

Financial Year 2025 Results

27 February 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

FY2025 Financial Highlights

- Group Highlights
- Business Discussions
 - Commercial Aerospace (CA)
 - Defence & Public Security (DPS)
 - Urban Solutions (URS) & Satcom (USS)
- Portfolio Management
- Productivity
- Contract Wins and Order Book
- Debt Profile
- 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

FY2025 Highlights

Strong Base Operating Performance (BOP)

Revenue
\$12.3b +9% y-o-y

BOP Net Profit
\$851m +21% y-o-y

Contract Wins
\$18.7b +49% y-o-y

Order Book
\$33.2b +16% y-o-y



BOP reflects underlying performance, as opposed to Reported net profit (RNP) which contains several one-off items (impairment losses and divestment gains)



One-off impairment losses of \$689m partially offset by divestment gains of \$301m



Cash flow from operations (\$1.7b) plus divestment proceeds (\$0.7b), totalled: \$2.4b

- Returning value via 5 cents special dividend
- Reduced debt to \$4.8b as at 31 Dec 2025
- Re-invested for growth

Group Highlights

Group Financials (Reported)

\$'m

Revenue

6,430

+12% y-o-y

EBITDA

564

-32% y-o-y

EBIT

303

-45% y-o-y

PBT

201

-55% y-o-y

Net Profit

60

-84% y-o-y

2H2025

Revenue

12,346

+9% y-o-y

EBITDA

1,436

-11% y-o-y

EBIT

905

-16% y-o-y

PBT

701

-19% y-o-y

Net Profit

463

-34% y-o-y

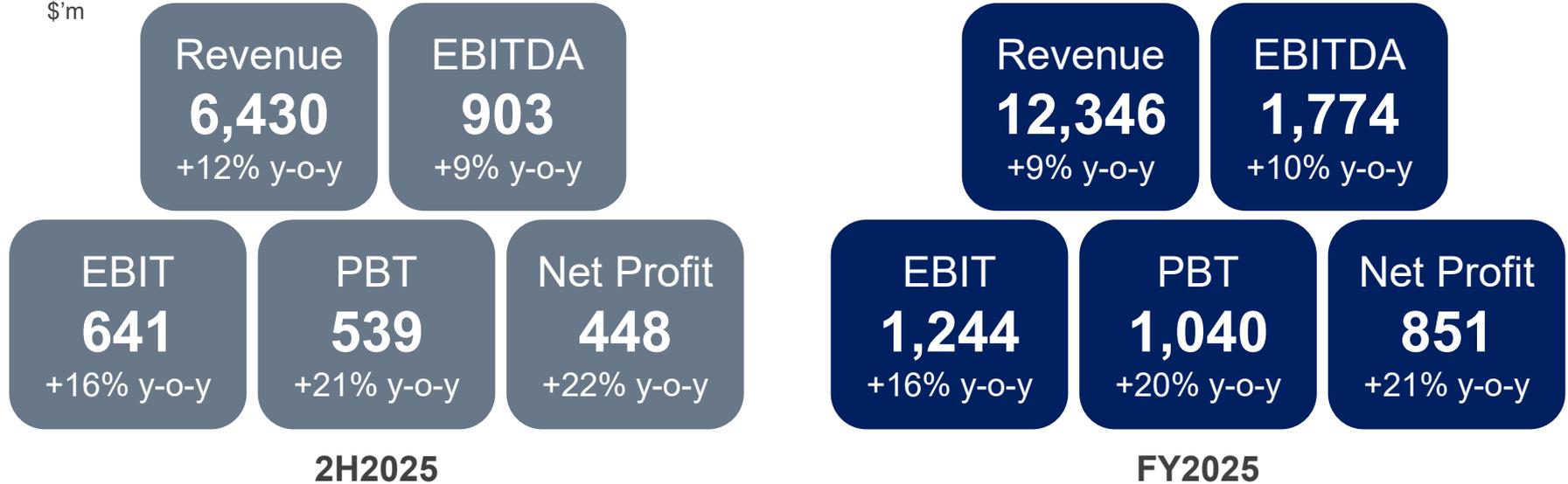
FY2025

Group Highlights

Group Financials (BOP)

Strong overall performance on a year-on-year basis

\$'m

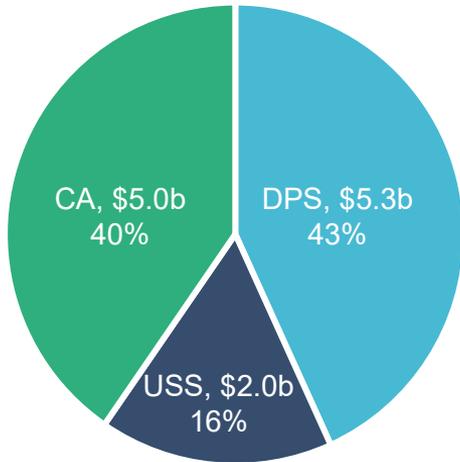


Order book as at 31 Dec 2025: **\$33.2b**;
about **\$9.9b** to be delivered in 2026

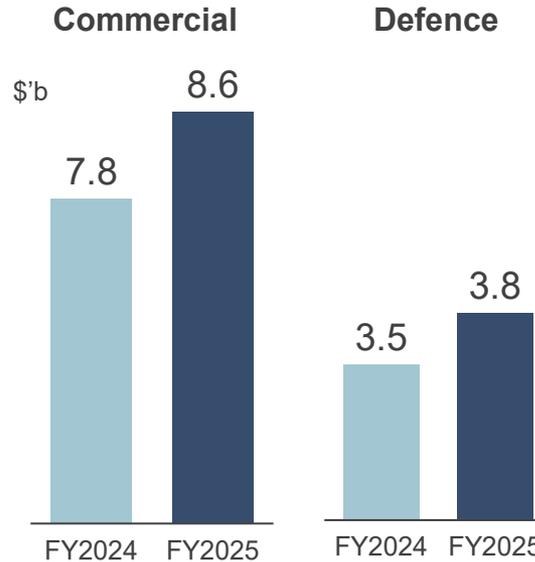
Group Highlights

Group FY2025 Revenue Breakdown

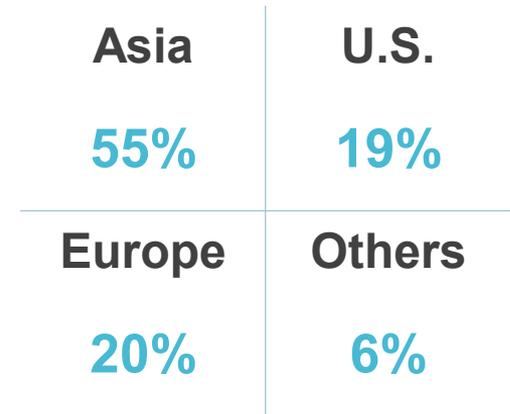
FY2025 Revenue by segment
\$12.3b



FY2025 Revenue by type
\$12.3b



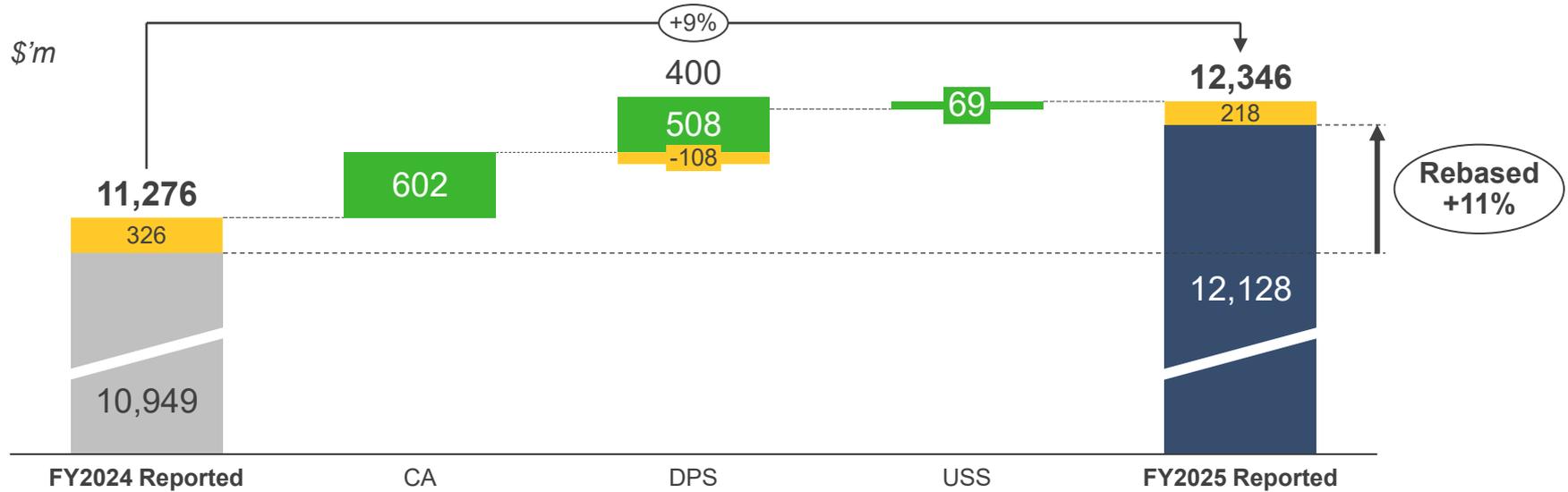
FY2025 Revenue by location of customers



Group Highlights

FY2025 Revenue

Rebased revenue growth at 11% y-o-y



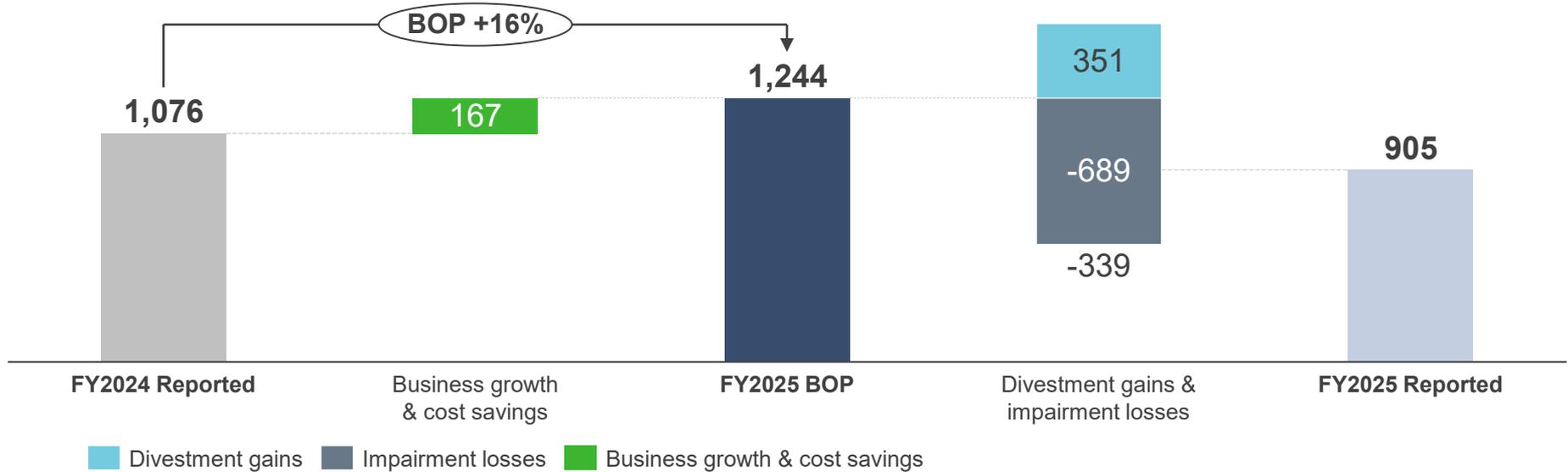
LeeBoy (divested in Sep 2025)

Group Highlights

FY2025 EBIT

Strong BOP EBIT growth at 16% y-o-y

\$'m



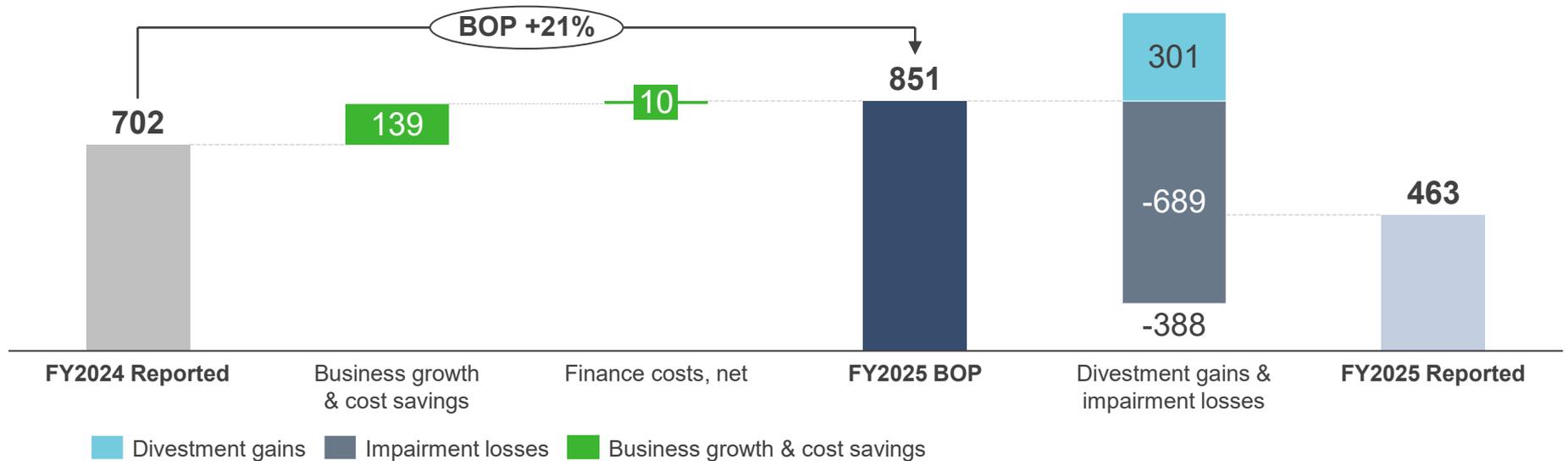
10 | Note: Excluding the EBIT of LeeBoy and share of Citycab for both FY2024 and FY2025, the rebased BOP EBIT grew 18% y-o-y.

Group Highlights

FY2025 Net Profit

Strong BOP net profit growth at 21% y-o-y

\$'m

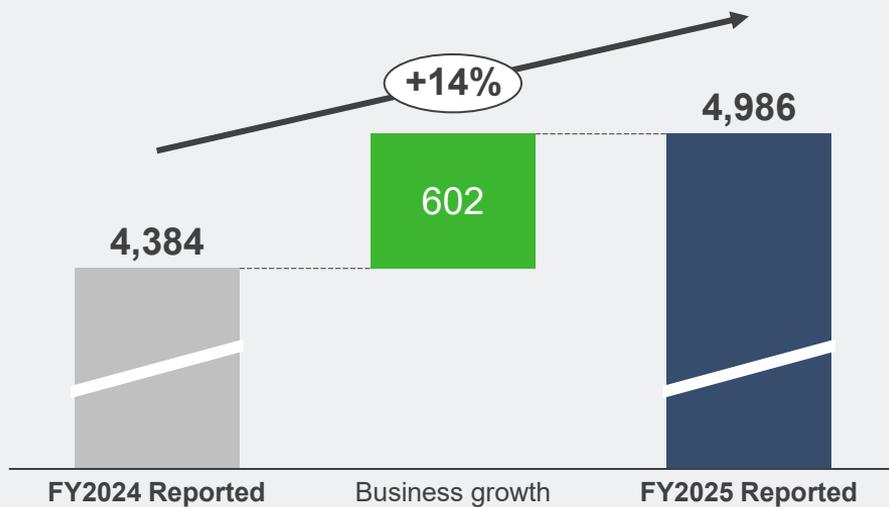


11 | Note: Excluding the net profit of LeeBoy and share of Citycab for both 2024 and 2025, the rebased BOP Net Profit grew 24% y-o-y.

Business Discussions

Commercial Aerospace Revenue and Contract Wins

Revenue (\$'m)



Revenue

\$5.0b ▲ 14% y-o-y

- Strong growth
 - Engine MRO
 - Nacelles

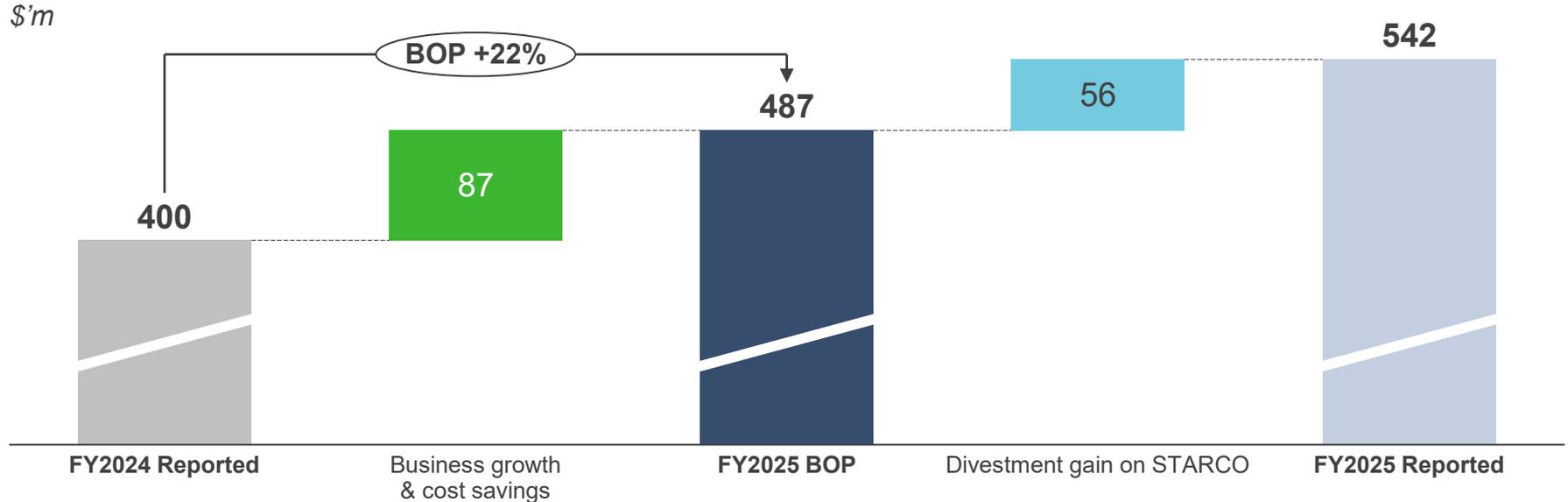
Contract Wins

\$5.8b

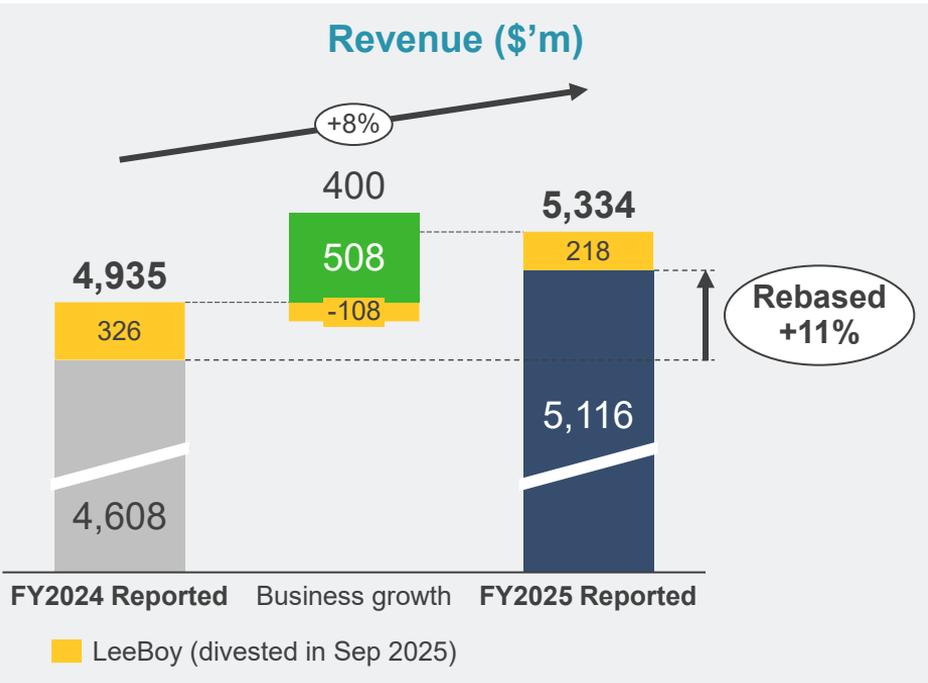
- \$1.7b in 4Q2025

Commercial Aerospace EBIT

- BOP EBIT growth of 22% y-o-y, ahead of revenue growth of 14% y-o-y
- Stronger revenue and margin mix



Defence & Public Security Revenue and Contract Wins



Revenue

\$5.3b ▲ 8% y-o-y (▲ 11% y-o-y rebased)

- Contributed by all sub-segments*

Contract Wins

\$9.1b

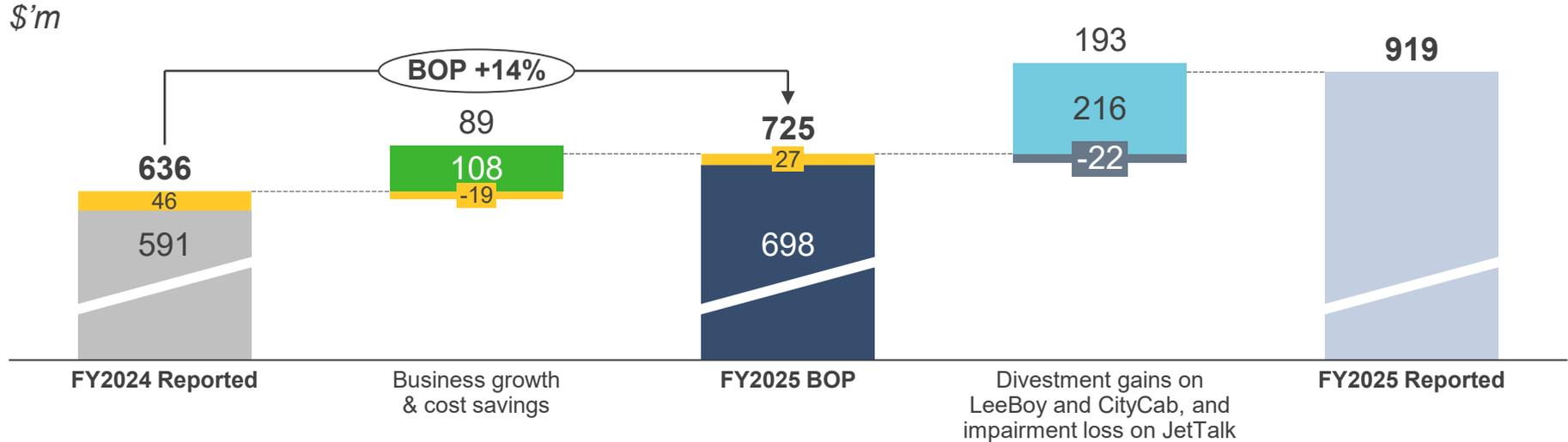
- \$2.5b in 4Q2025
- International defence wins doubled y-o-y

* Land Systems rebased for LeeBoy.

Business Discussions

Defence & Public Security EBIT

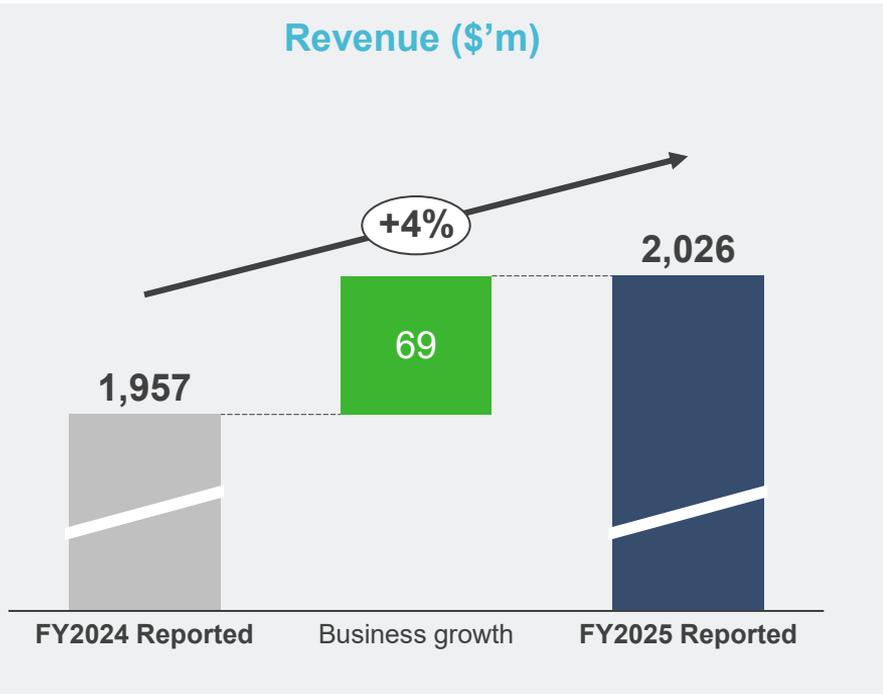
- BOP EBIT growth at 14%* y-o-y, ahead of revenue growth of 8% y-o-y
- Stronger revenue and margins



■ Divestment gains for LeeBoy and CityCab
 ■ Impairment loss on JetTalk
 ■ LeeBoy and share of CityCab (both divested in Sep 2025)

16 | * Excluding the EBIT of LeeBoy and share of CityCab, the rebased BOP EBIT grew 18% y-o-y, from \$591m in FY2024 to \$698m in FY2025.

Urban Solutions & Satcom Revenue and Contract Wins



Revenue

\$2.0b ▲4% y-o-y

- Contributed by URS, partially offset by Satcom
- Major rail and tolling project deliveries will accelerate through 2028 and beyond
 - ~\$5.0b major Smart Mobility order book* to be delivered

Contract Wins

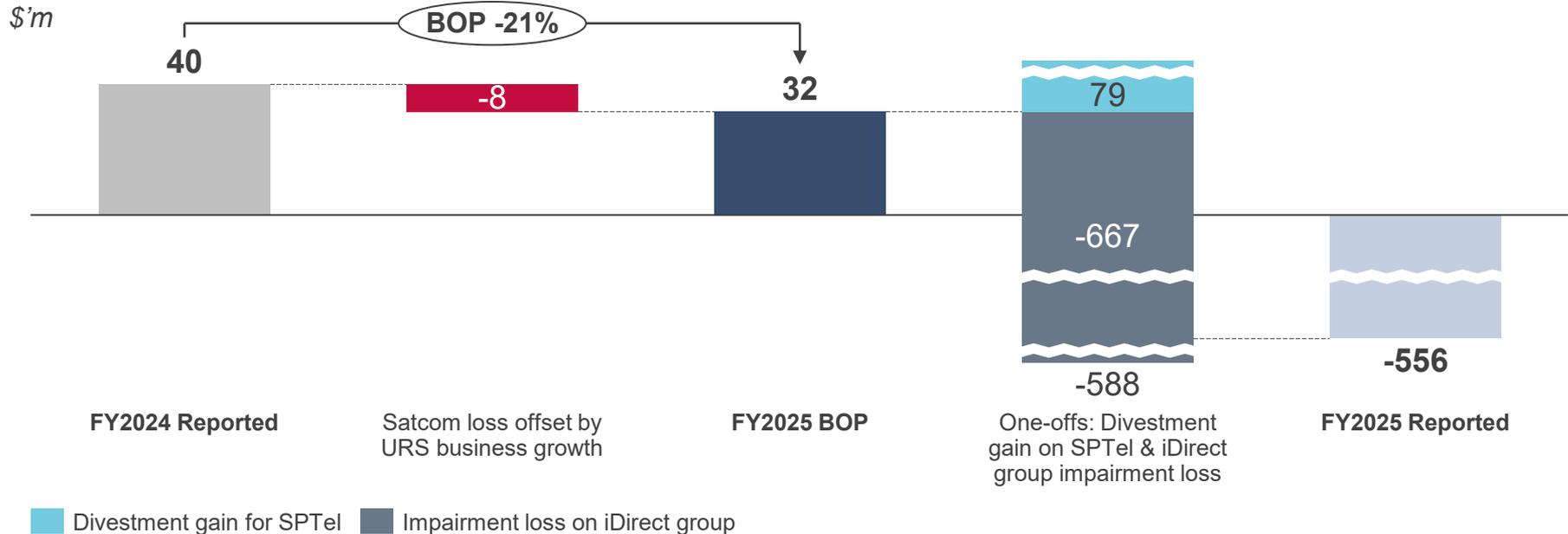
\$3.9b

- \$0.5b in 4Q2025

* As at 31 Dec 2025 and excludes New Jersey Transport Authority Back Office Service Contract ~US\$1.7b (including options)

Urban Solutions & Satcom EBIT

- Lower BOP EBIT due to higher Satcom EBIT losses partially offset by higher URS EBIT



Satcom: iDirect group Turnaround & Outlook

Revenue Outlook

- ✓ Secured commercial and defence orders in key markets including Europe and Saudi Arabia to deliver y-o-y revenue growth in 1Q26
- ✓ INTUITION, next generation platform, gaining good traction eg Verizon, AiTelecom
- ✓ iDirect Gov qualified under the U.S. MDA SHIELD contract
- ✓ Targeting stronger y-o-y first half 2026 revenue

Cost Outlook

- ✓ Cost actions of ~\$43m annualised savings achieved in 4Q25/1Q26, savings accruing
- 🎯 Planned cost savings initiatives aimed at delivering \$20m annualised savings targeted to be achieved by 2Q26

Strategic options ongoing, with continued focus to support customers and turnaround business

Portfolio Management

Portfolio Management

Divestments

	LeeBoy	CityCab	SPTel	STARCO	Total
Effective Date of Divestment	Sep 2025	Sep 2025	Nov 2025	Dec 2025	
Net Cash Proceeds (after tax)	\$329m	\$115m	\$146m	\$115m	~\$705m
Divestment Gains (after tax)	\$97m ¹	\$77m	\$79m	\$48m ¹	\$301m ²

- 2026 EBIT reduction y-o-y due to these divested entities is expected to be offset by savings in interest and tax expenses with the net cash proceeds applied to reduce group debt

¹ Divestment gains before tax for LeeBoy and STARCO were \$139m and \$56m respectively

² Total divestment gains before tax of the above divestments were \$351m

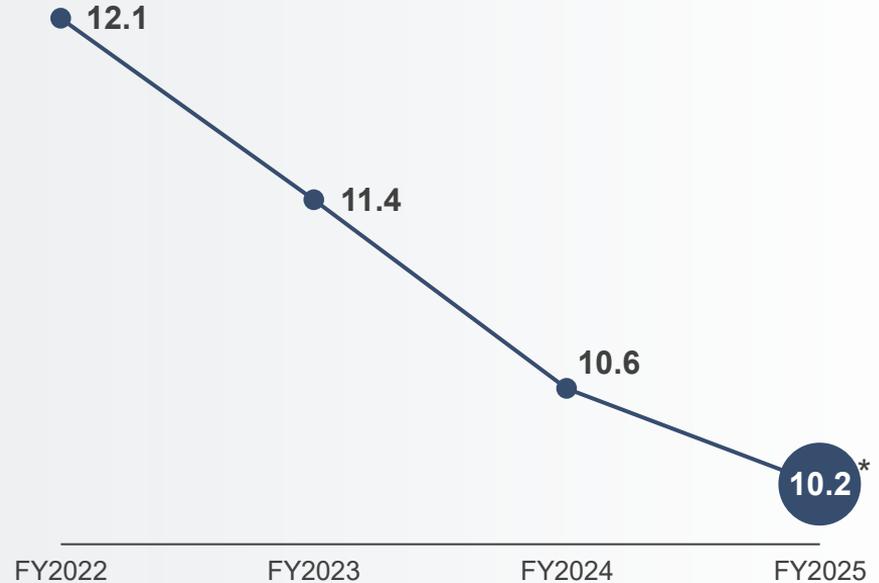
Productivity

Productivity

OPEX/Revenue continues to improve

- Productivity and Continuous Improvement Programmes contributed to lower OPEX/revenue ratio of 10.2%

OPEX/Revenue (%)



* Excluding one-off iDirect group impairment loss

Contract Wins and Order Book

Strong Contract Wins and Order Book

Contract Wins

\$18.7b

for FY2025

(1H2025: \$9.1b; 2H2025: \$9.6b)

Commercial Aerospace	\$5.8b
Defence & Public Security	\$9.1b
Urban Solutions & Satcom	\$3.9b

Order Book

\$33.2b*

as at 31 Dec 2025

\$9.9b

Expected to be delivered
in 2026

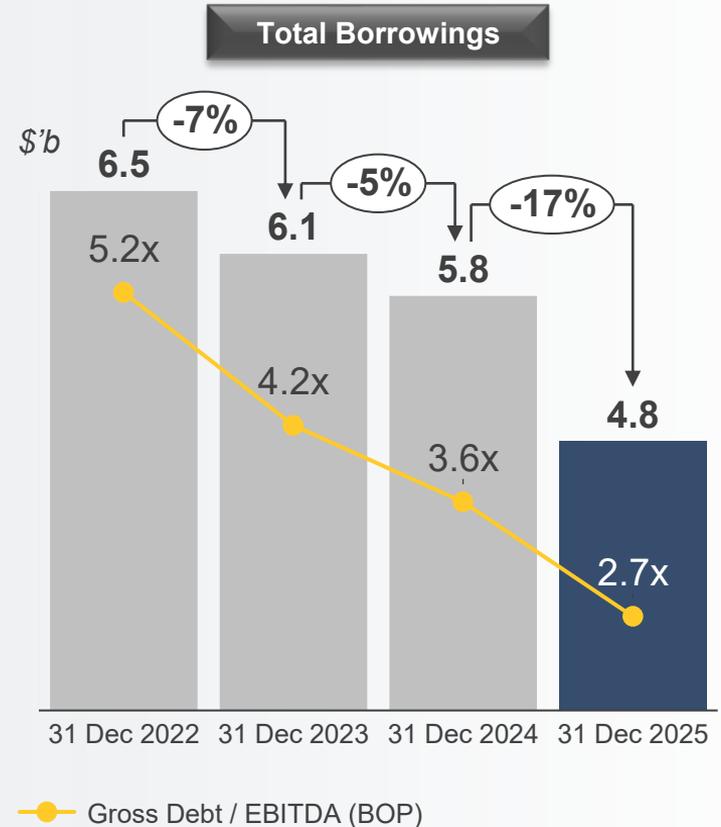
\$18.7b New Contracts for FY2025, incl. \$4.7b for 4Q2025

	4Q2025	Highlights
Commercial Aerospace	\$1.7b	<ul style="list-style-type: none"> • Multi-year nacelle MRO covering Boeing 787s for European airlines • Multi-year airframe MRO covering Boeing 787 and other aircraft platforms for a North American airline • Nacelles and composite floor panels
Defence & Public Security	\$2.5b	<ul style="list-style-type: none"> • Next generation Infantry Fighting Vehicles for SAF • 40mm and 120mm ammunition for international customers • Enterprise Integrated Security System for Singapore Prison Service • Cloud infrastructure, training & simulation systems for local and international customers • Advanced cybersecurity systems & products, including encryptors & data diodes • Engineering and MRO for military aircraft • MRO for commercial vessels
Urban Solutions & Satcom	\$0.5b	<ul style="list-style-type: none"> • Rail electronics solutions for Singapore Changi Airport Terminal 2 Skytrain • 250 electric bus orders for Singapore Land Transport Authority • Tolling systems installation & upgrades, and RFID tags • Integrated Smart Security Management projects and Access Management System for the Johor Bahru-Singapore Rapid Transit System. • Satcom ground segment infrastructure contracts
Total	\$4.7b	

Debt Profile

Debt Management

- Borrowings reduced to \$4.8b as at 31 Dec 2025
- Gross Debt/EBITDA (BOP) ratio reduced to 2.7x
- Strong credit rating of Aaa/stable by Moody's and AA+/stable by S&P



Dividends

Dividends

Dividends for FY2025

Distributed

FY2025 interim dividend: 12 cents per share

Declared

FY2025 final dividend¹: 6 cents per share

FY2025 special dividend¹: 5 cents per share

Payment date: 13 May 2026

The total dividend¹ for FY2025 will be 23 cents per share

Dividend 2026

FY2026 total dividend will be determined by the sum of

- i) 18 cents per share (FY2025 base ordinary dividend¹), and
- ii) One-third of year-on-year incremental net profit (FY2025 BOP Net Profit of \$851m as a base)

The computation of the year-on-year incremental net profit shall exclude one-off effects of major divestments and impairments

Outlook

Group President & CEO's Message



In 2025, the Group delivered excellent underlying performance, reflecting the strength and resilience of our businesses. We continued to streamline our portfolio through several divestments, recycling our capital and enhancing our focus on our core businesses.

Looking ahead, supported by strong growth momentum and a robust order book, the Group is well positioned to deliver on our strategic objectives and 2029 targets.”

Vincent Chong, Group President & CEO

Segment Highlights

Segment Highlights

Segment Revenue

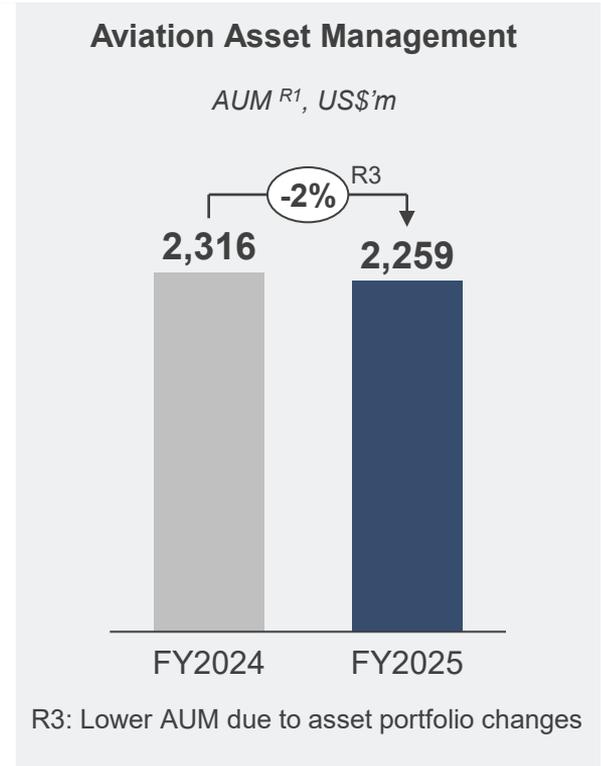
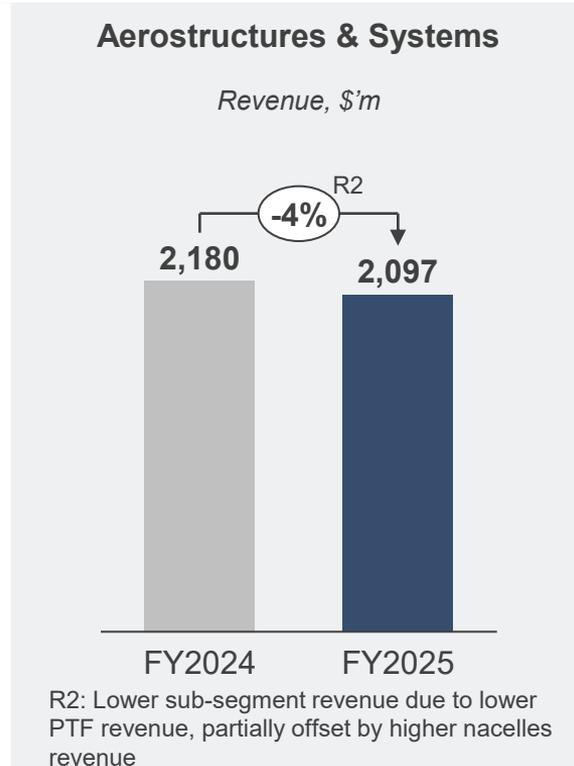
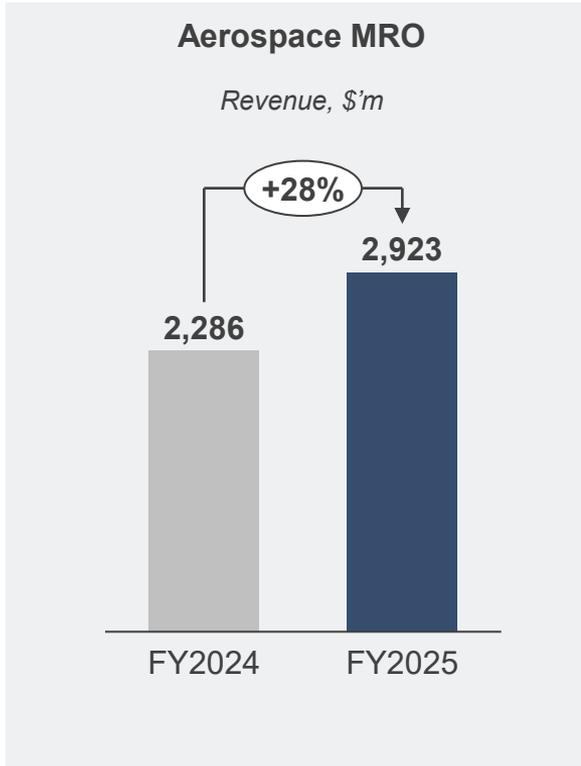
\$'m	2H2025	2H2024	Change	FY2025	FY2024	Change
Commercial Aerospace	2,639	2,154	+23%	4,986	4,384	+14%
Defence & Public Security	2,686	2,563	+5%	5,334	4,935	+8%
<i>Rebased*</i>	2,633	2,413	+9%	5,116	4,608	+11%
Urban Solutions & Satcom	1,105	1,038	+6%	2,026	1,957	+4%
Group	6,430	5,755	+12%	12,346	11,276	+9%
<i>Rebased*</i>	6,377	5,605	+14%	12,128	10,949	+11%

Segment Highlights

Segment EBIT (BOP)

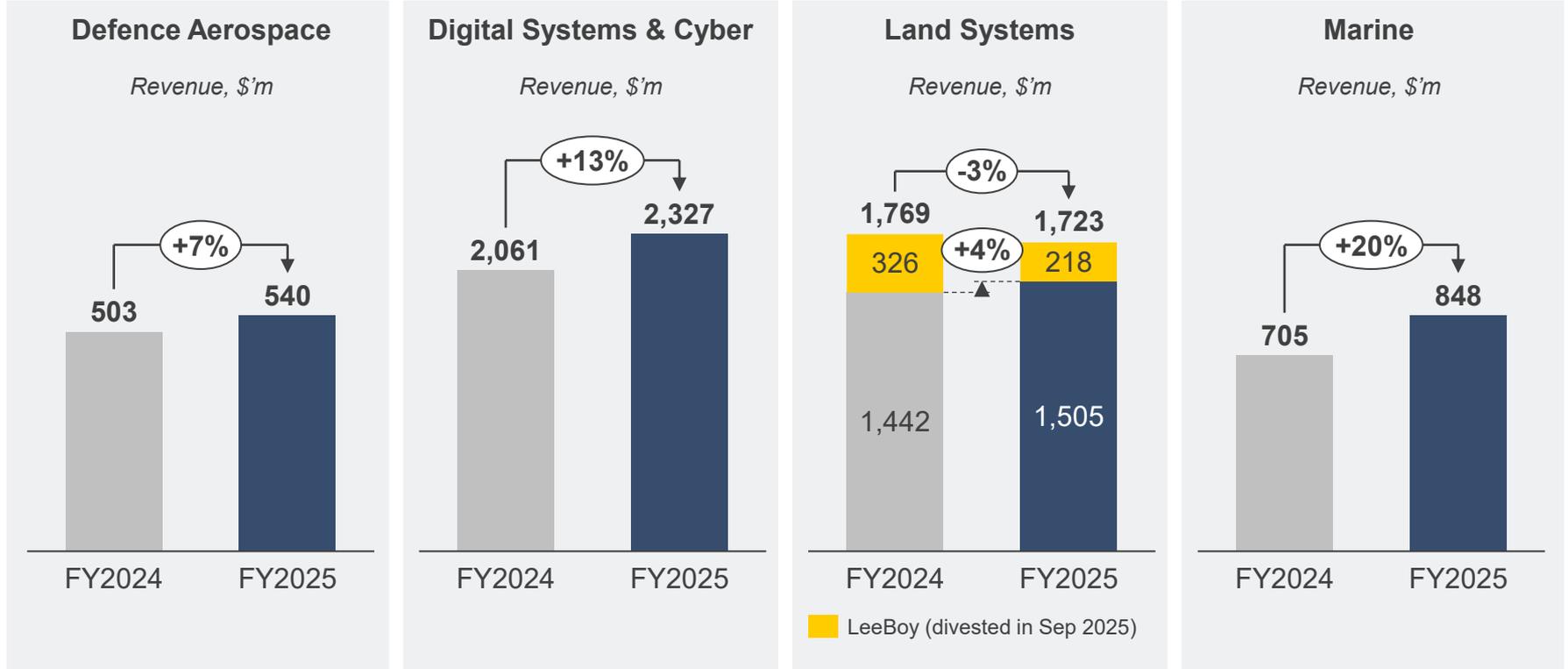
\$'m	2H2025	2H2024	Change	FY2025	FY2024	Change
Commercial Aerospace	263	210	+25%	487	400	+22%
Defence & Public Security	358	312	+15%	725	636	+14%
<i>Rebased*</i>	351	293	+20%	698	591	+18%
Urban Solutions & Satcom	20	31	-36%	32	40	-21%
Group	641	554	+16%	1,244	1,076	+16%
<i>Rebased*</i>	635	534	+19%	1,217	1,031	+18%

Commercial Aerospace Sub-Segment Highlights



Segment Highlights

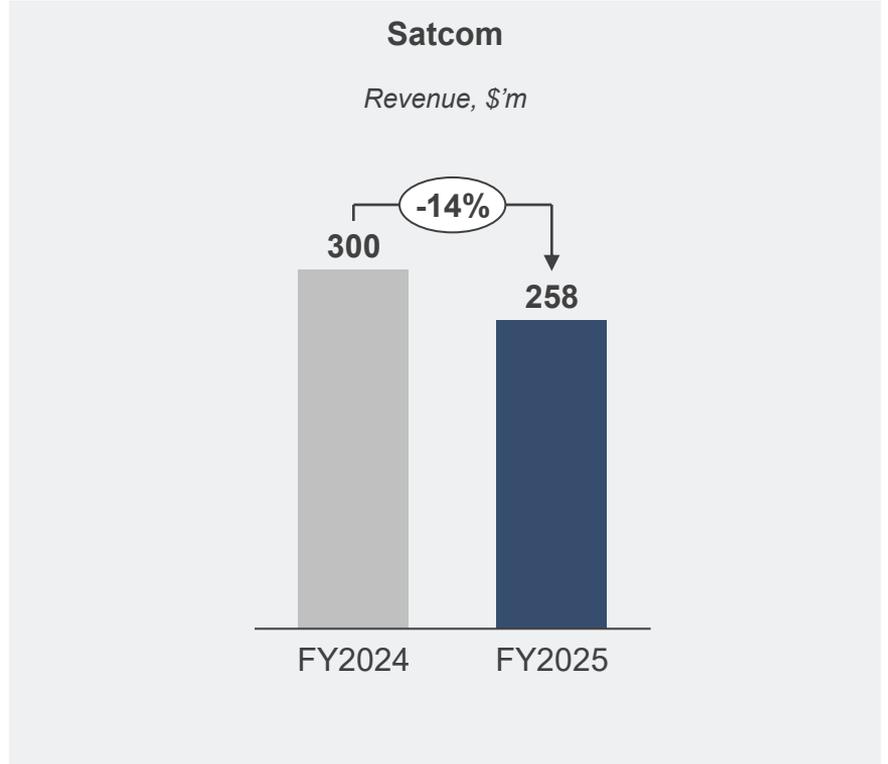
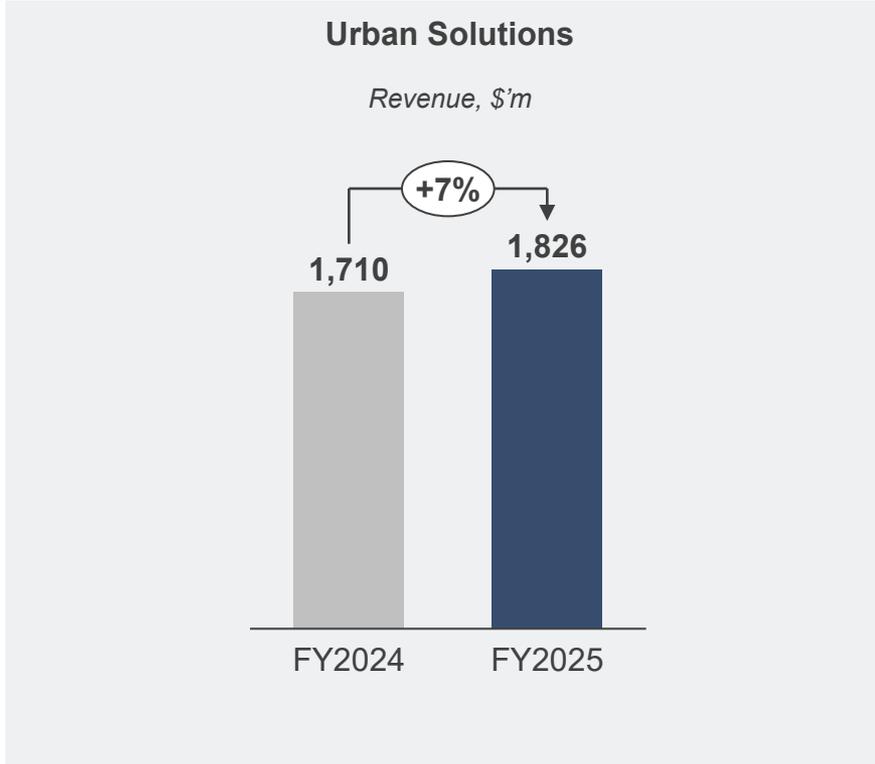
Defence & Public Security Sub-Segment Highlights



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

Segment Highlights

Urban Solutions & Satcom Sub-Segment Highlights



Appendix

Segment Highlights

Segment EBIT (Reported)

\$'m	2H2025	2H2024	Change	FY2025	FY2024	Change
Commercial Aerospace	319	210	+52%	542	400	+36%
Defence & Public Security	551	312	+77%	919	636	+44%
Urban Solutions & Satcom	(568)	31	<i>N.M.</i>	(556)	40	<i>N.M.</i>
Group	303	554	-45%	905	1,076	-16%

Group Highlights

Group Financials (BOP)

- Stronger 2H2025 performance vs 1H2025

Revenue

6,430**+9%**

2H-vs-1H

EBIT

641**+6%**

2H-vs-1H

PBT

539**+8%**

2H-vs-1H

Net Profit

448**+11%**

2H-vs-1H

Appendix

Income Statement

\$'m	FY2025 (Reported)	FY2025 (BOP)	FY2024
Revenue	12,346	12,346	11,276
Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA)	1,436	1,774	1,614
Earnings Before Interest and Tax	905	1,244	1,076
Finance Costs, Net	(204)	(204)	(214)
Profit Before Taxation	701	1,040	863
Profit attributable to Shareholders (Net Profit)	463	851	702
Earnings per Share (cents)	14.84	27.28	22.53

Appendix

Balance Sheet

\$'m	31 Dec 2025	31 Dec 2024
Property, plant and equipment	2,222	2,115
Right-of-use assets	705	605
Intangible assets	3,892	4,990
Other non-current assets	1,121	1,188
Current assets	8,094	7,324
Total assets	16,032	16,221
Current liabilities	7,487	8,239
Non-current liabilities	5,624	5,032
Total liabilities	13,111	13,270
Share capital and reserves	2,574	2,670
Non-controlling interests	348	280
Total equity and liabilities	16,032	16,221

Appendix

Statement of Cash Flows

\$'m	FY2025	FY2024
Net cash from/ (used in)		
Operating activities	1,708	1,718
Investing activities	170	(414)
Financing activities	(1,801)	(1,222)
Net change in CCE	78	82
CCE at beginning of the year	430	353
Exchange difference	69	(5)
CCE at the end of the year	576	430

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