

NORDIC
Group Limited

3Q2026 Voluntary Business Updates

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Corporate Profile



Nordic Group At A Glance

A lifecycle engineering solutions provider listed on SGX Mainboard in 2010

Market Capitalisation[1]

S$196.9M

Revenue Growth CAGR (FY20-FY25)[2]

14%

Profitability Growth CAGR (FY20-FY25)[2]

29%

Dividend Payout

40%

Outstanding Orderbook[3]

S$286.0M

Business Nature

Engineering

1. As of 20 November 2026, Yahoo Finance
2. CAGR = compound annual growth rate. Between FY2020 and FY2025
3. As of 18 November 2026

Business Segments

A dual-engine business model combining high-margin, innovation-driven engineering solutions with long-term, recurring after-sales maintenance contracts.

Engineering Solutions Group

Turnkey end-to-end, project-based solutions that are proprietary, innovation-driven, and deliver strong margins.

Engineering Services Group

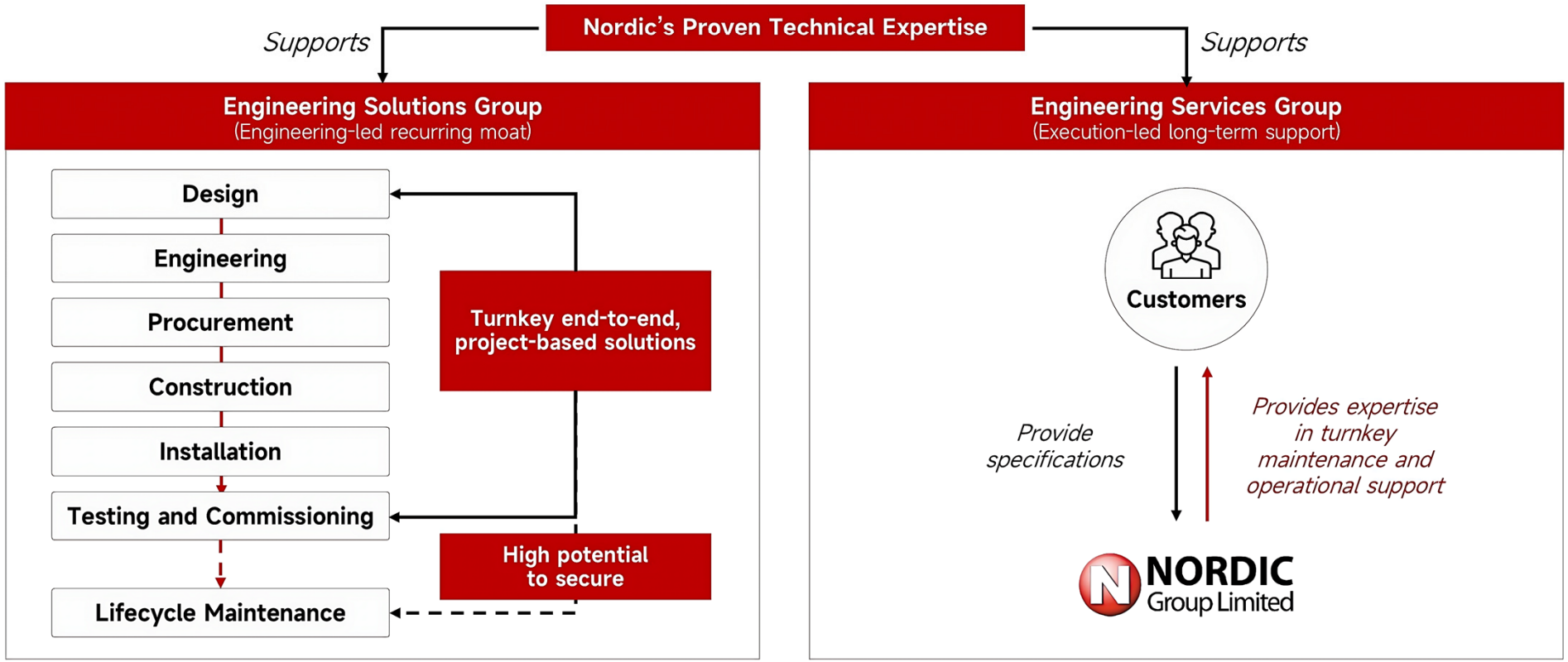
Technical, recurring support that is compliance-led and built for long-term reliability.

Geographical Presence



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

Category	Engineering Solutions Group	Engineering Services Group
Nordic's Expertise	**EPCC** *(Engineering, Procurement, Construction, and Commissioning)*	**Lifecycle Maintenance Services and Operational Support**
Nordic's Offerings	**Precision Engineering** **Cleanroom, Air, Water Engineering Solutions & Facility Management** **Automation, Electrical & Instrumentation** **Structural Engineering and Construction Services**	 **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

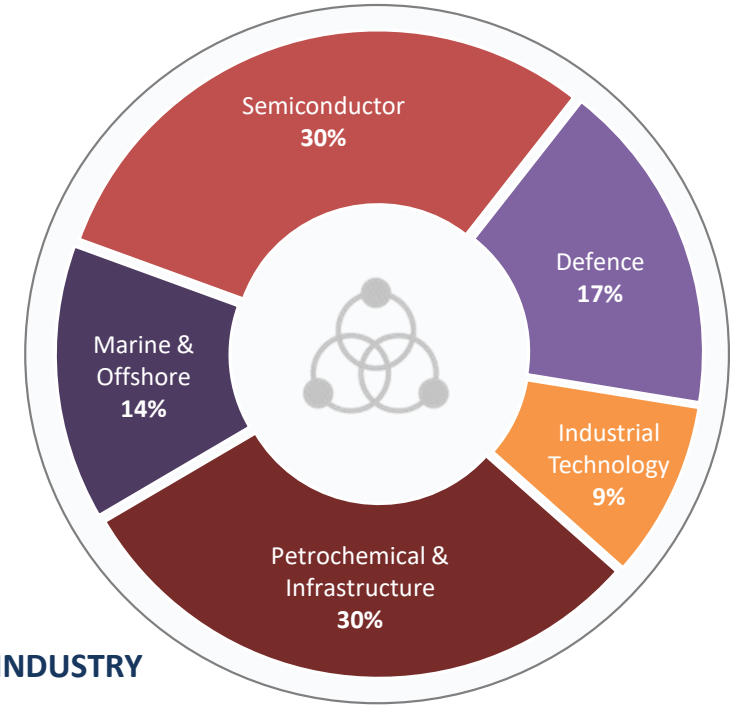
MARINE & OFFSHORE INDUSTRY

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

INDUSTRIAL TECHNOLOGY INDUSTRY

Presence in Diverse Industries:

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

Financial Performance



Financial Performance Overview

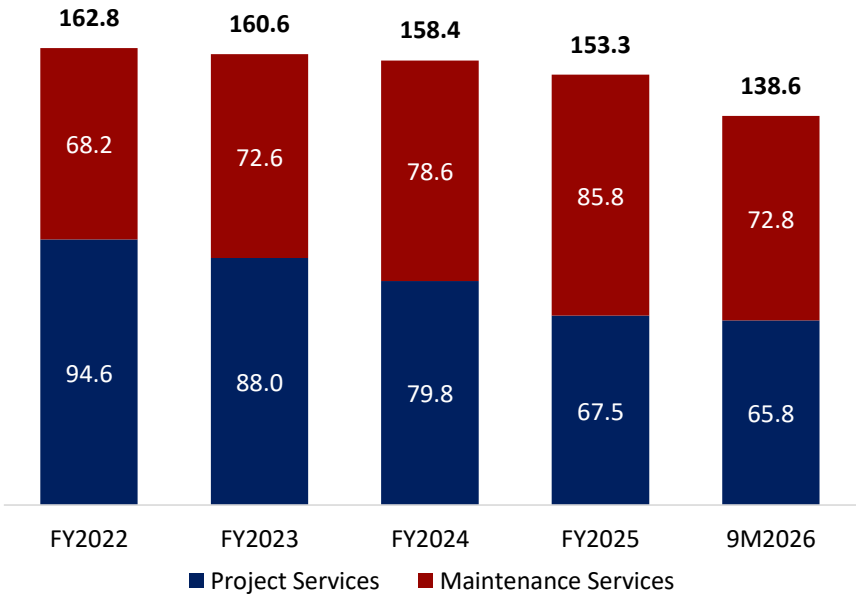
S$ million	3Q2026	3Q2025	Change (%)	9M2026	9M2025	Change (%)
Revenue	51.4	45.4	13	138.6	130.3	6
Gross Profit Margin	*23.9%*	*20.6%*	*3.3 ppts*	*23.7%*	*21.9%*	*1.8 ppts*
Operating Profit	8.1	5.4	50	21.2	17.1	24
Operating Margin	*15.8%*	*11.9%*	*3.9 ppts*	*15.3%*	*13.1%*	*2.2 ppts*
Net Profit	5.8	4.4	31	15.8	12.7	24
Net Profit Margin	*11.2%*	*9.7%*	*1.5 ppts*	*11.4%*	*9.7%*	*1.7 ppts*
EPS	1.4 cents	1.1 cents	31	4.0 cents	3.2 cents	25
NAV Per Share				37.6 cents	32.3 cents	16
Order Book				286.0		

- Orderbook as of 18 November 2026
- Figures above may not add up due to rounding errors
- Total number of issued shares excluding treasury shares after purchase was 397,141,200 as of 30 September 2026
- Total number of issued shares excluding treasury shares after purchase was 398,266,900 as of 30 September 2025

Revenue Trend

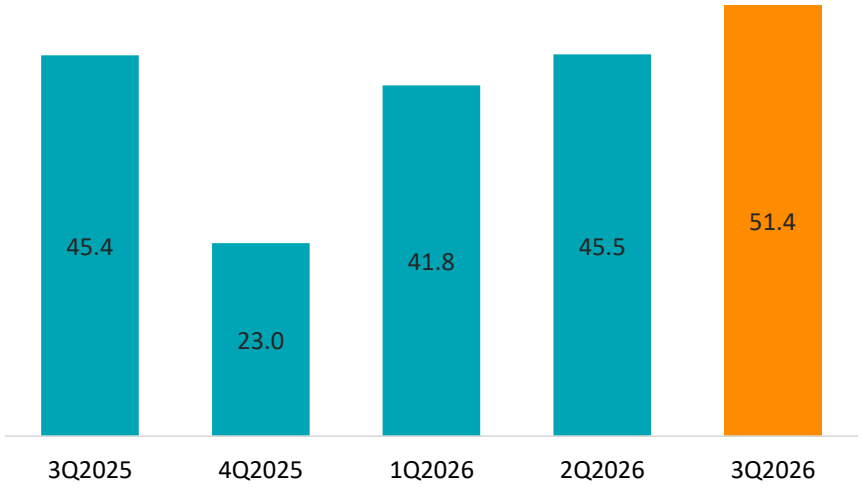
Revenue Contribution by Income Segment

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



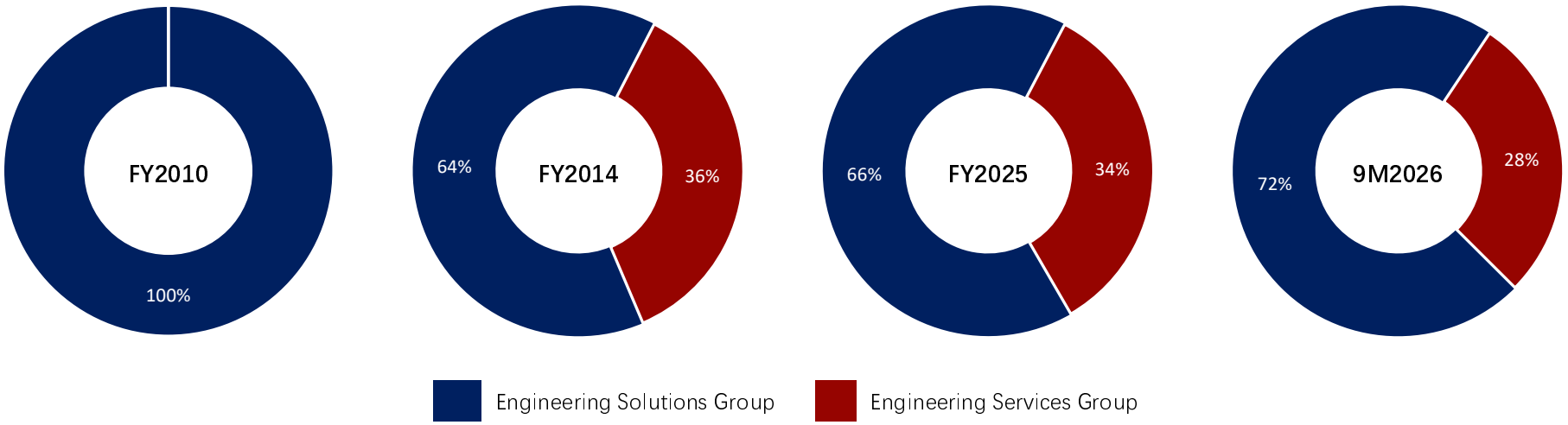
Quarterly Revenue Trend

Revenue rose 13% year-on-year to S$51.4 million in 3Q2026, led by higher Maintenance Services revenue



Unit: S$' million
Figures above may not add up due to rounding errors

Revenue Contribution by Service Group

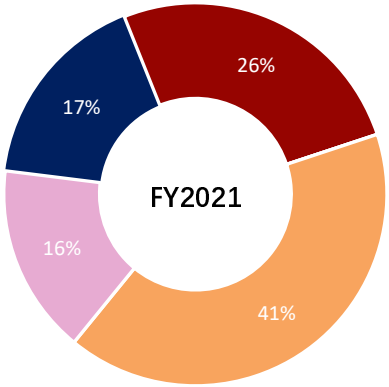


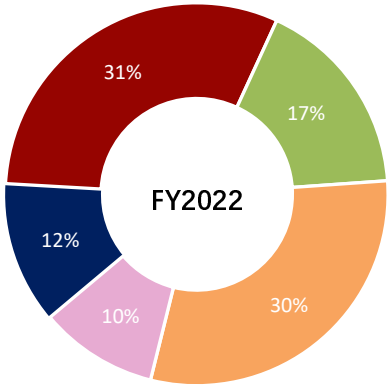
Engineering Solutions Group
Services
System Integration/ MRO & Trading
Precision Engineering
Cleanroom, Air & Water Services
Structural Engineering and Construction Services

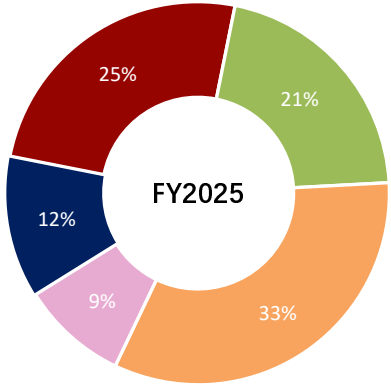
Engineering Services Group
Services
Scaffolding Services
Insulation Services
Petrochemical and Environmental Services

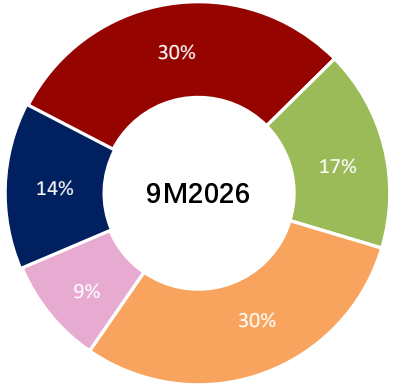
Note: Above includes inter-segment eliminations

Revenue Contribution by Industry









Marine & Offshore
Marine / Upstream

Semiconductor
Semiconductor

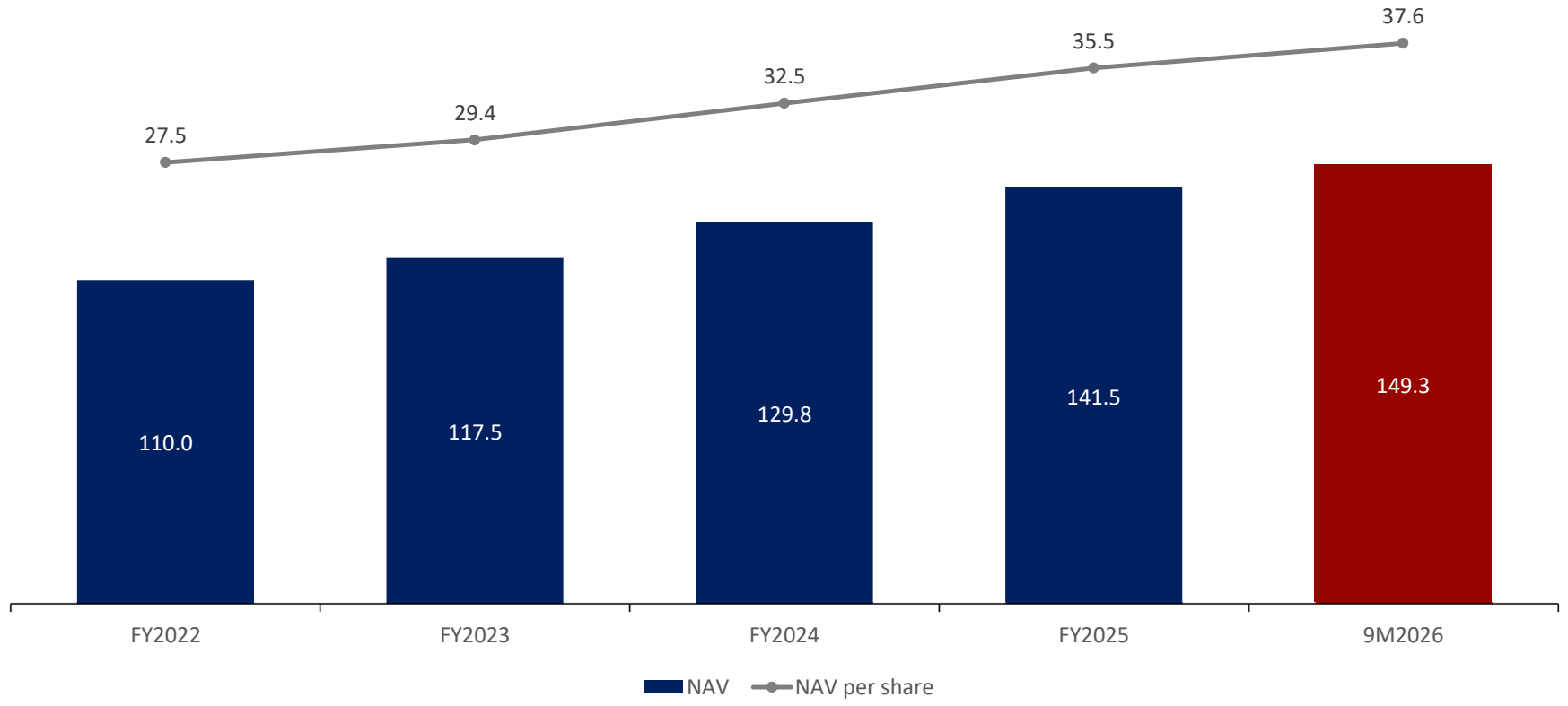
Defence
Law Enforcement, Security Agencies, Civil Authorities

Petrochemical & Infrastructure
Petrochemical
Onshore / Infrastructure
Pharmaceutical

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

Net Asset Value Trend

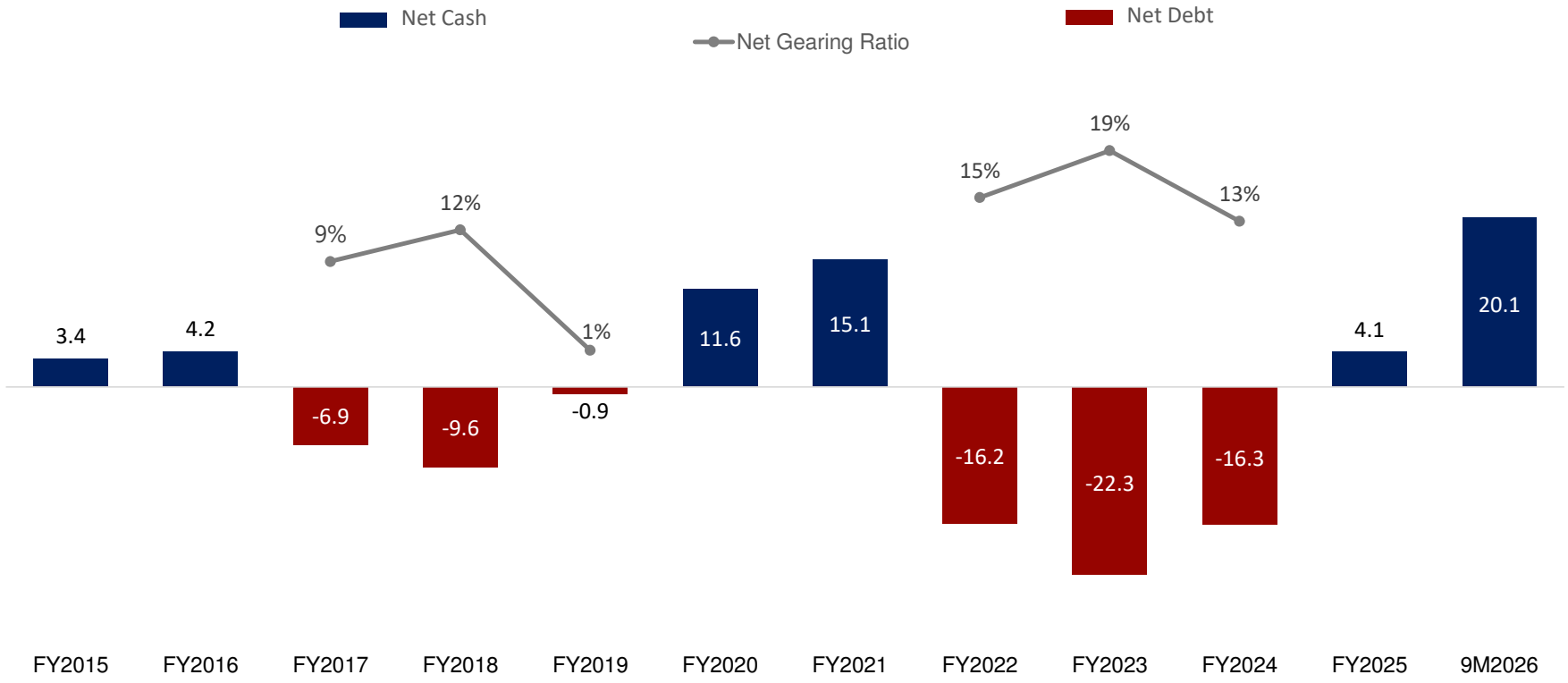
Net asset value continued to grow on resilient earnings growth



Unit: S$' million
NAV: Net asset value
* Figures above may not add up due to rounding errors

Net Gearing Ratio Trend

Strengthened net cash position to S$20.1 million as at 30 September 2026, supported by continued operating cash flow generation and disciplined debt repayment



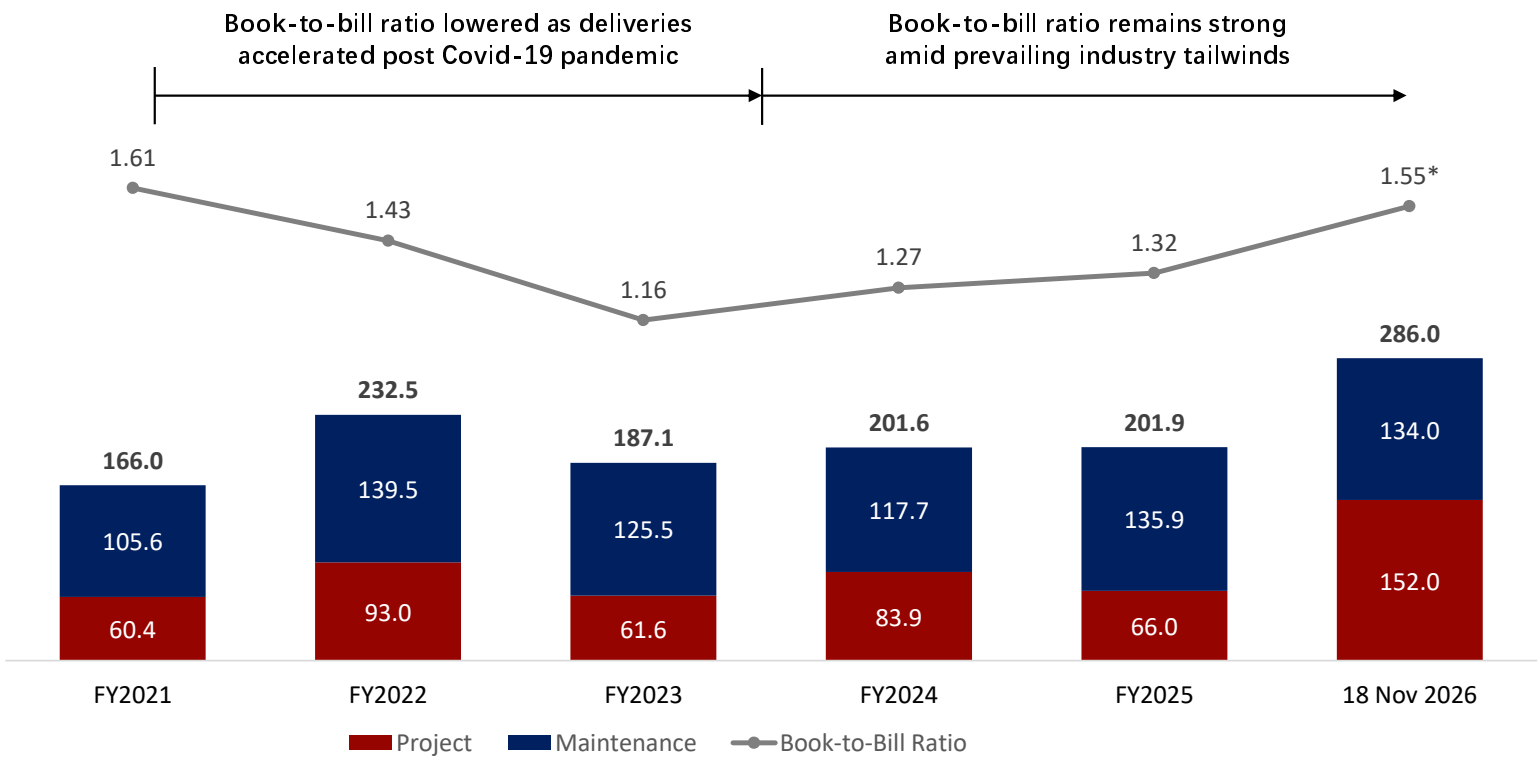
Net Gearing Ratio = (total borrowings - cash and cash equivalents)/total equity x 100%.
Unit: S$' million

Operational Performance



Order Book

Order book grew to a record S$286.0 million, driven by strong Project Services contract wins, with Maintenance Services continuing to provide a stable recurring revenue base; book-to-bill ratio rose to 1.55x*, supporting revenue visibility

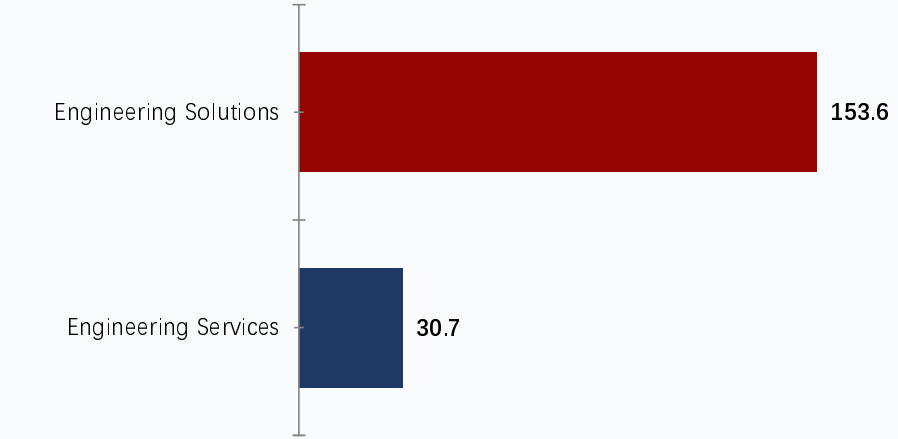


* Calculated using extrapolated revenue of FY2026

YTD Contract Wins — S$184.3M

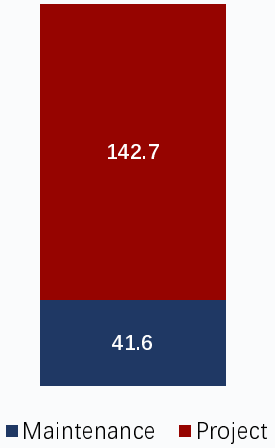
By Business Segment

Unit: S$'million



By Reporting Segment

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.

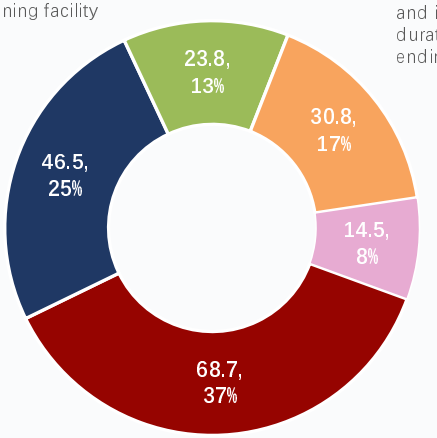
* Figures above may not add up due to rounding errors

YTD Contract Wins — S$184.3M

By Industry

Defence
Project-based and maintenance-based contracts for maintenance and installation of fuel storage systems and a training facility

Petrochemical & Infrastructure
Maintenance contracts for scaffolding and insulation work, with contract durations ranging from 1 to 5 years, ending in 2026 to 2031



Marine & Offshore
Manufacture of valves, actuators, control & tank gauging, and E&I work, covering 208 vessels and 2 FPSOs

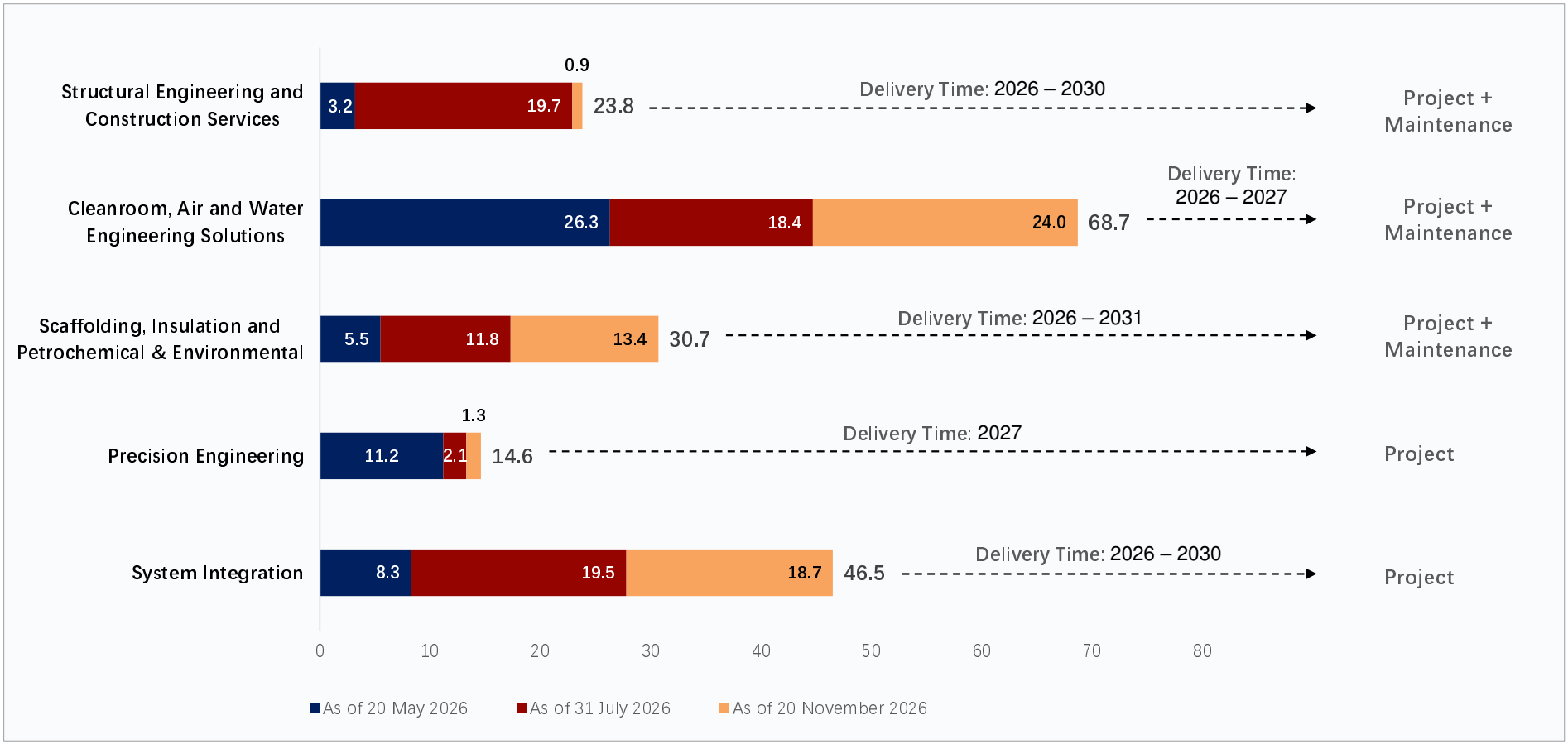
Industrial Technology
Project-based contracts for machining services and mechanical assembly across 7 sub-industries →

Semiconductor
Ad-hoc projects, maintenance, hook-up services, and machining and mechanical assembly

Industrial Technology sub-breakdown	S$'m
Optical	6.4
Green Energy	3.4
Medical Equipment / Industrial / Manufacturing	1.9
Analytical Instrumentation	1.7
Aerospace	1.0
Infrastructure	0.1
Institute / R&D	<0.1
Total	**14.5**

* Figures above may not add up due to rounding errors

YTD Contract Wins — S$184.3M



* 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$123.1M
Sales Pipeline

429
Vessels

2026 - 2030
Delivery Timeframe

Vessels Breakdown



FPSO

11 vessels



Bulk Carriers

166 vessels



Containerships

174 vessels



Tankers

24 vessels



PCTC

9 vessels



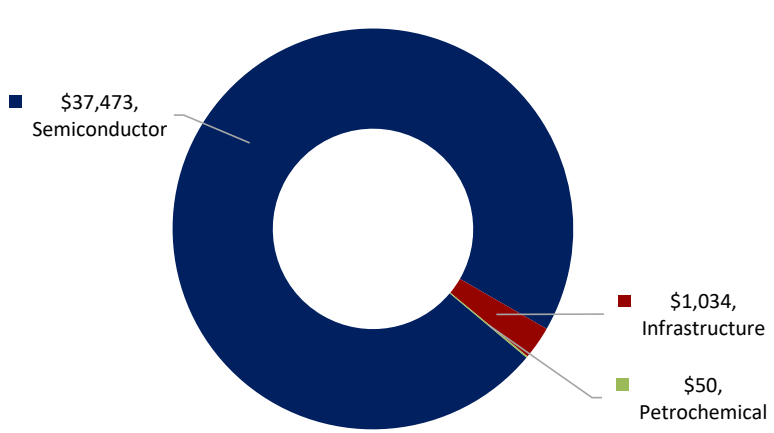
Others

45 vessels

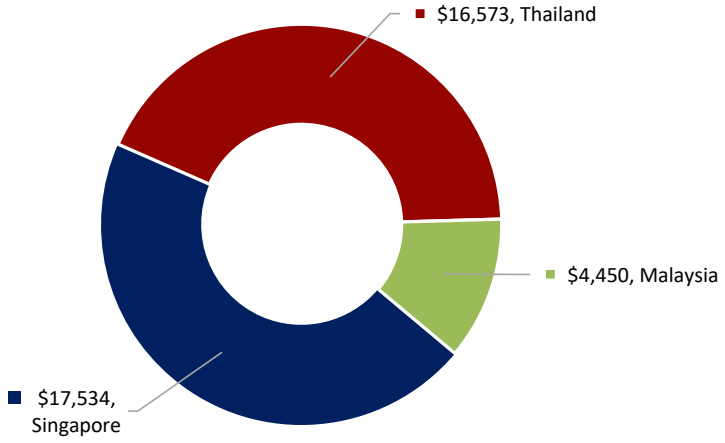
Sales Pipeline (Engineering Solutions - Semiconductor)

Total Opportunities Following Up (Mid & High Success)	**$38,557**
Total Quotations Following Up	**$404,000**

Tender Opportunities by Sector

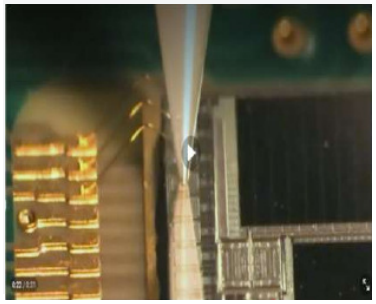
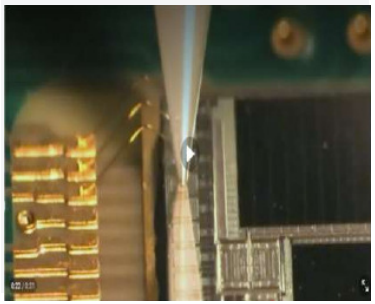
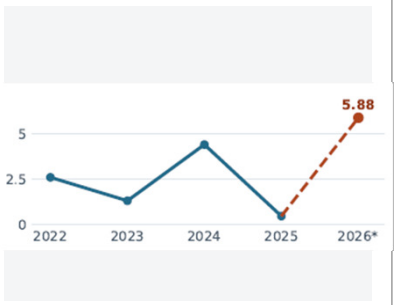
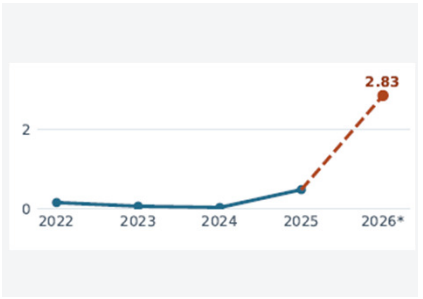


Tender Opportunities by Country



Note: Amount in SGD '000
* CAW refers to Cleanroom, Air & Water Services

Sales Pipeline (Engineering Solutions - Semiconductor)

AviTools Suzhou		Eratech	
			
SEMICON CO.	SEMICON NEW PROJECT	OPTICS	AI AUTOMATION
75 to 125 sets per week US$75K incremental sales per week	400 units per week 20,800 units at 52 weeks US$500K per annum	2027 Projection: S$ 6.50M 2026 PO intake: S$ 5.88M	2027 Projection: S$ 4.0M 2026 PO intake: S$ 2.83M

2026 PO intake as of 10 Nov 2026

Avitools Thailand Production Ramp

Energy Storage System

Four components scheduled to start shipping monthly from end-November 2026 onwards

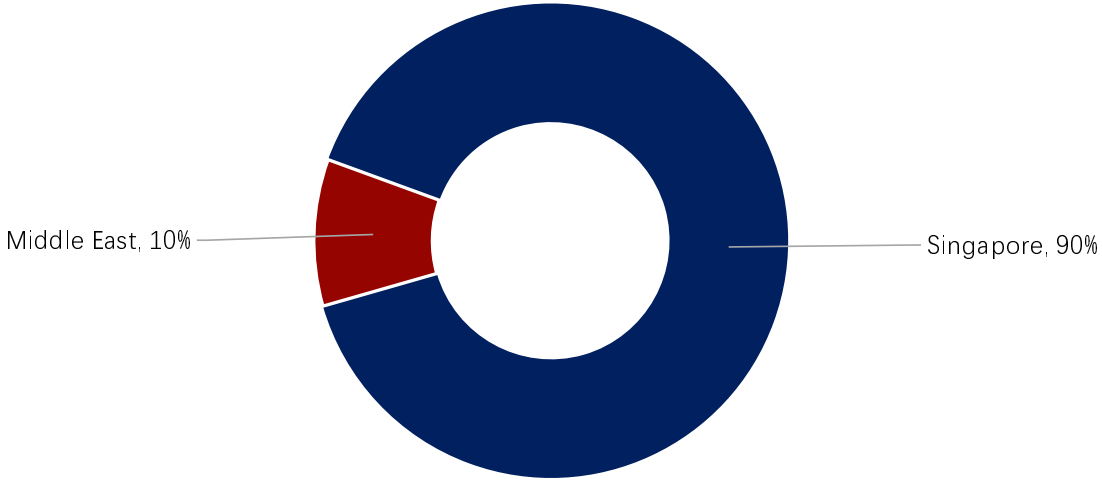
Destination	Component	Q4'26 Shipment	2027 Forecast
US	Latch Rod 1	**USD 66,240**	**USD 2,547,480**
US	Latch Rod 2	**USD 57,600**	**USD 2,215,200**
Thailand	Mount Feet 1	**USD 39,546**	**USD 343,738**
Thailand	Mount Feet 2	**USD 39,546**	**USD 343,738**
		USD 202,932	**USD 5,450,156**

Sales Pipeline (Engineering Solutions - Defence)

S$100M
Sales Pipeline

2026 - 2029
Award Period

Geographical Breakdown



Sales Pipeline (Engineering Services)

Strong maintenance services sales pipeline, driving revenue visibility.

S$36M
Sales Pipeline

2026 - 2028
Completion Timeframe

Sectors Breakdown



Oil & Gas Sector

S$8.8 M



Pharmaceutical Sector

S$2.4 M



Marine Sector

S$1.5 M



Energy & Infrastructure Sector

S$23.3 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%**

30 September 2026:

Director / Executive Officer	No. of shares held	% shareholdings*
Chang Yeh Hong	218,545,025	55.03%
Eric Lin Choon Hin	44,050,000	11.09%
Dorcas Teo Ling Ling	32,419,500	8.16%
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**	**75.92%**

* Calculated based on 397,141,200 ordinary shares as of 30 September 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
2025	761,500	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
May 2026	116,000	2,088,400	0.52
June 2026	108,800	2,197,200	0.55
August 2026	248,600	2,445,800	0.61
September 2026	413,000	2,858,800	0.71
October 2026	130,000	2,988,800	0.75
Volume Weighted Average Price		$0.435	

** - 400 million shares

NORDIC Group Limited

THANK YOU