EGP Energy Corporation (EGX SP)

Singapore's T&D EPC Champion With Strong Orderbook Visibility

Highlights

- EGP is Singapore's leading independent T&D EPC specialist with over 90 completed projects, 7.5x orderbook visibility (S$296.2m) and a 30-year track record backed by seasoned leadership and a strong regulatory moat.
- We expect its robust orderbook to drive a three-year earnings CAGR of 18% over 2025-28, supported by its key customer's capex.
- Initiate coverage with BUY and a target price of S$0.92, pegged to 13.8x 2027F PE, in line with the Southeast Asia EPCC peer average, with re-rating potential from strong contract wins and M&S growth.

Analysis

- **Market leadership with strong regulatory moat.** EGP Energy Corporation (EGP) commands 37.5% of Singapore's switchgear market and holds one of only 16 BCA SY04 L6 Unlimited certifications, the highest qualification tier required by its key utility customer. We infer this customer to be Singapore's national grid operator and sole addressable customer for transmission & distribution (T&D) engineering, procurement and construction (EPC) services. EGP's 30-year relationship with the customer and zero reportable incidents across over 90 projects reinforce regulatory trust and customer stickiness. The L6 qualification held by EGP also requires over 15 years to attain, creating a significant barrier to entry.
- **Robust earnings visibility from S$296.2m orderbook.** The contracted backlog represents 7.6x 2025 revenue and contracts up to 2031 provide EGP multi-year revenue visibility. Importantly, the key utility customer's capex is legislatively mandated, eliminating cyclical demand risk. In our view, multi-year fixed-price contracts reduce execution risk, while project overruns of under 1% demonstrate operational excellence. Given EGP's robust orderbook, we project a three-year earnings CAGR of 18% (2025-28).
- **Superior unit economics and asset-light model.** EGP's 20.3% 2026 EBITDA margin is above the engineering, procurement, construction, and commissioning (EPCC) peer average of 15.2%, while capex is minimal at 2% of revenue. Its non-manufacturing asset-light model involves sourcing multi-OEM equipment, thus avoiding capex and working capital drag. Maintenance & servicing (M&S) contracts are recurring and generate robust 50% gross margins. We forecast margin accretion as this business segment expands.
- **Initiate coverage with BUY and a target price of S$0.92,** based on 13.8x 2027F PE, in line with the Southeast Asia EPCC peer average. EGP currently trades at 11.0x 2027F PE, representing a discount to peers' average, highlighting EGP's undervaluation despite its strong market leadership backed by a robust orderbook.

Key Financials

Year to 31 Dec (S$m)	2024	2025	2026F	2027F	2028F
Net turnover	38	39	61	93	98
EBITDA	9	12	12	19	21
Operating profit	9	12	12	18	20
Net profit (rep./act.)	9	10	10	15	17
Net profit (adj.)	9	10	13	15	17
EPS (S$ cent)	5.2	4.6	5.8	6.7	7.5
PE (x)	14.2	16.0	12.6	11.0	9.8
P/B (x)	7.5	7.2	2.5	2.2	1.9
EV/EBITDA (x)	9.1	7.3	6.9	4.5	4.0
Dividend yield (%)	0.0	0.0	2.4	3.6	4.1
Net margin (%)	22.4	26.4	16.2	16.2	17.2
Net debt/(cash) to equity (%)	(125.6)	(152.3)	(117.7)	(114.3)	(110.9)
Interest cover (x)	n.a.	n.a.	n.a.	n.a.	n.a.
ROE (%)	69.3	53.5	23.0	22.0	21.9
Consensus net profit (S$m)	-	-	-	-	-
UOBKH/Consensus (x)	-	-	-	-	-

Source: Bloomberg, UOB Kay Hian

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BUY

Share Price	S$0.73
Target Price	S$0.92
Upside	25.8%

Stock Data

Sector	Industrials
Bloomberg ticker	EGX SP
Shares issued (m)	225.5
Market cap (S$m)	164.6
Market cap (US$m)	129.3
3-mth avg daily t'over (US$m)	0.5

Price Performance (%)

52-week high/low: S$0.865/S$0.545

1mth	3mth	6mth	1yr	YTD
(3.9)	n.a.	n.a.	n.a.	n.a.

Major Shareholders (%)

Frankie Fan	39.4
Ng Tian Soo	26.5
Ho Teck Hong	7.5

Balance Sheet Metrics

FY26 NAV/Share (S$)	0.29
FY26 Net Debt/Share (S$)	0.34

Price Chart

Source: Bloomberg

Company Description

EGP Energy Corporation provides electrical infrastructure solutions, including engineering, procurement, and construction management services for transmission and distribution projects. The company serves customers worldwide.

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This report uses the closing prices of 16 Sep 26

Investment Highlights

MARKET LEADERSHIP WITH STRONG REGULATORY MOAT

Experienced leadership with strong industry relationships. EGP is a leading electrical infrastructure solutions provider in Singapore, focused on extra high voltage (EHV) and high voltage (HV) power transmission and medium voltage (MV) distribution projects. It is led by co-founder, Executive Chairman and CEO Mr Frankie Fan, who has over 30 years of experience, supported by Executive Director Mr Nicholas Fan and Executive Officer Mr Dennis Li who has more than 20 years of T&D experience. The management team has built long-standing relationships across the T&D ecosystem, including regulators, its key utility customer, as well as key suppliers, through projects spanning 66Kv to 400kV. These relationships support EGP's ability to secure projects, source equipment efficiently, and execute within tight technical and regulatory requirements.

Leadership backed by a veteran management team with deep T&D expertise and strong stakeholder relationships

Market leadership underpinned by structural scarcity and high regulatory barriers to entry. EGP holds an estimated 37.5% share of Singapore's EHV and HV switchgear market and 24.9% of the combined EHV/HV switchgear and transformer segment in 2025. Competition is structurally limited, with only 16 firms holding the BCA SY04 L6 qualification required for large transmission projects, and only a small subset capable of acting as EPC prime contractors. EGP is one of only two independent non-OEM EPC prime contractors qualified at the EHV level. Entry barriers are high due to the need for pre-approvals from Singapore's national grid operator, Building and Construction Authority's (BCA) top-tier requirements, Contractor Performance Management System (CPMS) performance standards, bizSAFE Star certification, and a five-year defect liability period. These create long lead times for new entrants, while EGP benefits from over 30 years of operating experience and a strong execution track record with no project failure.

Dominant EHV/HV player benefitting from high entry barriers and limited competition

ROBUST EARNINGS VISIBILITY FROM S$293.9M ORDERBOOK

Robust orderbook provides strong revenue visibility. EGP enters its next phase of growth with a healthy orderbook of S$296.2m, providing strong earnings visibility through to 2031, with around 50% of the orderbook to be recognised over the next one and a half years (1H26 till end-27). Of this, 80-85% is attributable to Singapore's national grid operator, reflecting the deep and recurring nature of EGP's relationship with its key utility customer, with the remaining orders arising from subcontracting arrangements. With the Singapore power transmission and distribution solutions (PTDS) market expected to remain strong through 2030, EGP is well placed to continue replenishing its orderbook as existing contracts progress.

Strong S$296.2m orderbook provides multi-year revenue visibility and stable utility demand

SUPERIOR UNIT ECONOMICS AND ASSET-LIGHT MODEL

Margin strength and asset-light operating model. We expect EGP to continue to deliver strong profitability, with an expected EBITDA margin of 20.3% (2026) versus the EPCC peer average of 15.2%. This outperformance is driven by its integration-led EPC execution and asset-light, non-manufacturing multi-OEM model, which avoids the heavy capex and working capital requirements typical of manufacturing peers. Capex is minimal at around 2% of revenue, supported by flexible sourcing across global OEMs in Germany, Japan, South Korea, and China, enabling cost and specification optimisation without fixed production assets.

High margins driven by asset-light EPC model, flexible sourcing, and low capital intensity

Recurring earnings growth and transition to higher-value offerings. EGP is seeing a structural shift toward higher-quality earnings through its M&S business, which has delivered 50-60% in gross margins historically (1H26: 68.1%), providing more stable, recurring income versus lumpy EPC execution. As installed projects transition into maintenance phases, EGP's earnings are expected to become increasingly annuity-like, anchored by its key utility customer's asset base. At the same time, EGP is upgrading its offering mix toward higher-value, technology-driven solutions, including green switchgear for more than 7,000 substations for the key utility customer, digitally enabled equipment with predictive maintenance, and AI-enabled inspection tools such as robotic monitoring systems, supporting a gradual move toward a service-led, higher-margin business model.

Shift toward recurring M&S revenues and technology-led services improves earnings quality and stability

SURGING DEMAND FROM DATA CENTRES AND ELECTRIFICATION

Riding a structural capex cycle. Singapore's PTDS market has expanded rapidly from S$585m in 2022 to S$2.24b in 2025 (three-year CAGR of 56%), driven by a grid investment programme for solar power purchase agreements (SPPA). Growth is structural, supported by the S$10b Future Energy Fund, SINGA borrowing of up to S$90b, and long-term infrastructure buildouts. The market is expected to reach S$2.79b by 2030, with SPPA accounting for 86% of demand. As one of only two independent non-OEM EPC contractors qualified at the EHV level, EGP is well positioned to capture an outsized share of the SPPAs.

Singapore PTDS growth driven by long-term infrastructure spend and EGP's strong positioning

Benefitting from data centre and AI buildout. Singapore's lifting of its data centre (DC) moratorium has unlocked new capacity, including a 700 MW low-carbon hub on Jurong Island. All new projects must achieve at least 50% green energy sourcing under DC-CFA2, raising PTDS complexity and scope. EGP is positioning itself in this growth segment and, with its expertise in complex substation integration and a robust relationship with its key utility customer, is well placed to capture both grid upgrades and DC-related substation demand.

Grid expansion needs of DCs create new high-value electrification opportunities

FORTRESS BALANCE SHEET SUPPORTS POTENTIAL EXPANSION AND SHAREHOLDER RETURNS

Healthy balance sheet provides strong optionality for growth plans and shareholder returns. EGP is expected to be a net cash company at IPO. As at end-Jun 26, it held approximately S$25.1m in cash and fixed deposits, against minimal lease liabilities of S$0.6m, resulting in net cash of S$24.5m. With the IPO proceeds, net cash is expected to increase further to about S$62m, representing around 36% of market capitalisation. This strong balance sheet provides downside protection and financial flexibility to fund regional expansion without near-term equity dilution. While no formal dividend policy has been set, the company has indicated a potential payout ratio of up to 40% for 2026-27. The robust cash position also supports the potential for sustainable dividend distributions over the longer term.

Net cash position expected to support post-IPO expansion, dividends, and financial resilience

Malaysia JV marks first step in regional expansion. Malaysia and Indonesia present compelling long-term growth opportunities for EGP as it extends its Singapore track record regionally. Malaysia has become the group's first overseas market, following its 60:40 JV with UUE Holdings' subsidiary Kum Fatt Engineering to pursue EHV and HV power grid infrastructure projects of up to 500kV. The JV provides EGP with an established local platform to participate in Malaysia's grid modernisation cycle, supported by rising electricity demand from DCs, industrial expansion and renewable energy integration. Successful execution in Malaysia could provide a blueprint for further regional expansion while Indonesia remains a longer-term opportunity given its sizeable PTDS investment pipeline.

Malaysia JV launches EGP's regional expansion; Indonesia offers longer-term growth potential

Valuation

Initiate coverage with a BUY recommendation and a target price of S$0.92, implying 25.8% upside. Our target price is pegged to 13.8x 2027F PE, in line with the Southeast Asia EPCC contractor peer average, as well as to take into account stronger earnings visibility heading into 2027, backed by EGP's strong current orderbook of S$296.2m. Our regional peer set comprises eight EPCC contractors spanning India, Malaysia and Thailand. These are operators with comparable operating environments, regulatory frameworks and infrastructure capex cycles.

We value EGP at 13.8x 2027F PE, in line with regional peers with similar operating environments and capex cycles

Earnings growth. We expect strong earnings growth, with a projected adjusted three-years earnings CAGR (2025-28) of 18%, as EGP continues to recognise strong revenue and earnings contributions from its robust orderbook. This is also supported by EGP's position as the leading electrical infrastructure solutions provider in Singapore alongside its strong market share in the PTDS market. The company's strengthening balance sheet position and S$24.5m net cash position also provide ample flexibility for growth initiatives and potential capital returns.

Strong orderbook and market leadership support 18% earnings CAGR and balance-sheet flexibility

We expect EGP to continue to benefit from the strong ongoing structural capex cycle in Singapore's PTDS market, enhancing its long-term revenue and earnings visibility. Overall, we think EGP has an attractive risk-reward profile, and continue to highlight EGP's superior operational metrics with a 20.3% 2026 EBITDA margin vs a 15.2% peer average, fortress net cash position of S$62m post IPO with zero debt and strong orderbook visibility till 2031, supporting the case for a potential valuation re-rating.

Singapore's PTDS capex cycle, superior margins and net cash support valuation re-rating

We have identified three catalysts that could imply meaningful re-rating potential for EGP: a) customer concentration ratio improving via ex-key utility customer contract wins; b) successful overseas project execution; and c) the M&S segment scaling to a greater share of earnings, leading to margin expansion.

Customer diversification, overseas project execution and M&S scaling could drive margins and re-rating

Figure 1: Peer Comparison

		Trading	Price @	Market	----------- PE -----------		----------- P/B ----------		----- EV/EBITDA -----		ROE	Yield	-- EBITDA Margin --	
Company	Ticker	Curr	16 Sep 26	Cap	2026	2027	2026	2027	2026	2027	2026	2026	2026	2027
		(lcy)	(lcy)	(US$m)	(x)	(x)	(x)	(x)	(x)	(%)	(%)	(%)	(%)	(%)
Kalpataru Projects	KPIL IN	INR	1388.6	2,471	18.8	15.2	2.7	2.3	9.4	8.0	15.1	0.8	8.6	8.9
KEC Int'l	KECI IN	INR	400.25	1,110	15.2	10.7	1.6	1.4	8.7	7.0	10.8	1.3	6.8	7.5
Techno Electric & Engrg	TECHNOE IN	INR	971.85	1,178	20.1	16.8	2.4	2.2	15.5	12.1	12.5	0.9	14.5	15.3
Transrail Lighting	TRANSRAI IN	INR	406.95	569	11.6	9.2	2.0	1.7	6.3	5.2	18.2	n.a.	10.8	11.2
MN Hldgs	MNHLDG MK	MYR	3.54	589	24.7	19.9	6.1	5.9	15.5	11.2	31.9	0.0	15.5	14.3
Cheeding Hldgs	CHEEDING MK	MYR	0.585	114	11.9	10.8	n.a.	n.a.	6.9	6.0	23.4	2.1	35.1	31.2
Pestec Int'l	PESTEC MK	MYR	0.055	34	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Demco	DEMCO TB	THB	3.68	83	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Average					17.1	13.8	3.0	2.7	10.4	8.2	18.6	1.0	15.2	14.7
EGP Energy	EGX SP	SGD	0.73	129	12.6	11.0	2.5	2.2	8.5	6.6	23.8	2.4	20.3	20.3

Source: Bloomberg, UOB Kay Hian

Figure 2: Earnings Sensitivity On Valuation

Deviation from base			-- Market Cap (S$m) --						
			P/E (x)						
			12.3	12.8	13.3	13.8	14.3	14.8	15.3
-15%	2027F EPS (S cents)	5.66	$0.70	$0.72	$0.75	$0.78	$0.81	$0.84	$0.87
-10%		5.99	$0.74	$0.77	$0.80	$0.83	$0.86	$0.89	$0.92
-5%		6.32	$0.78	$0.81	$0.84	$0.87	$0.90	$0.94	$0.97
0%		6.66	$0.82	$0.85	$0.89	$0.92	$0.95	$0.99	$1.02
5%		6.99	$0.86	$0.89	$0.93	$0.96	$1.00	$1.03	$1.07
10%		7.32	$0.90	$0.94	$0.97	$1.01	$1.05	$1.08	$1.12
15%		7.66	$0.94	$0.98	$1.02	$1.06	$1.09	$1.13	$1.17

Source: UOB Kay Hian

Earnings Results & Outlook

Strong 1H26 revenue and earnings growth with margin expansion. EGP reported a revenue of S$30.7m (+157.4% yoy), supported by strong growth in both the T&D (S$20.8m, +156.3% yoy) and M&S (S$9.9m, +159.8% yoy) business segments as new and higher-value projects commenced. Gross profit grew to S$10.1m in 1H26 (1H25: S$3.1m) while gross margin expanded by 7.0ppt to 32.9% in 1H26 (1H25: 25.9%). This was supported by a stronger revenue contribution and higher growth in the M&S segment which has higher margins by nature. Adjusted NPAT also rose from S$2.2m in 1H25 to S$7.0m (+221.3% yoy), after accounting for the one-off IPO expenses. The growing margins highlight EGP's focus on building its higher-margin M&S business segment, alongside building scale in its T&D business segment.

Revenue surged 157%, with margin expansion driven by higher-margin M&S growth

Balance sheet supports growth capacity. EGP also maintains a strong balance sheet with S$24.5m net cash and zero interest-bearing debt. This cash position has also risen to around S$62m post IPO. This provides meaningful flexibility to fund working capital and support project executions, following major project commencements in 1H26. Management has also indicated a potential payout ratio of up to 40%, yielding 3.2-4.1% in 2026-28.

Net cash position provides substantial flexibility to fund working capital and execution

Strong orderbook underpins clear multi-year revenue visibility. EGP's S$296.2m orderbook provides substantial revenue visibility, with orders slated for progressive completion through 2031. This provides a solid foundation for revenue recognition in upcoming years, reducing reliance on short-term contract wins to sustain current demands. Continued order replenishment and new project wins would further strengthen the group's long-term growth profile.

S$296.2m backlog supports multi-year revenue visibility through 2031

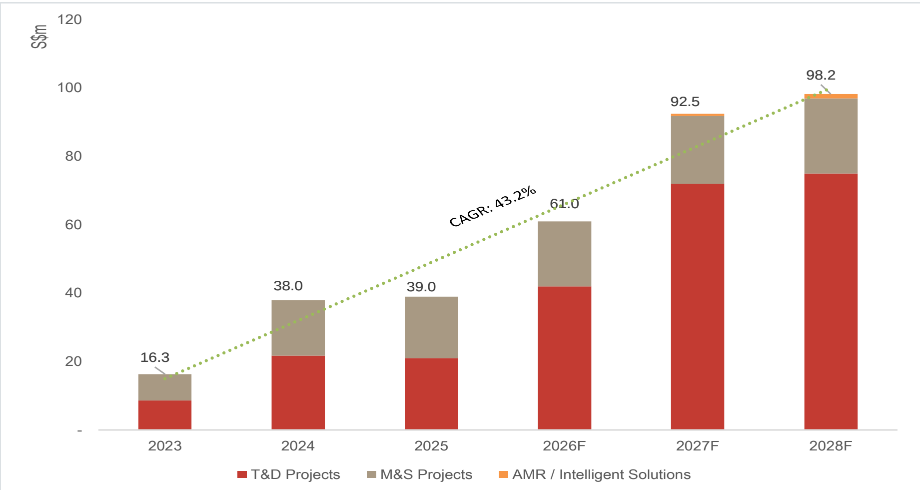
Strong revenue and earnings trajectory ahead. We forecast EGP delivering a three-year revenue CAGR of 36% and adjusted earnings CAGR of 18% over 2025-28, driven by the drawdown of the S$296.2m order backlog across T&D EPC projects, continued contract wins from Singapore's ongoing grid modernisation programme, and accelerating billings from the higher-margin M&S recurring revenue stream.

Revenue and adjusted earnings forecasts to grow at a CAGR of 36% and 18% respectively

Adjusted net profit is projected to grow from S$10.3m in 2025 to S$13.1m (+27% yoy) in 2026, S$15m (+15% yoy) in 2027 and S$16.8m (+12% yoy) in 2028. Near-term adjusted net margins are expected to compress to 16-22% (2025: 26.4%) due to a revenue mix shift, where T&D surges to 70-78% of revenue and temporarily displaces the higher-margin M&S. We expect margins to recover gradually from 2028 onwards as T&D execution continues and M&S scales.

Adjusted profit rises steadily through 2028, with margins recovering as M&S scales

Figure 3: Revenue By Business Segment

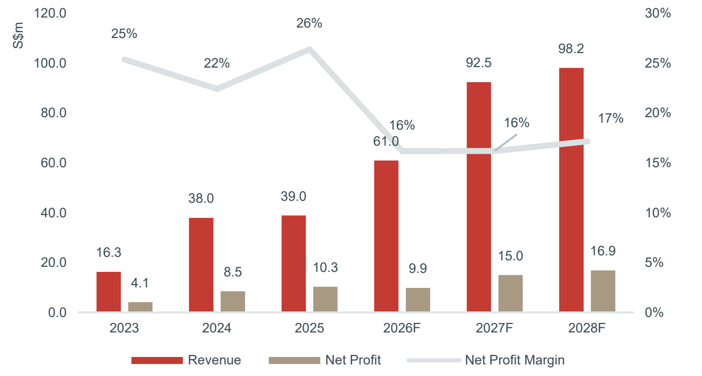


Source: UOB Kay Hian (2026-28 forecasts)

Superior margins and asset-light model. EGP's non-manufacturing, multi-OEM integration model delivered a 32% EBITDA margin and 26% net margin in 2025, supported by: a) low capital intensity, b) a largely project-linked procurement and subcontracting cost base, and c) a favourable contribution from higher-margin M&S projects. We project EBITDA margins at 20-23% from 2026-28, approximately 1.5x the regional peer average. This is segmented as follows: a) T&D operates at an around 20% gross margin, reflecting engineering and procurement intensity; b) M&S operates at a 50-60% gross margin, reflecting lower procurement and repeat-service economics; and c) early-stage autonomous mobile robot (AMR) operations target an around 30% gross margin for automated infrastructure inspection. We project compression of near-term margin to around 22% across 2026-28 to reflect a T&D revenue surge, but expect a margin recovery as the mix normalises toward higher-margin M&S and as T&D margins improve.

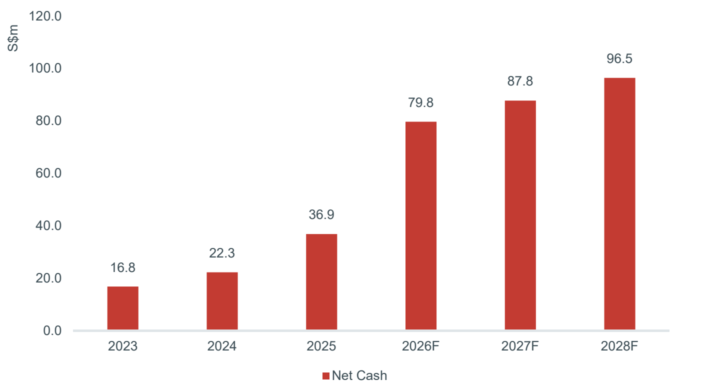
Asset-light model supports superior EBITDA margins of over 20%, above regional peers'

Figure 4: Revenue, Net Profit And Net Margin Forecasts



Source: EGP (2023-25 figures), UOB Kay Hian (2026-28 forecasts)

Figure 5: Net Cash



Source: EGP (2023-25 figures), UOB Kay Hian (2026-28 forecasts)

Profit & Loss

Year to 31 Dec (S$m)	2025	2026F	2027F	2028F
Net turnover	39.0	61.0	92.5	98.2
EBITDA	11.7	12.2	18.6	21.1
Deprec. & amort.	0.2	0.3	0.5	0.7
EBIT	11.6	11.9	18.2	20.4
Total other non-operating income	0.9	0.0	0.0	0.0
Associate contributions	0.0	0.0	0.0	0.0
Net interest income/(expense)	0.1	0.1	0.1	0.1
Pre-tax profit	12.5	12.0	18.3	20.6
Tax	(2.2)	(2.1)	(3.3)	(3.7)
Minorities	0.0	0.0	0.0	0.0
Net profit	10.3	9.9	15.0	16.9
Net profit (adj.)	10.3	13.1	15.0	16.9

Balance Sheet

Year to 31 Dec (S$m)	2025	2026F	2027F	2028F
Fixed assets	0.1	0.7	2.3	4.3
Other LT assets	2.2	2.1	2.0	1.8
Cash/ST investment	35.1	78.0	86.0	94.7
Other current assets	6.1	7.4	9.0	10.9
Total assets	43.6	88.2	99.3	111.8
ST debt	0.1	0.1	0.1	0.1
Other current liabilities	20.4	21.9	24.0	26.3
LT debt	0.1	0.1	0.1	0.1
Other LT liabilities	0.0	0.0	0.0	0.0
Shareholders' equity	22.9	66.1	75.1	85.2
Minority interest	0.0	0.0	0.0	0.0
Total liabilities & equity	43.6	88.2	99.3	111.8

Cash Flow

Year to 31 Dec (S$m)	2025	2026F	2027F	2028F
Operating	17.5	10.3	15.9	17.8
Pre-tax profit	12.5	12.0	18.3	20.6
Tax	(2.0)	(2.1)	(3.3)	(3.7)
Deprec. & amort.	0.2	0.3	0.5	0.7
Associates	0.0	0.0	0.0	0.0
Working capital changes	7.8	(0.4)	(0.4)	(0.6)
Non-cash items	(0.8)	0.6	0.9	1.0
Other operating cashflows	(0.1)	(0.1)	(0.1)	(0.1)
Investing	0.1	(0.6)	(1.6)	(2.2)
Capex (maintenance)	0.0	0.0	0.0	0.0
Investment	0.0	0.0	0.0	0.0
Proceeds from sale of assets	0.0	0.0	0.0	0.0
Others	0.0	(0.6)	(1.6)	(2.2)
Financing	(2.7)	33.1	(6.2)	(6.9)
Dividend payments	(2.5)	(4.0)	(6.0)	(6.7)
Proceeds from borrowings	0.0	0.0	0.0	0.0
Loan repayment	(0.1)	(0.2)	(0.2)	(0.2)
Others/interest paid	(0.0)	37.2	(0.0)	(0.0)
Net cash inflow (outflow)	14.9	42.8	8.1	8.7
Beginning cash & cash equivalent	20.3	35.1	78.0	86.0
Changes due to forex impact	0.0	0.0	0.0	0.0
Ending cash & cash equivalent	35.1	78.0	86.0	94.7

Key Metric

Year to 31 Dec (%)	2025	2026F	2027F	2028F
Profitability				
EBITDA margin	32.6	20.3	20.3	21.7
Pre-tax margin	32.1	19.7	19.8	21.0
Net margin	26.4	16.2	16.2	17.2
ROA	26.2	15.0	16.0	16.0
ROE	52.7	22.2	21.3	21.1
Growth				
Turnover	2.6	56.5	51.6	6.2
EBITDA	22.8	(2.4)	52.0	13.3
Pre-tax profit	21.8	(4.1)	52.5	12.4
Net profit	20.9	(4.1)	51.9	12.4
Net profit (adj.)	20.9	27.0	14.7	12.4
EPS	(11.3)	(4.1)	51.9	12.4
Leverage				
Debt to total capital	0.9	0.3	0.3	0.3
Debt to equity	1.0	0.3	0.3	0.3
Net debt/(cash) to equity	(152.3)	(117.7)	(114.3)	(110.9)
Interest cover (x)	n.a.	n.a.	n.a.	n.a.

Appendix I: Company Overview

BUSINESS MODEL

EGP is Singapore's leading independent power EPC specialist, providing design, procurement, installation, and commissioning services for high-voltage substations. The company's team of 85 engineering and project staff operates from a single operational facility in Singapore. EGP's business model is non-manufacturing and asset-light: the company acts as a systems integrator, sourcing equipment from multiple OEMs across Germany, Japan, South Korea, and China and managing the complete project lifecycle without requiring manufacturing capex or inventory. This model generates high returns on invested capital (35-40% for core T&D work) and enables rapid cash conversion.

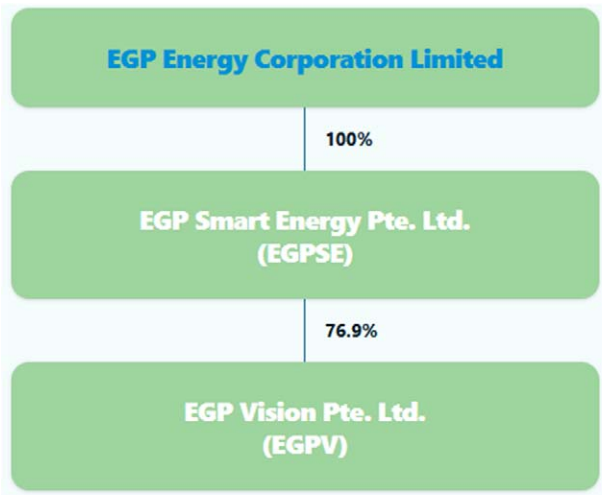
In the past 30 years, EGP has completed more than 90 projects totalling over 4,010 MVA of installed capacity, maintaining zero reportable incidents, a track record that underpins regulatory trust and customer confidence.

BUSINESS SEGMENTS

a) **T&D (68% of 1H26 revenue).** This segment is involved in the design, procurement and installation of power T&D substations for its key utility customer, Tuas Power and occasional private sector clients. According to the Independent Market Report, EGP maintains a 37.5% market share in Singapore switchgear installations (by MVA). These projects are generally subject to a five-year defect liability period. During this period, the company is contractually obligated to repair or replace defective components or rectify any issues arising from the installation or delivery of the components.

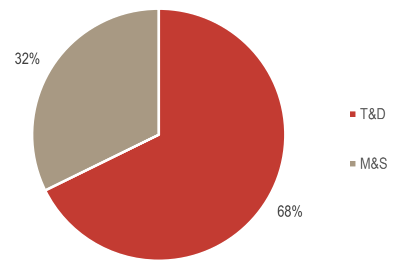
b) **M&S (32% of 1H26 revenue).** This recurring after-sales service involves inspection, maintenance, repair, and upgrade of installed substations. Contracts typically last 3-5 years with annual fixed fees plus variable operations & maintenance charges. Personnel expertise, specialised tools, technical documentation and spare parts management systems are used to support maintenance activities to ensure efficient maintenance execution.

Corporate Structure



Source: EGP

Revenue By Segment (1H26)



Source: EGP, UOB Kay Hian

XD 400kV 500MVAr Auto-Power Transformer

Source: EGP

Labrador Park 230 kV Underground Substation

Source: EGP

West 230kV Double Busbar GIS (2014)

Source: EGP

USE OF IPO PROCEEDS (Jul 26)

The recent IPO gross proceeds of S$40.8m will be allocated as follows:

Use Of Gross Proceeds

Use of gross proceeds	Estimated amount (S$m)	% of total
To fund the expansion of the company's product offerings and customer base, and to enhance their capabilities in maintenance services, digitalisation and intelligent technologies	20.0	49%
To fund the expansion of the company's geographical reach into Malaysia and Indonesia	10.0	25%
General corporate and working capital purposes	7.2	17%
Listing expenses	3.6	9%
Total	40.8	100%

Source: EGP

Post-IPO Shareholding Structure

Shareholder	Shares (m)	Stake (%)	Lock-up
Frankie Fan / Fangrowth Holdings	88.7	39.4%	6 months
Ng Tian Soo	59.6	26.5%	6 months
Ho Teck Hong / Growth Synergy	16.9	7.5%	6 months
Public float	59.8	26.6%	-
Total	225.0	100%	-

Source: EGP

COMPETITIVE ADVANTAGES AND REGULATORY MOAT

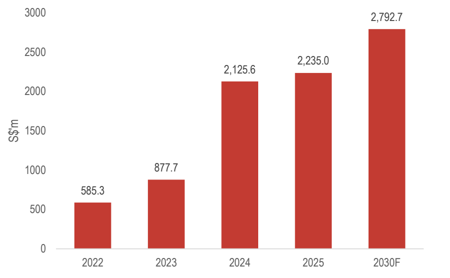
EGP's competitive positioning rests on five durable pillars:

a) **BCA SY04 L6 Unlimited certification.** Only 16 firms in Singapore qualify, and certification involves a five- to eight-year qualification path.
b) **Strong execution track record.** Zero reportable incidents in 30 years across over 90 projects underpin the group's strong standing with regulators and customers, supporting its ability to secure and maintain qualifications for critical infrastructure projects. Its key utility customer's pre-qualification process lasts 2-3 years.
c) **Customer switching costs.** The company boasts an established 30-year relationship with its key utility customer, embedded project knowledge and incumbent advantage on new grid modernisation capex.
d) **Specialised expertise.** EHV/HV substations require deep technical expertise and cannot be easily outsourced to generalist EPC contractors.
e) **Asset-light model.** The lack of requirement for manufacturing capex or inventory allows for 35-40% ROIC.

Appendix II: Industry Overview

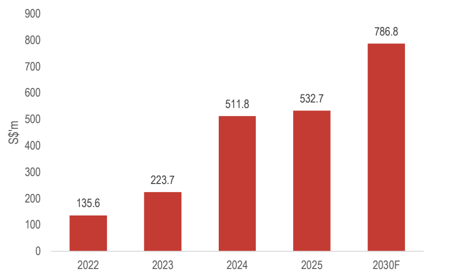
- The Singapore PTDS market focuses on the EPC layer for electrical substations. This refers to the installation and maintenance of high-voltage infrastructure including switchgear, transformers and underground transmission cables at voltages from MV up to 400kV EHV. The sector sits downstream of equipment OEMs and upstream of grid operators, acting as the critical integration bridge.
- Singapore's PTDS market grew at a strong three-year CAGR of 56.3% from 2022-25 to S$2.2b, and is projected to grow to S$2.8b by 2030 at an eight-year CAGR of 4.6%. EGP's addressable segment, EHV/HV switchgear and transformer switchgear operation and maintenance, is projected to grow at a five-year CAGR of 8.1% from S$533m in 2025 to S$787m in 2030, reflecting the higher capital commitment in Singapore.

PTDS Market In Singapore



Source: Frost & Sullivan, UOB Kay Hian

EHV And HV Switchgear And Transformer Market In Singapore



Source: Frost & Sullivan, UOB Kay Hian

KEY GROWTH DRIVERS

The PTDS market in Singapore is supported by long-term demand trends:

a) **Low-carbon electricity imports and grid upgrades.** Singapore targets to import 6GW of low-carbon electricity by 2035, primarily from Indochina via underwater high voltage direct current (HVDC) cables. Landing and distributing this power require new EHV substations, HVDC converter stations and expanded underground cable networks.

b) **Data centre network expansion.** Singapore has resumed DC capacity approvals with a 200MW DC-CFA2 allocation and plans for a 700MW DC park on Jurong Island. AI-era hyperscale DCs require more than 66kV grid connections. Singapore's role as a regional AI and cloud hub sustains this demand.

c) **Grid asset mid-life replacement.** A significant portion of Singapore's grid was installed in the 1990s-2000s. These assets are approaching or have exceeded their 30-year design life. Its key utility customer's Future Grid Capabilities Roadmap mandates systematic replacement, creating a renewal wave that favours incumbent contractors who originally installed the assets.

d) **Green equipment transition.** Its key utility customer is mandating a transition to ester-based transformers (100% target for units up to 66kV by 2030) and piloting SF6-free GIS switchgear. These are technically complex and create more work per unit installed.

e) **EV charging rollout.** Singapore has over 30,500 EV charging points, already past the halfway mark toward its 60,000 target by 2030, with EVs making up nearly 60% of new car registrations. This rapid uptake is increasing localised peak demand and driving upgrades in distribution transformers, substations, and low voltage/medium voltage networks, making EV charging a steady, load-driven contributor to PTDS growth through ongoing grid reinforcement and expansion.

REGULATORY ENVIRONMENT

The Singapore PTDS market operates under three layers of regulation that collectively create high barriers to entry:

a) **Energy Market Authority** sets grid security standards, market rules and technical compliance requirements through the Transmission Code. All equipment must meet IEC International Standards and Singapore Standards.
b) **SP Group (SPPA/SPPG).** As the sole licensed transmission asset owner, SP Group enforces rigorous contractor prequalification requirements including bizSAFE Star certification, a proven project track record, technical expertise and ongoing performance monitoring via the CPMS.
c) **Building and Construction Authority** regulates contractor licensing under the SY04 workhead system. The L6 Unlimited grade is the apex qualification held by only 16 firms in Singapore.

COMPETITIVE LANDSCAPE

At the prime EPC contractor level for EHV projects, EGP's effective competitive field is narrow with 3-5 regular participants.

Key Competitors

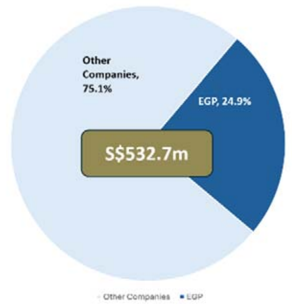
Competitor	Max Voltage	Key Strength	Versus EGP
Meiden Singapore	154kV (local)	Integrated OEM + EPC	No 230kV/400kV local capability; single-brand
CIWE (S)	230kV+	Civil/building works	Less focus on electromechanical integration layer
Global OEMs (Hitachi, Siemens, GE)	400kV+	Technology and equipment leadership	Regulatory limits restrict independent prime contractor role in Singapore
Specialist subcontractors	Various	HV testing, maintenance	No full EPC prime contractor capability

Source: EGP

REGIONAL OPPORTUNITIES

EGP's growth is also anchored in regional expansion across Indonesia (PLN RUPTL: 47,758 km of transmission lines and 107,950 MVA of substation capacity through 2034) and Malaysia (TNB Regulatory Period 4: RM42.8b capex in 2025-27, the highest in Tenaga Nasional's history). The Johor DC corridor, expected to host 60% of Malaysia's DC capacity by 2030, offers near-term private-sector opportunities accessible from Singapore.

Singapore's EHV/HV Switchgear And Transformer Market



Source: Frost & Sullivan, UOB Kay Hian

Singapore's EHV And HV Switchgear Market

Source: Frost & Sullivan, UOB Kay Hian

Appendix III: Risk Factors

Key customer concentration risk. The key utility customer accounted for 37.2%/47.1%/80.5% of EGP's 2023/24/25 revenue respectively, with the trend showing increasing concentration. Including subcontracting work routed through EGP, effective exposure exceeded 85% of 2025 group revenue. Any reduction in its key utility customer's capex programme, adverse re-tendering outcome or deterioration in commercial relationships would have an immediate and material impact on earnings. The orderbook provides a multi-year buffer, but concentration risk remains the most significant downside scenario.

Key man risk. EGP faces a key man risk as its business and growth prospects are closely tied to the expertise and experience of Executive Chairman and CEO Frankie Fan. The group's operational and commercial success is deeply attributable to him, who cultivated the primary client relationship and maintains OEM partnerships. His departure or reduced engagement would leave a gap that would be difficult to fill in the short to medium term, and no formal succession plan has been disclosed. However, we note that his son Nicholas Fan and Dennis Li are highly involved and can provide operational continuity.

Geographic concentration risk in the domestic market. Virtually all revenue (99.8-100% across 2023-25) is sourced from Singapore, while regional expansion into Malaysia and Indonesia is in the early exploratory phase. While Singapore does provide a relatively stable regulatory environment and a consistent stream of public infrastructure spending, it also exposes the group to country-specific risks. Concentration in a single small city-state limits the group's capacity to absorb the shock of local market disruptions. However, we note that the current orderbook provides domestic revenue cushion while overseas capabilities are being developed.

Commodity price risk. Most of the contracts are on a fixed-price basis with no cost pass-through. This exposes the group to short-term price volatility in commodities like copper (up 61.1% between 2020-25) and aluminium which are essential for electrical cables and conductors in T&D projects. Therefore, any commodity price increase could result in material margin compression, adversely impacting the group's profitability.

Regulation pre-qualification dependency risk. The group's ability to participate in the largest T&D tenders is contingent on maintaining its BCA SY04 L6 Unlimited certification and its key utility customer pre-qualification status. A suspension or downgrade due to a safety incident, quality failure, or administrative lapse will immediately impact tender eligibility. The CPMS creates a continuous performance bar that must always be met.

Appendix IV: Key Milestones & Awards

Group Milestones

Year	Milestone
1992	Mr Frankie Fan founded EGP Vision (formerly known as Tong Guan Resources) with an initial focus on electrical installation services[1]
1998	Awarded its first major contract with its key utility customer for a 66kV GIS substation, establishing market entry[1]
2000	Mr Ng Tian Soo and Mr Ho Teck Hong joined as investors[1]
2003	Awarded its inaugural 400kV substation – Singapore's highest grid voltage at the time[1]
2005	Incorporated Eastern Green Power[1]
2007	Transferred SY04 L5 certification from Tong Guan Resources to Eastern Green Power and granted SY04 L6 subsequently[1]
2009	Incorporated EGP Smart Energy (EGPSE)[1]
2021	Transferred SY04 L6 Unlimited certification to EGPSE[1]; restructuring completed[1]
2022	Opened the first 200MW BESS project in Southeast Asia – Labrador 230kV underground substation[2]
2023	Achieved 37.5% Singapore switchgear market share upon delivery of more than 90 projects[1]; introduced AMR quadruped robots for tunnel inspection1
2026	Incorporated as EGP Energy Corporation[1]; proposed SGX Mainboard IPO[3]

Source: [1]EGP, [2]Frost & Sullivan, [3]UOB Kay Hian

Appendix V: Key Management Personnel

Directors And Management Team

Name (Age)	Position	Experience
Mr Frankie Fan (65)	Executive Chairman and Chief Executive Officer	Mr Frankie Fan is the Executive Chairman and CEO and was appointed to the Board on 16 Apr 26. He is the co-founder of the group and a member of the Nominating Committee. Mr Fan leads the group's corporate development and growth strategies. He plays a critical role in cultivating partnerships and spearheading the group's local and global expansion. He also drives the group's operations and ensures the implementation of the group's strategic direction. Mr Fan is a mechanical engineer by training and has over 30 years of experience in the electrical infrastructure industry in Singapore, China, Indonesia, Vietnam, India, Egypt, and Brunei. He obtained his Master of Business Administration from the National University of Singapore in 1998 and graduated with a Bachelor's Degree in Engineering from the Faculty of Mechanical Engineering of the Nanjing Institute of Technology in 1984.
Mr Nicholas Fan (32)	Executive Director	Mr Nicholas Fan is an Executive Director and was appointed to the Board on 16 Apr 26. He oversees the group's tender and business development department, and supports the execution of existing and new growth strategies. Mr Fan has over five years of experience in customer support and solutions delivery. He joined the subsidiary, EGPSE, in Sep 21 as a Management Associate, a role he held until Dec 24. During his time as a Management Associate, he assisted with the management of operations, coordinating between departments for project support to meet the objectives and profitability goals of the group's business. Mr Fan graduated with a Bachelor's degree in Materials Engineering from the Nanyang Technological University of Singapore in 2019.
Mr Tay Peng Huat (63)	Lead Independent Non-Executive Director	Mr Tay Peng Huat is a Lead Independent Non-Executive Director and was appointed to the Board in May 26. Mr Tay has over 35 years of experience in finance and accounting. He is an independent director of Infinity Development Holdings Company, OKP Holdings and Frencken Group. Prior to his current position, Mr Tay was the Chief Financial Officer of Jumbo Group from 2014-23, and subsequently served as its Senior Advisor, CEO Office, until Sep 24. Mr Tay is a Fellow of the Institute of Singapore Chartered Accountants, and a Senior Accredited Director of the Singapore Institute of Directors. He graduated with a Bachelor of Accountancy degree from the National University of Singapore in 1988.
Mr Dennis Li (48)	General Manager (Operations)	Mr Dennis Li is the General Manager (Operations) and has been employed by the group for more than five years. Mr Li manages the group's project and maintenance operations, ensuring timely and cost-efficient delivery while overseeing the implementation of policies and procedures. He also supports the Executive Chairman and CEO in regulatory compliance, monitors operational performance to improve efficiency, and reports key performance indicators. Mr Li joined Eastern Green Power in 2012 as a senior engineer, and was Senior Manager between 2019 and 2021 until his transfer to EGPSE in connection with the delineation of business between Eastern Green Power and EGPSE. Mr Li graduated with a Bachelor of Engineering (B.E.), majoring in Mechanical Engineering and Automatization from the College of Mechanical and Electrical Engineering of Hohai University, China in 2001.
Mr Eric Lim (50)	Financial Controller	Mr Eric Lim is the Financial Controller and joined the group in Oct 25. He is responsible for the overall financial and accounting matters of the group and is responsible for financial strategy, treasury, budgeting and forecasting, internal controls, and reporting. Mr Lim has more than 20 years of experience in financial management and audit. Prior to his current position, Mr Lim served as the Financial Controller at Pinnacle Marine (Singapore) from 2022-25, where he managed the company's overall financial operations (including budgeting, accounting, and reporting), ensured compliance with regulatory requirements and accounting standards, and led the execution of private placements to investors. Mr Lim graduated with a Bachelor of Commerce in 2000 from the University of Southern Queensland and is a Certified Public Accountant (CPA Australia).
Ms Lina Wang (44)	Assistant General Manager (Corporate Services)	Ms Lina Wang was appointed as Assistant General Manager (Corporate Services) in 2025. She is responsible for overall management of the group's human resources, information technology and administrative functions. Ms Wang joined Eastern Green Power in 2019 as an Assistant Finance Manager until 2021 when she was transferred to EGPSE in connection with the delineation of business between Eastern Green Power and EGPSE and was the Finance Manager from 2021-25. As Finance Manager, she oversaw the group's finance and accounting function, including without limitation preparing financial statements, ensuring compliance with local statutory and tax requirements, overseeing cash flow management, as well as managing and overseeing the annual budgeting process. Ms Wang graduated with a Bachelor of Science (Banking and Finance) degree from the University of London (conducted by The London School of Economics and Political Science) in 2011.

Source: EGP