NORDIC Group Limited

ANNUAL GENERAL MEETING 2026

Corporate Presentation

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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$236.9M

Revenue Growth Since Listing (CAGR)[2]

7.9%

Profitability Growth Since Listing (CAGR)[2]

6.4%

Dividend Payout

40.0%

Outstanding Orderbook[3]

S$201.9M

Business Nature

Engineering

1. As of 28 April 2026
2. CAGR = compound annual growth rate. Between FY2010 and FY2025
3. As of 31 December 2025

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

Nordic's Proven Technical Expertise

Supports

Supports

Engineering Solutions Group
(Engineering-led recurring moat)

- Design
- Engineering
- Procurement
- Construction
- Installation
- Testing and Commissioning
- Lifecycle Maintenance

Turnkey end-to-end, project-based solutions

High potential to secure

Engineering Services Group
(Execution-led long-term support)

Customers

Provide specifications

Provides expertise in turnkey maintenance and operational support

NORDIC Group Limited

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 transferrable across industries, including marine offshore, semiconductor, and defence, enabling diversification without straying from core strengths

SEMICONDUCTOR INDUSTRY

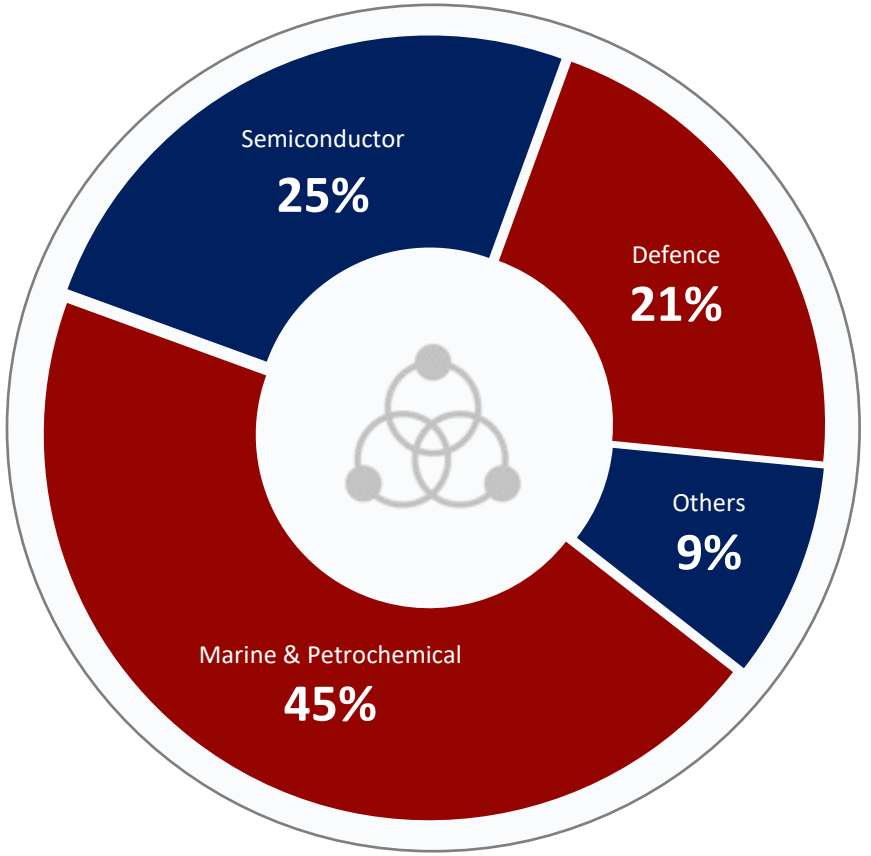
Service Scope:

- 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 & PETROCHEMICAL INDUSTRY

Service Scope:

- Automation and flow-control systems for vessels and oil & gas platforms
- Petrochemical and environmental engineering services for petrochemical plants



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:

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

Financial Performance

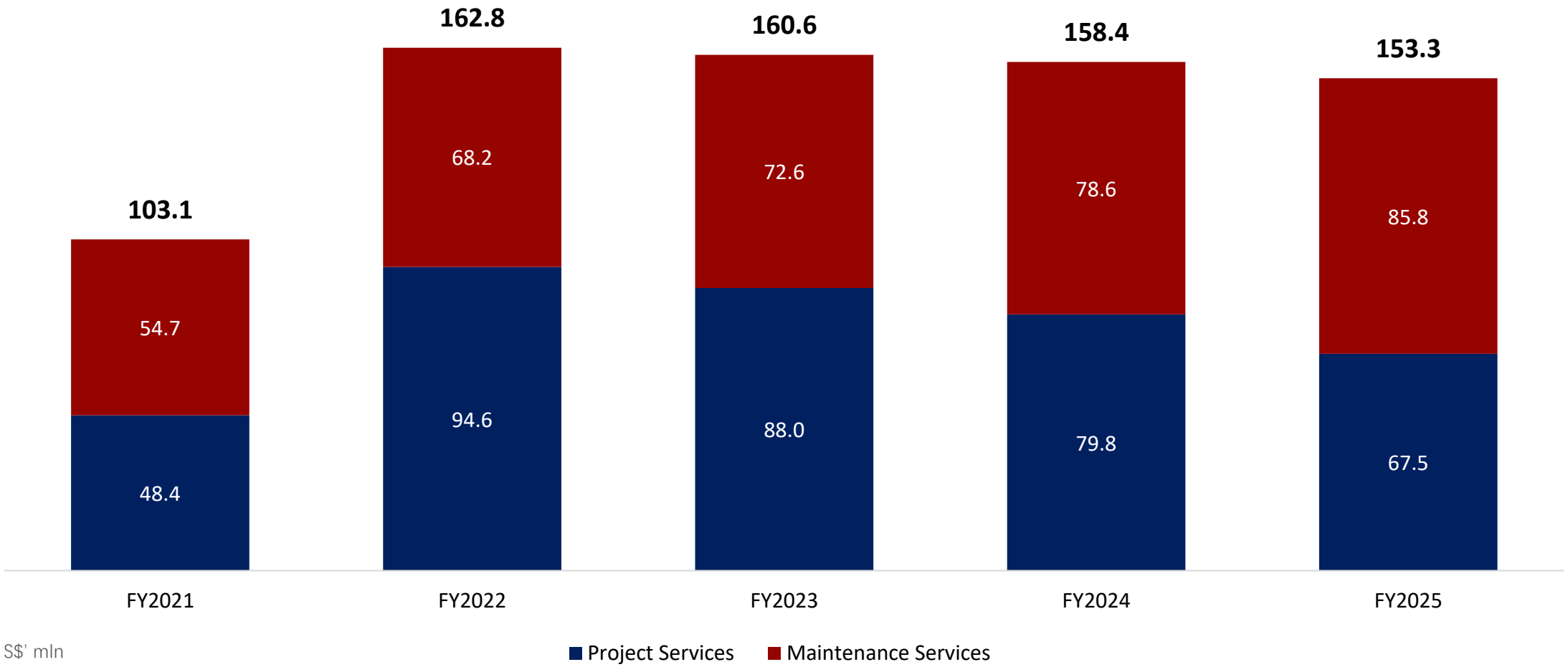


Financial Performance Overview

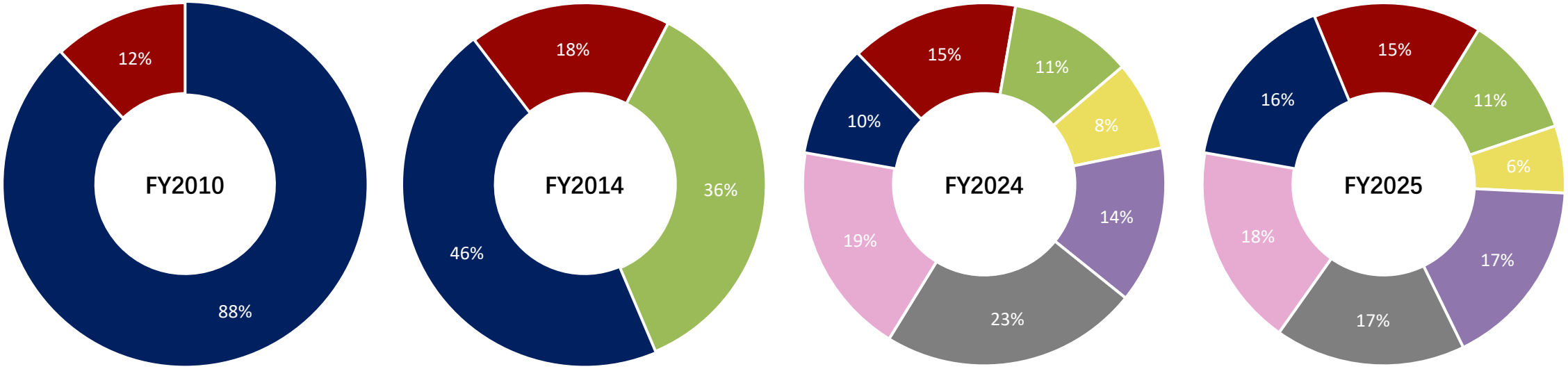
S$ million	2H2025	2H2024	Change (%)	FY2025	FY2024	Change (%)
Revenue	68.4	82.2	(17)	153.3	158.4	(3)
Gross Profit Margin	*31.1%*	*23.2%*	*7.9 ppts*	*26.4%*	*23.2%*	*3.2 ppts*
Operating Profits	13.0	10.3	26	24.7	20.9	18
Operating Margin	*19.0%*	*12.5%*	*6.5 ppts*	*16.1%*	*13.2%*	*2.9 ppts*
Net Profit	10.7	9.0	20	19.0	17.5	9
Net Profit Margin	*15.7%*	*10.9%*	*4.8 ppts*	*12.4%*	*11.1%*	*1.3 ppts*
EPS	2.7 cents	2.3 cents	17	4.8 cents	4.4 cents	9
NAV Per Share				35.5 cents	32.5 cents	9.2
Orderbook				201.9		

Revenue Contribution by Business Segment

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



Revenue Contribution by Services



- System Integration/ MRO & Trading
- Precision Engineering
- Scaffolding Services
- Insulation Services
- Petrochemical and Environmental Services
- Cleanroom, Air & Water Services
- Structural Engineering and Construction Services

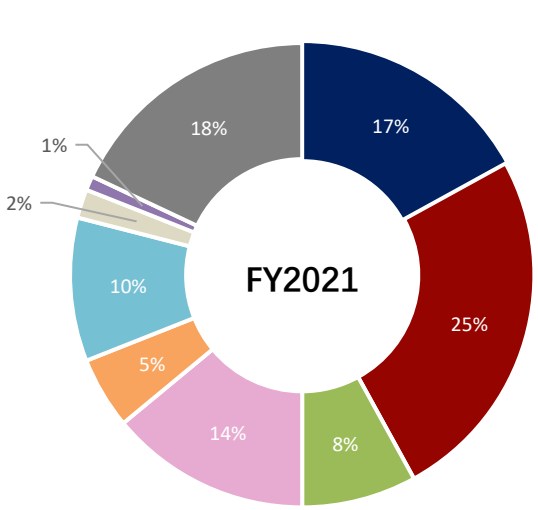
The acquisitions of:

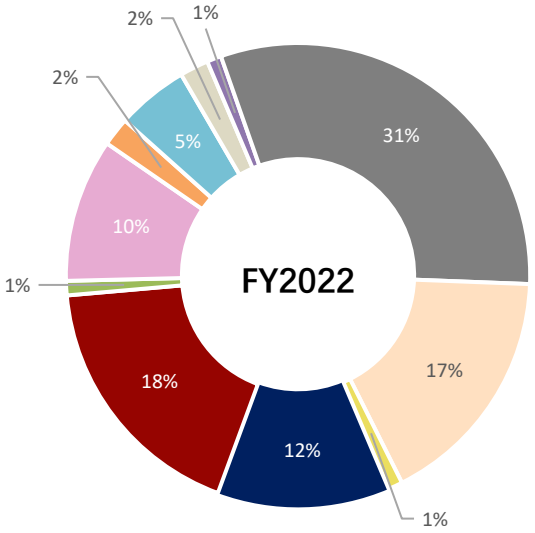
- Multiheight (2011)
- Austin Energy (2015)
- Ensure Engineering (2017)
- Envipure (2019)
- Starburst and Eratech (2022)
- Avon (2023)

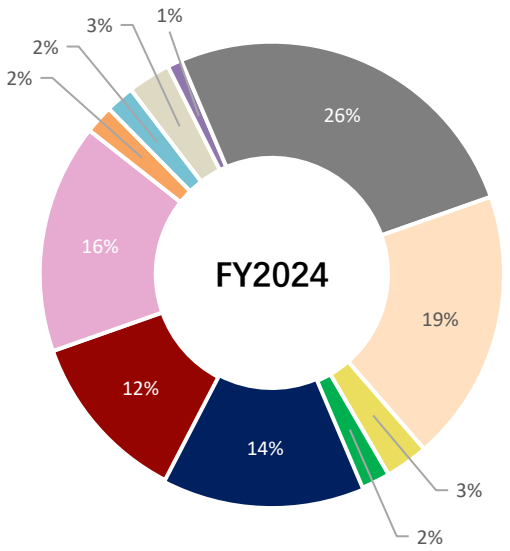
have effectively reduced industry-specific risk, further diversified the Group's revenue stream and supported the Group's consistent revenue growth.

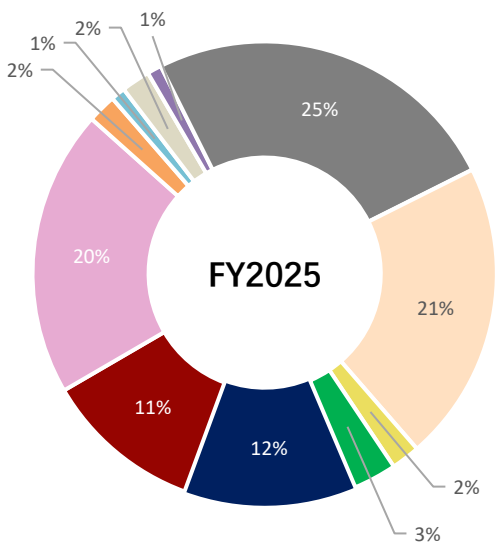
Note: Above includes inter-segment eliminations

Revenue Contribution by Industry









- Marine/ Upstream
- Marine/ Downstream
- Electronics Manufacturing System
- Onshore/ Infrastructure
- Analytical Instrumentation
- Medical Equipment/ Industrial/ Manufacturing
- Pharmaceutical
- Aerospace
- Semiconductor
- Law Enforcement, Security Agencies, Civil Authorities
- Optical Imaging
- Green Energy

The acquisitions of:

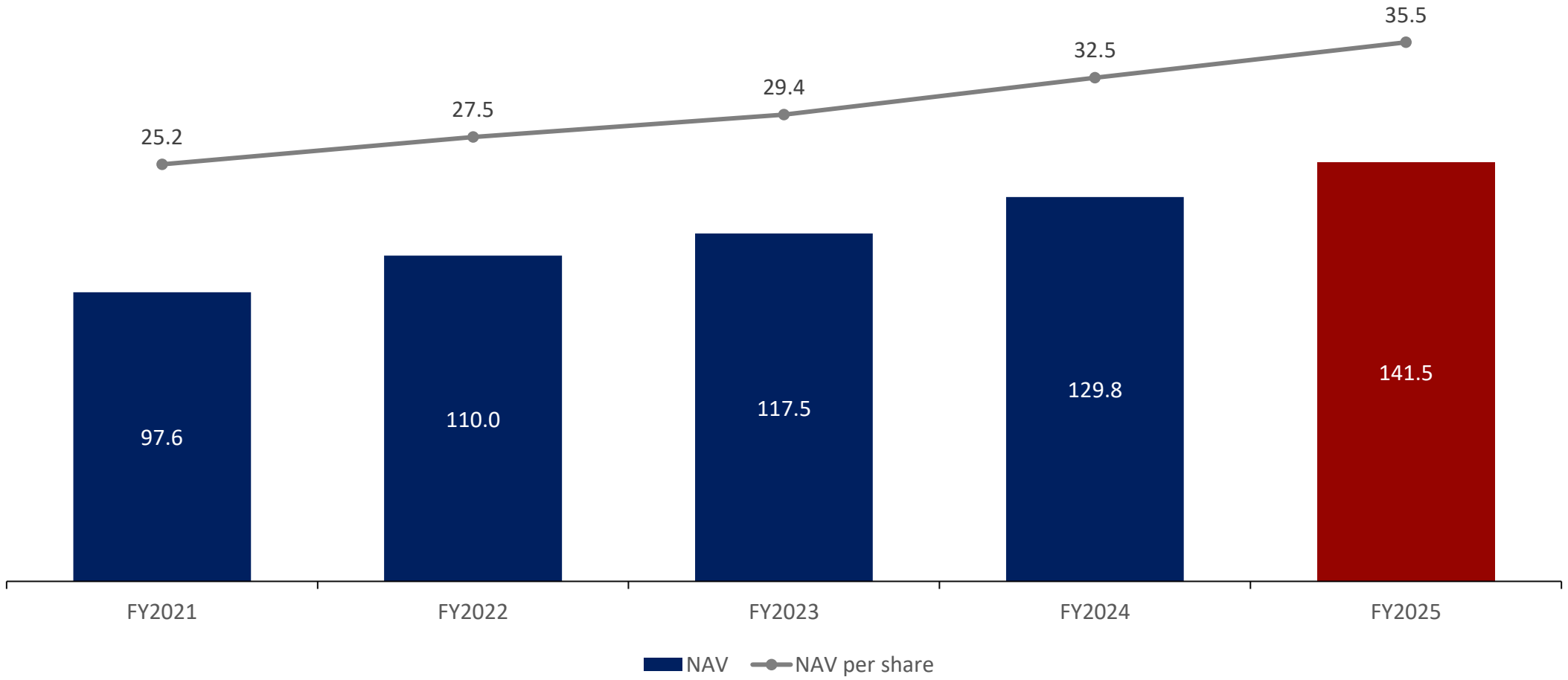
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Reclassification of 4% was done from EMS to Semiconductor in 12M2022 for Precision Engineering division

Net Asset Value Trend

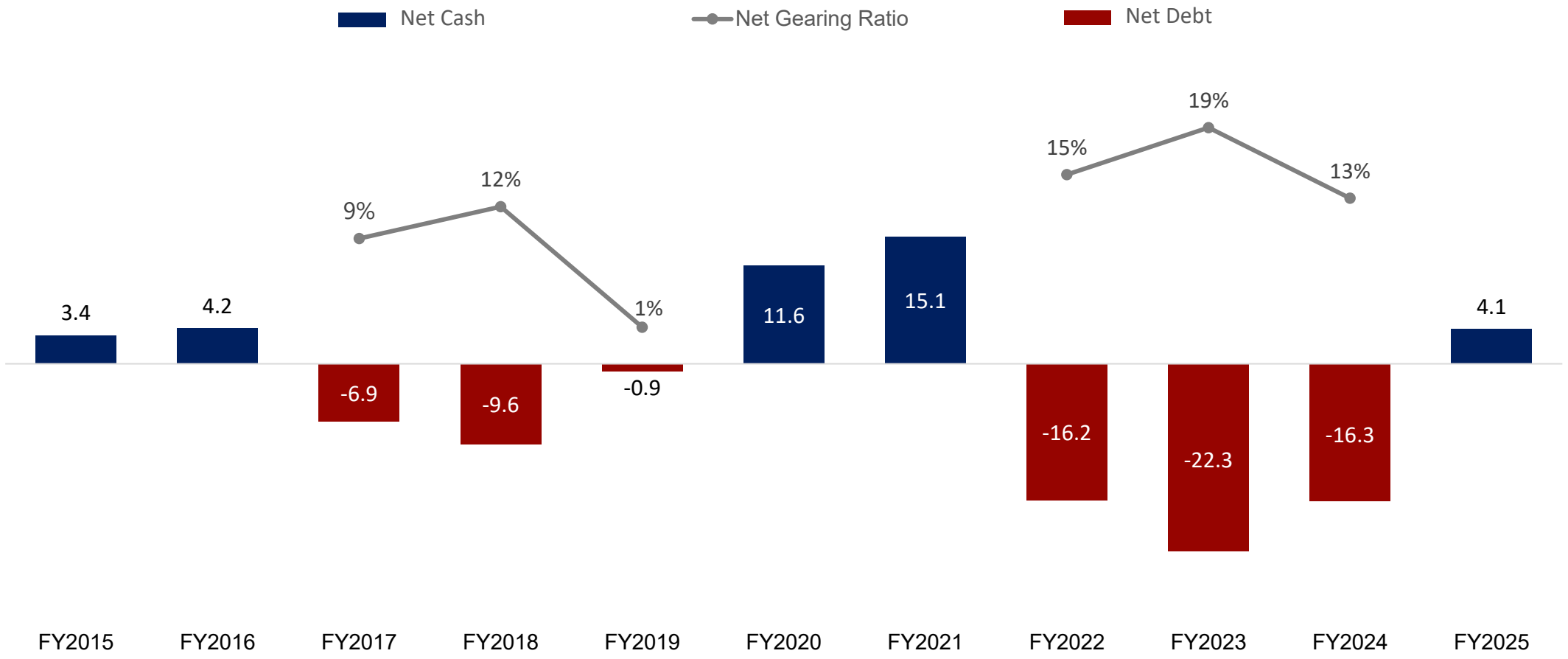
Net asset value continued to grow on resilience earnings growth and dedicated debt repayment



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

Net Gearing Ratio Trend

Returned to a net cash position in FY2025, 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

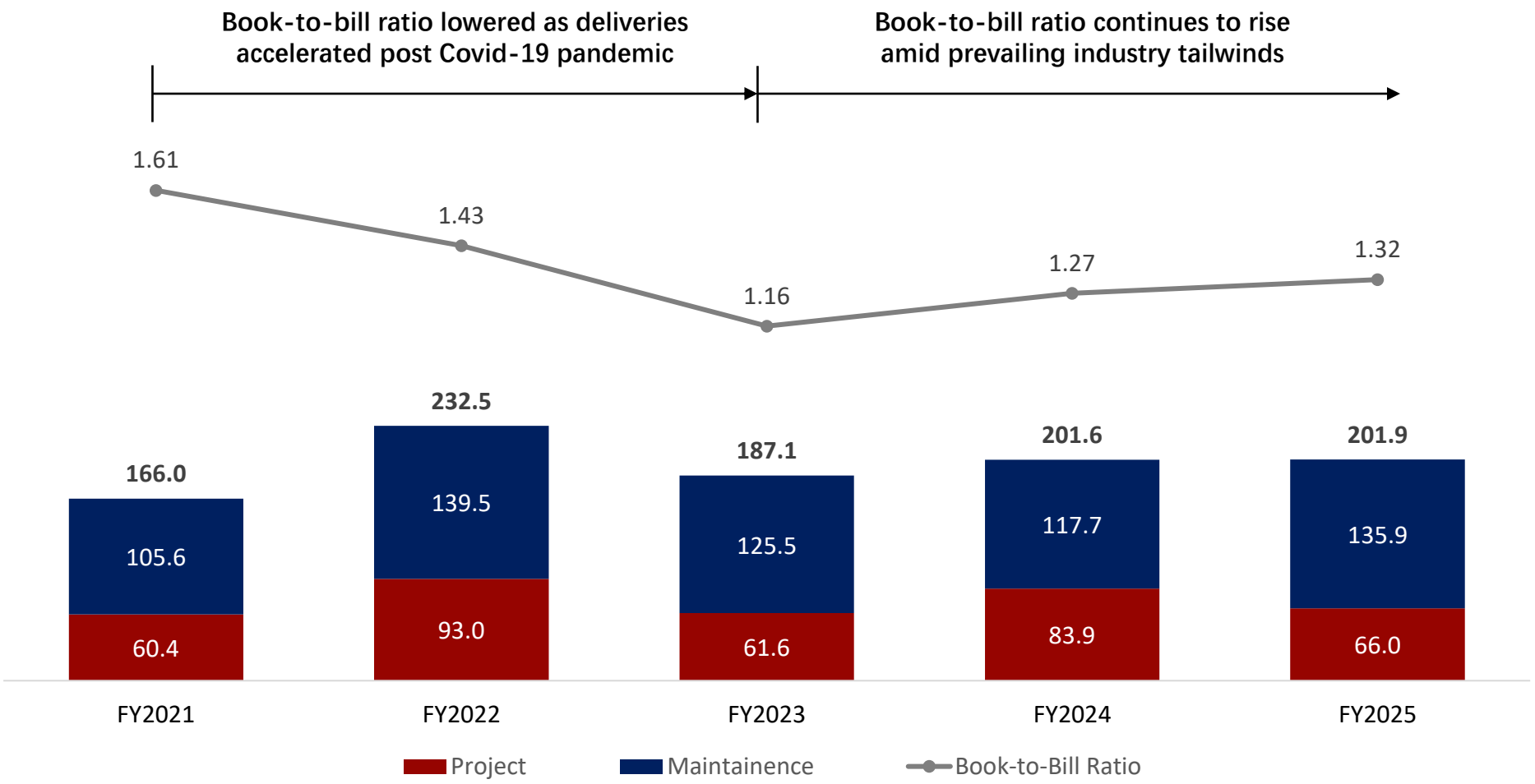
* Figures above may not add up due to rounding errors

Operational Performance



Order Book

Order book strengthened to S$201.9 million, supported by a notable increase in maintenance contracts that provide a stable recurring income base; Book-to-bill ratio expanded to 1.32x, supporting future revenue growth and enhancing visibility.



Contract Wins

Strong contract wins across core addressable industries, serving as a key indicator of long-term revenue growth.

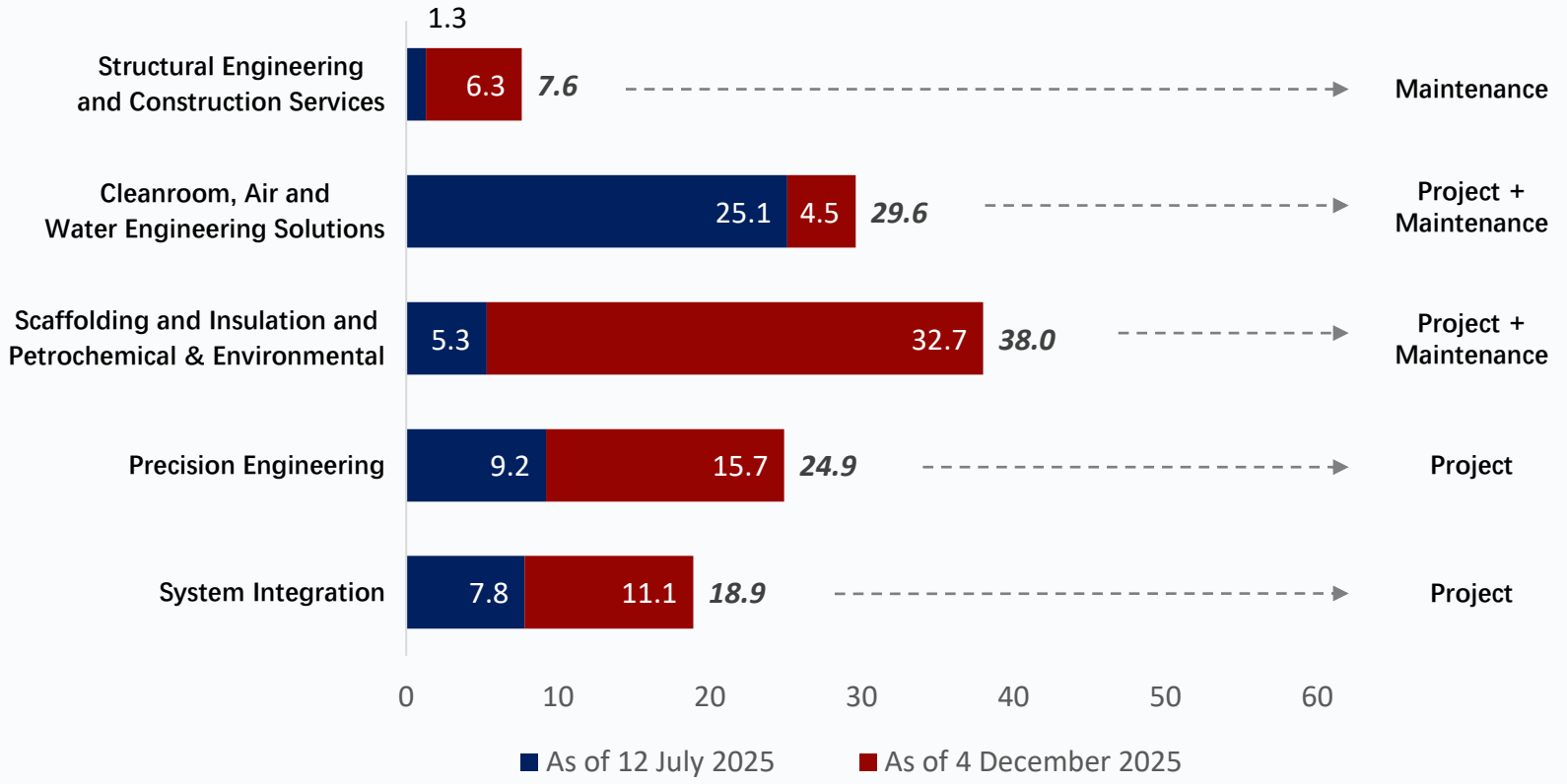
Contract Wins | **Breakdown**



Contract Wins

S$119.0M

As of 31 December 2025



Sales Pipeline (Engineering Solutions - Marine)

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

S$55M
Sales Pipeline

227
Vessels

2026 - 2028
Delivery Timeframe

Vessels Breakdown



FPSO

7 vessels



Bulk Carriers

23 vessels



Containerships

122 vessels



Tankers

23 vessels



PCTC

1 vessels



Others

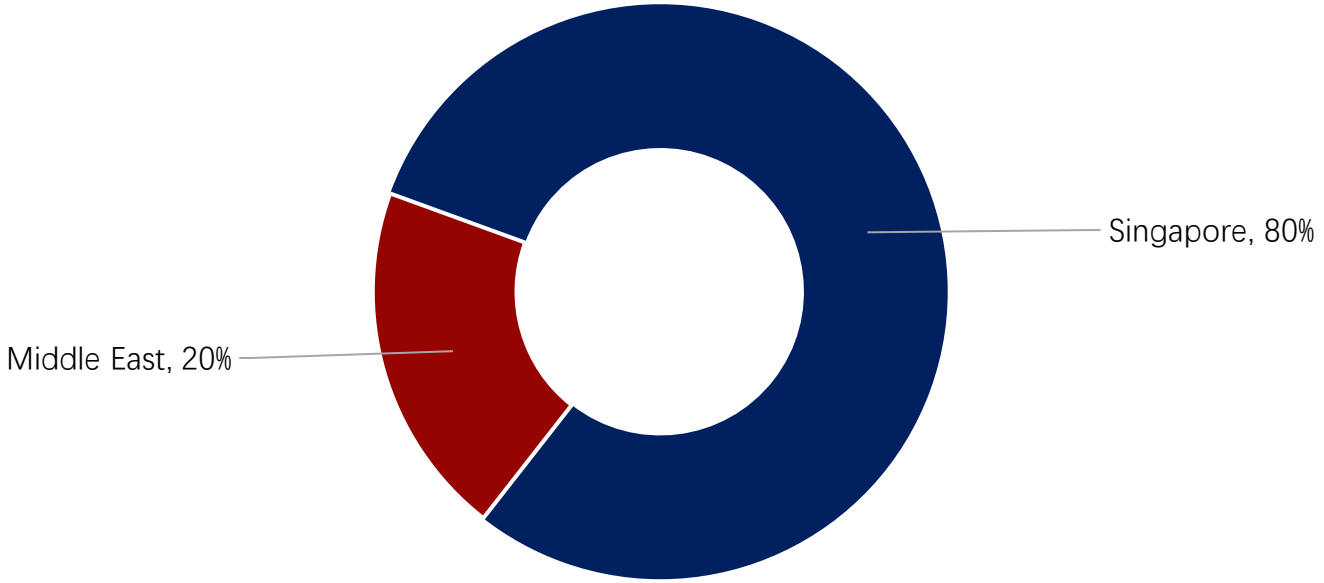
51 vessels

Sales Pipeline (Engineering Solutions - Defence)

S$130M
Sales Pipeline

2026 - 2028
Award Period

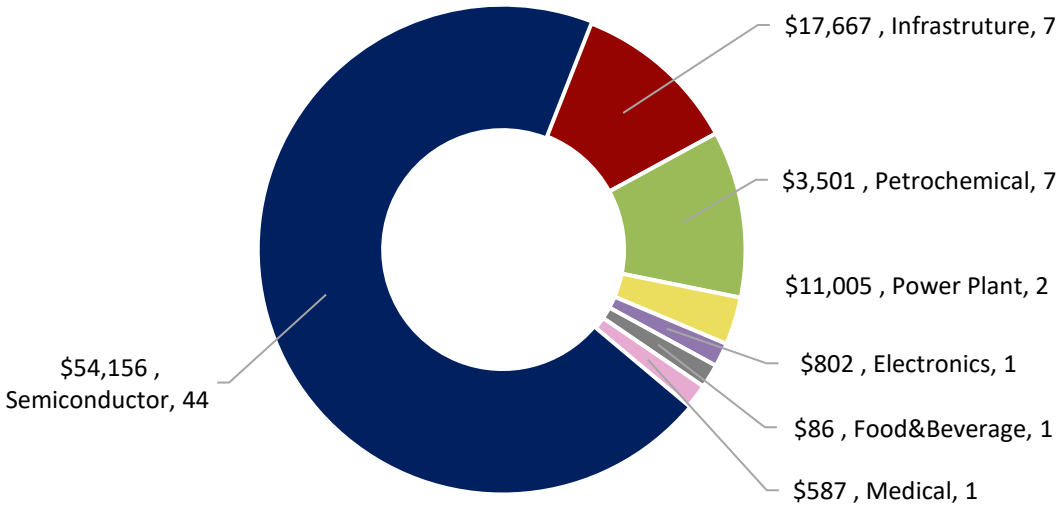
Geographical Breakdown



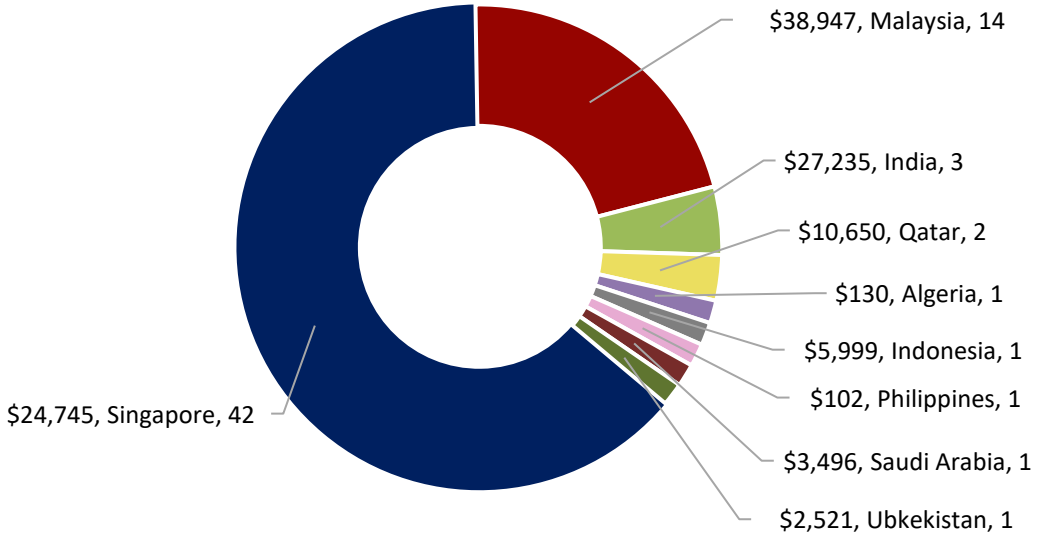
Sales Pipeline (Engineering Solutions - Semiconductor)

Total Opportunities Following Up (Mid & High Success)	**$26,205**
Total Quotations Following Up	**$87,803**

No. of Project Tenders by Sector



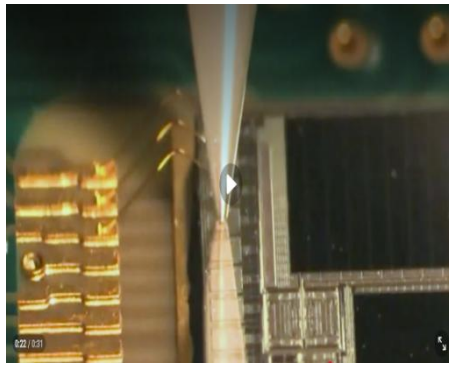
No. of Project Tenders by Country



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

Sales Pipeline (Engineering Solutions - Semiconductor)

Avitools Suzhou



2 US Semi-con Co.

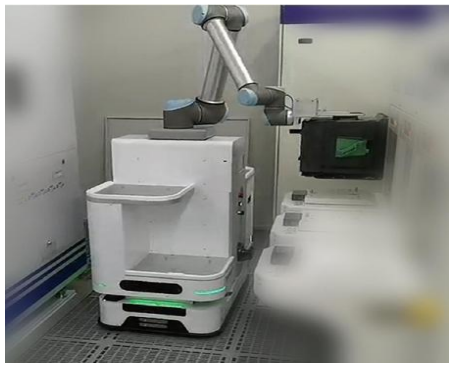
Potential recurring order of S$5M



China O&G Co.

Potential recurring order of S$1M

Eratech



US Automation Co.

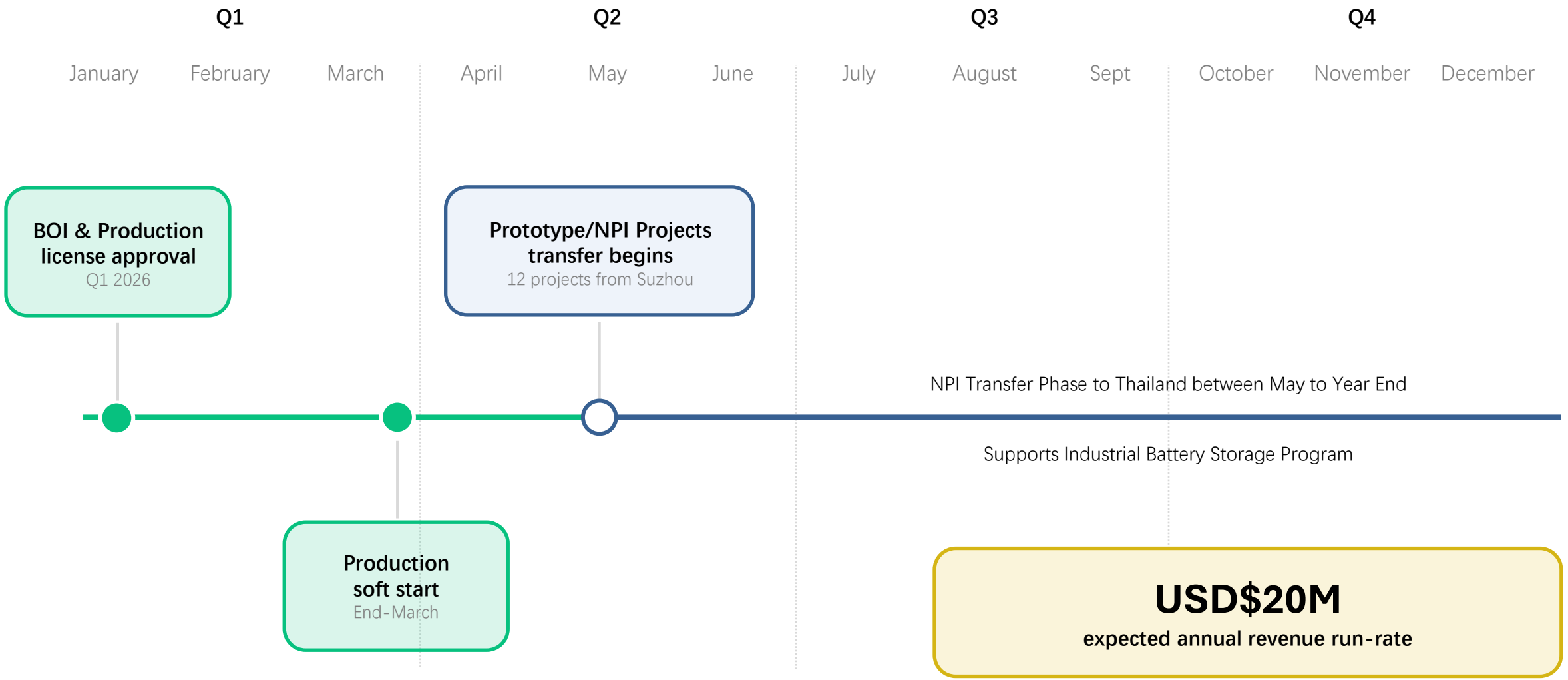
- Master Supplier Agreement signed
- Delivery lead time: <1 week
- **Sales pipeline: ~US$1.5M**



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	12	2 / 5 / 2 / 3
Program Ramp Window	Components in Scope	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)

Prototype	Small Batch	Mass
3	7	2

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 Services)

Strong maintenance services sales pipeline, driving revenue visibility.

S$30M
Sales Pipeline

2026 - 2027
Completion Timeframe

Sectors Breakdown



Oil & Gas Sector

S$ 8.6M



Pharmaceutical Sector

S$1.6M



Marine Sector

S$2.4M

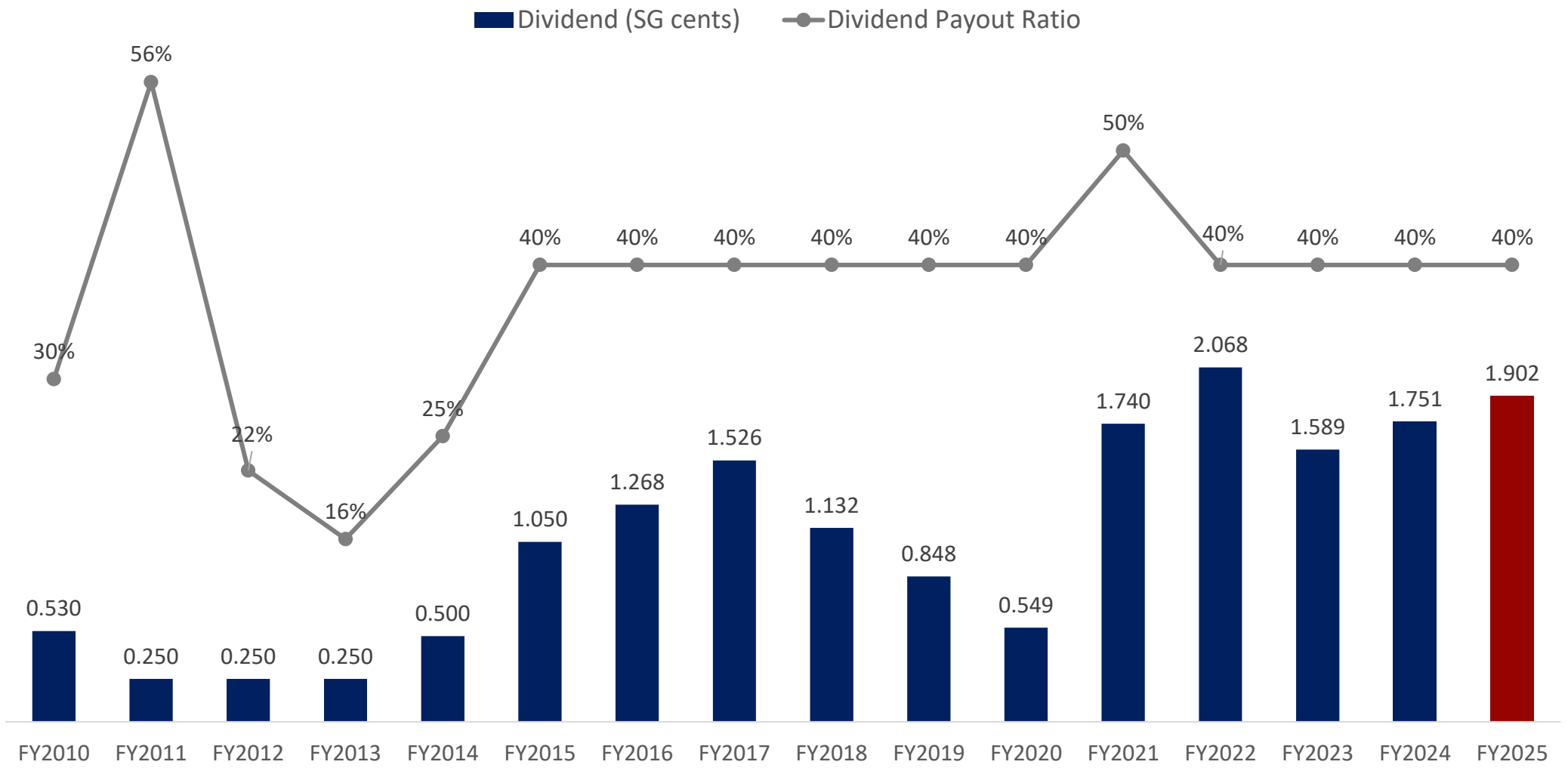


Energy & Infrastructure Sector

S$17.4M

Committed to Shareholder Return

FY2025 dividend rose 9% yoy, in tandem with improved profitability, translating to a dividend yield of 4%.



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%**

4 April 2026:

Director / Executive Officer	No. of shares held	% shareholdings*
Chang Yeh Hong	218,545,025	54.89%
Eric Lin Choon Hin	44,050,000	11.06%
Dorcas Teo Ling Ling	32,419,500	8.14%
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**	**75.73%**

* Calculated based on 398,149,400 ordinary shares

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
Volume Weighted Average Price		$0.358	

** - 400 million shares

NORDIC Group Limited

THANK YOU