ST Engineering

First Half 2026 Results

13 August 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

- **1H2026 Financial Highlights**
  - Group Highlights
  - Business Discussions
    - Commercial Aerospace (CA)
    - Defence & Public Security (DPS)
    - Urban Solutions (URS) & Satcom (USS)
  - Contract Wins and Order Book
  - Dividends
  - Outlook
- **Segment Highlights**
- **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

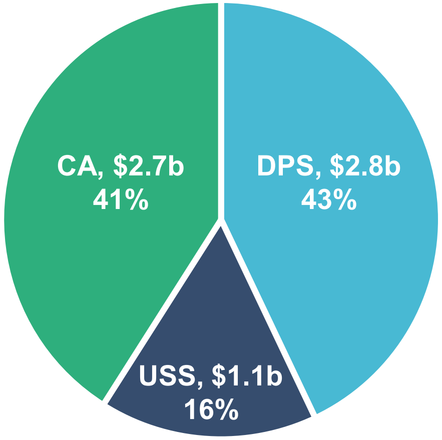
1H2026 Earnings Growth Outpacing Revenue Growth ($'m)

Revenue	EBIT	PBT	Net Profit
6,573	**738**	**651**	**512**
+11% y-o-y*	**+23%** y-o-y*	**+30%** y-o-y	**+27%** y-o-y

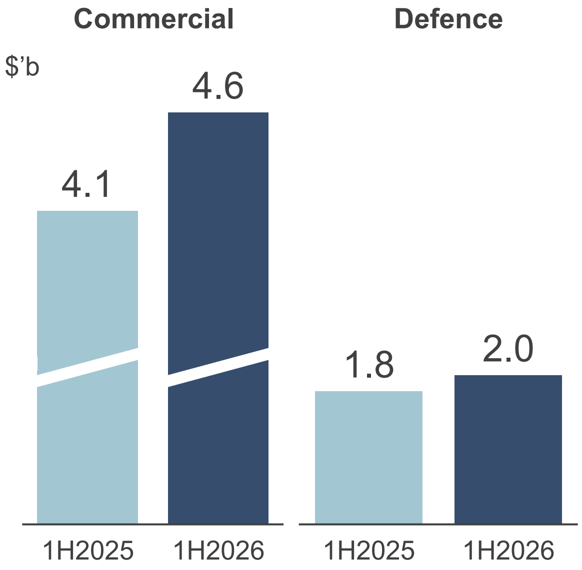
** Excluding the Revenue of LeeBoy, EBIT of LeeBoy and share of CityCab's profits for 1H2025, the rebased Revenue and EBIT grew 14% y-o-y and 27% y-o-y respectively*

Group 1H2026 Revenue Breakdown

1H2026 Revenue by segment
$6.6b



1H2026 Revenue by type
$6.6b



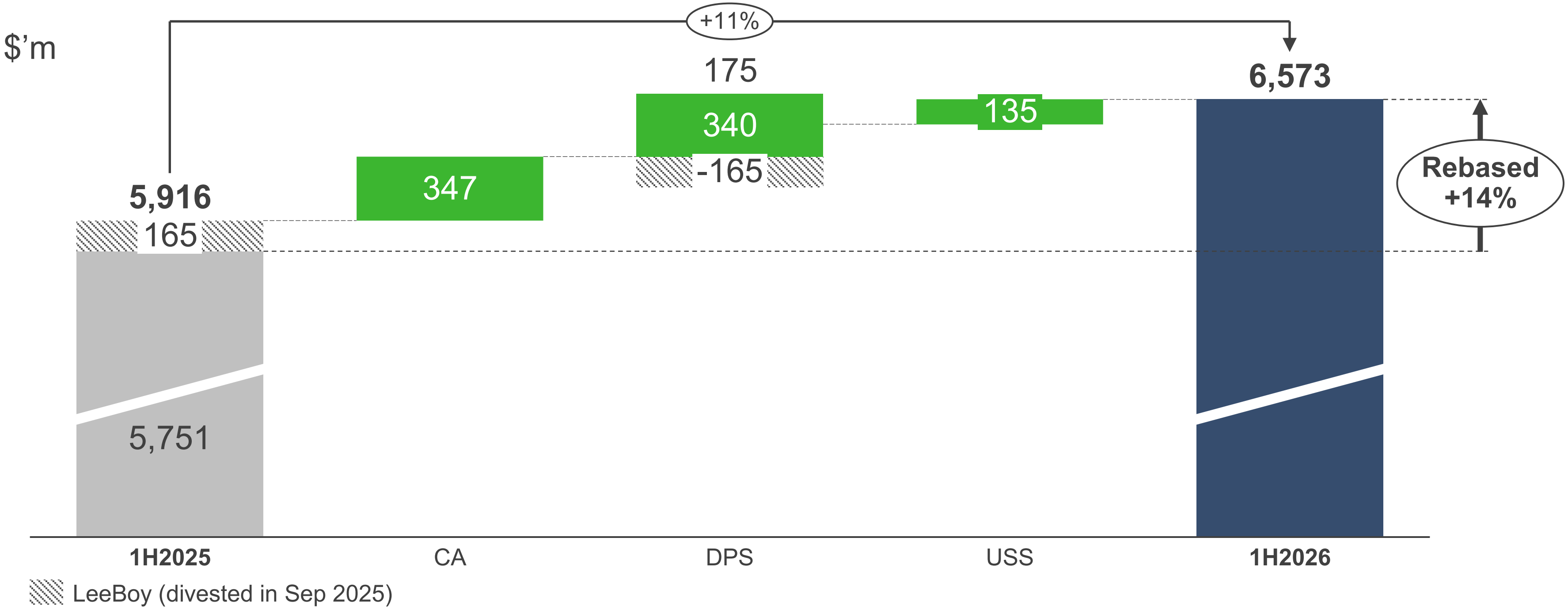
1H2026 Revenue by location of customers

Asia	U.S.
55%	14%
Europe	**Others**
23%	8%

Note:
DPS includes defence, public safety and security, critical information infrastructure and other commercial businesses, both local and international

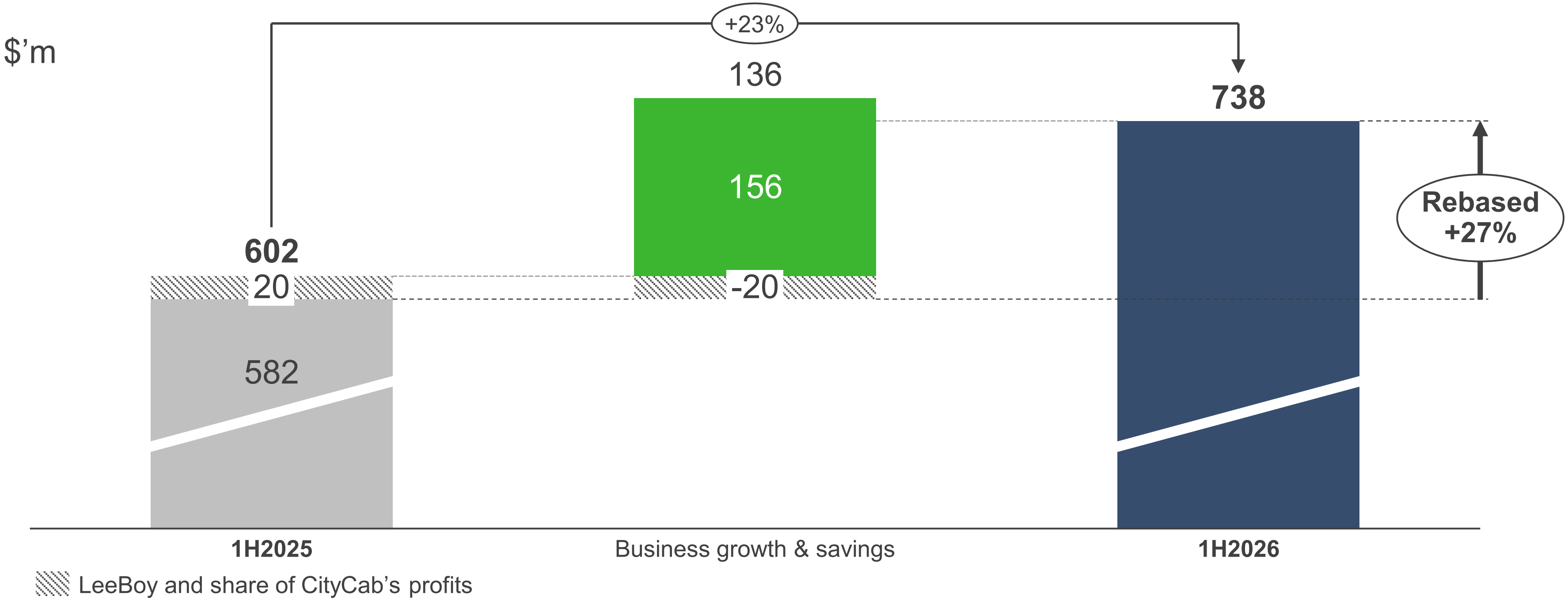
1H2026 Revenue

❑ Growth in all segments



1H2026 EBIT

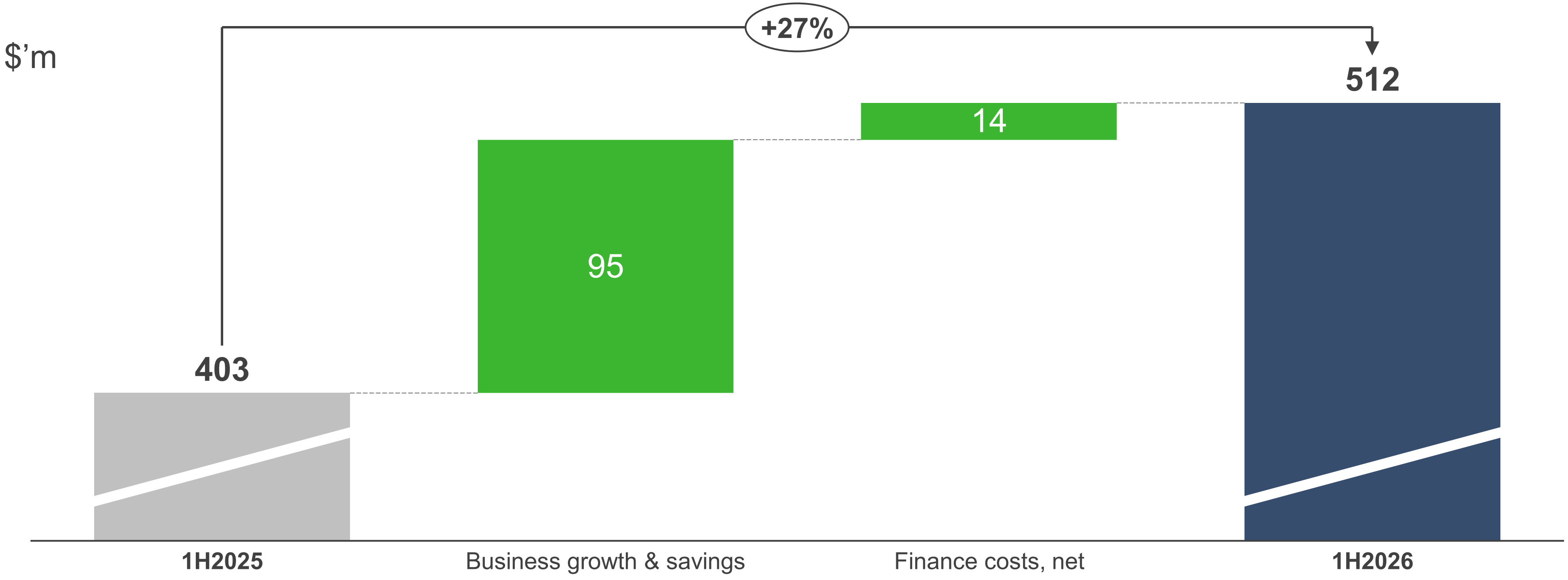
❑ Strong EBIT growth



Group Highlights

1H2026 Net Profit

- Strong net profit growth

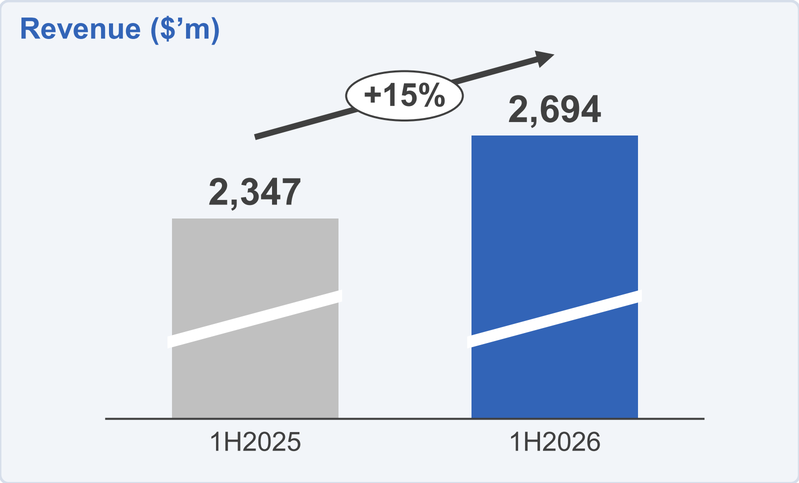


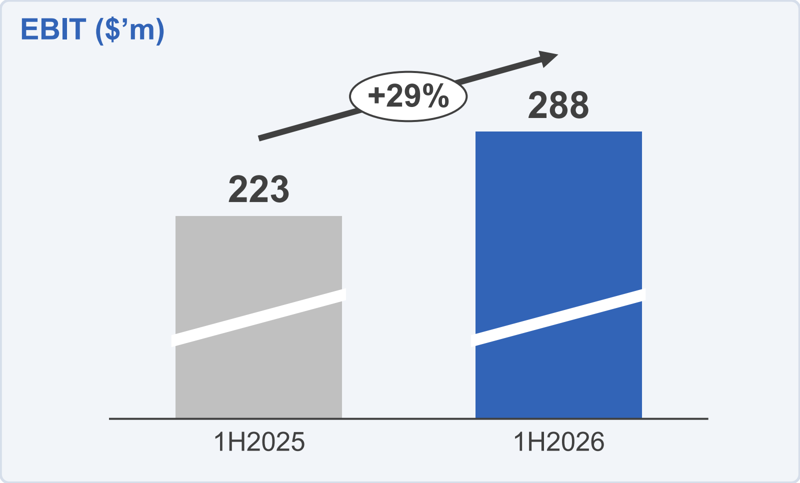
 Note: All figures are stated net of tax

Business Discussions

CA EBIT growth outpaced revenue growth

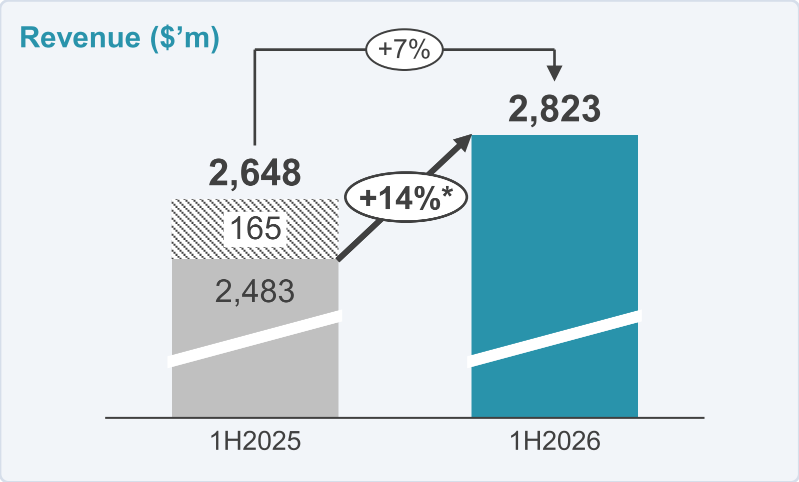
- **Revenue**: Largely contributed by stronger Engine MRO, Nacelles and spares sales
- **EBIT**: Growth due to higher revenue, more favourable product mix and productivity savings



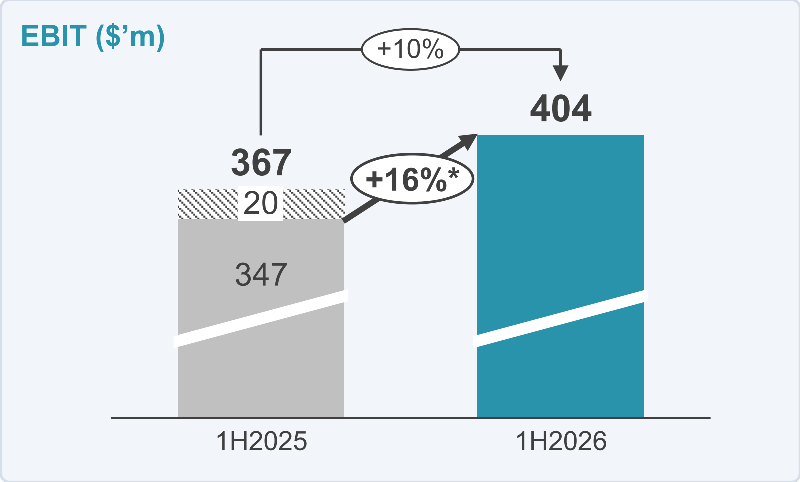


Strong DPS Revenue and EBIT growth

- **Revenue**: Growth contributed by all sub-segments*
  - Digital Business (Cloud, AI Analytics & Cyber) grew 27% y-o-y to $468m
- **EBIT**: Growth contributed by all sub-segments*
- **International Defence Contract Wins:** $1.2b in 1H2026, well on track for 2026 to more than double 2025



LeeBoy (divested in Sep 2025)

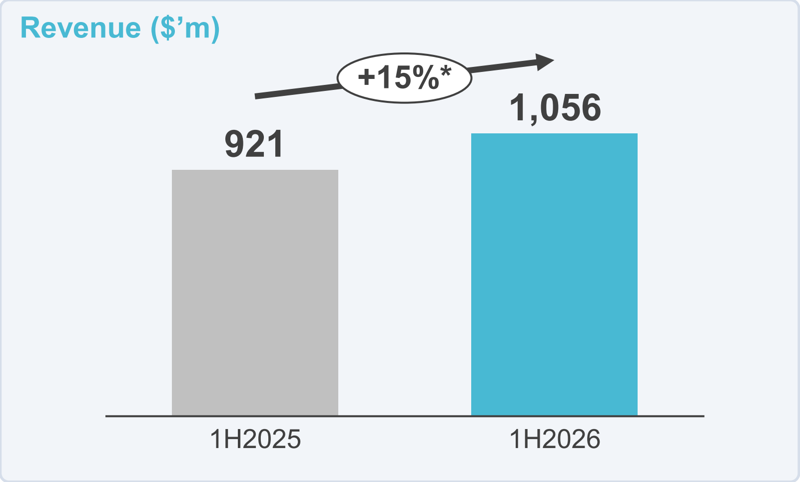


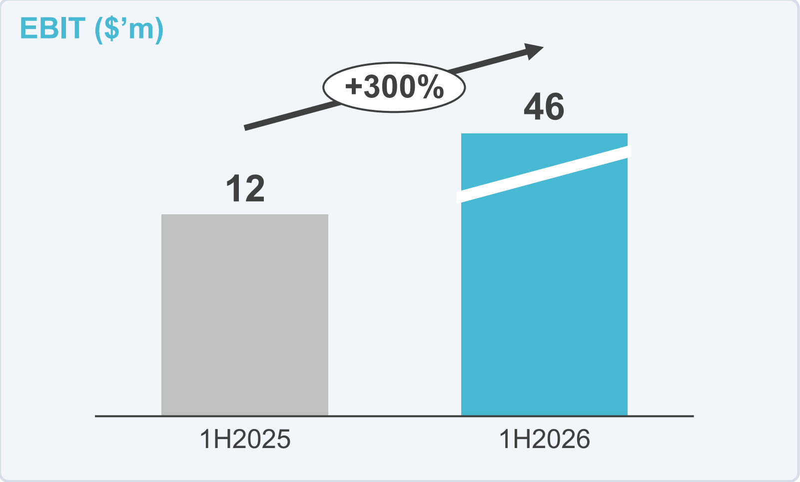
LeeBoy and share of CityCab's profits

* Excluding the Revenue of LeeBoy, EBIT of LeeBoy and share of CityCab's profits for 1H2025

Strong USS Revenue and EBIT Growth

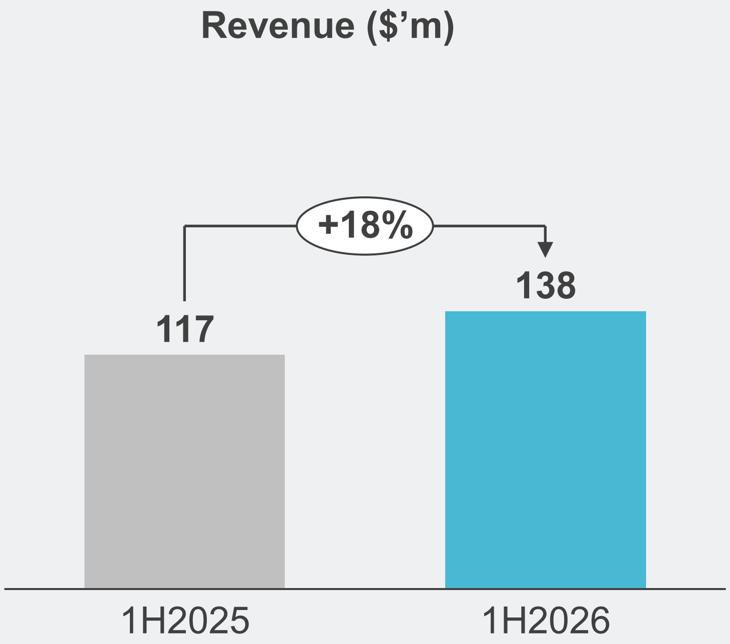
- **Revenue**: Growth contributed by both URS and Satcom
- **EBIT**: Growth contributed by both URS and Satcom
  - URS continued to deliver well on major rail and tolling projects
  - Satcom cost reduction initiatives completed with ~$63m annualised cost savings as planned





 * Revenue growth would have been 17% y-o-y if not for FX (USD) translation impact

Satcom Business Update: Turnaround on Track



Revenue recovery and cost savings

- 1H2026 revenue up 18% y-o-y
- Cost savings initiatives (amounting to ~$63m on an annualised basis) were completed in 1H2026

Key wins and developments

- Success in Defence and Government segments
  - Strategic wins in Asia and Europe supporting mission critical operations
  - Growing adoption of its new software-defined modem in U.S. defence and int'l markets
- Intuition Foresight delivering AI-driven network intelligence

Outlook: Target EBIT positive for 4Q2026 and FY2027

Contract Wins & Order Book

Strengthening Order Book

Contract Wins

~$7.6b

for 1H2026

1Q2026: $4.8b; 2Q2026: $2.9b

Defence & Public Security	$3.6b
Commercial Aerospace	$2.9b
Urban Solutions & Satcom	$1.2b

Order Book

$35.7b

As at 30 Jun 2026

The order book includes the recognition of the US$1.3b (~S$1.7b) NJTA E-ZPass Services contract during the quarter.

$5.7b

Expected to be delivered over the remainder of the year

New Contracts for 2Q2026

	2Q2026	Highlights
Commercial Aerospace	$1.2b	• Airframe MRO and cabin interiors upgrade work for North American and Asia-Pacific airlines • CFM56 and LEAP engine MRO for Asia-Pacific and European customers • 787 component MRO for a European customer
Defence & Public Security	$1.2b	• Counter-drone solutions for a second new customer in Asia for air defence deployment • High performance GPU infrastructure, training and simulation solutions • Sale of several types of assault rifles to a law enforcement agency in Southeast Asia, repeat orders of 40mm ammunition • Cybersecurity services and sale of encryptors and data diodes • MRO services for USNS ships and international C-130 customers
Urban Solutions & Satcom	$0.5b	• Rail electronics solution for Thomson-East Coast Line Extension in Singapore • ITS solution for Second Southern Ring Road in Riyadh • Tolling systems and maintenance, ITS maintenance and RFID solutions • Integrated smart security management projects in Singapore • Satcom ground infrastructure contracts from satellite operators across defence, mobility and enterprise markets
Total	**$2.9b**	
NJTA	**$1.7b**	The NJTA E-ZPass Services contract was recognised in the Group's order book ended 30 June 2026, following the commencement of the project more than a year ago

Dividends & Outlook

ST Engineering

Interim dividend of 5.0 cents per share declared for 2Q2026

Distributed

4.0 cents

1Q2026 interim dividend

Declared

5.0 cents

2Q2026 interim dividend

Payment: 4 Sep 2026

Planned

5.0 cents

3Q2026 interim dividend

Determination of FY2026 Dividend

FY2026 total dividend would be based on:

1) 18 cents per share (FY2025 base ordinary dividend); and
2) About one-third of FY2026 year-on-year incremental net profit* per share.

FY2026 final dividend will be proposed in Feb 2027, subject to shareholders' approval at the 2027 AGM.

** The computation of the year-on-year incremental net profit shall exclude one-off effects. Hence, FY2025 BOP Net Profit of $851m will be used as the base.*

Group President & CEO's Message

"

The Group achieved strong revenue and earnings growth for the first half. Our earnings growth rate well outpaced the revenue growth rate. The robust performance was underpinned by the strength of our businesses and disciplined execution.

We are encouraged by our growth momentum and are confident of finishing the year strongly. At the same time, our strengthening order book and robust pipeline of opportunities stand us in good stead to drive continued revenue growth."

Vincent Chong, Group President & CEO

Summary

1. 1H2026: Strong revenue and earnings growth y-o-y
   Earnings growth rate outpaced revenue growth rate

2. Strengthening order book

3. Confident of finishing the year strongly
   Well on track to achieve 2029 targets

4. Interim dividend of 5.0 cents per share declared for 2Q2026

Segment Highlights

Segment Highlights

Segment Revenue

$'m	1H2026	1H2025	Change
Commercial Aerospace	2,694	2,347	▲15%
Defence & Public Security	2,823	2,648	▲7%
*Rebased **	*2,823*	*2,483*	▲*14%*
Urban Solutions & Satcom	1,056	921	▲15%
Group	**6,573**	**5,916**	▲**11%**
*Rebased **	*6,573*	*5,751*	▲*14%*

** Rebased to exclude revenue of LeeBoy for 1H2025.*

Segment Highlights

Segment EBIT

$'m	1H2026	1H2025	Change
Commercial Aerospace	288	223	▲29%
Defence & Public Security	404	367	▲10%
Rebased *	*404*	*347*	*▲16%*
Urban Solutions & Satcom	46	12	▲300%
Group	**738**	**602**	**▲23%**
Rebased *	*738*	*582*	*▲27%*

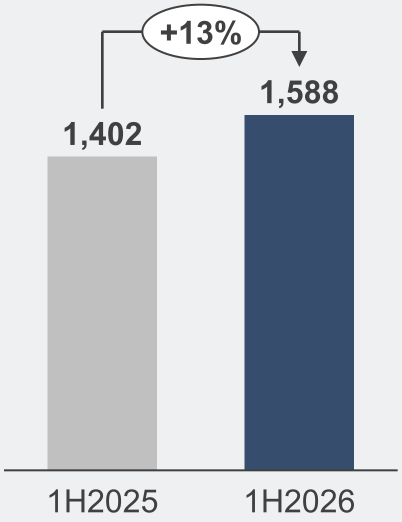
** Rebased to exclude EBIT of LeeBoy and share of CityCab's profits for 1H2025*

Segment Highlights

Commercial Aerospace Sub-Segment Highlights

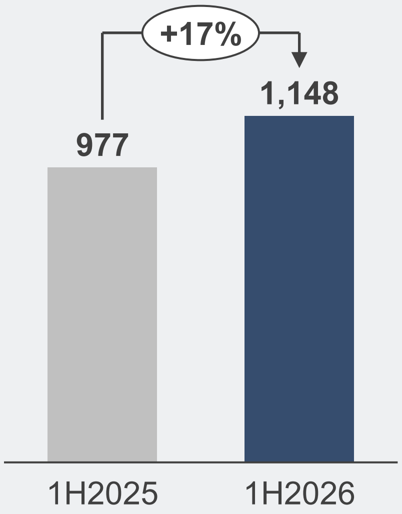
Aerospace MRO

Revenue, $'m



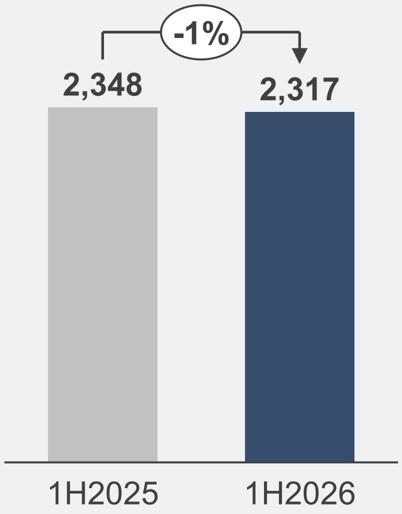
Aerostructures & Systems

Revenue, $'m



Aviation Asset Management

AUM [R1], US$'m



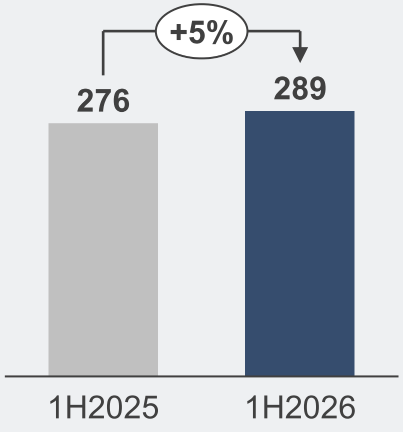
Notes:
- Revenue includes inter-segment and inter-subsegment sales
- R1: AUM refers to Asset Under Management, including owned, partly owned and managed assets. Lower AUM due to asset portfolio changes

Segment Highlights

Defence & Public Security Sub-Segment Highlights

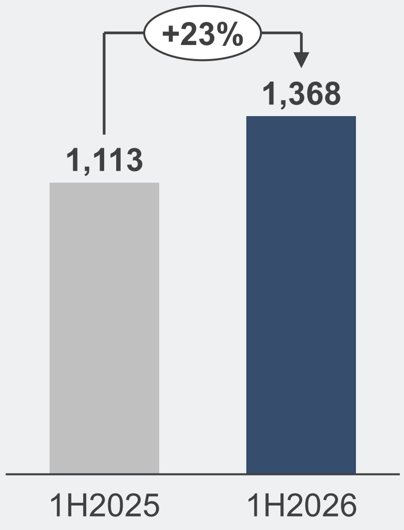
Defence Aerospace

Revenue, $'m



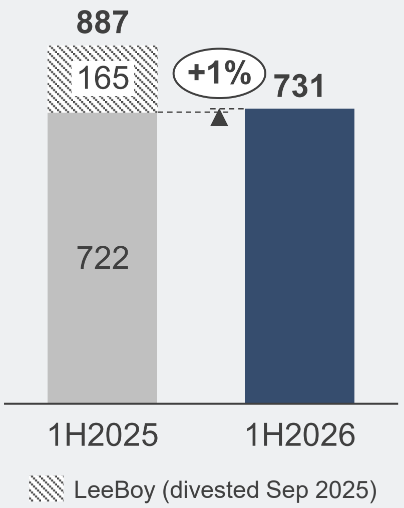
Digital Systems & Cyber

Revenue, $'m



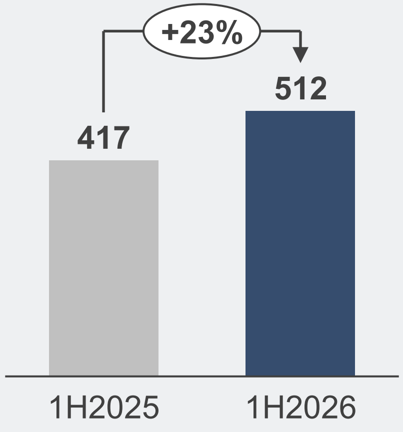
Land Systems

Revenue, $'m



Marine

Revenue, $'m

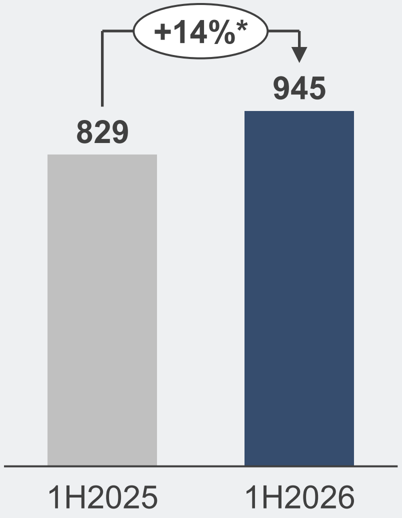


Note:
- Revenue includes inter-segment and inter-subsegment sales

Urban Solutions & Satcom Sub-Segment Highlights

Urban Solutions

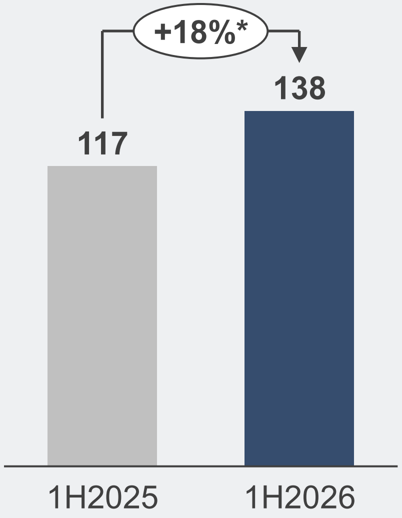
Revenue, $'m



** Revenue growth would have been 16% y-o-y if not for FX (USD) translation impact*

Satcom

Revenue, $'m



** Revenue growth would have been 22% y-o-y if not for FX (USD) translation impact*

Note:
- Revenue includes inter-segment and inter-subsegment sales

Income Statement

$'m	1H2026	1H2025
Revenue	**6,573**	**5,916**
Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA)	**987**	**871**
Earnings Before Interest and Tax	**738**	**602**
Finance Costs, Net	(87)	(102)
Profit Before Taxation	**651**	**500**
Profit attributable to Shareholders (Net Profit)	**512**	**403**
Earnings per Share (cents)	**16.43**	**12.93**

Balance Sheet

$'m	30 Jun 2026	31 Dec 2025
Property, plant and equipment	2,374	2,222
Right-of-use assets	909	705
Intangible assets	3,857	3,892
Other non-current assets	1,138	1,121
Current assets	8,314	8,094
Total assets	**16,592**	**16,032**
Current liabilities	8,715	7,487
Non-current liabilities	5,004	5,624
Total liabilities	**13,719**	**13,111**
Share capital and reserves	2,525	2,574
Non-controlling interests	348	348
Total equity and liabilities	**16,592**	**16,032**

Note:
Notwithstanding the Group's net current liabilities position of $401 million as at 30 June 2026, it has available financial resources to meet its obligations as and when they fall due. To ensure that the Group is not exposed to short-term liquidity risk, its outstanding U.S. commercial papers (USCP) of $1.2 billion are backstopped by a committed revolving credit facility (RCF) of $1.6 billion. The RCF remained undrawn as at 30 June 2026 and was more than enough to refinance all the outstanding USCP, if needed, and to cover the Group's net current liabilities position. The Group has very strong credit ratings (Aaa by Moody's and AA+ by S&P) which provide it ready access to refinancing of existing borrowings or additional borrowings as necessary. The Group's medium term note (MTN), USCP and committed credit facilities do not have any financial covenants.

Statement of Cash Flows

$'m	1H2026	1H2025
Net cash from/ (used in)		
Operating activities	960	761
Investing activities	(305)	(245)
Financing activities	(954)	(545)
Net change in CCE, including cash classified within assets held for sale	**(299)**	**(30)**
Less: Cash classified within assets held for sale	-	(45)
Net change in CCE	**(299)**	**(75)**
CCE at beginning of the period	576	430
Exchange difference	(22)	(1)
CCE at the end of the period	**255**	**354**

 Note: CCE refers to Cash & Cash Equivalents

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