



NORDIC
Group Limited

1Q2026 VOLUNTARY BUSINESS UPDATES

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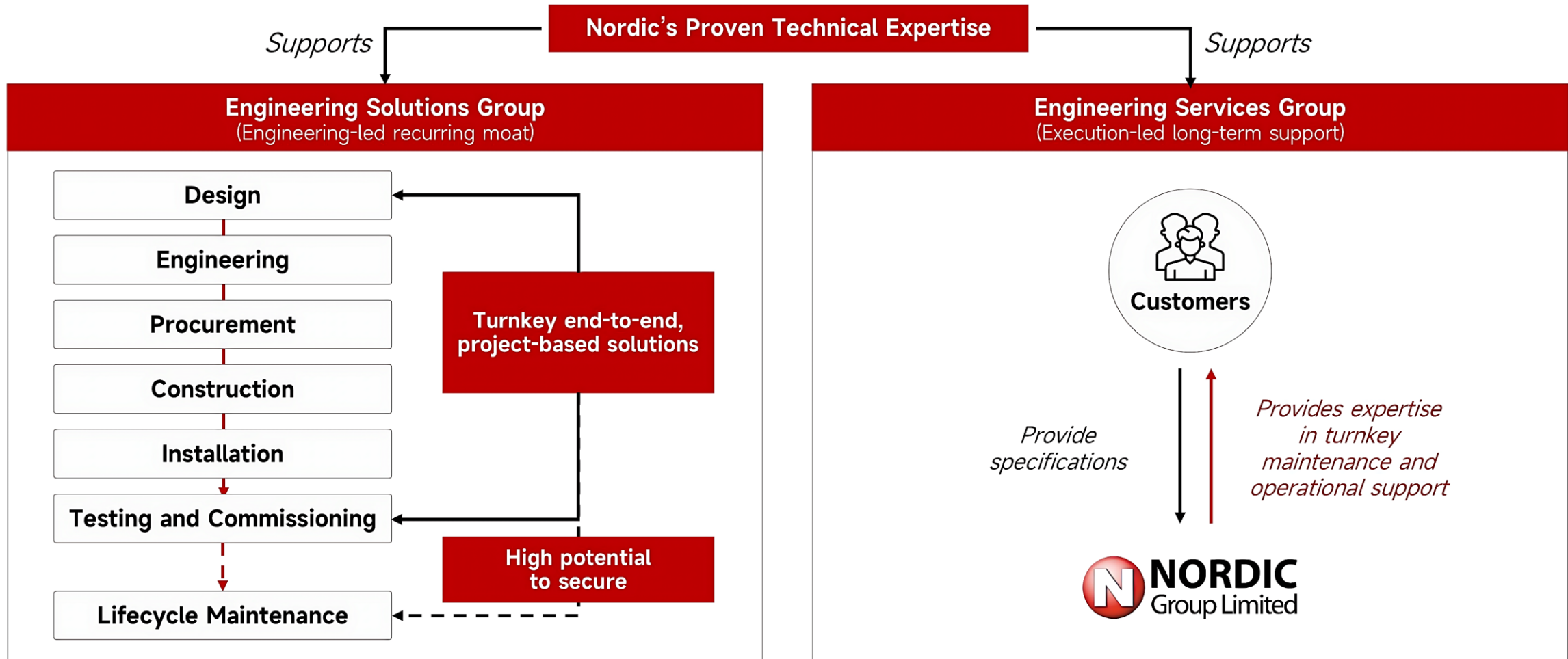
Corporate Profile



Business Model



Two complementary business arms, engineering solutions for turnkey project delivery and engineering services for long-term maintenance and operational support, together create a strong recurring value cycle



Engineering Solutions Business Model

Engineering Services Business Model

Our Capabilities And Offerings



Nordic is a strategic partner to our customers, providing turnkey EPCC and enhanced with comprehensive lifecycle maintenance services



Nordic's Expertise	EPCC <i>(Engineering, Procurement, Construction, and Commissioning)</i>	Lifecycle Maintenance Services and Operational Support																				
Nordic's Offerings	<table border="0"><tr><td data-bbox="535 714 700 892"></td><td data-bbox="726 763 904 842">Precision Engineering</td><td data-bbox="1006 714 1172 892"></td><td data-bbox="1197 756 1554 863">Cleanroom, Air, Water Engineering Solutions & Facility Management</td></tr><tr><td data-bbox="535 956 700 1135"></td><td data-bbox="726 992 968 1099">Automation, Electrical & Instrumentation</td><td data-bbox="1006 956 1172 1135"></td><td data-bbox="1197 992 1541 1099">Structural Engineering and Construction Services</td></tr></table>		Precision Engineering		Cleanroom, Air, Water Engineering Solutions & Facility Management		Automation, Electrical & Instrumentation		Structural Engineering and Construction Services	<table border="0"><tr><td data-bbox="1668 642 1872 892"></td><td data-bbox="1898 642 2102 892"></td><td data-bbox="2127 642 2369 892"></td></tr><tr><td colspan="3" data-bbox="1758 899 2280 935">Scaffolding, Insulation, & Painting</td></tr><tr><td data-bbox="1668 978 1872 1149"></td><td data-bbox="1898 978 2102 1149"></td><td data-bbox="2127 978 2369 1149"></td></tr><tr><td colspan="3" data-bbox="1681 1156 2356 1235">Chemical Cleaning Waste Management & Rental of Equipment</td></tr></table>				Scaffolding, Insulation, & Painting						Chemical Cleaning Waste Management & Rental of Equipment		
	Precision Engineering		Cleanroom, Air, Water Engineering Solutions & Facility Management																			
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Scaffolding, Insulation, & Painting																						
Chemical Cleaning Waste Management & Rental of Equipment																						

Addressable Industries

Our design-led engineering solutions are transferable across industries, including marine & offshore, semiconductor, defence and petrochemical & infrastructure, enabling diversification without straying from core strengths

SEMICONDUCTOR INDUSTRY

Service Scope:

- Essential precision and process engineering services for semiconductor manufacturing environments that require contamination control and high reliability
- Turnkey cleanroom and facility projects
- Core infrastructure for wafer fabrication and advanced packaging plants

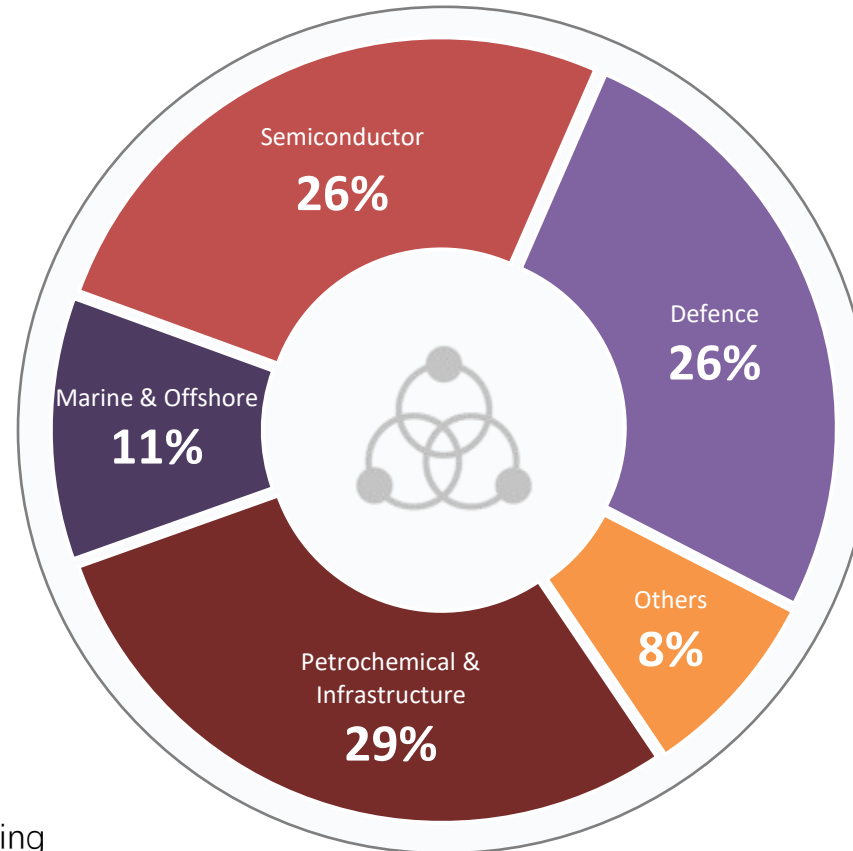
MARINE & OFFSHORE INDUSTRY

Service Scope:

- Automation and flow-control systems for vessels and oil & gas platforms

PETROCHEMICAL & INFRASTRUCTURE INDUSTRY

- Petrochemical and environmental engineering services for petrochemical, pharmaceutical plants and government infrastructures



DEFENCE INDUSTRY

Service Scope:

- Mission-critical defence infrastructure with advanced ballistic protection systems
- Tactical training mock-ups
- Engineered fuel dispensing systems with full EPCC capabilities

OTHERS

Presence in Diverse Industries:

- Electronics manufacturing systems
- Analytical instrumentation
- Medical equipment / industrial / manufacturing
- Aerospace
- Optical imaging
- Green energy

A photograph of a business meeting. Several people are gathered around a table, looking at documents and a tablet. One person is pointing at the tablet, while another is writing on a document with a pen. The documents on the table feature various financial charts, including bar graphs and pie charts. The scene is overlaid with a dark blue semi-transparent background on the left side.

Financial Performance

Financial Performance Overview



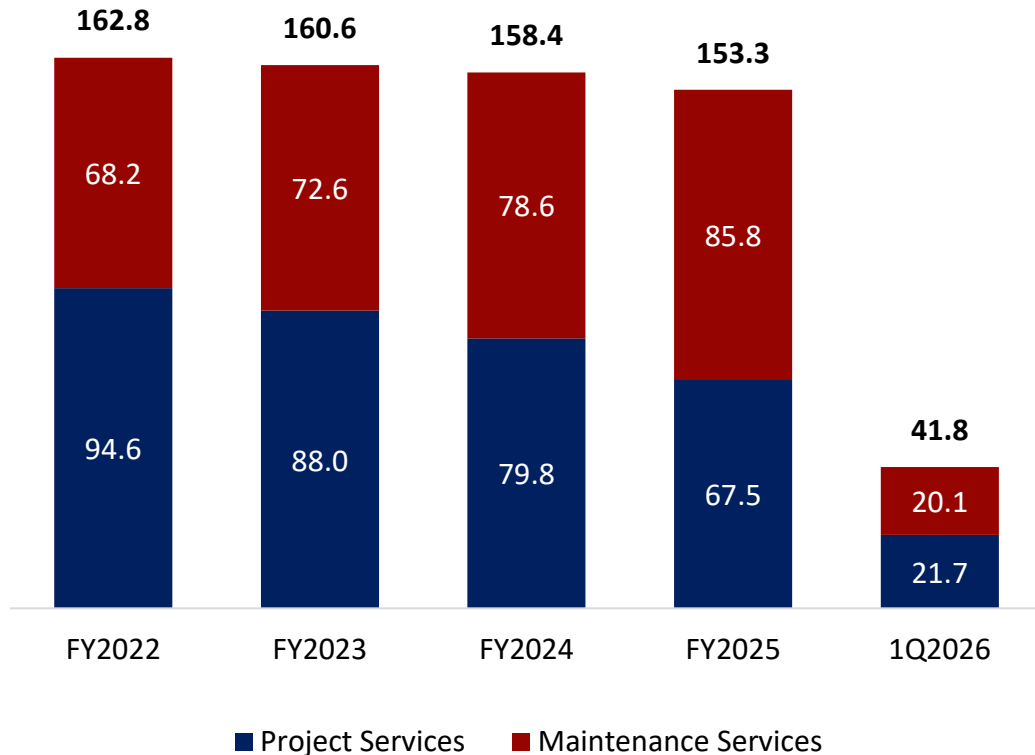
S\$ million	1Q2026	1Q2025	Change (%)
Revenue	41.8	41.6	0.5
<i>Gross Profit Margin</i>	<i>23.6%</i>	<i>23.5%</i>	<i>0.1 ppt</i>
Operating Profit before Tax	6.0	5.8	3.4
<i>Operating Margin</i>	<i>14.4%</i>	<i>13.9%</i>	<i>0.5 ppt</i>
Net Profit	5.0	4.5	11.1
<i>Net Profit Margin</i>	<i>12.0%</i>	<i>10.8%</i>	<i>1.2 ppt</i>
EPS	1.2 cents	1.1 cents	10.9
NAV Per Share	36.9 cents	33.5 cents	10.1
Order book	213.5		

- Figures above may not add up due to rounding errors
- Total number of issued shares excluding treasury shares after purchase was 398,149,400 as of 31 March 2026
- Total number of issued shares excluding treasury shares after purchase was 398,511,900 as of 31 March 2025

Revenue Trend

Revenue Contribution by Income Segment

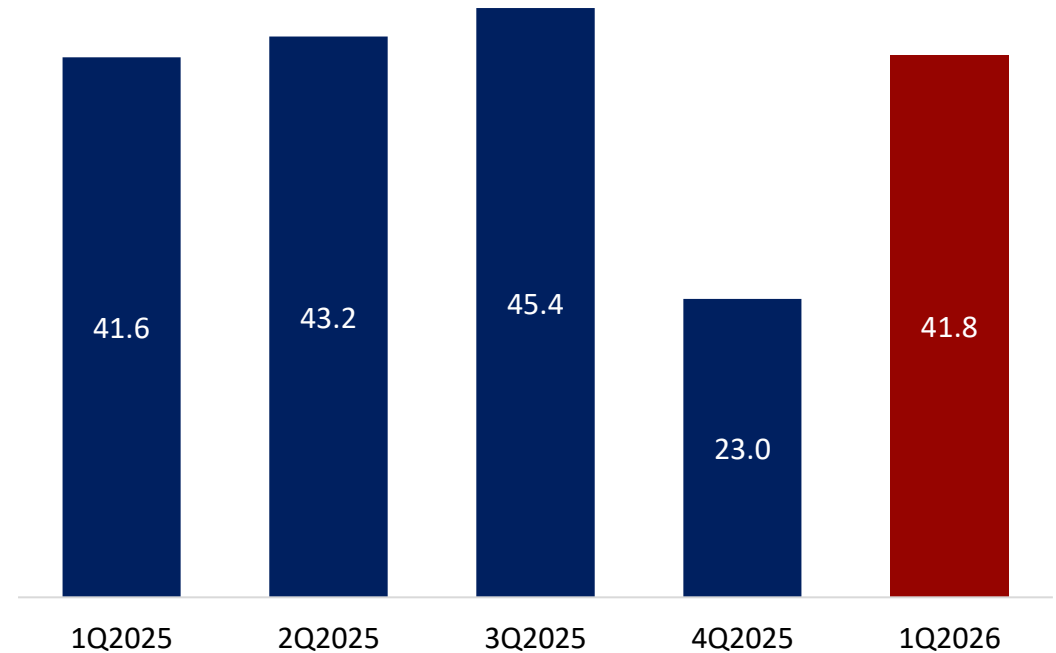
Two complementary segments: Engineering Solutions (turnkey projects) and Engineering Services (maintenance & support)



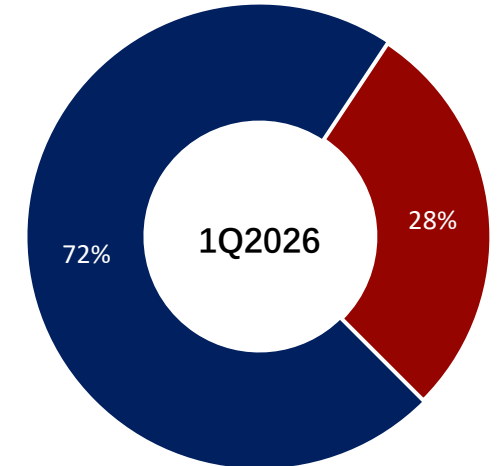
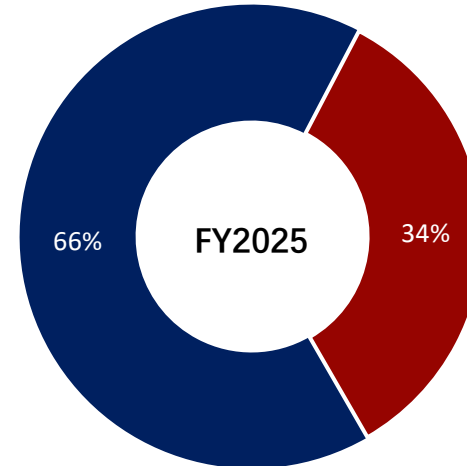
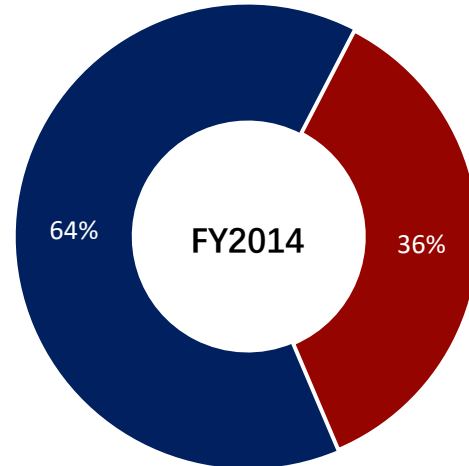
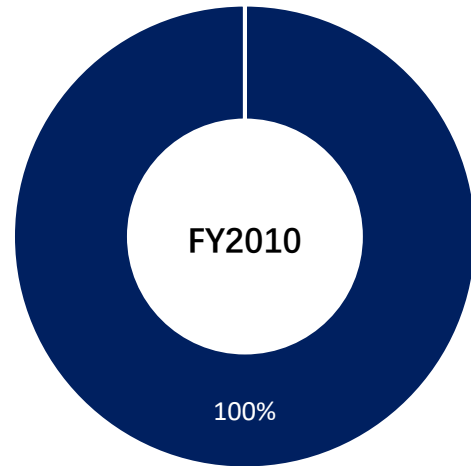
Unit: S\$ million

Quarterly Revenue Trend

Revenue normalised in 1Q2026, led by stronger Project Services deliveries after 4Q2025 project completion lull.



Revenue Contribution by Service Group



Engineering Solutions Group
 Engineering Services Group

Engineering Solutions Group

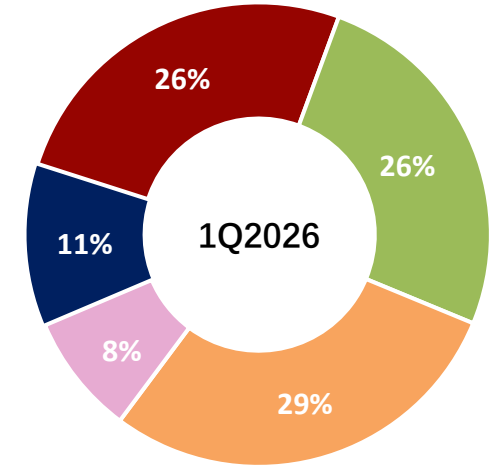
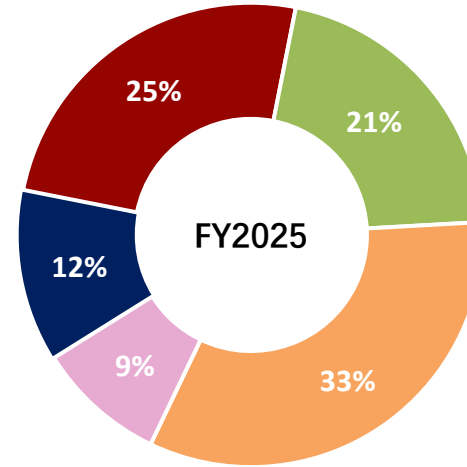
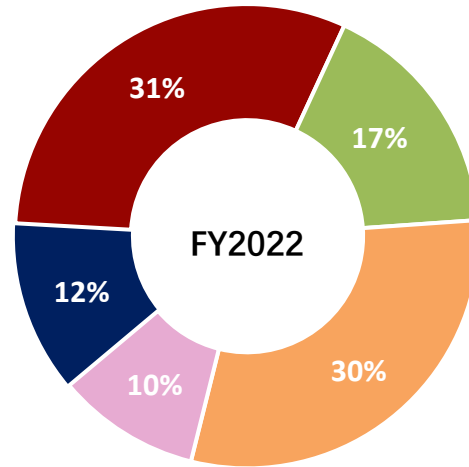
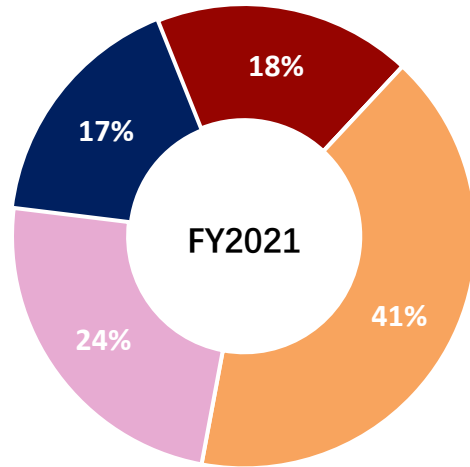
Services
System Integration/ MRO & Trading
Precision Engineering
Cleanroom, Air & Water Services
Structural Engineering and Construction Services

Engineering Services Group

Services
Scaffolding Services
Insulation Services
Petrochemical and Environmental Services

Note: Above includes inter-segment eliminations

Revenue Contribution by Industry



Marine & Offshore
 Semiconductor
 Defence
 Petrochemical & Infrastructure
 Others

Marine & Offshore
Marine / Upstream

Semiconductor
Semiconductor

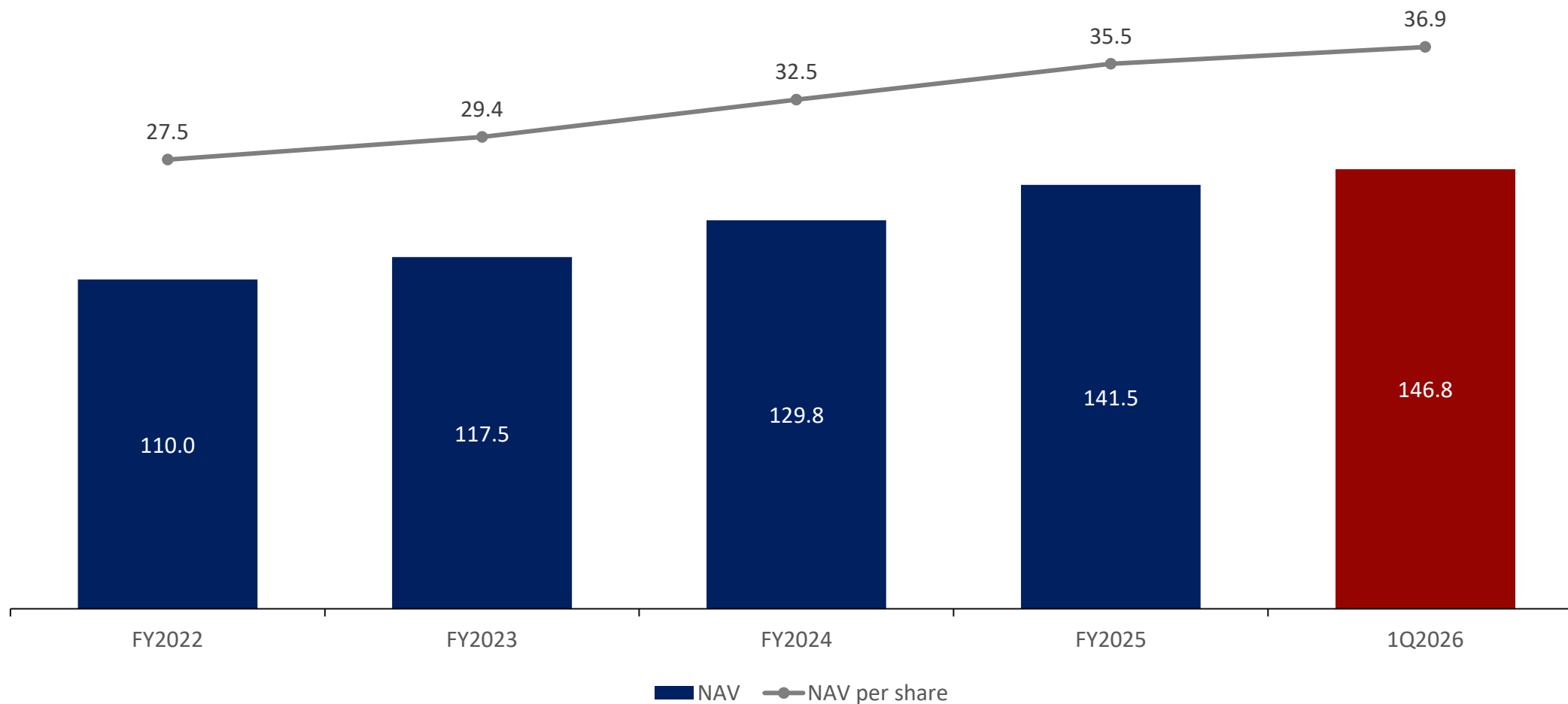
Defence
Law Enforcement, Security Agencies, Civil Authorities

Petrochemical & Infrastructure
Petrochemical
Onshore / Infrastructure
Pharmaceutical

Others
Electronics Manufacturing System
Analytical Instrumentation
Medical Equipment/ Industrial/ Manufacturing
Aerospace
Optical Imaging
Green Energy

Net Asset Value Trend

Net asset value continued to grow on resilient earnings growth and dedicated debt repayment



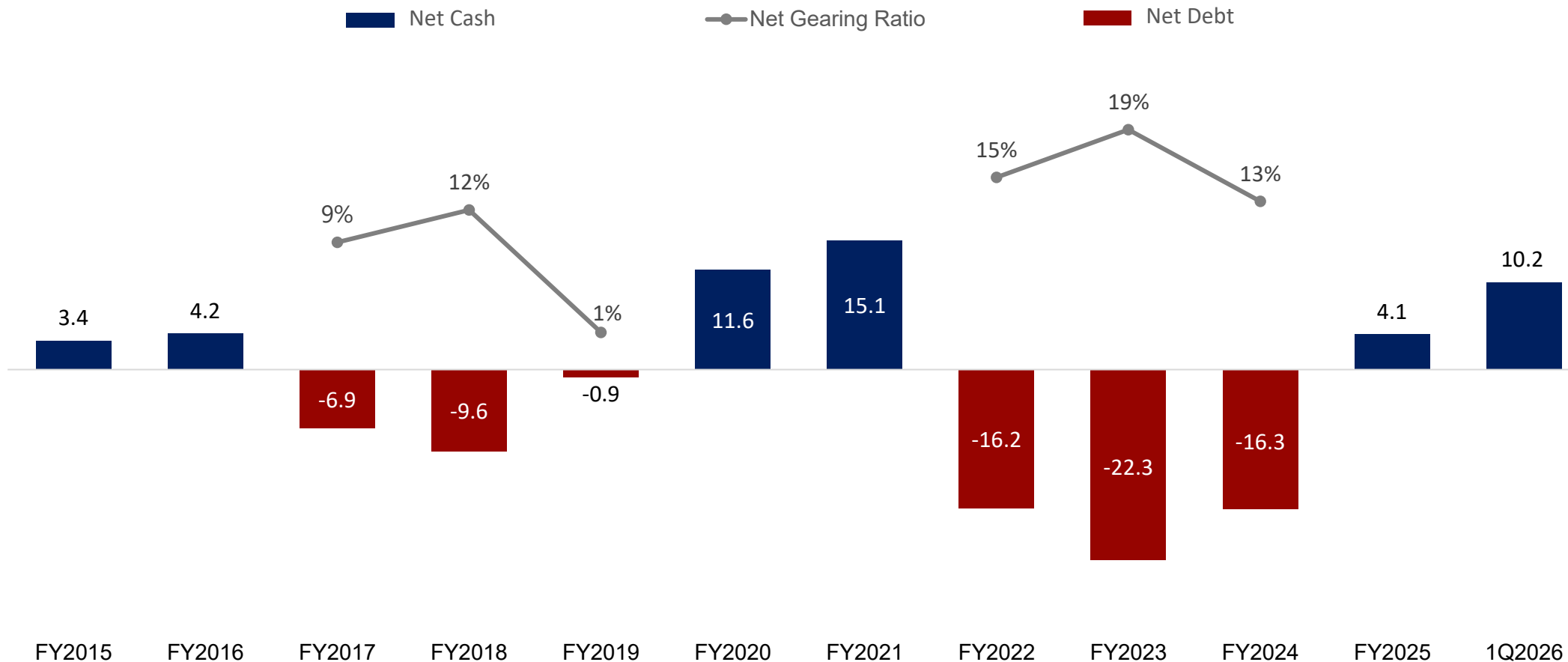
Unit: S\$' million

NAV: Net asset value

* Figures above may not add up due to rounding errors

Net Gearing Ratio Trend

Net cash position strengthened further to S\$10.2 million in 1Q2026, supported by healthy operating cash flow generation & disciplined debt repayment



Net Gearing Ratio = (total borrowings - cash and cash equivalents)/total equity x 100%.

Unit: S\$' million

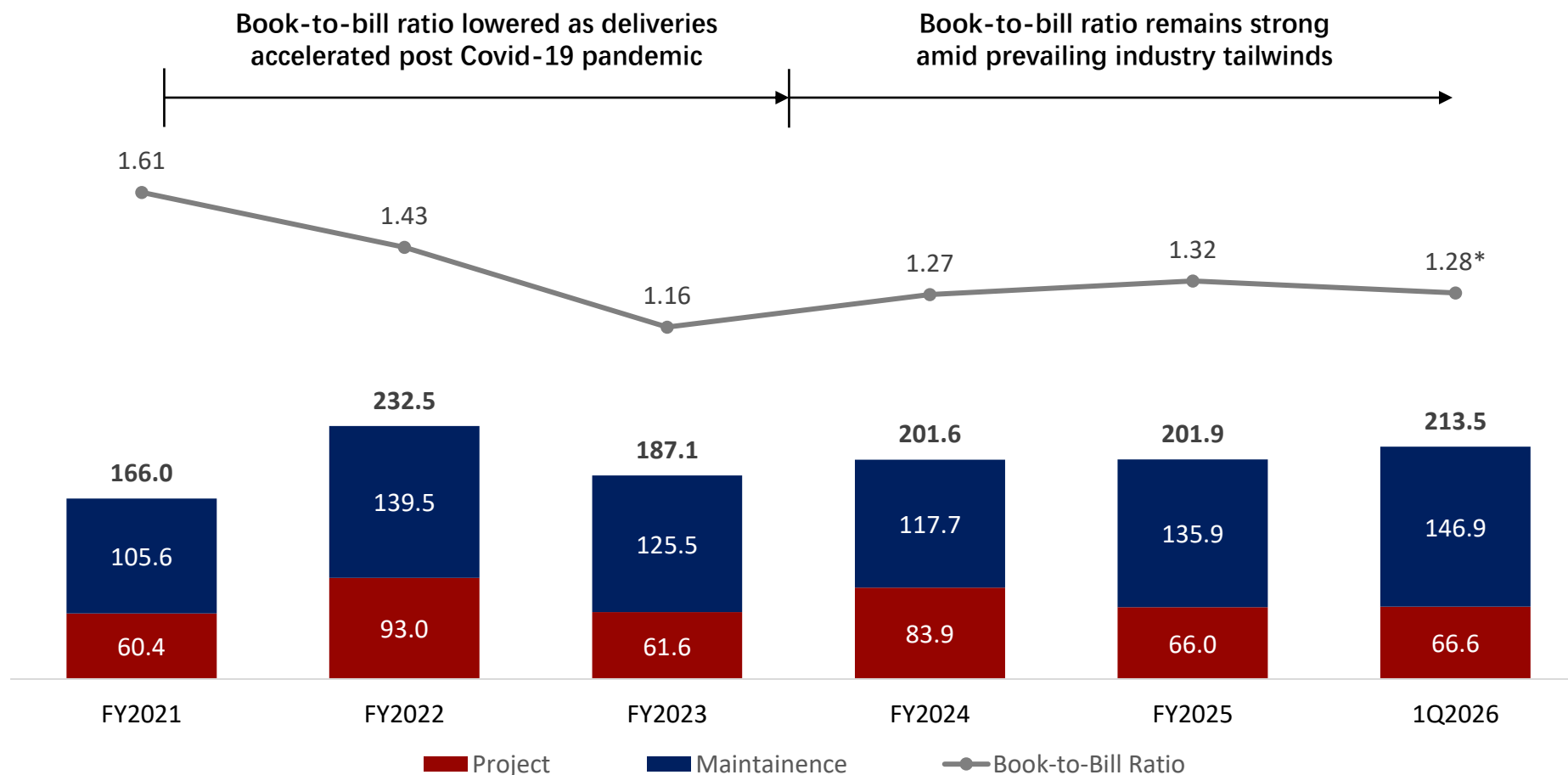
* Figures above may not add up due to rounding errors

Operational Performance



Order Book

Order book strengthened to S\$213.5 million, supported by a notable increase in maintenance contracts that provide a stable recurring income base; book-to-bill ratio remained healthy at 1.28x*, supporting revenue visibility



* Calculated using extrapolated revenue of FY2026

YTD Contract Wins — S\$54.5M

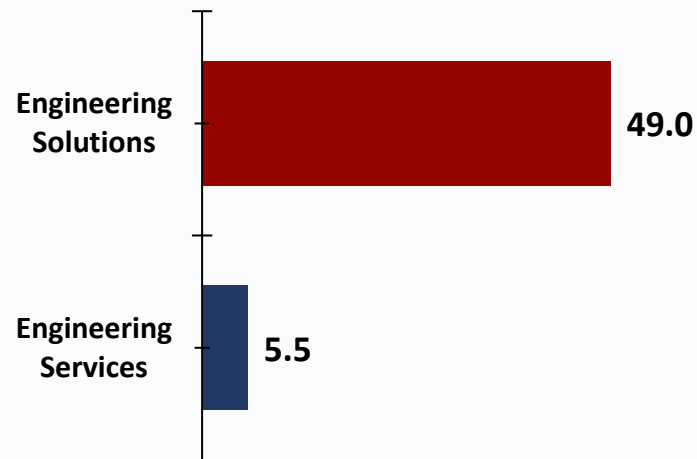


By Business Segment

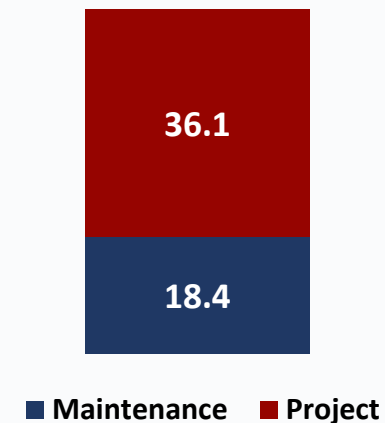


By Reporting Segment

Unit: S\$'million



Unit: S\$'million



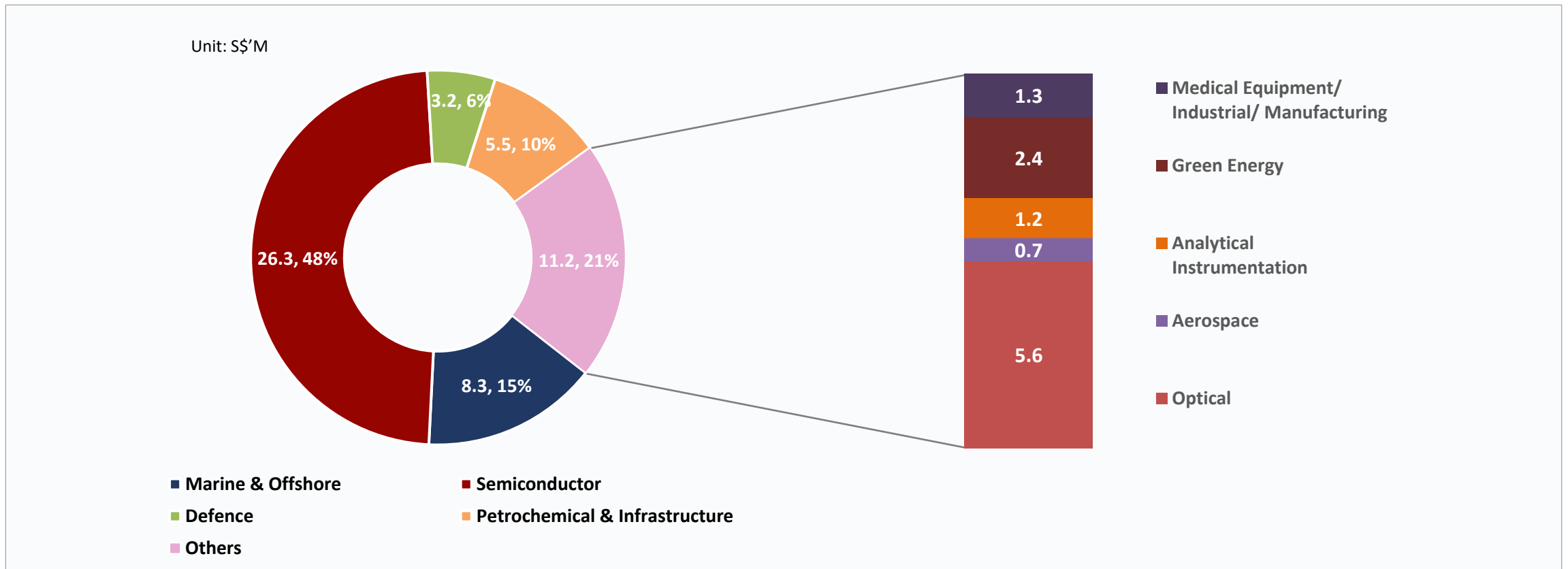
Engineering Solutions Group includes: 1) System Integration/MRO & Trading; 2) Precision Engineering; 3) Cleanroom, Air & Water Services; 4) Structural Engineering and Construction Services.
Engineering Services Group includes: 1) Scaffolding Services; 2) Insulation Services; 3) Petrochemical and Environmental Services.

* Figures above may not add up due to rounding errors

YTD Contract Wins — S\$54.5M



By Industry



* Figures above may not add up due to rounding errors

Sales Pipeline (Engineering Solutions - Marine)



Robust marine sales pipeline, well positioned to capture industry tailwinds.



S\$61M

Sales Pipeline

152

Vessels

2026 - 2028

Delivery Timeframe

Vessels Breakdown



FPSO

14 vessels



Bulk Carriers

12 vessels



Containerships

24 vessels



Tankers

25 vessels



PCTC

5 vessels



Others

72 vessels

Sales Pipeline (Engineering Solutions - Semiconductor)



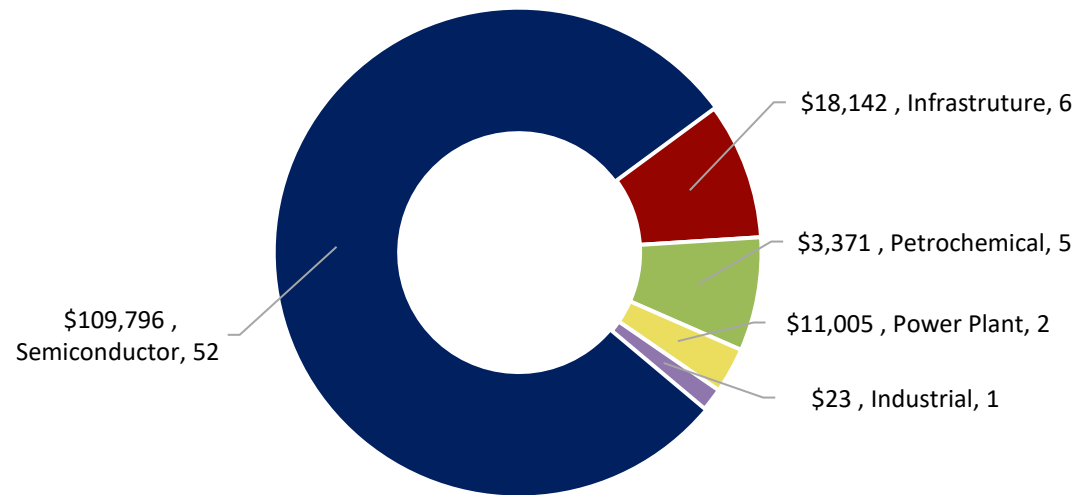
Total Opportunities Following Up (Mid & High Success)

\$55,183

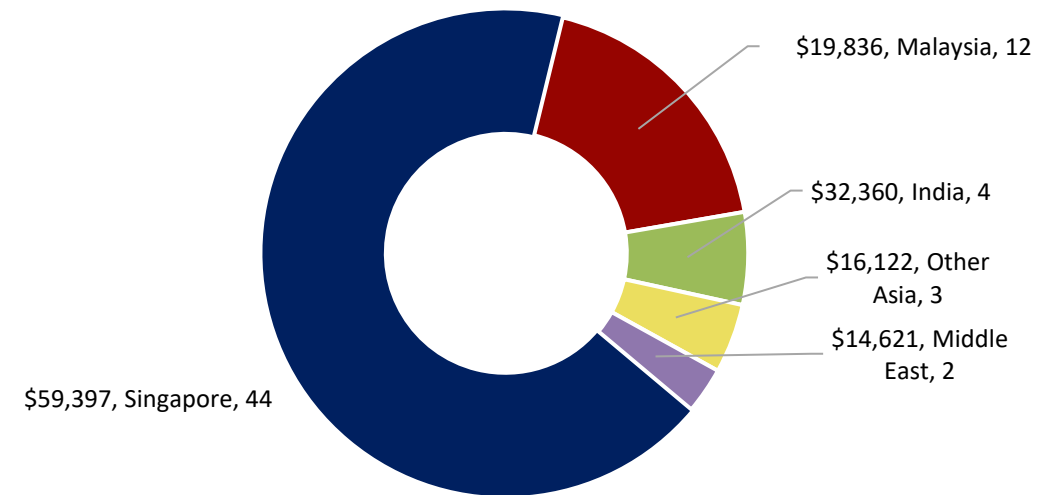
Total Quotations Following Up

\$142,336

No. of Project Tenders by Sector



No. of Project Tenders by Country



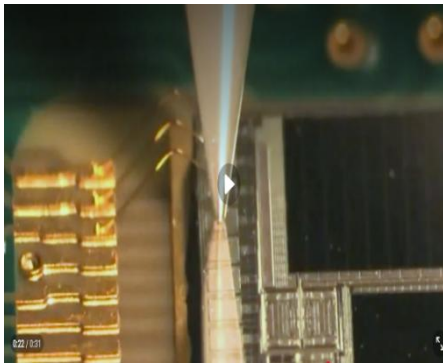
Note: Amount in SGD '000

* CAW refers to Cleanroom, Air & Water Services

Sales Pipeline (Engineering Solutions - Semiconductor)



AviTools Suzhou



2 US Semi-con Co.

Potential recurring order of S\$5M



China O&G Co.

Potential recurring order of S\$1M

Eratch



US Automation Co.

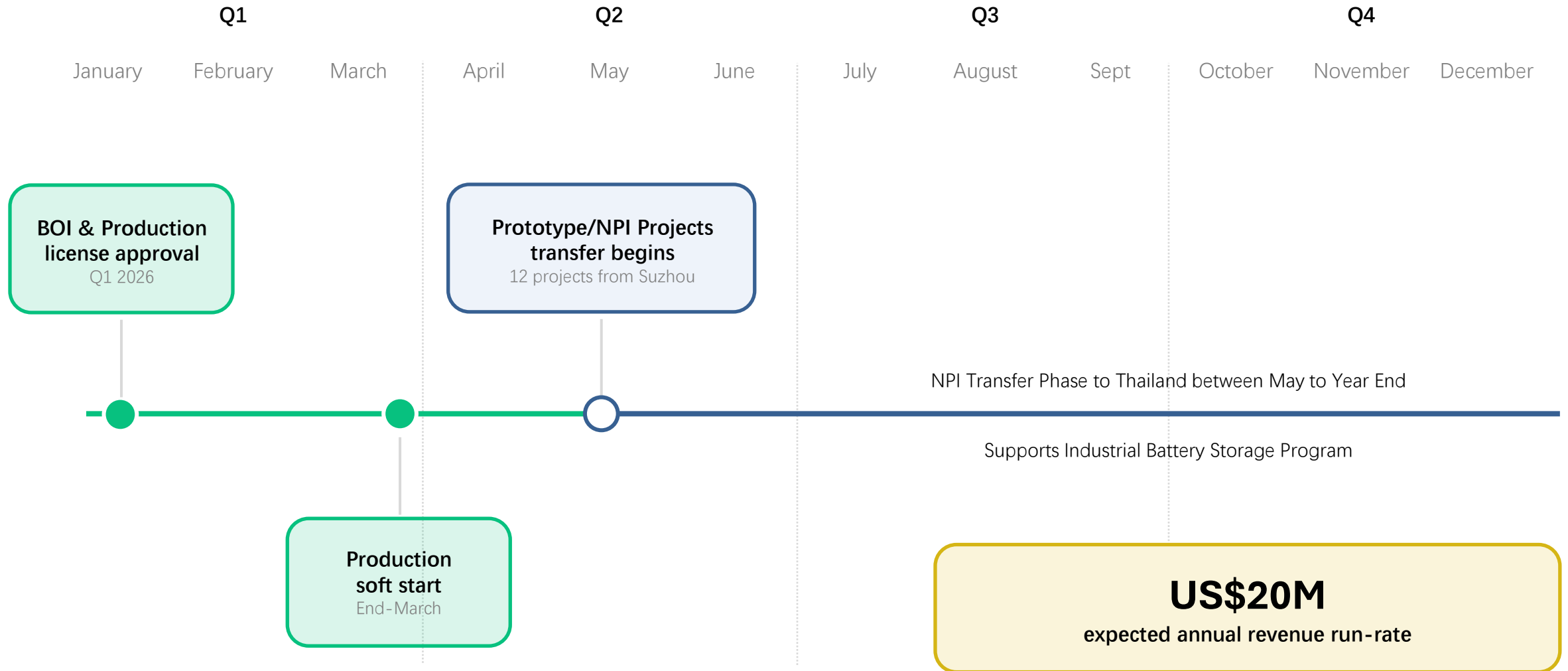
- Master Supplier Agreement signed
- Delivery lead time: <1 week
- Sales pipeline: ~US\$1.5M



US Optical Co.

- PO of ~US\$3.8M to stretch over 2026~2027
- Additional pipeline: ~US\$1.0M

Update: AviTools Thailand Operation



Note: amount in USD

Update: AviTools Thailand Operation



Industrial Battery Storage Program Impact for Avitools Thailand

2026

Program Ramp Window

12

Components in Scope

2/5/2/3

Mass | Small Batch | Forging | Proto

Program Context (2026):

- Utility-scale energy storage demand is scaling
- Suppliers must deliver cost + cycle-time competitiveness
- Quality systems + multi-site scalability are mandatory

Scope (What It Is)



Die casting • Forging • Investment casting • Sand casting • Precision machining

- **Suzhou:** Qualification site & Pilot Build
- **Thailand:** industrialization (ramp → volume)

What it means to AviTools Thailand:



Strategic

- Thailand becomes volume-ready supply node
- Anchor program for energy storage growth



Capability build

- Thailand becomes volume-ready supply node
- Anchor program for energy storage growth



Execution focus

- Capacity / equipment / manpower ramp
- Qualification + SOP & quality pack readiness

Sales Pipeline (Engineering Solutions - Defence)



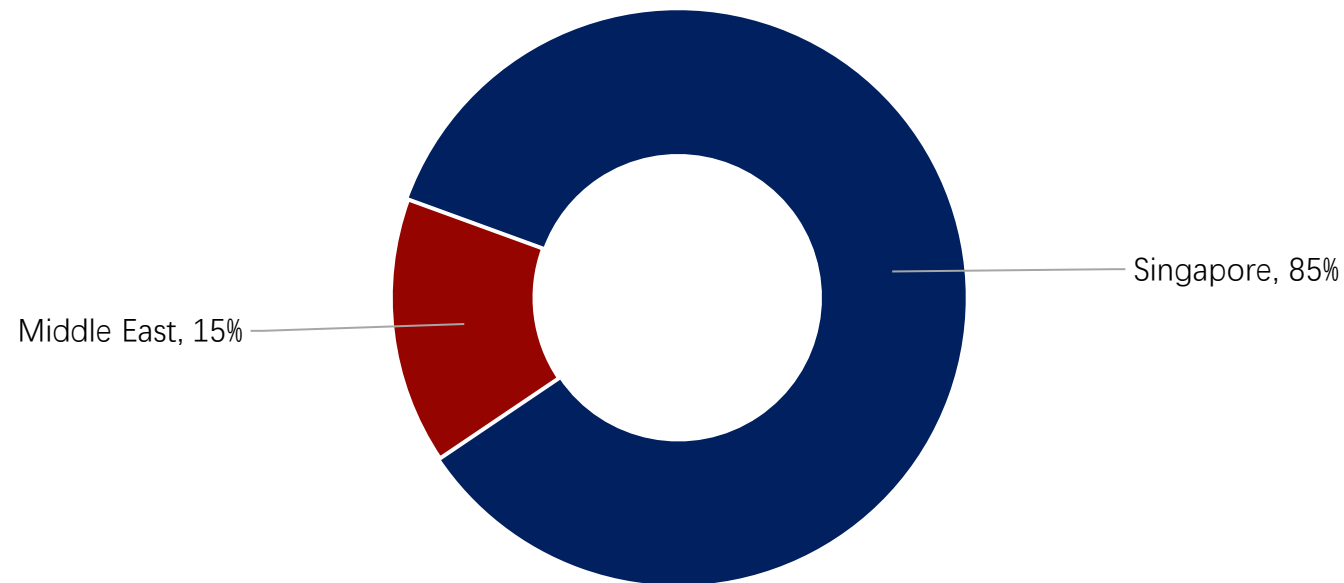
S\$135M

Sales Pipeline

2026 - 2028

Award Period

Geographical Breakdown



Sales Pipeline (Engineering Services)

Strong maintenance services sales pipeline, driving revenue visibility.



S\$58.7M

Sales Pipeline

2026 - 2027

Completion Timeframe

Sectors Breakdown



Oil & Gas Sector

S\$16.99 M



Pharmaceutical Sector

S\$1.53 M



Marine Sector

S\$2.0 M



Energy & Infrastructure Sector

S\$38.20 M

Insider Share Purchases



9 November 2010 – IPO:

Director	No. of shares held	% shareholdings
Chang Yeh Hong	200,480,625	50.12%
Eric Lin Choon Hin	43,500,000	10.88%
Dorcas Teo Ling Ling	29,000,000	7.25%
	272,980,625	68.25%

28 April 2026:

Director / Executive Officer	No. of shares held	% shareholdings*
Chang Yeh Hong	218,545,025	54.91%
Eric Lin Choon Hin	44,050,000	11.07%
Dorcas Teo Ling Ling	32,419,500	8.15%
Astro Chang Yeh Fung	3,574,800	0.90%
Chia Meng Ru	1,871,600	0.47%
Lee Kok Keng Andrew	1,061,800	0.27%
Total	301,522,725	75.77%

* Calculated based on 398,027,600 ordinary shares as of 28 April 2026

Share Buyback



Month Of Acquisition	Quantity	Cumulative Volume	Cumulative % of Total No of Issued Shares **
Share Buyback by way of Market Acquisition			
2022	263,900	263,900	0.07
2024	707,700	971,600	0.24
April 2025	516,500	1,488,100	0.37
August 2025	245,000	1,733,100	0.43
January 2026	8,000	1,741,100	0.44
March 2026	109,500	1,850,600	0.46
April 2026	121,800	1,972,400	0.49
Volume Weighted Average Price		\$0.372	

** - 400 million shares



**THANK
YOU**