

NORDIC GROUP LIMITED
(Registration No: 201007399N)

Condensed Consolidated Financial Statements

For the second half year and financial year ended 31 December 2025

Condensed Consolidated Financial Statements

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Condensed Consolidated Statement of Profit or Loss and Other Comprehensive Income

	<u>Notes</u>	<u>Group</u>					<u>Change</u>
		<u>2H2025</u>	<u>2H2024</u>	<u>Change</u>	<u>12M2025</u>	<u>12M2024</u>	
		<u>\$'000</u>	<u>\$'000</u>	<u>%</u>	<u>\$'000</u>	<u>\$'000</u>	<u>%</u>
Revenue	4G	68,446	82,226	(17)	153,283	158,386	(3)
Cost of sales		<u>(47,173)</u>	<u>(63,170)</u>	(25)	<u>(112,809)</u>	<u>(121,712)</u>	(7)
Gross profit		21,273	19,056	12	40,474	36,674	10
Distribution costs		(524)	(912)	(43)	(1,495)	(1,256)	19
Administrative expenses		(8,070)	(7,283)	11	(14,770)	(14,590)	1
Other income and (losses), net	5	<u>357</u>	<u>(551)</u>	(165)	<u>484</u>	<u>30</u>	1,513
Operating profits	6	13,036	10,310	26	24,693	20,858	18
Interest income		289	690	(58)	663	1,303	(49)
Finance cost	7	(576)	(1,843)	(69)	(1,521)	(3,859)	(61)
Foreign exchange gains / (losses)		<u>117</u>	<u>961</u>	(88)	<u>(1,316)</u>	<u>1,881</u>	(170)
Profit before tax		12,866	10,118	27	22,519	20,183	12
Income tax expense	8	<u>(2,120)</u>	<u>(1,130)</u>	88	<u>(3,497)</u>	<u>(2,670)</u>	(31)
Net profit for the period/year		10,746	8,988	20	19,022	17,513	9
<u>Other comprehensive income / (loss):</u>							
Item that may be reclassified subsequently to profit or loss:							
Exchange differences on translating foreign operations, net of tax		<u>750</u>	<u>738</u>	2	<u>(128)</u>	<u>794</u>	(117)
Total comprehensive income for the period/year		<u>11,496</u>	<u>9,726</u>	18	<u>18,894</u>	<u>18,307</u>	3
Earnings per share:							
Basic and diluted	9	<u>2.7</u>	<u>2.3</u>	17	<u>4.8</u>	<u>4.4</u>	9

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Condensed Statements of Financial Position

	Notes	Group		Company	
		31/12/2025 \$'000	31/12/2024 \$'000	31/12/2025 \$'000	31/12/2024 \$'000
ASSETS					
<u>Non-current assets</u>					
Property, plant and equipment	11	38,646	41,711	5,024	5,246
Right-of-use assets		5,488	5,297	1,384	1,442
Goodwill	12	40,421	40,421	–	–
Intangible assets		2,055	2,532	–	–
Investments in subsidiaries		–	–	1,350	1,350
Deferred tax assets		1,450	1,345	–	–
Total non-current assets		88,060	91,306	7,758	8,038
<u>Current assets</u>					
Inventories		19,869	17,328	–	–
Trade receivables	13	43,098	45,787	22,253	31,063
Other assets	14	36,131	35,471	1,665	1,566
Other financial assets, current	14	–	1,472	–	–
Cash and cash equivalents	15	41,806	43,442	4,424	16,010
Total current assets		140,904	143,500	28,342	48,639
Total assets		228,964	234,806	36,100	56,677
EQUITY AND LIABILITIES					
<u>Equity attributable to owners of the parent</u>					
Share capital	16	24,864	24,864	24,864	24,864
Treasury shares	16	(605)	(331)	(605)	(331)
Retained earnings		116,654	104,935	593	4,822
Other reserves	17	633	335	–	–
Total equity	18	141,546	129,803	24,852	29,355
<u>Non-current liabilities</u>					
Deferred tax liabilities		2,002	2,285	43	43
Loans and borrowings	19	3,686	5,774	3,686	5,774
Financial liabilities – lease liabilities		5,008	5,205	1,482	1,525
Total non-current liabilities		10,696	13,264	5,211	7,342
<u>Current liabilities</u>					
Provisions	20	1,931	1,617	–	–
Income tax payable		3,342	2,937	93	110
Loans and borrowings	19	33,994	54,006	2,471	16,478
Financial liabilities – lease liabilities		981	549	36	36
Trade payables	21	34,735	28,719	3,437	3,356
Other non-financial liabilities	22	1,739	3,911	–	–
Total current liabilities		76,722	91,739	6,037	19,980
Total liabilities		87,418	105,003	11,248	27,322
Total equity and liabilities		228,964	234,806	36,100	56,677

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Condensed Statements of Changes in Equity

	<u>Total equity</u> \$'000	<u>Share capital</u> \$'000	<u>Treasury shares</u> \$'000	<u>Retained earnings</u> \$'000	<u>Other reserves</u> \$'000
Group:					
Previous year:					
Opening balance at 1 January 2024	117,471	24,864	(112)	93,299	(580)
Changes in equity:					
Total comprehensive income for the year	18,307	–	–	17,513	794
Transferred from retained earnings	–	–	–	(121)	121
Dividends paid (Note 10)	(5,756)	–	–	(5,756)	–
Purchase of treasury shares (Note 16)	(219)	–	(219)	–	–
Closing balance at 31 December 2024	129,803	24,864	(331)	104,935	335
Current year:					
Opening balance at 1 January 2025	129,803	24,864	(331)	104,935	335
Changes in equity:					
Total comprehensive income/(loss) for the year	18,894	–	–	19,022	(128)
Transferred from retained earnings	–	–	–	(426)	426
Dividends paid (Note 10)	(6,877)	–	–	(6,877)	–
Purchase of treasury shares (Note 16)	(274)	–	(274)	–	–
Closing balance at 31 December 2025	141,546	24,864	(605)	116,654	633

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Condensed Statements of Changes in Equity

	<u>Total equity</u> \$'000	<u>Share capital</u> \$'000	<u>Treasury shares</u> \$'000	<u>Retained earnings</u> \$'000
<u>Company:</u>				
Previous year:				
Opening balance at 1 January 2024	25,707	24,864	(112)	955
Changes in equity:				
Total comprehensive income for the year	9,623	–	–	9,623
Dividends paid (Note 10)	(5,756)	–	–	(5,756)
Purchase of treasury shares (Note 16)	(219)	–	(219)	–
Closing balance at 31 December 2024	<u>29,355</u>	<u>24,864</u>	<u>(331)</u>	<u>4,822</u>
Current year:				
Opening balance at 1 January 2025	29,355	24,864	(331)	4,822
Changes in equity:				
Total comprehensive income for the year	2,648	–	–	2,648
Dividends paid (Note 10)	(6,877)	–	–	(6,877)
Purchase of treasury shares (Note 16)	(274)	–	(274)	–
Closing balance at 31 December 2025	<u>24,852</u>	<u>24,864</u>	<u>(605)</u>	<u>593</u>

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Condensed Consolidated Statement of Cash Flows

	<u>12M2025</u> \$'000	<u>12M2024</u> \$'000
<u>Cash flows from operating activities</u>		
Profit before tax	22,519	20,183
Adjustments for:		
Interest expense	1,521	3,859
Interest income	(663)	(1,303)
Loss / (gain) on disposal of property, plant and equipment	4	(6)
Depreciation of property, plant and equipment	3,983	4,038
Depreciation of right-of-use assets	912	1,324
Amortisation of intangible assets	477	477
Foreign exchange adjustment unrealised (gains)/losses	1,276	(1,127)
Operating cash flows before changes in working capital	<u>30,029</u>	<u>27,445</u>
Inventories	(2,541)	4,534
Trade receivables	2,689	2,432
Other assets	(660)	(9,211)
Provisions	314	84
Trade payables	6,016	(2,411)
Other non-financial liabilities	(2,172)	(815)
Net cash flows from operations	<u>33,675</u>	<u>22,058</u>
Income taxes paid	(3,480)	(3,727)
Net cash flows from operating activities	<u>30,195</u>	<u>18,331</u>
<u>Cash flows from (used in) investing activities</u>		
Other payables due to previous shareholders of Avon Industries Pte Ltd	–	(2,500)
Decrease in other financial assets	1,472	–
Purchase of property, plant and equipment	(1,028)	(1,997)
Disposal of property, plant and equipment	66	103
Interest received	663	1,303
Net cash flows from (used in) investing activities	<u>1,173</u>	<u>(3,091)</u>
<u>Cash flows used in financing activities</u>		
Dividends paid to equity owners	(6,877)	(5,756)
Increase in loans and borrowings	–	8,000
Cash restricted in use	–	643
Interest paid	(1,349)	(3,656)
Lease liabilities – principal and interest portion paid	(1,049)	(1,452)
Loans and borrowings paid	(22,100)	(44,209)
Purchase of treasury shares	(274)	(219)
Net cash flows (used in) financing activities	<u>(31,649)</u>	<u>(46,649)</u>
Net decrease in cash and cash equivalents	(281)	(31,409)
Effects of exchange rate changes on the balance of cash held in foreign currencies	(1,355)	1,755
Cash and cash equivalents, statement of cash flows, beginning balance	<u>43,442</u>	<u>73,096</u>
Cash and cash equivalents, statement of cash flows, ending balance (Note 15)	<u>41,806</u>	<u>43,442</u>

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Notes to the condensed consolidated financial statements 31 December 2025

1. General

The company is incorporated in Singapore with limited liability. The condensed consolidated financial statements for the second half year ended 31 December 2025 (“2H2025”) and full year ended 31 December 2025 (“12M2025”) are presented in Singapore dollar and they cover the company and its subsidiaries (collectively, the “group”)

The principal activities of the company are those of an investment holding company and providing management and administrative support to its subsidiaries. The company is listed on the Singapore Exchange Securities Trading Limited. The group is a diversified group of companies providing solutions in areas of automation and systems integration; maintenance, repair, overhaul and trading; precision engineering; scaffolding; insulation services; petrochemical and environmental engineering services; cleanroom, air and water engineering services and structural engineering and construction services.

2. Basis of preparation of the financial statements

The condensed consolidated financial statements for 2H2025 and 12M2025 have been prepared in accordance with SFRS(I) 1-34 Interim Financial Reporting issued by the Accounting Standards Committee under ACRA. The condensed financial statements do not include all the information required for a complete set of financial statements. However, selected explanatory notes are included to explain events and transactions that are significant to an understanding of the changes in the group’s financial position and performance of the group since the last financial statements for the period ended 30 June 2025.

The accounting policies adopted are consistent with those of the previous financial year which were prepared in accordance with SFRS(I)s, except for the adoption of new and amended standards as set out in Note 2.1. The condensed consolidated financial statements are presented in Singapore dollar which is the company’s functional currency.

2.1 New and amended standards adopted by group

A number of amendments to SFRS(I) have become applicable for the current reporting period. The group did not have to change its accounting policies or make retrospective adjustments as a result of adopting those standards.

2.2 Use of judgements and estimates

The significant judgements made by management in applying the group’s accounting policies and the key sources of estimation uncertainty were the same as those that applied to the audited consolidated financial statements for the financial year ended 31 December 2024.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

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3. Seasonal operations

The group's businesses are not affected significantly by seasonal or cyclical factors during the financial period/year.

4. Financial information by operating segments

4A. Information about reportable segment profit or loss, assets and liabilities

Disclosure of information about operating segments, products and services, the geographical areas, and the major customers are made as required by the financial reporting standard on operating segments. This disclosure standard has no impact on the reported financial performance or financial position of the reporting entity.

For management purposes the reporting entity is organised into the following major strategic operating segments that offer different products and services: (1) Project services, (2) Maintenance services and (3) Others. The results of all other activities, mainly investment holding which are not included within the two primary segments, are included in the "Others" segment. Such a structural organisation is determined by the nature of risks and returns associated with each business segment and it defines the management structure as well as the internal reporting system. It represents the basis on which the management reports the primary segment information that is available and that is evaluated regularly by the chief operating decision maker in deciding how to allocate resources and in assessing the performance. They are managed separately because each business requires different strategies.

The segments and the services are as follows:

- (1) The Project services segment includes projects that requires engineering, design, procurement, construction, machining, scaffolding works, insulation services and passive fireproofing services.
- (2) The Maintenance services segment includes maintenance and repair services, including trading and supply of material, spare parts and components.
- (3) The Others segment relates to other revenue streams.

Inter-segment sales are measured on the basis that the entity actually used to price the transfers. Internal transfer pricing policies of the reporting entity are as far as practicable based on market prices. The accounting policies of the operating segments are the same as those described in the significant accounting policies. The management reporting system evaluates performances based on a number of factors. However, the primary measurement to evaluate each segment's operating results is the earnings from operations before depreciation and amortisation, interests and income taxes (called "EBITDA").

The following tables illustrate the information about the reportable segment profit or loss, assets and liabilities.

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4. Financial information by operating segments

4B. Profit or loss from continuing operations and reconciliations

	Project services	Maintenance services	Others	Elimination	Group
	\$'000	\$'000	\$'000	\$'000	\$'000
2H2024					
Revenue by segment					
Total revenue by segment	44,919	40,038	–	(2,731)	82,226
Inter-segment sales	(1,242)	(1,489)	–	2,731	–
Total revenue	43,677	38,549	–	–	82,226
Recurring EBITDA					
Inter-segment expenses	(222)	554	–	(332)	–
Adjusted EBITDA	2,139	10,867	1,509	–	14,515
Finance costs	–	(1,369)	(474)	–	(1,843)
Amortisation of intangible assets	(45)	(194)	–	–	(239)
	2,094	9,304	1,035	–	12,433
Unallocated:					
Interest income					690
Depreciation of property, plant and equipment					(2,082)
Depreciation of right-of-use assets					(923)
Income tax expense					(1,130)
Profit for the period					8,988
2H2025					
Revenue by segment					
Total revenue by segment	44,958	46,427	–	(22,939)	68,446
Inter-segment sales	(22,035)	(904)	–	22,939	–
Total revenue	22,923	45,523	–	–	68,446
Recurring EBITDA					
Inter-segment expenses	834	1,149	–	(1,983)	–
Adjusted EBITDA	6,080	9,010	732	–	15,822
Finance costs	(138)	(241)	(197)	–	(576)
Amortisation of intangible assets	(83)	(156)	–	–	(239)
	5,859	8,613	535	–	15,007
Unallocated:					
Interest income					289
Depreciation of property, plant and equipment					(1,959)
Depreciation of right-of-use assets					(471)
Income tax expense					(2,120)
Profit for the period					10,746

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4. Financial information by operating segments

4B. Profit or loss from continuing operations and reconciliations

	Project services	Maintenance services	Others	Elimination	Group
	\$'000	\$'000	\$'000	\$'000	\$'000
12M2024					
Revenue by segment					
Total revenue by segment	82,099	81,847	–	(5,560)	158,386
Inter-segment sales	(2,345)	(3,215)	–	5,560	–
Total revenue	<u>79,754</u>	<u>78,632</u>	<u>–</u>	<u>–</u>	<u>158,386</u>
Recurring EBITDA					
Inter-segment expenses	917	1,733	–	(2,650)	–
Adjusted EBITDA	<u>7,737</u>	<u>18,854</u>	<u>1,987</u>	<u>–</u>	<u>28,578</u>
Finance costs	(585)	(2,401)	(873)	–	(3,859)
Amortisation of intangible assets	(232)	(245)	–	–	(477)
	<u>6,920</u>	<u>16,208</u>	<u>1,114</u>	<u>–</u>	<u>24,242</u>
Unallocated:					
Interest income					1,303
Depreciation of property, plant and equipment					(4,038)
Depreciation of right-of-use assets					(1,324)
Income tax expense					(2,670)
Profit for the year					<u>17,513</u>
12M2025					
Revenue by segment					
Total revenue by segment	92,141	88,288	–	(27,146)	153,283
Inter-segment sales	(24,609)	(2,537)	–	27,146	–
Total revenue	<u>67,532</u>	<u>85,751</u>	<u>–</u>	<u>–</u>	<u>153,283</u>
Recurring EBITDA					
Inter-segment expenses	1,274	1,619	–	(2,893)	–
Adjusted EBITDA	<u>11,950</u>	<u>15,989</u>	<u>810</u>	<u>–</u>	<u>28,749</u>
Finance costs	(411)	(545)	(565)	–	(1,521)
Amortisation of intangible assets	(166)	(311)	–	–	(477)
	<u>11,373</u>	<u>15,133</u>	<u>245</u>	<u>–</u>	<u>26,751</u>
Unallocated:					
Interest income					663
Depreciation of property, plant and equipment					(3,983)
Depreciation of right-of-use assets					(912)
Income tax expense					(3,497)
Profit for the year					<u>19,022</u>

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4. Financial information by operating segments

4C. Assets and reconciliations

	<u>Project services</u> \$'000	<u>Maintenance services</u> \$'000	<u>Others</u> \$'000	<u>Group</u> \$'000
As at 31 December 2024				
Reportable segment assets	22,952	10,712	–	33,664
Unallocated:				
Cash and cash equivalents				43,442
Inventories				17,328
Trade and other receivables, and other assets				47,594
Other financial asset, current				1,472
Property, plant and equipment				41,711
Other non-current assets				49,595
Total group assets				<u>234,806</u>
As at 31 December 2025				
Reportable segment assets	26,920	10,141	–	37,061
Unallocated:				
Cash and cash equivalents				41,806
Inventories				19,869
Trade and other receivables, and other assets				42,168
Property, plant and equipment				38,646
Other non-current assets				49,414
Total group assets				<u>228,964</u>

4D. Liabilities and reconciliations

	<u>Project services</u> \$'000	<u>Maintenance services</u> \$'000	<u>Others</u> \$'000	<u>Group</u> \$'000
As at 31 December 2024				
Reportable segment liabilities	2,248	1,663	–	3,911
Unallocated:				
Provisions				1,617
Trade and other payables				28,719
Loans and borrowings				59,780
Financial liabilities – lease liabilities				5,754
Income tax payable and deferred tax liabilities				5,222
Total group liabilities				<u>105,003</u>
As at 31 December 2025				
Reportable segment liabilities	553	1,186	–	1,739
Unallocated:				
Provisions				1,931
Trade and other payables				34,735
Loans and borrowings				37,680
Financial liabilities – lease liabilities				5,989
Income tax payable and deferred tax liabilities				5,344
Total group liabilities				<u>87,418</u>

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4. Financial information by operating segments

4E. Geographical information

	Revenue				Non-current assets	
	<u>2H2025</u>	<u>2H2024</u>	<u>12M2025</u>	<u>12M2024</u>	<u>31/12/2025</u>	<u>31/12/2024</u>
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<u>Group</u>						
China	8,705	8,555	20,831	14,055	1,989	2,242
Singapore	52,030	57,882	115,296	116,649	84,411	87,473
Malaysia	6,921	10,657	13,798	19,154	201	246
United States	790	4,446	3,236	7,300	–	–
Middle East	–	686	122	1,228	–	–
	<u>68,446</u>	<u>82,226</u>	<u>153,283</u>	<u>158,386</u>	<u>86,601</u>	<u>89,961</u>

Revenues are attributed to countries on the basis of the customer's location, irrespective of the origin of the goods and services. The non-current assets are analysed by the geographical area in which the assets are located. The non-current assets exclude any financial instruments and deferred tax assets.

4F. Other material items and reconciliations

Capital expenditures of \$1,028,000 (31 December 2024: \$1,997,000) are recognised in respect of property, plant and equipment. Segment information is not available for capital expenditures as the information is not available and the cost to allocate to the segments would be excessive.

4G. Disaggregation of revenue

Revenue classified by service:

	Group			
	<u>2H2025</u>	<u>2H2024</u>	<u>12M2025</u>	<u>12M2024</u>
	\$'000	\$'000	\$'000	\$'000
Engineering solutions and services	<u>68,446</u>	<u>82,226</u>	<u>153,283</u>	<u>158,386</u>

Revenue classified by timing of revenue recognition:

	Group			
	<u>2H2025</u>	<u>2H2024</u>	<u>12M2025</u>	<u>12M2024</u>
	\$'000	\$'000	\$'000	\$'000
Point in time	31,267	21,463	61,925	39,544
Over time	<u>37,179</u>	<u>60,763</u>	<u>91,358</u>	<u>118,842</u>
Total revenue	<u>68,446</u>	<u>82,226</u>	<u>153,283</u>	<u>158,386</u>

	Group			
	<u>2H2025</u>	<u>2H2024</u>	<u>12M2025</u>	<u>12M2024</u>
	\$'000	\$'000	\$'000	\$'000
Short-term contracts – less than 12 months	50,611	21,463	120,247	125,459
Long-term contracts – more than 12 months	<u>17,835</u>	<u>60,763</u>	<u>33,036</u>	<u>32,927</u>
Total revenue	<u>68,446</u>	<u>82,226</u>	<u>153,283</u>	<u>158,386</u>

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5. Other income and (losses)

	<u>2H2025</u>	<u>2H2024</u>	<u>Group</u> <u>12M2025</u>	<u>12M2024</u>
	\$'000	\$'000	\$'000	\$'000
Allowance for impairment on trade receivables – reversal / (loss)	122	(244)	155	(244)
(Loss)/gain on disposal of property, plant and equipment	(4)	(36)	(4)	6
Government grant	64	82	271	349
Allowance for impairment on inventories – loss	–	(393)	(117)	(393)
Other income	175	40	179	312
Net	<u>357</u>	<u>(551)</u>	<u>484</u>	<u>30</u>

6. Additional information on the condensed consolidated statement of profit or loss

	<u>2H2025</u>	<u>2H2024</u>	<u>Group</u> <u>12M2025</u>	<u>12M2024</u>
	\$'000	\$'000	\$'000	\$'000
Amortisation of intangible assets	239	239	477	477
Depreciation of right-of-use assets	471	923	912	1,324
Depreciation of property, plant and equipment	1,959	2,082	3,983	4,038

7. Finance costs

	<u>2H2025</u>	<u>2H2024</u>	<u>Group</u> <u>12M2025</u>	<u>12M2024</u>
	\$'000	\$'000	\$'000	\$'000
Interest expense	490	1,720	1,349	3,656
Interest on lease liabilities	86	123	172	203
Total finance costs	<u>576</u>	<u>1,843</u>	<u>1,521</u>	<u>3,859</u>

8. Income tax expense

The group calculates the income tax expense using the tax rate that would be applicable to the expected total annual earnings. The major components of income tax expense in the condensed consolidated statement of profit or loss are:

	<u>2H2025</u>	<u>2H2024</u>	<u>Group</u> <u>12M2025</u>	<u>12M2024</u>
	\$'000	\$'000	\$'000	\$'000
<u>Current tax expense:</u>				
Current tax expense	2,455	1,402	3,885	3,329
<u>Deferred tax income</u>				
Deferred tax income	(335)	(272)	(388)	(659)
Total income tax expense	<u>2,120</u>	<u>1,130</u>	<u>3,497</u>	<u>2,670</u>

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9. Earnings per share

The following table illustrates the numerators and denominators used to calculate basic and diluted earnings per share of no par value:

	<u>2H2025</u>	<u>2H2024</u>	<u>Group</u> <u>12M2025</u>	<u>12M2024</u>
	\$'000	\$'000	\$'000	\$'000
Numerators: earnings attributable to equity:				
Profit attributable to equity holders	<u>10,746</u>	<u>8,988</u>	<u>19,022</u>	<u>17,513</u>
Denominators: weighted average number of equity shares				
Basic and diluted	<u>398,267</u>	<u>399,107</u>	<u>398,553</u>	<u>399,367</u>

The weighted average number of ordinary shares refers to shares in issue outstanding during the reporting period/year.

The basic amount per share ratio is based on the weighted average number of ordinary shares outstanding during each reporting year. It is after the neutralisation by the treasury shares.

Both basic and diluted earnings per share are the same as there are no dilutive ordinary share equivalents outstanding during the reporting years.

10. Dividends on equity shares

	<u>Group and Company</u>			
	<u>Rate per share</u>		<u>12M2025</u>	<u>12M2024</u>
	<u>12M2025</u>	<u>12M2024</u>	<u>12M2025</u>	<u>12M2024</u>
	cents	cents	\$'000	\$'000
Final tax exempt (one-tier) dividend paid	0.899	0.588	3,581	2,350
Interim tax exempt (one-tier) dividend paid	0.828	0.853	3,296	3,406
Total dividends paid in the year	<u>1.727</u>	<u>1.441</u>	<u>6,877</u>	<u>5,756</u>

11. Property, plant and equipment

During the year ended 31 December 2025, the group acquired assets amounting to \$1,028,000 (31 December 2024: \$1,997,000) and disposed of assets with net book value amounting to \$70,000 (31 December 2024: \$97,000).

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12. Goodwill

	<u>Group</u>	
	<u>31/12/2025</u>	<u>31/12/2024</u>
	\$'000	\$'000
Cost:		
At beginning and end of the year	<u>40,421</u>	<u>40,421</u>

Goodwill is allocated to cash-generating units for the purpose of impairment testing. Each of those cash-generating units represents the group's investment by each subsidiary as follows:

	<u>Group</u>	
	<u>31/12/2025</u>	<u>31/12/2024</u>
	\$'000	\$'000
<u>Name of subsidiary:</u>		
Multiheight Scaffolding Pte Ltd and its subsidiary	12,292	12,292
Austin Energy (Asia) Pte Ltd and its subsidiary	10,159	10,159
Ensure Engineering Pte Ltd	7,101	7,101
Starburst Holdings Limited and its subsidiaries	<u>10,869</u>	<u>10,869</u>
Net book value at end of the year	<u>40,421</u>	<u>40,421</u>

The goodwill was tested for impairment at the end of the reporting year 31 December 2025. No impairment allowance was required because the carrying amounts of all cash-generating units were lower than their estimated recoverable amounts. The recoverable amounts of cash-generating units have been measured based on the value in use method. The value in use was measured by management. The value in use is a recurring fair value measurement (Level 3).

The quantitative information about the value in use measurement using significant unobservable inputs for the cash-generating unit ("CGU") are consistent with those used for the measurement last performed and are as follows:

	<u>Group</u>	
	<u>31/12/2025</u>	<u>31/12/2024</u>
Valuation techniques	Discounted cash flow method	
<u>Unobservable inputs:</u>		
1. Estimated discount rates using pre-tax rates that reflect current market assessments at the risks specific to the CGUs.		
Multiheight Scaffolding Pte Ltd and its subsidiary	11%	13%
Austin Energy (Asia) Pte Ltd and its subsidiary	11%	13%
Ensure Engineering Pte Ltd	11%	13%
Starburst Holdings Limited and its subsidiaries	11%	13%
2. Cash flow forecasts derived from the most recent financial budgets and plans approved by management.	5 years	5 years
3. Growth rates based on industry growth forecasts and not exceeding the average long-term growth rate for the relevant markets.	1.4%	1.4%

Management believes that any reasonably possible change in the key assumptions on which this segment's recoverable amount is based would not cause the carrying amount to exceed its recoverable amount.

Management's calculation of value in use took into account projects on hand.

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13. Trade receivables

	<u>Group</u>		<u>Company</u>	
	<u>31/12/2025</u>	<u>31/12/2024</u>	<u>31/12/2025</u>	<u>31/12/2024</u>
	\$'000	\$'000	\$'000	\$'000
Outside parties	37,713	42,684	–	–
Less allowance for impairment	(320)	(494)	–	–
Subsidiaries	–	–	22,253	31,063
Retention receivables	5,705	3,597	–	–
Total trade receivables	<u>43,098</u>	<u>45,787</u>	<u>22,253</u>	<u>31,063</u>

	<u>Group</u>		<u>Company</u>	
	<u>31/12/2025</u>	<u>31/12/2024</u>	<u>31/12/2025</u>	<u>31/12/2024</u>
	\$'000	\$'000	\$'000	\$'000
Movements in above allowance on trade receivables:				
At beginning of the year	494	250	–	–
(Reversed) / charge for trade receivables to profit or loss included in (other income) / other losses	(155)	244	–	–
Used	(19)	–	–	–
At end of the year	<u>320</u>	<u>494</u>	<u>–</u>	<u>–</u>

The expected credit losses (ECL) on the above trade receivables are based on the simplified approach to measuring expected credit losses (ECL) which uses a lifetime ECL allowance approach for all trade receivables recognised from initial recognition of these assets. These assets are grouped based on shared credit risk characteristics and the days past due for measuring the ECL. The allowance matrix is based on the historical observed default rates (over a period of 36 months) over the expected life of the trade receivables and is adjusted for forward-looking estimates including the impact of the current economic conditions. At every reporting date the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

There are no collaterals held as security and other credit enhancements for the trade receivables.

As part of the process of setting customer credit limits, different credit terms are used. The average credit period generally granted to trade receivable customers is about 30 to 90 days (2024: 30 to 90 days). But some customers take a longer period to settle the amounts.

Concentration of trade receivable customers as at the end of reporting year:

	<u>Group</u>	
	<u>31/12/2025</u>	<u>31/12/2024</u>
	\$'000	\$'000
Top 1 customer	3,926	8,367
Top 2 customers	7,640	13,381
Top 3 customers	<u>10,877</u>	<u>15,125</u>

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14. Other assets

	<u>Group</u>		<u>Company</u>	
	<u>31/12/2025</u>	<u>31/12/2024</u>	<u>31/12/2025</u>	<u>31/12/2024</u>
	\$'000	\$'000	\$'000	\$'000
Contract assets	18,304	16,816	–	–
Unbilled revenue	13,052	13,252	1,600	1,411
Prepayments	1,010	1,101	45	145
Advances to suppliers	2,229	3,126	–	–
Deposits to secure services	1,536	1,176	20	10
	<u>36,131</u>	<u>35,471</u>	<u>1,665</u>	<u>1,566</u>
Other financial assets				
Keyman insurance, current	<u>–</u>	<u>1,472</u>	<u>–</u>	<u>–</u>

The aggregate amount of transaction price allocated to the unsatisfied (or partially unsatisfied) performance obligations as at the end of the reporting year is \$33,454,000 (2024: \$63,704,000). This will be recognized as revenue by reference to percentage of completion, which is expected to complete over the next 3 years (2024: 3 years). The amount disclosed above does not include any estimated amounts of variable consideration that is constrained.

15. Cash and cash equivalents in the statement of cash flows

	<u>Group</u>	
	<u>31/12/2025</u>	<u>31/12/2024</u>
	\$'000	\$'000
Cash and cash equivalents for statement of cash flows purposes at end of the year	<u>41,806</u>	<u>43,442</u>

16. Share capital

	Number of shares <u>issued</u> '000	Share <u>capital</u> \$'000	Treasury <u>shares</u> \$'000	<u>Total</u> \$'000
<u>Group and Company</u>				
Ordinary shares of no par value:				
Opening balance at 1 January 2024	399,736	24,864	(112)	24,752
Treasury shares purchased	<u>(708)</u>	<u>–</u>	<u>(219)</u>	<u>(219)</u>
At end of the period 31 December 2024	399,028	24,864	(331)	24,533
Treasury shares purchased	<u>(762)</u>	<u>–</u>	<u>(274)</u>	<u>(274)</u>
At end of the period 31 December 2025	<u>398,266</u>	<u>24,864</u>	<u>(605)</u>	<u>24,259</u>

The ordinary shares of no par value are fully paid, carry one vote each and have no right to fixed income. The company is not subject to any externally imposed capital requirements.

Shares were purchased and held as treasury shares pursuant to the share purchase mandate approved at the extraordinary general meeting on 29 April 2015 and renewed at the annual general meeting on 29 April 2025. During the financial year, the company acquired 761,500 ordinary shares (31 December 2024: 707,700) on the Singapore Stock Exchange and held them as treasury shares.

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16. Share capital

There had been no changes in the company's share capital between 30 June 2025 and 31 December 2025 save for the purchase of 245,000 shares which were then held as treasury shares.

The company had 398,266,900 issued shares (excluding treasury shares) as at 31 December 2025 (31 December 2024: 399,028,400). The company held 1,733,100 treasury shares as at 31 December 2025 (31 December 2024: 971,600), representing 0.43% of the total number of issued shares (31 December 2024: 0.24%).

There was no sale, transfer, disposal, cancellation and/or use of treasury shares during 2H2025.

There were no outstanding convertibles issued by the company and no subsidiary holdings as at 31 December 2025 and 31 December 2024.

17. Other reserves

	Group	
	<u>31/12/2025</u>	<u>31/12/2024</u>
	\$'000	\$'000
Foreign currency translation reserve (Note 17A)	(642)	(664)
Statutory reserve (Note 17B)	<u>1,275</u>	<u>999</u>
	<u>633</u>	<u>335</u>

17A. Foreign currency translation reserve

	Group	
	<u>31/12/2025</u>	<u>31/12/2024</u>
	\$'000	\$'000
At beginning of the year	(664)	(1,458)
Exchange differences on translating foreign operations	<u>22</u>	<u>794</u>
At end of the year	<u>(642)</u>	<u>(664)</u>

The currency translation reserve accumulates all foreign exchange differences.

17B. Statutory reserve

	Group	
	<u>31/12/2025</u>	<u>31/12/2024</u>
	\$'000	\$'000
At beginning of the year	999	878
Transferred from retained earnings	426	121
Foreign exchange adjustment	<u>(150)</u>	<u>–</u>
At end of the year	<u>1,275</u>	<u>999</u>

The subsidiaries in the People's Republic of China are required by local regulation to appropriate 10% of the profits each year to a non-distributable statutory reserve. Contribution to this reserve is no longer mandatory when the reserve reaches 50% of the registered share capital. The use of the funds in the non-distributable statutory reserve is subject to approval by the relevant authorities in the People's Republic of China.

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18. Net asset value per share

The following table illustrates the numerators and denominators used to calculate net asset value per share of no par value:

	<u>Group</u>		<u>Company</u>	
	<u>31/12/2025</u>	<u>31/12/2024</u>	<u>31/12/2025</u>	<u>31/12/2024</u>
	\$'000	\$'000	\$'000	\$'000
Numerators: net asset value	<u>141,546</u>	<u>129,803</u>	<u>24,852</u>	<u>29,355</u>
	'000	'000	'000	'000
Denominators: number of ordinary equity shares (excluding treasury shares)	398,266	399,028	398,266	399,028
Net asset value per share (cents)	<u>35.5</u>	<u>32.5</u>	<u>6.2</u>	<u>7.4</u>

19. Loans and borrowings

	<u>Group</u>		<u>Company</u>	
	<u>31/12/2025</u>	<u>31/12/2024</u>	<u>31/12/2025</u>	<u>31/12/2024</u>
	\$'000	\$'000	\$'000	\$'000
<u>Non-current:</u>				
<u>Financial instruments with floating interest rates:</u>				
Bank loans (Note 19B)	<u>3,686</u>	<u>5,774</u>	<u>3,686</u>	<u>5,774</u>
Total non-current portion	<u>3,686</u>	<u>5,774</u>	<u>3,686</u>	<u>5,774</u>
<u>Current:</u>				
<u>Financial instruments with floating interest rates:</u>				
Bank loans (secured) (Note 19A)	10,692	19,392	400	7,700
Bank loans (Note 19B)	7,071	15,647	2,071	8,778
Invoice financing (Note 19B)	16,231	18,967	–	–
Total current portion	<u>33,994</u>	<u>54,006</u>	<u>2,471</u>	<u>16,478</u>
Total non-current and current	<u>37,680</u>	<u>59,780</u>	<u>6,157</u>	<u>22,252</u>
Presented as:				
Secured	10,692	19,392	400	7,700
Unsecured	26,988	40,388	5,757	14,552
Total loans and borrowings	<u>37,680</u>	<u>59,780</u>	<u>6,157</u>	<u>22,252</u>

The non-current portion is repayable as follows:

	<u>Group</u>		<u>Company</u>	
	<u>31/12/2025</u>	<u>31/12/2024</u>	<u>31/12/2025</u>	<u>31/12/2024</u>
	\$'000	\$'000	\$'000	\$'000
Due within 2 to 5 years	<u>3,686</u>	<u>5,774</u>	<u>3,686</u>	<u>5,774</u>

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19. Loans and borrowings

The range of floating interest rates paid per annum was as follows:

	<u>Group</u>		<u>Company</u>	
	<u>31/12/2025</u>	<u>31/12/2024</u>	<u>31/12/2025</u>	<u>31/12/2024</u>
Bank loans and invoice financing	1.87% to 4.05%	3.83% to 4.91%	2.00% to 3.91%	3.83% to 4.91%

19A. Bank loans (secured)

The bank loans comprise:

- a. Short term borrowings with an average maturity period of 1 to 3 months and which are settled at the end of maturity period.
- b. Loan repayable in 30 quarterly instalments of \$200,000 from June 2018. Although the loan is for a period of 7.5 years from June 2018, it has been classified as “current” because the borrower does not have an unconditional right to defer settlement of the liability for at least twelve months after the end of the reporting period/year.
- c. Loan repayable on demand. Loan is subject to 28 quarterly reductions of \$350,000 each or any such reductions as may be specified or fixed by the bank until the limit is reduced to \$4 million from May 2023.

The bank loans above are secured by a mortgage over leasehold properties and corporate guarantee from the company.

19B. Bank loans (unsecured) and invoice financing

The bank loans comprise

- a. Loan repayable over 4 years from January 2022 with monthly instalment of about \$145,000 at floating interest rates.
- b. Loan repayable over 36 months from January 2023 with monthly instalment of \$138,888. This loan was fully repaid in 2024.
- c. Loan repayable over 48 months from July 2024 with monthly instalment of \$166,666.
- d. Short term borrowings (invoice financing and money market loans) with an average maturity period of 1 to 3 months and which are settled at the end of maturity period.

The bank loans above are secured by corporate guarantee from the company and also subject to certain financial covenants including: (a) the consolidated networth of the group shall not be less than \$45 million; (b) the gearing ratio shall not exceed two times; and (c) notification for change of shareholdings of 10% in the company and certain subsidiaries.

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20. Provisions

	<u>Group</u>	
	<u>31/12/2025</u>	<u>31/12/2024</u>
	\$'000	\$'000
Warranties	<u>1,931</u>	<u>1,617</u>

Certain products are covered by product warranty plans of varying periods. If the customer has the option to purchase a warranty separately or the warranty is negotiated separately, the warranty is accounted as a performance obligation and a portion of the transaction price is allocated to that performance obligation and recognised as revenue over the period the warranty services are provided. The warranty obligations are affected by actual product failure rates and by material usage and service delivery costs incurred in correcting a product failure.

21. Trade payables

	<u>Group</u>		<u>Company</u>	
	<u>31/12/2025</u>	<u>31/12/2024</u>	<u>31/12/2025</u>	<u>31/12/2024</u>
	\$'000	\$'000	\$'000	\$'000
Outside parties and accrued liabilities	<u>34,735</u>	<u>28,719</u>	<u>3,437</u>	<u>3,356</u>

22. Other non-financial liabilities

	<u>Group</u>	
	<u>31/12/2025</u>	<u>31/12/2024</u>
	\$'000	\$'000
Deferred revenue	1,045	1,325
Advances from customer	694	814
Contract liabilities	–	1,772
Total other non-financial liabilities	<u>1,739</u>	<u>3,911</u>

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23. Financial instruments

The following table categorises the carrying amount of financial assets and liabilities recorded at the end of the reporting year:

	<u>Group</u>		<u>Company</u>	
	<u>31/12/2025</u>	<u>31/12/2024</u>	<u>31/12/2025</u>	<u>31/12/2024</u>
	\$'000	\$'000	\$'000	\$'000
<u>Financial assets:</u>				
Financial assets at amortised cost	<u>84,904</u>	<u>90,701</u>	<u>26,677</u>	<u>47,073</u>
<u>Financial liabilities:</u>				
Financial liabilities at amortised cost	<u>78,404</u>	<u>94,253</u>	<u>11,112</u>	<u>27,169</u>

24. Commitments

	<u>Company</u>	
	<u>31/12/2025</u>	<u>31/12/2024</u>
	\$'000	\$'000
Corporate guarantee in favour of subsidiaries	<u>32,469</u>	<u>38,656</u>
	<u>Group</u>	
	<u>31/12/2025</u>	<u>31/12/2024</u>
	\$'000	\$'000
Total commitments on short-term leases at year end date	<u>2,285</u>	<u>1,175</u>

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Other Information Required by Listing Rule Appendix 7.2

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OTHER INFORMATION

1. Review

The condensed consolidated financial statements for 2H2025 and financial year ended 31 December 2025 and certain explanatory notes have not been audited or reviewed by the company auditors.

The latest audited financial statements of the group for the financial year ended 31 December 2024 were not subject to any adverse opinion, qualified opinion or disclaimer of opinion.

2. Review of performance of the group

Review of performance for 2H2025 vs 2H2024

Revenue

The group's revenue decreased by approximately \$14.0 million or 17%, from approximately \$82.2 million in 2H2024 to approximately \$68.4 million in 2H2025. The decrease was mainly attributable to fewer revenue-generating projects during the period. This decrease was partially offset by more maintenance services from a replenished order book.

Business segment	2H2025	2H2024	Change	Change
	\$'000	\$'000	\$'000	%
Project services	22,923	43,677	(20,754)	(48)
Maintenance services	45,523	38,549	6,974	18
Total	68,446	82,226	(13,780)	(17)

Gross profit and gross profit margin

Gross profit for 2H2025 increased by approximately \$2.2 million or 12% from \$19.1 million in 2H2024 to approximately \$21.3 million in 2H2025. Gross profit margin increased to 31.1% in 2H2025 from 23.1% in 2H2024 mainly due to reversal of contingency costs not utilised on project completions and synergies derived from using group resources instead of third-party subcontractors for certain works.

Distribution costs

Distribution costs decreased by \$0.4 million or 43% mainly due to lower sales and marketing related expenses.

Administrative expenses

Administrative expenses increased by approximately \$0.8 million or 11% from approximately \$7.3 million in 2H2024 to \$8.1 million in 2H2025 mainly due to higher staff costs.

Other income and losses

Other income in 2H2025 was from reversal of impairment on trade receivables, other income and government grant. In 2H2024, other losses were mainly from impairment on trade receivables and inventories.

Interest income and finance costs

Net interest expenses (less interest income) decreased by \$0.9 million or 75% from \$1.2 million in 2H2024 to \$0.3 million in 2H2025 due to lower borrowings and interest rates.

Foreign exchange gains

Foreign exchange gains decreased by approximately \$0.9 million or 88% from approximately \$1.0 million in 2H2024 to \$0.1 million in 2H2025 mainly due to weakening of USD against SGD.

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2. Review of performance of the group

Income tax expenses

Effective income tax rates were at approximately 16% for 2H2025 and 11% for 2H2024. The effective tax rate in 2H2025 was similar to the statutory income tax rate of 17% and the lower effective tax rate in 2H2024 was mainly due to the utilisation of merger & acquisition allowance, unutilised capital allowances carried forward and over recognition of income tax expense.

Review of performance for 12M2025 vs 12M2024

Revenue

The group's revenue decreased by approximately \$5.1 million or 3%, from approximately \$158.4 million in 12M2024 to approximately \$153.3 million in 12M2025. The decrease was mainly attributable to fewer revenue-generating projects during the period. This decrease was partially offset by more maintenance services from a replenished order book.

Business segment	12M2025	12M2024	Change	Change
	\$'000	\$'000	\$'000	%
Project services	67,531	79,754	(12,223)	(15)
Maintenance services	85,752	78,632	7,120	9
Total	153,283	158,386	(5,103)	(3)

Gross profit and gross profit margin

Gross profit for 12M2025 increased by approximately \$3.8 million or 10% from \$36.7 million in 12M2024 to approximately \$40.5 million in 12M2025. Gross profit margins increased marginally to 26.4% in 12M2025 from 23.2% in 12M2024 due to reversal of contingency costs not utilised on project completions and synergies derived from using group resources instead of third-party subcontractors for certain works.

Distribution costs

Distribution costs increased by approximately \$0.2 million or 19% mainly due to higher sales and marketing related expenses.

Administrative expenses

Administrative expenses increased by approximately \$0.2 million or 1% from approximately \$14.6 million in 12M2024 to \$14.8 million in 12M2025 mainly due to higher staff costs.

Other income and losses

Other income in 12M2025 increased by \$0.5 million or 1513% mainly from reversal of impairment on trade receivables as compared to an allowance for impairment on trade receivables in 12M2024. Allowance for impairment on inventories was also lower in 12M2025 as compared to 12M2024.

Interest income and finance costs

Net interest expenses (less interest income) decreased by \$1.7 million or 66% from \$2.6 million in 12M2024 to \$0.9 million in 12M2025 due to lower borrowings and interest rates.

Foreign exchange losses / gains

Foreign exchange losses in 12M2025 was mainly due to weakening of USD against SGD.

Income tax expenses

Effective income tax rates were at approximately 16% for 12M2025 and 13% for 12M2024. The effective tax rate in 12M2025 was similar to the statutory income tax rate of 17% and the lower

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effective tax rate of 12M2024 was mainly due to the utilisation of merger & acquisition allowance, unutilised capital allowances carried forward and over recognition of income tax expense.

Statement of Financial Position Review (as at 31 December 2025 compared to 31 December 2024)

Non-current assets

Non-current assets decreased by approximately \$3.2 million or 4% from approximately \$91.3 million as at 31 December 2024 to approximately \$88.1 million as at 31 December 2025. The decrease was mainly due to depreciation charge and amortisation of intangible assets during the year.

Current assets

Current assets decreased by approximately \$2.6 million or 2% from approximately \$143.5 million as at 31 December 2024 to \$140.9 million as at 31 December 2025. This decrease was mainly due to decrease in trade receivables of \$2.7 million, decrease in cash and cash equivalent of \$1.6 million and redemption of other financial assets of \$1.5 million. This decrease was partially offset by an increase in inventory of \$2.6 million and increase in other assets of \$0.7 million.

Equity

Our capital and reserves increased by approximately \$11.7 million or 9% as at 31 December 2025. The increase was due to retention of net profit of approximately \$19.0 million from 12M2025. This was partially offset by dividend payment of \$6.9 million.

Non-current liabilities

Non-current liabilities decreased by approximately \$2.6 million or 19% from approximately \$13.3 million as at 31 December 2024 to approximately \$10.7 million as at 31 December 2025. The decrease was mainly due to repayment of loans and borrowings during the year.

Current liabilities

Current liabilities decreased by approximately \$15.0 million or 16%, from approximately \$91.7 million as at 31 December 2024 to \$76.7 million as at 31 December 2025. The decrease was due to the repayment of loans and borrowings. The decrease was offset by an increase in trade payables.

Statement of Cash Flows Review

12M2025

For 12M2025, net cash generated from operating activities amounted to approximately \$30.2 million. The group generated net cash of approximately \$30.2 million from operating profits before working capital changes. Working capital cash inflow was approximately \$3.6 million. This was mainly due to decrease in trade receivables and increase in trade payables. These inflows were offset by cash outflow from higher inventories and lower other non-financial liabilities. Operating cash flow from operations of \$33.7 million was reduced by income tax payments of approximately \$3.5 million.

Net cash of approximately \$1.2 million was from investing activities. The payment for purchase of property, plant and equipment was offset by interest received and decrease in other financial assets.

Net cash of approximately \$31.6 million was used in financing activities mainly for repayment of loans and borrowings, payment of dividends, interest, lease liabilities and treasury shares.

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3. Where a forecast, or a prospect statement, has been previously disclosed to shareholders, any variance between it and the actual results

There is no variance between the prospect statement previously announced and the actual results of the current financial reporting period.

4. A commentary at the date of the announcement of the significant trends and competitive conditions of the industry in which the group operates and any known factors or events that may affect the group in the next operating period and the next 12 months

As at 31 December 2025, the Group maintained a robust orderbook of S\$201.9 million, comprising S\$66.0 million from Project Services and S\$135.9 million from Maintenance Services. The deliveries for these orders are expected to be fulfilled mainly over the next 36 months, though they remain subject to possible rescheduling, variation, or cancellation by customers.

Leveraging its core engineering capabilities, the Group has established strong footprint across marine, semiconductor, and defence industries which continue to exhibit favourable structural growth trends.

In marine, as a late-cycle beneficiary of China's shipbuilding upcycle, the Group is well positioned to supply its bespoke integrated control and management systems to vessels under construction. As of end-December 2025, China's newbuild orderbook stood at 274.42 million deadweight tonnage ("DWT"), up 31.5% yoy and representing 66.8% of global outstanding orders, an all-time high¹. In addition, Singapore's Marine & Offshore Energy Industry Plan, which was launched in February 2025, targets the development of advanced maritime solutions and green technologies to build Singapore into a global marine & offshore energy ("M&OE") hub by 2030, providing another growth catalyst given the Group's long-standing partnerships with major Singapore-based M&OE companies.

The Group's exposure to the semiconductor and defence industries is primarily upstream, providing engineering solutions that support clients in developing new production and training facilities. As global supply chains diversify beyond China, the semiconductor industry is seeing a clear shift towards Southeast Asia, which is projected to grow at a compound annual growth rate ("CAGR") of 8.9% to exceed US\$55 billion by 2033 from the 2024 baseline of US\$23.9 billion². In addition, global defence spending is expected to reach US\$2.6 trillion by end-2026 and rise further towards US\$2.9 trillion by the end of the decade³. Collectively, these structural tailwinds underpin the Group's long-term growth outlook.

Given the highly customised nature of the Group's engineering solutions, Nordic is well-positioned to secure long-term maintenance services following project delivery, which is expected to further boost the Group's orderbook and strengthen long-term earnings resilience.

While geopolitical tensions, inflationary pressures and currency volatility will continue to present near-term challenges, the Group remains optimistic on its long-term prospects and is positioning itself to capture industry tailwinds across its key addressable sectors.

¹ <https://www.maritimegateway.com/chinas-three-key-shipbuilding-indicators-lead-world-in-2025/>

² <https://www.sourceofasia.com/southeast-asia-semiconductor-2025-2026/#:~:text=Summary,companies%20and%20global%20supply%20chains.>

³ <https://www.nationaldefensemagazine.org/articles/2026/1/29/global-defense-spending-to-top-2-6-trillion-in-2026>

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5. Dividends

The Board of Directors has recommended a final tax exempt (one-tier) dividend of 1.0745 cents per ordinary share for the year ended 31 December 2025.

With the interim dividend of 0.8276 cent per ordinary share already paid, total dividend payout for 12M2025 will be 1.9021 cents per ordinary share to all shareholders. This represents an increase of 9% from the dividend paid of 1.7513 cents per ordinary share for 12M2024.

(i) 31 December 2025

Name of Dividend	Dividend type	Dividend per ordinary share	Tax rate	Date payable
Final	Cash	1.0745 cent	Tax exempt (One-tier)	The proposed final dividend is subject to the approval of the shareholders at the forthcoming AGM. The record date and payment date will be announced at a later date

(ii) 31 December 2024

Name of Dividend	Dividend type	Dividend per ordinary share	Tax rate	Date paid
Final	Cash	0.8987 cent	Tax exempt (One-tier)	19 May 2025

(iii) Breakdown of the total annual dividend (in dollar value):

	<u>12M2025</u> \$'000	<u>12M2024</u> \$'000
Ordinary		
Interim dividend paid of 0.8276 (2024: 0.8526) cents per share	3,296	3,406
Proposed final dividend of 1.0745 (2024: 0.8987) cents per share*	4,279	3,581
Total interim and final dividend of 1.9021 (2024: 1.7513) cents per share	<u>7,575</u>	<u>6,987</u>

*Based on 398,266,900 (2024: 399,028,400) ordinary shares being total issued share capital excluding treasury shares as at 31 December 2025.

6. Interested person transactions

The Company has not obtained a general mandate from shareholders for interested person transactions. The Company did not have any interested person transactions during the period under review (excluding transactions less than \$100,000).

7. Confirmation that the issuer has procured undertaking from all its directors and executive officers (in the format set out in Appendix 7.7) under Rule 720(1)

The Company has procured undertakings from all its directors and executive officers (in the format set out in Appendix 7.7) under Rule 720(1).

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8. Disclosure of acquisitions and realisations pursuant to Rule 706A

Please refer to the following announcements:

- a) announcement on 21 May 2025 relating to the incorporation of a wholly owned subsidiary in Thailand, Avitools (Thailand) Co., Ltd
- b) announcement on 15 October 2025 relating to the incorporation of a wholly owned subsidiary in India, Envipure (India) Private Limited

9. Disclosure of person occupying a managerial position in the issuer or any of its principal subsidiaries who is a relative of a director or chief executive officer or substantial shareholder of the issuer pursuant to Rule 704(13). If there are no such persons, the issuer must make an appropriate negative statement.

Name	Age	Family relationship with any director and / or substantial shareholder	Current position and duties, and the year the position was held	Details of changes in duties and position held, if any, during the year
Astro Chang Yeh Fung	56	Brother of Chang Yeh Hong, Executive Chairman and controlling shareholder of the company	CEO of Starburst Group since April 2022.	None

10. Breakdown of sales

	<u>12M2025</u> \$'000	<u>12M2024</u> \$'000	<u>% increase/ (decrease)</u>
Sales reported for the first half	84,837	76,160	11
Operating profit after tax before deducting non-controlling interest reported for the first half year	8,276	8,525	(3)
Sales reported for the second half	68,446	82,226	(17)
Operating profit after tax before deducting non-controlling interest reported for the second half year	<u>10,746</u>	<u>8,988</u>	<u>20</u>

By Order Of The Board

Chang Yeh Hong
Executive Chairman
27 February 2026