9M2026 Market Update

13 November 2026

Disclaimer

The forward-looking statements in this presentation reflect the Company's current intentions, plans, expectations, assumptions and beliefs about future events as at the date of this presentation. Actual future performance, outcomes and results may differ materially from those expressed in forward-looking statements as a result of a number of risks, uncertainties and assumptions. Some examples of these risk factors include disruption to global supply chains, general industry and economic conditions, interest rate trends, cost of capital and capital availability, competition from other companies, inflationary pressure, shifts in customer demand, governmental and public policy changes and natural disasters which may negatively impact business activities of the ST Engineering Group.

No assurance can be given that future events will occur, or that assumptions are correct. You are cautioned not to place undue reliance on these forward-looking statements, which are based on the current view of management on future events.

Agenda

- **Financial Highlights**
  - Group Highlights
  - Segment Highlights
  - Contract Wins
  - Order Book
  - Productivity
  - Dividends
  - Summary
- **Business Update**
- **Question & Answer Session**

Notes:
- All amounts in millions of Singapore dollars unless otherwise stated
- Amounts may not add to totals shown due to rounding

Group Highlights

Strong 9M Revenue Growth of 10% y-o-y

3Q2026 Revenue

$3.4b

+9% y-o-y
*Rebased +10% y-o-y

3Q2025 Revenue: $3.1b

9M2026 Revenue

$10.0b

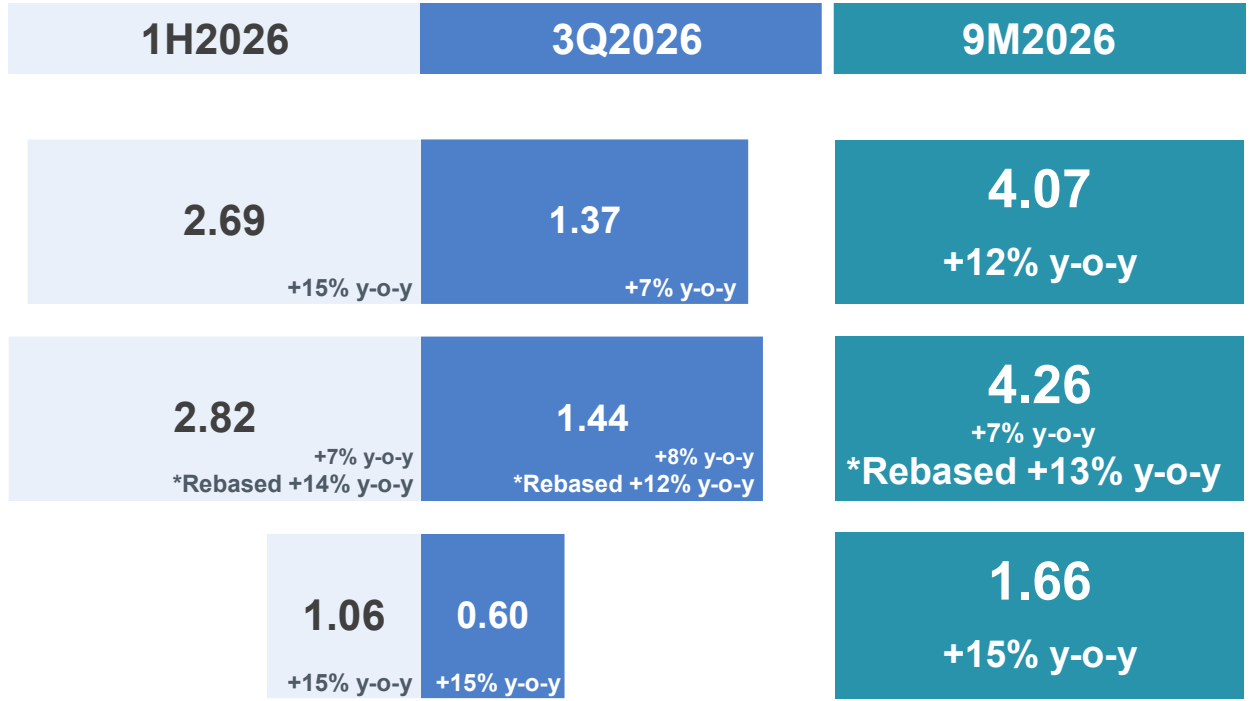
+10% y-o-y
*Rebased +13% y-o-y

9M2025 Revenue: $9.1b

* Rebased: adjusted to exclude LeeBoy which was divested on 4 Sep 2025

Segment Highlights

Strong revenue growth in all segments



 * Rebased: adjusted to exclude LeeBoy which was divested on 4 Sep 2025

ST Engineering

Strong Contract Wins

3Q2026 Group Contract Wins

$5.6b

9M2026 Group Contract Wins

$13.2b*

1H2026: $7.6b

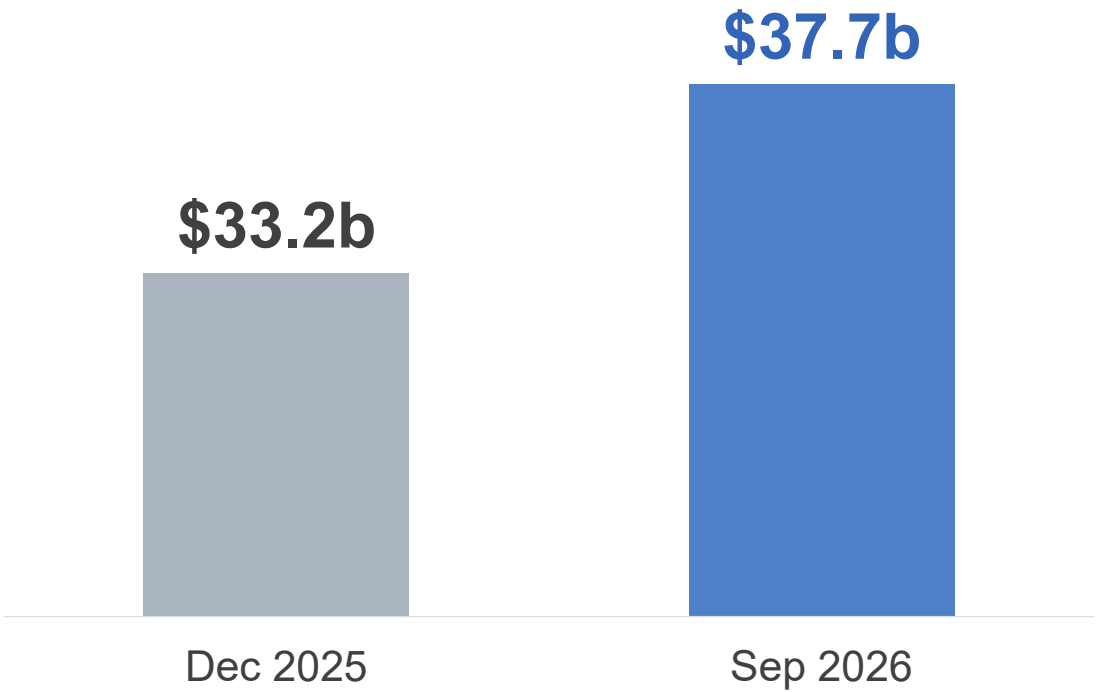
Segment	3Q2026	9M2026
Commercial Aerospace	$1.4b	$4.2b
Defence & Public Security	$1.8b	$5.5b
Urban Solutions & Satcom	$2.4b	$3.5b*

* 9M2026 Group and USS contract wins exclude $1.7b of NJTA order book recognition.

$5.6b New Contracts for 3Q2026

	3Q2026	Highlights
Commercial Aerospace	$1.4b	• First Airbus A220 airframe heavy maintenance contract with an Asia-Pacific operator • Airframe maintenance agreements with Asia Pacific airline customers • Exclusive two-year CFM56-7B engines PRSV agreement with Hebei Airlines • Multi-year component MRO agreement with Collins Aerospace
Defence & Public Security	$1.8b	• Five-year contract to supply 40mm ammunition to the UK Ministry of Defence • Projects for data centre services, public safety digital infrastructure and defence command-and-control systems in Singapore • Satellite ground station and maintenance programme in Sweden • Cyber products, services and solutions contracts in Singapore • MRO services and support for United States Naval Ship fleet and international C130 customers
Urban Solutions & Satcom	$2.4b	• Turnkey rail services for Taoyuan MRT Brown Line and Green Line Extension, PSD for Bangkok BTS Green Line, communications system and rail electronics in Singapore • Contracts for Dubai tolling system advancement, tolling infrastructure modernisation for Tampa-Hillsborough Expressway Authority, back-office solutions and RFID tags in the U.S. • Integrated smart security management solutions contracts in Singapore • Satcom contracts for 'Intuition' platform deployment including with Datacom, expansion of government and defence networks, satellite operator modernisation programmes across Europe, Africa, Middle East and Asia
Total	**$5.6b**	

Record High Order Book



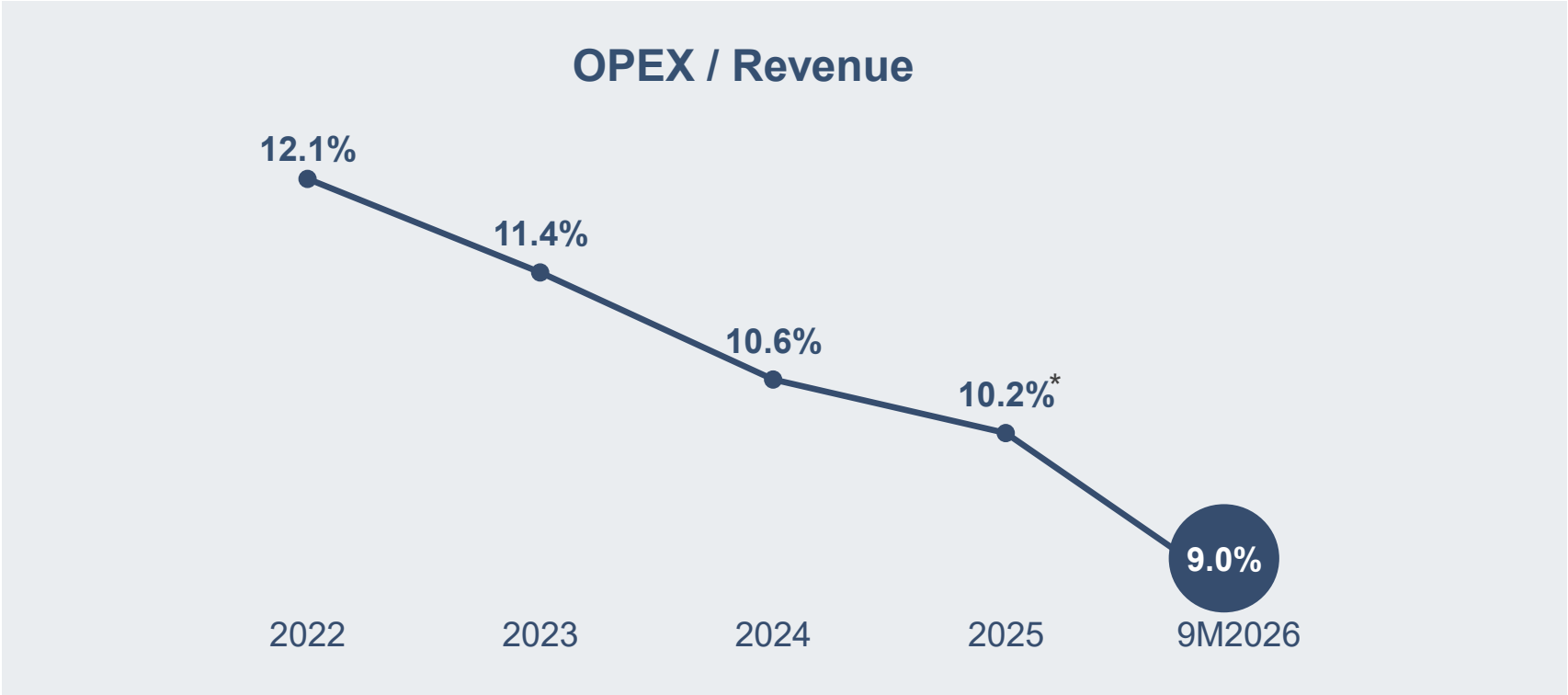
EXPECTED DELIVERY

$3.1b

for the remainder of 2026

Productivity

Record low OPEX / Revenue ratio



* Excludes one-off iDirect group impairment loss

Interim Dividends
- first three quarters of 2026

- ☑ 1Q2026 interim: 4.0 cents
- ☑ 2Q2026 interim: 5.0 cents

3Q2026 Interim Dividend **5.0 cents** per share

Payment Date: 8 Dec 2026

Summary

1 **$10.0b** ▲ 13% (rebased)

9M2026 revenue (reported +10% y-o-y); growth across all segments

2 **$13.2b**

Contract wins in 9M2026; $5.6b for 3Q2026

3 **$37.7b**

Record high order book as at 30 Sep 2026

4 **Record low OPEX / Revenue ratio of 9%**

5 **5.0 cents**

3Q2026 interim dividend (per share). Total for the first three quarters: 14.0 cents per share

ST Engineering

Business Update:

Exploring long-term opportunities in the Nuclear Energy sector

Nuclear Energy Sector Opportunity

Positioning for the future…

Our Approach

Leverage core capabilities, Partner for complementary strengths

1. Current Partnerships and Activities

*Collaborate with industry and research partners including A*STAR, Sembcorp Utilities, Commonwealth Fusion Systems*

- **Factory-fabricated structural modules**
  E.g. Protective steel structures
- **Advanced materials for fusion reactors**
  E.g. Tungsten coating for inner wall of fusion reactor

2. Translate Capabilities to New Opportunities

Leverage the Group's capabilities for complex, safe and mission-critical environments

- **Digital Twin and AI**
  Digital, cybersecurity and AI solutions
- **Advanced materials & manufacturing**
  Materials for demanding operating environments
- **Operations and MRO**
- **Large-scale systems integration**
  Command & control

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