19,455	24,548	-20.7
Gross Profit Margin 營業毛利率	40.3%	40.7%	-1
Operating Expenses 營業費用 ¹	20,279	1	-10.3
Net Profit After Tax 稅後淨利	354	2,059	-82.8
Net Profit Margin 淨利率	0.7%	3.4%	-79.4
Basic EPS (cents) 基本每股盈餘(分) ²	0.36	0.90	-60

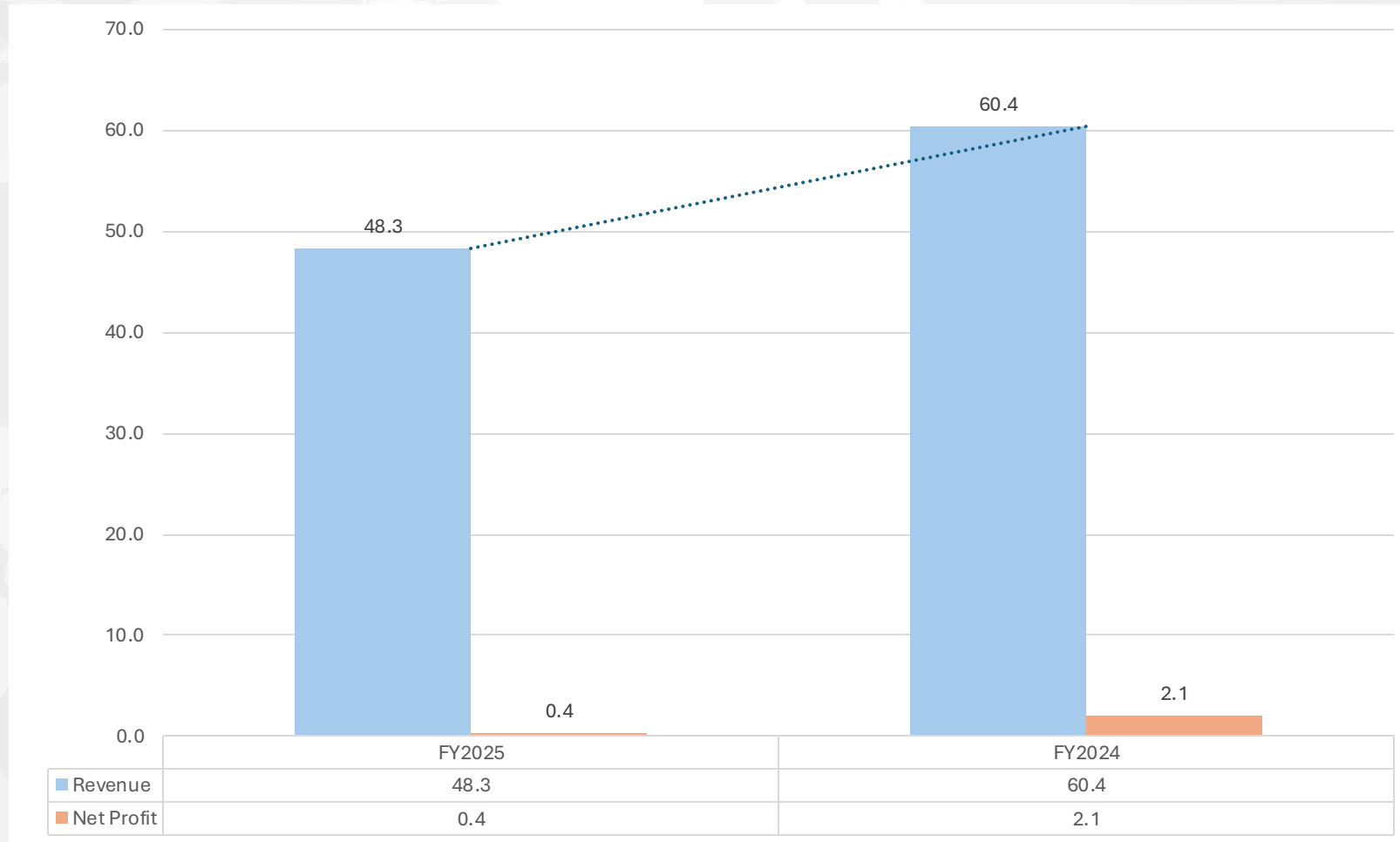
¹: Includes selling & distribution costs and administrative costs less reversals of impairment on financial assets
包括銷售和分銷成本及管理成本減去金融資產減損轉回

²: Calculated based on the weighted average number of issued shares (excluding treasury shares) of 299,999,987 as at 31 December 2025
以2025年12月31日已發行股份(不含庫藏股)加權平均數299,999,987股計算

REVENUE & NET PROFIT

營業收入與淨利潤

S\$' Million 新幣 百萬元

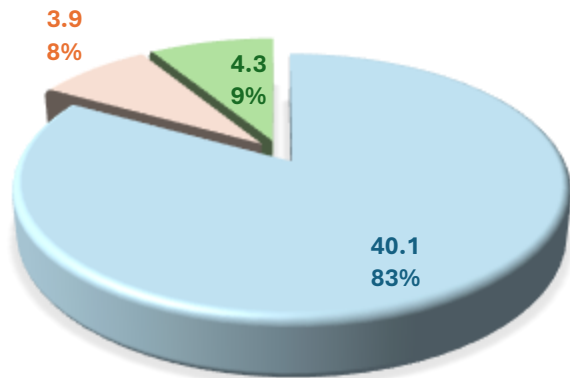


REVENUE BREAKDOWN

營業收入明細

FY2025
2025財年

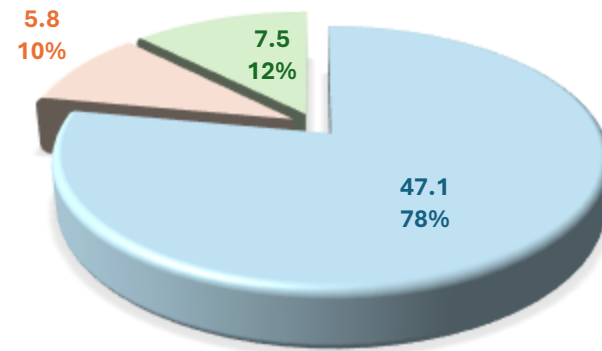
S\$' Million 新幣 百萬元



- Electrical and Technical Supply
- Security
- Integration Engineering

FY2024
2024財年

S\$' Million 新幣 百萬元

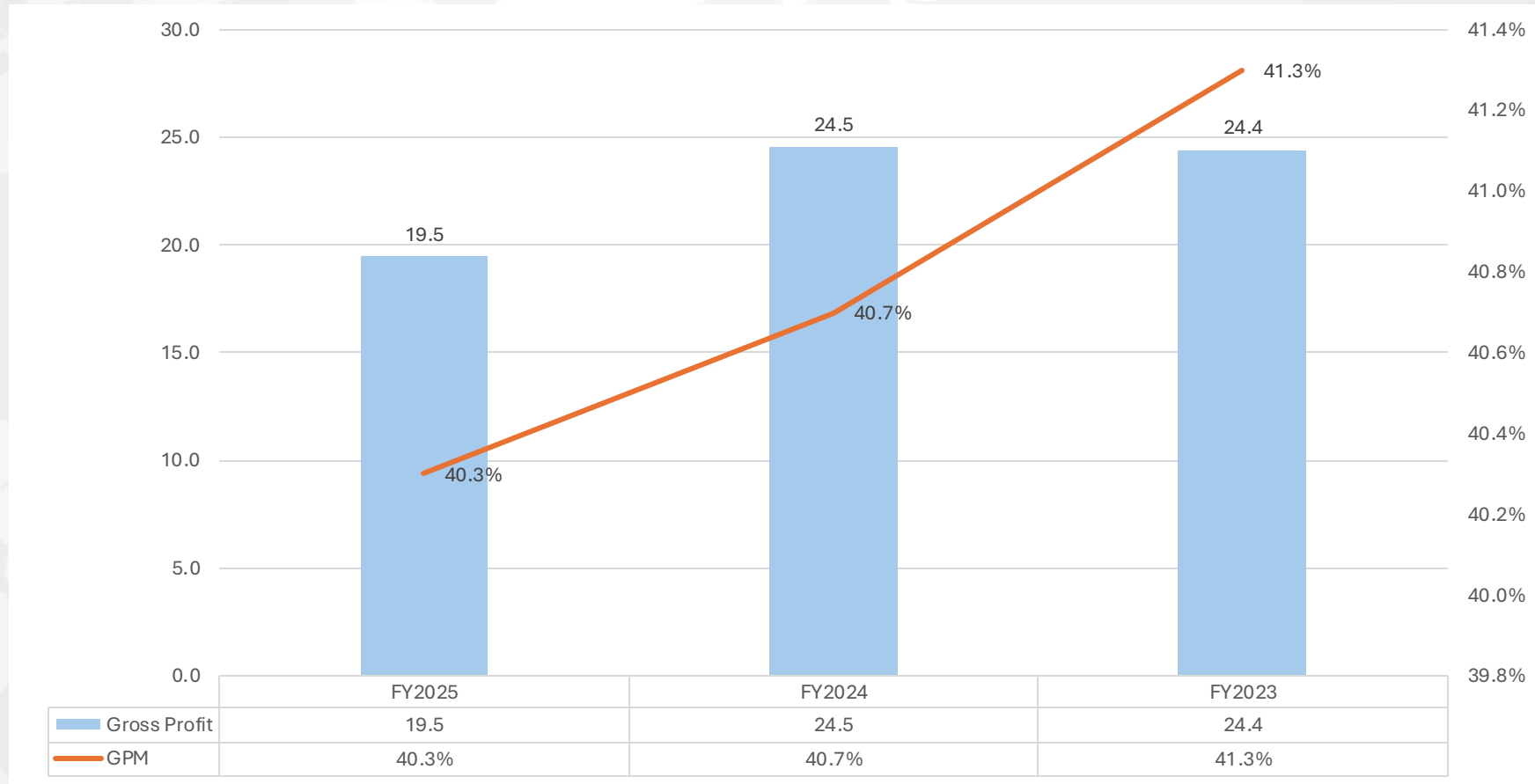


- Electrical and Technical Supply
- Security
- Integration Engineering

GROSS PROFIT & GPM

毛利及毛利率

S\$' Million 新幣 百萬元



BALANCE SHEET

資產負債表

	31 Dec 2025 (S\$'000) 2025年12月31日 新幣千元	31 Dec 2024 (S\$'000) 2024年12月31日 新幣千元
Property, Plant & Equipment 不動產、廠房及設備	16,082	16,982
Inventories 存貨	33,662	33,259
Cash & Cash Equivalents 現金及約當現金	4,336	5,301
Total Borrowings 借款總計	9,779	12,080
Shareholders' Equity 股東權益	52,412	55,515
Gross Gearing Ratio 總資產負債比率	18.66%	21.76%
Net Gearing Ratio 淨負債比 ¹	10.39%	12.21%
Net Asset Value per Ordinary Share (Singapore Cents) 每股普通股淨資產價值 (新幣分)	17.5	18.5

1: Net Gearing Ratio is calculated based on (Total Borrowings – Cash & Cash Equivalents) / Shareholders' Equity
淨資產負債比是根據 (總借款-現金及現金及約當現金) / 股東權益計算

CASHFLOW

現金流量表

	FY2025 (S\$'000) 2025財年(新幣千元)	FY2024 (S\$'000) 2024財年(新幣千元)
Profit before tax, total 稅前淨利,總計	16	2,517
Net cash generated from Operating activities 來自營運活動之淨現金	4,914	761
Net cash used in Investing activities 投資活動之淨現金流出	(592)	(1,666)
Net cash (used in)/generated from Financing activities 來自/(用於)融資活動之淨現金	(5,174)	1,041
Net (decrease)/increase in cash and cash equivalents 現金及約當現金淨增加/(減少)	(852)	136
Cash and cash equivalents at end of year 年末現金及約當現金	4,336	5,301

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MARKET OUTLOOK

市場展望

MARKET OUTLOOK

市場展望

Challenges 挑戰

1. Geopolitics & Trade Fragmentation

地緣政治與貿易碎片化

US–China decoupling; rising tariffs, sanctions

美中脫鉤；關稅和製裁不斷升級

Russia–Ukraine War & Middle East tensions driving instability

俄烏戰爭和中東緊張局勢加劇不穩定

Shift from globalization → regional trade blocs

全球化→區域貿易集團轉變

2. Supply Chain & Cost Pressures 供應鏈與成本壓力

Ongoing supply chain disruptions and longer lead times 持續的

供應鏈中斷和更長的交貨週期

Rising material costs (copper, aluminum, polymers) 原料成本上漲

(銅、鋁、聚合物)

Energy, freight, and labor cost inflation 能源、貨運和勞動成本上漲

3. Demand Volatility & Industry Cycles 需求波動與產業週期

Uncertain offshore & marine capex cycles 海上和海洋資本支出週期

的不確定性

Project delays, cancellations, and margin pressure 專案延期、取

消和利潤率壓力

Stronger customer bargaining power 客戶議價能力增強

4. Technology & Energy Transition 技術與能源轉型

Rising demand for smart, energy-efficient solutions 對智慧、節能解
決方案的需求日益增長

Risk of product obsolescence 產品過時的風險

5. Financial, Regulatory & Competitive Pressures 金融、監理與競爭 壓力

FX volatility, high interest rates 外匯波動、高利率

Increasing ESG and compliance requirements 日益嚴格的環境、社會
及治理 (ESG) 和合規要求

Intensifying price competition and commoditization 價格競爭加劇
和商品化趨勢

6. Emerging Risks 新興風險

Cybersecurity and digital vulnerabilities 網路安全和數位漏洞

Talent constraints 人才短缺

Inventory and demand uncertainty 庫存和需求的不確定性



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MARKET OUTLOOK 市場展望

Opportunities 機會

1. Marine & Offshore Demand Growth 海洋與近海需求成長

Rising global marine and offshore activities 全球海洋與近海活動日益活躍

Project shift from Middle East → Southeast Asia 專案重心從中東轉移至東南亞

Strong shipbuilding, retrofit, and offshore capex pipeline 強勁的造船、改造和近海資本支出項目儲備

2. Energy Transition & Decarbonization 能源轉型與脫碳

IMO targets: $\geq 40\%$ CO₂ reduction by 2030, $\geq 50\%$ GHG reduction by 2050

國際海事組織 (IMO) 目標：到 2030 年二氧化碳排放量減少 $\geq 40\%$ ，到 2050 年溫室氣體排放量減少 $\geq 50\%$

MPA Singapore push toward electrification of harbour craft and lower emissions

新加坡海事及港務管理局 (MPA Singapore) 推動港口船舶電氣化和降低排放

Accelerated demand for electrification, energy-efficient systems, and hybrid solutions

電氣化、節能係統和混合動力解決方案的需求加速成長

3. Regulatory & Digital Compliance 監理與數位化合規

IACS UR E26 and E27 are mandatory cybersecurity regulations for ships contracted for construction on or after July 1, 2024

IACS UR E26 和 E27 是 2024 年 7 月 1 日或之後簽訂建造合約的船舶必須遵守的網路安全法規。

Increasing requirements for compliant, high-spec marine electrical systems 對符合規範的高規格船舶電氣系統的要求不斷提高

Growing adoption of smart, integrated vessel technologies 智慧整合船舶技術的應用日益廣泛

4. Structural Industry & Value Shift 產業結構與價值轉移

Supply chain regionalisation (Southeast Asia growth) 供應鏈區域化 (東南亞成長)

Rising retrofit and lifecycle upgrade demand from ageing fleets 車隊老化導致改造和生命週期升級需求不斷增長

Shift from product supply → integrated solutions & higher-value systems 產品供應模式轉型為整合解決方案和高價值系統



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