

## News Release

### ST Engineering Delivers Robust 1H2025 Financial Performance

<b>FINANCIAL HIGHLIGHTS</b> <b>For the first half-year ended</b> <b>30 June 2025</b>			
	<b>2025 1H</b>	<b>2024 1H</b>	<b>Change</b>
Revenue (\$m)	5,916	5,520	7.2%
Earnings before interest, tax, depreciation and amortisation (EBITDA) (\$m)	871.3	786.1	10.8%
Earnings before interest and tax (EBIT) (\$m)	602.2	522.9	15.2%
Finance costs, net (\$m)	(101.8)	(106.5)	(4.4%)
Profit before tax (PBT) (\$m)	500.4	416.5	20.2%
Profit attributable to shareholders (Net Profit) (\$m)	402.8	336.5	19.7%
Earnings per share (cents)	12.93	10.80	19.7%

- Strong Order Book of \$31.2b as at end June 2025, of which about \$5.0b is expected to be delivered in the remaining months of 2025
- 1H2025 Commercial sales and defence sales<sup>1</sup> constituted \$4.1b and \$1.8b respectively
- Cash and cash equivalents as at end June 2025 of \$354m

*N.B.: All currencies are in Singapore dollars*

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**Singapore, 14 August 2025** - Singapore Technologies Engineering Ltd (ST Engineering) today reported its first half-year financial results ended 30 June 2025 (1H2025).

The Group delivered a strong revenue of \$5.92b in the first half of 2025, rising 7% year-on-year (y-o-y) from \$5.52b, driven by growth across all three business segments. Group EBITDA was \$871m, up 11% y-o-y from \$786m. Group EBIT increased 15% y-o-y to \$602m from \$523m, and Group Profit before tax (PBT) grew 20% y-o-y to \$500m from \$416m. Group Profit attributable to shareholders (Net Profit) rose 20% to \$403m from \$337m a year ago. Group revenue would have grown 8% if not for the forex translation impact of a weaker USD against SGD, while the forex translation impact on Net Profit was negligible.

Overall tariff impact on the Group's first half results was immaterial after mitigation measures were implemented. In its Commercial Aerospace segment, \$34m revenue, over 2.5 months in the second quarter, was deferred to the second half of 2025. This was lower than the previously anticipated revenue deferral impact of up to \$40m per month.

#### **Business Segments: 1H2025 Revenue and EBIT**

**Commercial Aerospace (CA):** Revenue grew 5% y-o-y to \$2.35b from \$2.23b driven by higher revenues from Engine MRO and Nacelles, partially offset by lower PTF revenue. EBIT was \$223m, up 18% y-o-y from \$190m, contributed by higher revenue, better margin mix and cost savings.

**Defence & Public Security (DPS):** Revenue grew 12% y-o-y to \$2.65b from \$2.37b, contributed by all its sub-segments. EBIT increased 13% y-o-y to \$367m from \$324m as a result of higher revenue and cost savings.

**Urban Solutions & Satcom (USS):** Revenue was flat y-o-y at \$921m as higher revenue from Urban Solutions sub-segment was offset by lower contribution from Satcom sub-segment. The segment posted an EBIT of \$12m, up from \$9m a year ago, helped by margin mix and cost savings.

*“We delivered a robust set of results in first-half 2025. In executing our growth strategy, we continue to be agile in navigating the evolving global landscape.*

*Our recent divestments are in line with our portfolio rationalisation strategy to exit non-core business and recycle capital. We remain steadfast in strengthening our core businesses. Our strong order book continues to provide revenue visibility for the Group.”*

*Vincent Chong, Group President & CEO*

### **New Contract Wins and Order Book**

The Group secured \$9.1b of new contracts for 1H2025, including \$4.4b announced for 1Q2025. In 2Q2025, the Group won \$4.7b in new contracts, comprising \$1.5b for Commercial Aerospace, \$1.5b for Defence & Public Security and \$1.7b for Urban Solutions & Satcom.

With these contract wins, and after revenue delivery, ST Engineering ended 1H2025 with an order book of \$31.2b as at 30 June 2025. The Group expects to deliver about \$5.0b from the order book in the remaining months of 2025.

### **Interim Dividend**

The Board of Directors has approved a 2Q2025 interim dividend of 4.0 cents per ordinary share. Shareholders will receive the payment on 5 September 2025.

### **Notes**

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<sup>1</sup> Refers to Group revenue by products and services type.

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**ST Engineering** is a global technology, defence and engineering group with a diverse portfolio of businesses across the aerospace, smart city, defence and public security segments. The Group harnesses technology and innovation to solve real-world problems, enabling a more secure and sustainable world. Headquartered in Singapore, it has operations spanning Asia, Europe, the Middle East and the U.S., serving customers in more than 100 countries. ST Engineering reported revenue of over \$11b in FY2024 and ranks among the largest companies listed on the Singapore Exchange. It is a component stock of MSCI Singapore, FTSE Straits Times Index and Dow Jones Best-in-Class Asia Pacific Index.

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**CONDENSED INTERIM FINANCIAL STATEMENTS FOR THE FIRST HALF-YEAR  
ENDED 30 JUNE 2025**

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**SINGAPORE TECHNOLOGIES ENGINEERING LTD**  
**UNAUDITED RESULTS FOR THE FIRST HALF-YEAR ENDED 30 JUNE 2025**

1 **CONSOLIDATED INCOME STATEMENT FOR THE FIRST HALF-YEAR ENDED 30 JUNE 2025**

	<b>GROUP</b>		
	<b>1H2025</b>	<b>1H2024</b>	<b>+ / (-)</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>%</b>
<b>Revenue</b>	<b>5,915,954</b>	<b>5,520,394</b>	<b>7.2</b>
Cost of sales	(4,790,487)	(4,467,499)	7.2
<b>Gross profit</b>	<b>1,125,467</b>	<b>1,052,895</b>	<b>6.9</b>
Distribution and selling expenses (refer to para 1.6)	(93,738)	(104,584)	(10.4)
Administrative expenses (refer to para 1.7)	(422,508)	(385,900)	9.5
Other operating expenses (refer to para 1.8)	(93,336)	(86,238)	8.2
Other income, net (refer to para 1.9)	46,986	8,382	460.6
<b>Profit from operations</b>	<b>562,871</b>	<b>484,555</b>	<b>16.2</b>
Non-operating expenses, net	-	(59)	NM
Share of results of associates and joint ventures, net of tax (refer to para 1.10)	39,348	38,426	2.4
<b>Earnings before interest and tax (refer to para 1.1)</b>	<b>602,219</b>	<b>522,922</b>	<b>15.2</b>
Finance income	17,240	26,297	(34.4)
Finance costs	(119,047)	(132,748)	(10.3)
Finance costs, net (refer to para 1.2)	(101,807)	(106,451)	(4.4)
<b>Profit before taxation</b>	<b>500,412</b>	<b>416,471</b>	<b>20.2</b>
Taxation	(86,246)	(68,273)	26.3
<b>Profit after taxation</b>	<b>414,166</b>	<b>348,198</b>	<b>18.9</b>
Attributable to:			
<b>Shareholders of the Company</b>	<b>402,829</b>	<b>336,528</b>	<b>19.7</b>
Non-controlling interests	11,337	11,670	(2.9)
	<b>414,166</b>	<b>348,198</b>	<b>18.9</b>
<b>EBITDA</b>	<b>871,329</b>	<b>786,145</b>	<b>10.8</b>

NM: Not Meaningful

Note:

Amounts may not add to totals shown due to rounding

1(a) **BREAKDOWN AND EXPLANATORY NOTES TO CONSOLIDATED INCOME STATEMENT**

**General**

The Company is a public limited company domiciled and incorporated in Singapore. The address of the Company's registered office and principal place of business is 1 Ang Mo Kio Electronics Park Road #07-01, ST Engineering Hub, Singapore 567710.

The Company's immediate and ultimate holding company is Temasek Holdings (Private) Limited, a company incorporated in Singapore.

The consolidated financial statements as at and for the six months ended 30 June 2025 comprise the Company and its subsidiaries (collectively, the Group).

**Basis of preparation**

The condensed interim financial statements have been prepared in accordance with Singapore Financial Reporting Standards (International) (SFRS(I)) 1-34 *Interim Financial Reporting* issued by the Accounting Standards Council Singapore.

The condensed interim 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 annual financial statements for the year ended 31 December 2024.

The Group has applied the same accounting policies and methods of computation in the preparation of the financial statements for the current reporting period and are consistent with those used in the previous financial year. The adoption of the new and revised SFRS(I) and related interpretations that are mandatory for financial year beginning on or after 1 January 2025 has no significant impact on the financial statements of the Group or the Company.

The financial statements are presented in Singapore dollars (SGD) which is the Company's functional currency.

**Use of judgements and estimates**

In preparing the condensed interim financial statements, management has made judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, income and expense. Actual results may differ from these 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 consolidated financial statements as at and for the 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.

1(a) **BREAKDOWN AND EXPLANATORY NOTES TO CONSOLIDATED INCOME STATEMENT** (cont'd)

		GROUP		
		1H2025	1H2024	+ / (-)
		\$'000	\$'000	%
1.1	Earnings before interest and tax is arrived at after charging the following:			
	Depreciation and amortisation	269,110	263,223	2.2
	The higher depreciation and amortisation expenses in 1H2025 was attributed to Commercial Aerospace and Defence & Public Security segments, partially offset by Urban Solutions & Satcom segment.			
	Impairment loss/ (reversal of impairment loss) on trade receivables and contract assets	810	(378)	NM
	Allowance for inventory obsolescence, net	21,340	15,344	39.1
	The higher allowance for inventory obsolescence in 1H2025 was attributed mainly to Commercial Aerospace segment.			
1.2	Finance costs, net comprises:			
	Interest income	6,465	6,537	(1.1)
	Foreign exchange (loss)/ gain, net	(20,678)	16,819	NM
	Fair value changes of financial instruments/ hedged items	10,409	(14,327)	NM
	Interest expenses	(98,003)	(115,480)	(15.1)
		<u>(101,807)</u>	<u>(106,451)</u>	(4.4)
1.3	Profit after taxation as a percentage of revenue	7.0%	6.3%	
1.4	Profit attributable to shareholders as a percentage of share capital and reserves at end of the period	14.8%	13.1%	
1.5	The Group's tax charge in 1H2025 included adjustments for overprovision of current tax of \$1.2 million and deferred tax of \$2.4 million in respect of prior years. (1H2024: Adjustments for underprovision of current tax of \$4.7 million and overprovision of deferred tax of \$5.3 million in respect of prior years.)			
1.6	The lower distribution and selling expenses in 1H2025 (by \$10.8 million) was attributed to absence of biennial Singapore Airshow expenses and lower business development expenses.			
1.7	The higher administrative expenses in 1H2025 (by \$36.6 million) was mainly attributed to higher staff related expenses and professional fees.			
1.8	The higher other operating expenses in 1H2025 (by \$7.1 million) was mainly attributed to higher research and development expenses.			
1.9	The higher other income, net in 1H2025 (by \$38.6 million) was attributed mainly to absence of fair value loss from corporate venture investments, compensation received for lease termination by lessor, and late payment interest received.			
1.10	The share of results of associates and joint ventures, net of tax, increased (by \$0.9 million) attributed to improved performance from associates and joint ventures in Commercial Aerospace segment, offset by absence of contribution from Experia Events Pte. Ltd., the organiser of Singapore Airshow.			

Note: Defence & Public Security includes "Others"



1(b) **RELATED PARTY TRANSACTIONS**

	<b>Group</b>	
	<b>1H2025</b>	<b>1H2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Associates of the Group</b>		
Sales and services rendered	6,648	4,025
Purchases and services received	58,381	50,299
Dividend income	28,394	20,216
<b>Joint ventures of the Group</b>		
Sales and services rendered	52,077	144,499
Purchases and services received	4,839	5,959
Dividend income	2,362	2,826
<b>Other related parties *</b>		
Sales and services rendered	25,693	29,010
Purchases and services received	20,177	23,082
Rental expense	3,606	3,214

\* Other related parties refer to subsidiaries, associates and joint ventures of the immediate holding company.

1(c) **EARNINGS PER ORDINARY SHARE (EPS)**

	<b>GROUP</b>		
	<b>1H2025</b>	<b>1H2024</b>	<b>FY2024</b>
EPS based on profit attributable to shareholders:	Cents	Cents	Cents
(i) Based on weighted average number of ordinary shares on issue	12.93	10.80	22.53
(ii) On a fully diluted basis	12.82	10.71	22.35

2 **CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE FIRST HALF-YEAR ENDED 30 JUNE 2025**

The Statement of Comprehensive Income included as part of the results announcement is in compliance with the SFRS(I).

	<b>GROUP</b>		
	<b>1H2025</b>	<b>1H2024</b>	<b>+ / (-)</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>%</b>
Profit after taxation	414,166	348,198	18.9
<b>Other comprehensive income</b>			
<b><i>Items that will not be reclassified subsequently to profit or loss:</i></b>			
Defined benefit plan remeasurements	-	(329)	NM
<b><i>Items that are or may be reclassified subsequently to profit or loss:</i></b>			
Net fair value changes of cash flow hedges reclassified to income statement	2,232	(9,452)	NM
Effective portion of changes in fair value of cash flow hedges	44,248	(18,434)	NM
Share of net fair value changes of cash flow hedges of joint ventures	(6,599)	5,067	NM
Foreign currency translation differences	(55,410)	22,647	NM
Share of foreign currency translation differences of associates and joint ventures	(29,504)	10,535	NM
Reserves released on disposal of subsidiaries	-	2,353	NM
	(45,033)	12,716	NM
Other comprehensive income for the period, net of tax	(45,033)	12,387	NM
<b>Total comprehensive income for the period, net of tax</b>	<b>369,133</b>	<b>360,585</b>	<b>2.4</b>
<b>Total comprehensive income attributable to:</b>			
Shareholders of the Company	323,748	356,034	(9.1)
Non-controlling interests	45,385	4,551	>500
	<b>369,133</b>	<b>360,585</b>	<b>2.4</b>

### 3 **STATEMENT OF FINANCIAL POSITION**

	<b>GROUP</b>		<b>COMPANY</b>	
	<b>30-Jun-25</b>	<b>31-Dec-24</b>	<b>30-Jun-25</b>	<b>31-Dec-24</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>ASSETS</b>				
<b>Non-current assets</b>				
Property, plant and equipment	2,144,309	2,114,590	308	366
Right-of-use assets	706,565	605,254	111	134
Subsidiaries	-	-	1,946,976	1,958,153
Associates and joint ventures	596,195	621,455	-	-
Investments	62,194	63,006	-	-
Intangible assets	4,514,124	4,989,775	-	-
Long-term trade receivables	33,378	36,510	-	-
Deferred tax assets	266,837	264,484	-	-
Amounts due from related parties	38,658	49,015	-	-
Advances and other receivables	132,450	144,126	-	-
Derivative financial instruments	37,690	9,433	-	-
	<b>8,532,400</b>	<b>8,897,648</b>	<b>1,947,395</b>	<b>1,958,653</b>
<b>Current assets</b>				
Inventories	2,001,011	2,061,236	-	-
Contract assets	2,635,341	2,567,423	-	-
Trade receivables	1,285,319	1,461,259	-	-
Amounts due from related parties	83,889	77,860	54,870	34,256
Advances and other receivables	654,332	714,672	252	239
Derivative financial instruments	51,048	10,559	-	-
Bank balances and other liquid funds	354,014	430,642	9,622	35,484
	<b>7,064,954</b>	<b>7,323,651</b>	<b>64,744</b>	<b>69,979</b>
Assets held for sale	314,754	-	-	-
	<b>7,379,708</b>	<b>7,323,651</b>	<b>64,744</b>	<b>69,979</b>
<b>TOTAL ASSETS</b>	<b>15,912,108</b>	<b>16,221,299</b>	<b>2,012,139</b>	<b>2,028,632</b>
<b>EQUITY AND LIABILITIES</b>				
<b>Current liabilities</b>				
Contract liabilities	1,170,797	1,193,627	-	-
Deposits from customers	20,093	21,348	-	-
Trade payables and accruals	3,326,897	3,485,697	7,945	7,210
Amounts due to related parties	40,723	51,619	820	36,199
Provisions	321,701	339,066	-	-
Provision for taxation	199,322	148,777	132	188
Borrowings	2,308,838	2,945,104	47	48
Deferred income	8,934	9,363	-	-
Post-employment benefits	3,278	3,112	-	-
Derivative financial instruments	17,617	40,884	-	-
	<b>7,418,200</b>	<b>8,238,597</b>	<b>8,944</b>	<b>43,645</b>
Liabilities directly associated with the assets held for sale	68,037	-	-	-
	<b>7,486,237</b>	<b>8,238,597</b>	<b>8,944</b>	<b>43,645</b>
<b>NET CURRENT (LIABILITIES)/ ASSETS</b>	<b>(106,529)</b>	<b>(914,946)</b>	<b>55,800</b>	<b>26,334</b>

### 3 **STATEMENT OF FINANCIAL POSITION** (cont'd)

	<b>GROUP</b>		<b>COMPANY</b>	
	<b>30-Jun-25</b>	<b>31-Dec-24</b>	<b>30-Jun-25</b>	<b>31-Dec-24</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Non-current liabilities</b>				
Contract liabilities	1,684,828	1,599,390	-	-
Trade payables and accruals	98,417	100,484	-	-
Provisions	39,108	39,921	-	-
Deferred tax liabilities	139,573	185,506	-	-
Borrowings	3,207,448	2,876,432	47	44
Deferred income	16,530	18,424	-	-
Post-employment benefits	195,822	190,893	-	-
Derivative financial instruments	2,872	20,805	-	-
	<b>5,384,598</b>	<b>5,031,855</b>	<b>47</b>	<b>44</b>
<b>TOTAL LIABILITIES</b>	<b>12,870,835</b>	<b>13,270,452</b>	<b>8,991</b>	<b>43,689</b>
<b>NET ASSETS</b>	<b>3,041,273</b>	<b>2,950,847</b>	<b>2,003,148</b>	<b>1,984,943</b>
<b>Share capital and reserves</b>				
Share capital	895,926	895,926	895,926	895,926
Treasury shares	(7,321)	(32,806)	(7,321)	(32,806)
Capital reserves	75,861	88,733	(40,239)	(27,342)
Other reserves	(149,252)	(60,851)	68,568	83,403
Retained earnings	1,899,411	1,779,371	1,086,214	1,065,762
<b>Equity attributable to owners of the Company</b>	<b>2,714,625</b>	<b>2,670,373</b>	<b>2,003,148</b>	<b>1,984,943</b>
Non-controlling interests	326,648	280,474	-	-
	<b>3,041,273</b>	<b>2,950,847</b>	<b>2,003,148</b>	<b>1,984,943</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>15,912,108</b>	<b>16,221,299</b>	<b>2,012,139</b>	<b>2,028,632</b>

### 3(a) **ANALYSIS OF STATEMENT OF FINANCIAL POSITION** (30 June 2025 vs 31 December 2024)

Associates and joint ventures decreased by \$25 million to \$596 million due largely to foreign currency translation impact of a weaker USD against SGD.

Amounts due from related parties (non-current), which decreased by \$10 million to \$39 million, comprised loans to associates and joint ventures maturing after twelve months from the balance sheet date and no credit loss was expected.

Advances and other receivables (non-current), which decreased by \$12 million to \$132 million, and advances and other receivables (current), which decreased by \$60 million to \$654 million, comprised mainly advance payments to suppliers, prepayments, deposits, other receivables and finance lease receivables paid and/ or receivable in the ordinary course of business.

Trade receivables (current) decreased by \$176 million to \$1,285 million due to collections. There was no material change in aging profile or expected credit loss as compared to the prior year.

The Group has entered into an agreement on 24 June 2025 to sell its entire equity interest in its wholly owned subsidiary, ST Engineering LeeBoy, Inc. (LeeBoy). The assets and liabilities of LeeBoy, being a disposal group, were classified as held-for-sale as at 30 June 2025.

3(a) **ANALYSIS OF STATEMENT OF FINANCIAL POSITION** (cont'd)

Borrowings (current) decreased by \$636 million to \$2,309 million due to redemption of medium-term note (MTN) upon maturity, repayment of U.S. commercial papers (USCP) and foreign currency translation impact, partially offset by the reclassification of a US\$500 million tranche of MTN maturing in May 2026 from borrowings (non-current) to borrowings (current). The increase in borrowings (non-current) by \$331 million was due to the issuance of a US\$750 million tranche of MTN maturing in 2030 and higher lease liabilities, partially offset by the reclassification of MTN to borrowings (current) and foreign currency translation impact.

Contract liabilities (non-current) increased by \$85 million to \$1,685 million due mainly to higher advance payments received from customers.

Notwithstanding the Group's net current liabilities position of \$107 million as at 30 June 2025, it has available financial resources to meet its obligations as and when they fall due. To ensure that the Group is not exposed to short-term liquidity risk, its outstanding USCP of \$1.6 billion are backstopped by a committed revolving credit facility (RCF) of \$1.9 billion. The RCF remained undrawn as at 30 June 2025 and was more than enough to refinance all the outstanding USCP, if needed, and to cover the Group's net current liabilities position. The Group has very strong credit ratings (Aaa by Moody's and AA+ by S&P) which provide it ready access to refinancing of existing borrowings or additional borrowings as necessary. The Group's MTN, USCP and committed credit facilities do not have any financial covenants.

3(b) **BORROWINGS**

	<b>GROUP</b>		<b>COMPANY</b>	
	<b>30-Jun-25</b>	<b>31-Dec-24</b>	<b>30-Jun-25</b>	<b>31-Dec-24</b>
	\$'000	\$'000	\$'000	\$'000
<b><u>Amount repayable within one year</u></b>				
Secured	92,248	100,851	47	48
Unsecured	2,216,590	2,844,253	-	-
	<u>2,308,838</u>	<u>2,945,104</u>	<u>47</u>	<u>48</u>
<b><u>Amount repayable after one year</u></b>				
Secured	602,944	489,605	47	44
Unsecured	2,604,504	2,386,827	-	-
	<u>3,207,448</u>	<u>2,876,432</u>	<u>47</u>	<u>44</u>
<b>Total</b>	<u>5,516,286</u>	<u>5,821,536</u>	<u>94</u>	<u>92</u>

### 3(c) **FINANCIAL ASSETS AND LIABILITIES**

Set out below is an overview of the financial assets and financial liabilities of the Group as at 30 June 2025 and 31 December 2024:

	<b>GROUP</b>	
	<b>30-Jun-25</b>	<b>31-Dec-24</b>
	<b>\$'000</b>	<b>\$'000</b>
<b><u>Financial assets</u></b>		
Investments	62,194	63,006
Associates	8,037	8,208
Derivative financial instruments	88,738	19,992
Trade receivables	1,318,697	1,497,769
Amounts due from related parties	122,547	126,875
Advances and other receivables	92,987	98,600
Bank balances and other liquid funds	354,014	430,642
	<u>2,047,214</u>	<u>2,245,092</u>
<b><u>Financial liabilities</u></b>		
Derivative financial instruments	20,489	61,689
Trade payables and accruals	3,425,314	3,586,181
Amounts due to related parties	40,723	51,619
Borrowings	5,516,286	5,821,536
	<u>9,002,812</u>	<u>9,521,025</u>

### 3(d) **FAIR VALUE HIERARCHY**

The Group classifies fair value measurement using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The following table shows the levels of fair value hierarchy and the respective valuation technique used in measuring the fair values, as well as significant unobservable inputs:

	<b>Types of financial instruments</b>	<b>Valuation method</b>
<b>Level 1</b>	FVOCI - Equity investments (quoted)	Determined by reference to their quoted bid prices for these investments as at reporting date.
	FVTPL - Equity investments (quoted)	Determined by reference to their quoted bid prices for these investments as at reporting date.
<b>Level 2</b>	FVOCI - Equity investments (unquoted)	Determined by reference to the most recent purchase price.
	Derivatives - Forward currency contracts - Interest rate swaps - Embedded derivatives	Determined based on broker quotes. Similar contracts are traded in an active market and the quotes reflect the actual transactions in similar instruments.
	FVTPL - Investment in associates	Determined by reference to the most recent purchase price.
<b>Level 3</b>	FVOCI - Equity investment (unquoted)	Determined based on latest funding round.
	FVTPL - Investment in associates	Determined based on valuation performed using adjusted market multiples. Changing one or more of the inputs to reasonable alternative assumptions is not expected to have a material impact on the changes in fair value.

3(d) **FAIR VALUE HIERARCHY** (cont'd)

The following table presented the assets and liabilities measured at fair value:

<b>30-Jun-25 Group</b>	<b>Level 2 \$'000</b>	<b>Level 3 \$'000</b>	<b>Total \$'000</b>
<b>Financial assets measured at fair value</b>			
Investments	11,016	51,178	62,194
Associates	-	8,037	8,037
Derivative financial instruments	88,738	-	88,738
	<u>99,754</u>	<u>59,215</u>	<u>158,969</u>
<b>Financial liabilities measured at fair value</b>			
Derivative financial instruments	20,489	-	20,489
	<u>20,489</u>	<u>-</u>	<u>20,489</u>
<b>31-Dec-24 Group</b>	<b>Level 2 \$'000</b>	<b>Level 3 \$'000</b>	<b>Total \$'000</b>
<b>Financial assets measured at fair value</b>			
Investments	9,145	53,861	63,006
Associates	-	8,208	8,208
Derivative financial instruments	19,992	-	19,992
	<u>29,137</u>	<u>62,069</u>	<u>91,206</u>
<b>Financial liabilities measured at fair value</b>			
Derivative financial instruments	61,689	-	61,689
	<u>61,689</u>	<u>-</u>	<u>61,689</u>

3(e) **NET ASSET VALUE**

	<b>GROUP</b>		
	<b>30-Jun-25</b>	<b>30-Jun-24</b>	<b>31-Dec-24</b>
	Cents	Cents	Cents
Net asset value per ordinary share at end of the period/year	86.97	82.27	85.74

	<b>COMPANY</b>		
	<b>30-Jun-25</b>	<b>30-Jun-24</b>	<b>31-Dec-24</b>
	Cents	Cents	Cents
Net asset value per ordinary share at end of the period/year	64.17	53.02	63.73

**CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE FIRST HALF-YEAR ENDED 30 JUNE 2025**

	<b>GROUP</b>	
	<b>1H2025</b>	<b>1H2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Cash flows from operating activities</b>		
Profit before taxation	500,412	416,471
Adjustments:		
Share of results of associates and joint ventures, net of tax	(39,348)	(38,426)
Share-based payment expense	21,088	13,593
Depreciation charge	182,373	167,391
Property, plant and equipment written off	915	166
Amortisation of other intangible assets	86,737	95,832
Amortisation of deferred income	(3)	(3)
Impairment of property, plant and equipment	11,028	-
Impairment losses on loan to associate	332	1,713
(Gain)/ loss on disposal of property, plant and equipment	(3,280)	8
Loss on disposal of subsidiaries, net	-	59
Gain on ineffective portion/ discontinuation of cash flow hedges	(391)	(2,941)
Changes in fair value of investments	-	7,375
Changes in fair value of financial instruments/ hedged items	(10,018)	17,268
Interest expense	98,003	115,480
Interest income	(6,465)	(6,537)
Unrealised currency translation loss/ (gain)	30,965	(6,953)
Operating profit before working capital changes	872,348	780,496
Changes in:		
Inventories	(69,249)	(77,935)
Contract assets	(101,996)	(101,398)
Trade receivables	119,275	131,685
Amounts due from related parties	(3,949)	1,452
Advances and other receivables	55,441	(97,111)
Contract liabilities	83,154	342,300
Deposits from customers	(1,055)	18,303
Trade payables and accruals	(111,969)	(95,070)
Amounts due to related parties	(595)	(1,624)
Provisions	(6,777)	(9,796)
Deferred income	(2,320)	2,157
Cash generated from operations	832,308	893,459
Interest received	11,496	3,933
Income tax paid	(82,917)	(87,970)
<b>Net cash from operating activities</b>	<b>760,887</b>	<b>809,422</b>



4 **CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE FIRST HALF-YEAR ENDED 30 JUNE 2025** (cont'd)

	<b>GROUP</b>	
	<b>1H2025</b>	<b>1H2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Cash flows from investing activities</b>		
Proceeds from disposal of property, plant and equipment	7,701	148,089
Purchase of property, plant and equipment	(247,838)	(242,011)
Purchase of investments	(2,448)	(9,032)
Additions to other intangible assets	(28,497)	(44,452)
Dividends from associates and joint ventures	30,756	23,042
Investment in associates and joint ventures	(2,250)	(6,310)
Loans to associates and joint ventures	(2,356)	(10,323)
Acquisition of controlling interests in subsidiary, net of cash acquired	-	(55,401)
<b>Net cash used in investing activities</b>	<b>(244,932)</b>	<b>(196,398)</b>
<b>Cash flows from financing activities</b>		
Proceeds from bank loans	49,549	28,052
Proceeds from medium term note issuance	967,050	-
Proceeds from issuance of commercial papers	1,569,054	2,134,956
Proceeds from settlement of derivatives	-	2,941
Proceeds from finance lease receivables	123	112
Repayment of bank loans	(12,149)	(315,324)
Repayment of commercial papers	(1,706,657)	(1,956,457)
Repayment of lease liabilities	(43,603)	(36,989)
Redemption of medium term note	(986,100)	-
Purchase of treasury shares	(23,335)	(15,288)
Capital contribution from non-controlling interests of subsidiaries	6,165	-
Disposal of non-controlling interests	-	(2,286)
Dividends paid to shareholders of the Company	(280,967)	(249,582)
Dividends paid to non-controlling interests	(5,331)	(7,036)
Interest paid	(80,107)	(120,167)
Restricted cash	815	(1)
<b>Net cash used in financing activities</b>	<b>(545,493)</b>	<b>(537,069)</b>
<b>Net change in cash and cash equivalents,</b>		
<b>including cash classified within assets held for sale</b>	<b>(29,538)</b>	<b>75,955</b>
Less: Cash classified within assets held for sale	(44,969)	-
<b>Net change in cash and cash equivalents</b>	<b>(74,507)</b>	<b>75,955</b>
Cash and cash equivalents at beginning of the period	429,826	353,316
Effect of exchange rate changes on balances held in foreign currency	(1,306)	651
<b>Cash and cash equivalents at end of the period</b>	<b>354,013</b>	<b>429,922</b>

4(a) **ANALYSIS OF CONSOLIDATED STATEMENT OF CASH FLOWS**

The Group ended the first half-year of 2025 with cash and cash equivalents (CCE) of \$354 million, \$76 million lower than end of 2024. In 1H2025, the Group generated net cash of \$761 million from its operating activities as compared to \$809 million in 1H2024, due to working capital movements, partially offset by higher EBITDA.

Net cash used in investing activities of \$245 million in 1H2025 was mainly attributed to the Group's investment in property, plant and equipment (\$248 million) and additions to intangible assets (\$28 million), partially offset by dividends from associates and joint ventures (\$31 million).

4(a) **ANALYSIS OF CONSOLIDATED STATEMENT OF CASH FLOWS** (cont'd)

Net cash used in financing activities of \$545 million in 1H2025 was attributed to redemption of MTN (\$986 million), payment of dividends (\$281 million), net repayment of USCP (\$138 million) and lease liabilities (\$44 million) and payment of interest (\$80 million), partially offset by proceeds from issuance of MTN (\$967 million) and net proceeds from bank loans (\$37 million).

5 **STATEMENT OF CHANGES IN EQUITY FOR THE FIRST HALF-YEAR ENDED 30 JUNE 2025**

Group	Share capital \$'000	Treasury shares \$'000	Capital reserves \$'000	Other reserves \$'000	Retained earnings \$'000	Total \$'000	Non-controlling interests \$'000	Total equity \$'000
<b>At 1 January 2025</b>	895,926	(32,806)	88,733	(60,851)	1,779,371	2,670,373	280,474	2,950,847
<b>Total comprehensive income for the period</b>								
Profit after taxation	-	-	-	-	402,829	402,829	11,337	414,166
<b>Other comprehensive income</b>								
Net fair value changes of cash flow hedges reclassified to income statement	-	-	-	(1,733)	-	(1,733)	3,965	2,232
Effective portion of changes in fair value of cash flow hedges	-	-	-	22,216	-	22,216	22,032	44,248
Share of net fair value changes on cash flow hedges of joint ventures	-	-	-	(6,599)	-	(6,599)	-	(6,599)
Foreign currency translation differences	-	-	-	(63,461)	-	(63,461)	8,051	(55,410)
Share of foreign currency translation differences of associates and joint ventures	-	-	-	(29,504)	-	(29,504)	-	(29,504)
<i>Other comprehensive income for the period, net of tax</i>	-	-	-	(79,081)	-	(79,081)	34,048	(45,033)
<b>Total comprehensive income for the period, net of tax</b>	-	-	-	(79,081)	402,829	323,748	45,385	369,133
Hedging gains and losses and cost of hedging transferred to the cost of inventory	-	-	-	3,673	-	3,673	-	3,673
<b>Transactions with owners of the Company, recognised directly in equity</b>								
<b>Contributions by and distributions to owners of the Company</b>								
Capital contribution by non-controlling interests	-	-	-	-	-	-	6,165	6,165
Cost of share-based payment	-	-	-	21,029	-	21,029	59	21,088
Purchase of treasury shares	-	(23,335)	-	-	-	(23,335)	-	(23,335)
Treasury shares reissued pursuant to share plans	-	48,820	(12,872)	(35,844)	-	104	(104)	-
Dividends paid	-	-	-	-	(280,967)	(280,967)	-	(280,967)
Dividends paid to non-controlling interests	-	-	-	-	-	-	(5,331)	(5,331)
<i>Total contributions by and distributions to owners of the Company</i>	-	25,485	(12,872)	(14,815)	(280,967)	(283,169)	789	(282,380)
<b>Changes in ownership interests in subsidiaries</b>								
<b>Total transactions with owners of the Company</b>	-	25,485	(12,872)	(14,815)	(280,967)	(283,169)	789	(282,380)
Transfer from retained earnings to statutory reserve	-	-	-	1,822	(1,822)	-	-	-
<b>Balance at 30 June 2025</b>	<b>895,926</b>	<b>(7,321)</b>	<b>75,861</b>	<b>(149,252)</b>	<b>1,899,411</b>	<b>2,714,625</b>	<b>326,648</b>	<b>3,041,273</b>

5 **STATEMENT OF CHANGES IN EQUITY FOR THE FIRST HALF-YEAR ENDED 30 JUNE 2025** (cont'd)

Group	Share capital \$'000	Treasury shares \$'000	Capital reserves \$'000	Other reserves \$'000	Retained earnings \$'000	Total \$'000	Non-controlling interests \$'000	Total equity \$'000
<b>At 1 January 2024</b>	895,926	(29,644)	93,464	(63,346)	1,562,940	2,459,340	292,996	2,752,336
<b>Total comprehensive income for the period</b>								
Profit after taxation	-	-	-	-	336,528	336,528	11,670	348,198
<b>Other comprehensive income</b>								
Defined benefit plan remeasurements	-	-	-	-	(329)	(329)	-	(329)
Net fair value changes of cash flow hedges reclassified to income statement	-	-	-	(11,222)	-	(11,222)	1,770	(9,452)
Effective portion of changes in fair value of cash flow hedges	-	-	-	(7,951)	-	(7,951)	(10,483)	(18,434)
Share of net fair value changes on cash flow hedges of joint ventures	-	-	-	5,067	-	5,067	-	5,067
Foreign currency translation differences	-	-	-	23,321	-	23,321	(674)	22,647
Share of foreign currency translation differences of associates and joint ventures	-	-	-	10,535	-	10,535	-	10,535
Reserves released on disposal of subsidiaries	-	-	-	85	-	85	2,268	2,353
<i>Other comprehensive income for the period, net of tax</i>	-	-	-	19,835	(329)	19,506	(7,119)	12,387
<b>Total comprehensive income for the period, net of tax</b>	-	-	-	<b>19,835</b>	<b>336,199</b>	<b>356,034</b>	<b>4,551</b>	<b>360,585</b>
Hedging gains and losses and cost of hedging transferred to the cost of inventory	-	-	-	1,521	-	1,521	-	1,521
<b>Transactions with owners of the Company, recognised directly in equity</b>								
<b>Contributions by and distributions to owners of the Company</b>								
Cost of share-based payment	-	-	-	13,558	-	13,558	35	13,593
Purchase of treasury shares	-	(15,288)	-	-	-	(15,288)	-	(15,288)
Treasury shares reissued pursuant to share plans	-	30,130	(4,761)	(25,287)	-	82	(82)	-
Dividends paid	-	-	-	-	(249,582)	(249,582)	-	(249,582)
Dividends paid to non-controlling interests	-	-	-	-	-	-	(7,036)	(7,036)
<i>Total contributions by and distributions to owners of the Company</i>	-	14,842	(4,761)	(11,729)	(249,582)	(251,230)	(7,083)	(258,313)
<b>Changes in ownership interests in subsidiaries</b>								
Disposal of subsidiary	-	-	-	-	-	-	(2,286)	(2,286)
<b>Total transactions with owners of the Company</b>	-	14,842	(4,761)	(11,729)	(249,582)	(251,230)	(9,369)	(260,599)
Transfer from retained earnings to statutory reserve	-	-	-	260	(260)	-	-	-
<b>Balance at 30 June 2024</b>	<b>895,926</b>	<b>(14,802)</b>	<b>88,703</b>	<b>(53,459)</b>	<b>1,649,297</b>	<b>2,565,665</b>	<b>288,178</b>	<b>2,853,843</b>

5 **STATEMENT OF CHANGES IN EQUITY FOR THE FIRST HALF-YEAR ENDED 30 JUNE 2025** (cont'd)

Company	Share capital \$'000	Treasury shares \$'000	Capital reserve \$'000	Share-based payment reserve \$'000	Retained earnings \$'000	Total equity \$'000
<b>At 1 January 2025</b>	<b>895,926</b>	<b>(32,806)</b>	<b>(27,342)</b>	<b>83,403</b>	<b>1,065,762</b>	<b>1,984,943</b>
<b>Total comprehensive income for the period</b>						
Profit after taxation	-	-	-	-	301,419	301,419
Total comprehensive income for the period	-	-	-	-	301,419	301,419
<b>Transactions with owners of the Company, recognised directly in equity</b>						
<b>Contributions by and distributions to owners of the Company</b>						
Cost of share-based payment	-	-	-	21,088	-	21,088
Purchase of treasury shares	-	(23,335)	-	-	-	(23,335)
Treasury shares reissued pursuant to share plans	-	48,820	(12,897)	(35,923)	-	-
Dividends paid	-	-	-	-	(280,967)	(280,967)
<i>Total contributions by and distributions to owners of the Company</i>	-	25,485	(12,897)	(14,835)	(280,967)	(283,214)
<b>Balance at 30 June 2025</b>	<b>895,926</b>	<b>(7,321)</b>	<b>(40,239)</b>	<b>68,568</b>	<b>1,086,214</b>	<b>2,003,148</b>
<b>At 1 January 2024</b>	<b>895,926</b>	<b>(29,644)</b>	<b>(22,599)</b>	<b>77,348</b>	<b>716,157</b>	<b>1,637,188</b>
<b>Total comprehensive income for the period</b>						
Profit after taxation	-	-	-	-	267,460	267,460
Total comprehensive income for the period	-	-	-	-	267,460	267,460
<b>Transactions with owners of the Company, recognised directly in equity</b>						
<b>Contributions by and distributions to owners of the Company</b>						
Cost of share-based payment	-	-	-	13,593	-	13,593
Purchase of treasury shares	-	(15,288)	-	-	-	(15,288)
Treasury shares reissued pursuant to share plans	-	30,130	(4,738)	(25,392)	-	-
Dividends paid	-	-	-	-	(249,582)	(249,582)
<i>Total contributions by and distributions to owners of the Company</i>	-	14,842	(4,738)	(11,799)	(249,582)	(251,277)
<b>Balance at 30 June 2024</b>	<b>895,926</b>	<b>(14,802)</b>	<b>(27,337)</b>	<b>65,549</b>	<b>734,035</b>	<b>1,653,371</b>

5(a) **CHANGES IN COMPANY'S SHARE CAPITAL**

Issued and paid up capital

As at 30 June 2025, the Company has an issued share capital of 3,122,495,197 ordinary shares (31 December 2024: 3,122,495,197 ordinary shares) of which 1,091,274 were held by the Company as treasury shares (31 December 2024: 7,818,186).

	<b>Number of Shares</b>
	<b>30-Jun-25</b>
As at beginning and end of the first half-year (including treasury shares)	3,122,495,197
<b>As at end of the first half-year (excluding treasury shares)</b>	<b>3,121,403,923</b>
<b>As at 30 June 2024 (excluding treasury shares)</b>	<b>3,118,669,011</b>
<b>As at 31 December 2024 (excluding treasury shares)</b>	<b>3,114,677,011</b>

**Performance Share Plan**

Singapore Technologies Engineering Performance Share Plan (PSP)

As at 30 June 2025, the total number of outstanding awards was 7,897,195 (30 June 2024: 7,585,088) ordinary shares of the Company. Based on the achievement factor, the actual release of the awards could range from zero to a maximum of 13,425,232 (30 June 2024: 12,894,650) ordinary shares of the Company.

**Restricted Share Plan**

Singapore Technologies Engineering Restricted Share Plan (RSP)

As at 30 June 2025, the total number of outstanding awards was 18,859,079 (30 June 2024: 17,835,237) ordinary shares of the Company.

Treasury Shares

During the first half-year, the Company purchased 4,000,000 ordinary shares by way of open market acquisitions, all of which were held by the Company as treasury shares (1H2024: 3,880,700).

During the first half-year, 10,726,912 treasury shares were utilised pursuant to the RSP and PSP (1H2024: 8,000,750).

As at 30 June 2025, the number of treasury shares held by the Company represented 0.03% (30 June 2024: 0.12%) of the total number of issued shares (excluding treasury shares).

5(a) **CHANGES IN COMPANY'S SHARE CAPITAL** (cont'd)

<b><u>Group and Company</u></b>	<b>Number of Treasury Shares for the half-year ended 30 June 2025</b>
As at beginning of the year	7,818,186
Purchase of treasury shares	4,000,000
Treasury shares transferred on vesting of RSP	(6,577,479)
Treasury shares transferred on vesting of PSP	(4,149,433)
<b>As at end of the first half-year</b>	<b>1,091,274</b>

6 **AUDIT**

The condensed consolidated statement of financial position of Singapore Technologies Engineering Ltd and its subsidiaries as at 30 June 2025 and the related condensed consolidated profit or loss and other comprehensive income, condensed consolidated statement of changes in equity and condensed consolidated statement of cash flows for the six-month period then ended and certain explanatory notes have not been audited or reviewed.

7 **AUDITORS' REPORT**

Not applicable.

## 8 **REVIEW OF GROUP PERFORMANCE**

### 8(a) **Revenue**

#### 1H2025 vs 1H2024

\$m	1H2025	1H2024	Increase/(Decrease)	
Commercial Aerospace	2,347	2,231	117	5%
Defence & Public Security	2,648	2,372	276	12%
Urban Solutions & Satcom	921	918	2	0.3%
Total	<b>5,916</b>	<b>5,520</b>	<b>396</b>	<b>7%</b>

The Group generated revenue of \$5,916 million in 1H2025, an increase of 7% or \$396 million as compared to 1H2024, contributed by all business segments.

Commercial Aerospace's revenue of \$2,347 million grew by 5% or \$117 million as compared to 1H2024, driven by stronger Engine MRO and Nacelles revenue, partially offset by lower PTF revenue.

Defence & Public Security's revenue of \$2,648 million grew by 12% or \$276 million as compared to 1H2024, contributed by all sub-segments.

Urban Solutions & Satcom's revenue of \$921 million was 0.3% or \$2 million higher as compared to 1H2024, with higher revenue from Urban Solutions offset by lower Satcom revenue.

8 **REVIEW OF GROUP PERFORMANCE** (cont'd)

8(b) **Profitability – Earnings before interest and tax**

1H2025 vs 1H2024

\$m	1H2025	1H2024	Increase/(Decrease)	
Commercial Aerospace	223.5	189.7	33.8	18%
Defence & Public Security	367.2	324.4	42.7	13%
Urban Solutions & Satcom	11.6	8.8	2.8	32%
Total	<b>602.2</b>	<b>522.9</b>	<b>79.3</b>	<b>15%</b>

The Group's earnings before interest and tax (EBIT) of \$602.2 million was 15% or \$79.3 million higher than 1H2024, contributed by all segments.

Commercial Aerospace's EBIT of \$223.5 million was 18% or \$33.8 million higher as compared to 1H2024, attributed to higher revenue, better margin mix and cost savings.

Defence and Public Security's EBIT of \$367.2 million was 13% or \$42.7 million higher as compared to 1H2024, driven by higher revenue and cost savings.

Urban Solutions & Satcom's EBIT of \$11.6 million was 32% or \$2.8 million higher as compared to 1H2024, attributed to better margin mix and cost savings.

8(b) **Profitability – Net Profit**

1H2025 vs 1H2024

\$m	1H2025	1H2024	Increase/(Decrease)	
Net Profit	402.8	336.5	66.3	19.7%

The Group's net profit of \$402.8 million was 19.7% or \$66.3 million higher as compared to 1H2024, attributed to strong EBIT growth and lower finance costs.



9 **SEASONAL OPERATIONS**

Based on historical trends, the Group's half-yearly revenue is not significantly affected by seasonal factors.

10 **VARIANCE FROM PROSPECT STATEMENT**

No forecast for 1H2025 was previously provided.

11 **PROSPECTS**

**Group**

The Group delivered a robust set of results in first-half 2025. In executing its growth strategy, the Group continues to be agile in navigating the evolving global landscape.

The Group's recent divestments are in line with its portfolio rationalisation strategy to exit non-core business and recycle capital. The Group remains steadfast in strengthening its core businesses. Its strong order book continues to provide revenue visibility for the Group.

This release may contain forward-looking statements that involve risks and uncertainties. These forward-looking statements reflect the Company's current intentions, plans, expectations, assumptions and beliefs about future events. Actual future performance, outcomes and results may differ materially from those expressed in forward-looking statements as a result of a number of risks, uncertainties and assumptions. Representative examples of these factors include (without limitation) general industry and economic conditions, interest rate trends, cost of capital and capital availability, competition from other companies and venues for the sale/distribution of goods and services, shifts in customer demands, customers and partners, changes in operating expenses, including employee wages, benefits and training, and governmental and public policy changes, as well as natural disasters which may negatively impact business activities of the ST Engineering group. You are cautioned not to place undue reliance on these forward-looking statements, which are based on current view of management on future events.

## 12 **DIVIDENDS**

The financial statements for the first half-year ended, and as at 30 June 2025, include the 1Q2025 interim one-tier tax exempt dividend of 4.0 cents per ordinary share, paid on 3 June 2025. On 13 August 2025, the Directors approved a second interim one-tier tax exempt dividend of 4.0 cents per ordinary share for 2Q2025 to be paid on 5 September 2025. The 2Q2025 interim dividend will be accounted for in shareholders' equity as an appropriation of Retained Earnings in the financial year ending 31 December 2025.

### (a) Current Financial Period Reported On

Any dividend recommended for the current financial period reported on? Yes

Name of Dividend	1Q2025 interim tax exempt (one-tier)
Dividend Type	Cash
Dividend Per Share	4.0 cents per ordinary share (paid on 3 June 2025)
Name of Dividend	2Q2025 interim tax exempt (one-tier)
Dividend Type	Cash
Dividend Per Share	4.0 cents per ordinary share (to be paid on 5 September 2025)

### (b) Corresponding Period of the Immediately Preceding Financial Year

Any dividend declared for the corresponding period of the immediately preceding financial year? Yes

Name of Dividend	1Q2024 interim tax exempt (one-tier)
Dividend Type	Cash
Dividend Per Share	4.0 cents per ordinary share (paid on 5 June 2024)
Name of Dividend	2Q2024 interim tax exempt (one-tier)
Dividend Type	Cash
Dividend Per Share	4.0 cents per ordinary share (paid on 5 September 2024)

### (c) Record and Dividend Payment Dates

NOTICE IS HEREBY GIVEN THAT the Transfer Books and Register of Members of the Company will be closed from 5.00 p.m. on 25 August 2025 up to (and including) 26 August 2025 for the purpose of determining members' entitlements to the proposed interim one-tier tax exempt dividend for the second quarter ended 30 June 2025 ("2Q2025 Interim Dividend"). Duly completed transfers in respect of ordinary shares of the Company together with all relevant documents of title received by the Company's Share Registrar, Tricor Barbinder Share Registration Services, 9 Raffles Place #26-01 Republic Plaza Tower 1, Singapore 048619 up to 5.00 p.m. on 25 August 2025 will be registered to determine members' entitlements to the 2Q2025 Interim Dividend. Members whose securities accounts with The Central Depository (Pte) Limited are credited with ordinary shares of the Company as at 5.00 p.m. on 25 August 2025 will be entitled to the 2Q2025 Interim Dividend. The proposed 2Q2025 Interim Dividend will be paid on 5 September 2025.

## 13 BUSINESS SEGMENTAL INFORMATION

### By Business Activity

	1H2025				
	Urban				
	Commercial Aerospace \$'000	Defence & Public Security \$'000	Solutions & Satcom \$'000	Elimination \$'000	Group \$'000
Revenue					
External sales	2,347,337	2,647,809	920,808	-	5,915,954
Inter-segment sales	28,390	22,065	24,383	(74,838)	-
	<u>2,375,727</u>	<u>2,669,874</u>	<u>945,191</u>	<u>(74,838)</u>	<u>5,915,954</u>
Reportable segment profit from operations	187,157	364,114	11,600	-	562,871
Share of results of associates and joint ventures, net of tax	36,308	3,048	(8)	-	39,348
Earnings before interest and tax	<u>223,465</u>	<u>367,162</u>	<u>11,592</u>	<u>-</u>	<u>602,219</u>
Finance income					17,240
Finance costs					(119,047)
Profit before taxation					<u>500,412</u>
Taxation					(86,246)
Non-controlling interests					(11,337)
Profit attributable to shareholders					<u>402,829</u>
Other assets	5,101,891	6,091,552	5,543,326	(2,041,707)	14,695,062
Associates and joint ventures	475,582	101,241	19,372	-	596,195
Segment assets	<u>5,577,473</u>	<u>6,192,793</u>	<u>5,562,698</u>	<u>(2,041,707)</u>	<u>15,291,257</u>
Deferred tax assets					266,837
Bank balances and other liquid funds					354,014
Total assets					<u>15,912,108</u>
Segment liabilities	1,921,943	6,381,623	952,003	(2,239,915)	7,015,654
Provision for taxation					199,322
Deferred tax liabilities					139,573
Borrowings					5,516,286
Total liabilities					<u>12,870,835</u>
Capital expenditure	249,767	129,678	43,380	(1,725)	421,100
Depreciation and amortisation	94,838	85,710	90,570	(2,008)	269,110
Allowance for inventory obsolescence, net	10,602	7,482	3,256	-	21,340
Impairment loss	11,028	-	-	-	11,028

13 **BUSINESS SEGMENTAL INFORMATION** (cont'd)

By Business Activity

	<b>1H2024</b>				
	<b>Commercial Aerospace</b>	<b>Defence &amp; Public Security</b>	<b>Solutions &amp; Satcom</b>	<b>Urban Elimination</b>	<b>Group</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Revenue					
External sales	2,230,542	2,371,504	918,348	-	5,520,394
Inter-segment sales	25,763	15,258	18,881	(59,902)	-
	<u>2,256,305</u>	<u>2,386,762</u>	<u>937,229</u>	<u>(59,902)</u>	<u>5,520,394</u>
Reportable segment profit from operations	159,095	313,909	11,551	-	484,555
Non-operating expenses, net	26	-	(85)	-	(59)
Share of results of associates and joint ventures, net of tax	30,572	10,533	(2,679)	-	38,426
Earnings before interest and tax	<u>189,693</u>	<u>324,442</u>	<u>8,787</u>	<u>-</u>	<u>522,922</u>
Finance income					26,297
Finance costs					(132,748)
Profit before taxation					<u>416,471</u>
Taxation					(68,273)
Non-controlling interests					(11,670)
Profit attributable to shareholders					<u>336,528</u>
Other assets	4,984,661	5,729,916	5,984,610	(2,146,297)	14,552,890
Associates and joint ventures	480,373	105,335	18,992	-	604,700
Segment assets	<u>5,465,034</u>	<u>5,835,251</u>	<u>6,003,602</u>	<u>(2,146,297)</u>	<u>15,157,590</u>
Deferred tax assets					292,785
Bank balances and other liquid funds					429,944
Total assets					<u>15,880,319</u>
Segment liabilities	1,899,376	5,678,482	982,362	(2,046,768)	6,513,452
Provision for taxation					179,893
Deferred tax liabilities					197,764
Borrowings					6,135,367
Total liabilities					<u>13,026,476</u>
Capital expenditure	173,267	89,798	66,100	(17,420)	311,745
Depreciation and amortisation	88,311	79,799	96,823	(1,710)	263,223
Allowance for inventory obsolescence, net	4,307	6,924	4,113	-	15,344

### 13 **BUSINESS SEGMENTAL INFORMATION** (cont'd)

#### Disaggregation of Revenue

##### Major products/service lines

	<b>1H2025</b>		<b>1H2024</b>	
	\$'000	%	\$'000	%
Sale of goods	1,651,937	27.9	1,628,209	29.5
Service income	1,773,549	30.0	1,561,549	28.3
Contract revenue	2,490,468	42.1	2,330,636	42.2
Total	<u>5,915,954</u>	<u>100</u>	<u>5,520,394</u>	<u>100</u>

##### Timing of revenue recognition

	<b>1H2025</b>		<b>1H2024</b>	
	\$'000	%	\$'000	%
Transferred at a point in time	2,406,888	40.7	2,427,622	44.0
Transferred over time	3,509,066	59.3	3,092,772	56.0
Total	<u>5,915,954</u>	<u>100</u>	<u>5,520,394</u>	<u>100</u>

##### By Geographical Areas

	<b>Revenue</b>			
	<b>1H2025</b>		<b>1H2024</b>	
	\$'000	%	\$'000	%
Asia	3,180,992	53.8	2,767,733	50.1
U.S.	1,185,921	20.0	1,338,819	24.3
Europe	1,177,217	19.9	1,070,063	19.4
Others	371,824	6.3	343,779	6.2
Total	<u>5,915,954</u>	<u>100</u>	<u>5,520,394</u>	<u>100</u>

##### By Country of Incorporation

	<b>Revenue</b>			
	<b>1H2025</b>		<b>1H2024</b>	
	\$'000	%	\$'000	%
Asia	3,836,106	64.9	3,236,304	58.6
U.S.	1,608,887	27.2	1,611,726	29.2
Europe	445,338	7.5	652,370	11.8
Others	25,623	0.4	19,994	0.4
Total	<u>5,915,954</u>	<u>100</u>	<u>5,520,394</u>	<u>100</u>

	<b>Non-Current Assets <sup>+</sup></b>			
	<b>30-Jun-25</b>		<b>30-Jun-24</b>	
	\$'000	%	\$'000	%
Asia	2,634,646	32.0	2,521,776	29.2
U.S.	4,243,098	51.6	4,743,924	54.8
Europe	1,265,462	15.4	1,287,531	14.9
Others	84,667	1.0	91,606	1.1
Total	<u>8,227,873</u>	<u>100</u>	<u>8,644,837</u>	<u>100</u>

<sup>+</sup> Non-current assets for the purpose of SFRS(I) 8 *Operating Segments* exclude derivative financial instruments, post-employment benefits and deferred tax assets.

14 **INTERESTED PERSON TRANSACTIONS** (unaudited)

		Aggregate value of all interested person transactions (excluding transactions less than \$100,000 and transactions conducted under a shareholders mandate pursuant to Rule 920)		Aggregate value of all interested person transactions conducted under a shareholders mandate pursuant to Rule 920 (excluding transactions less than \$100,000)	
Name of interested person	Nature of relationship	1H2025 \$'000	1H2024 \$'000	1H2025 \$'000	1H2024 \$'000
Transactions for the Sale of Goods and Services					
SATS Ltd. and its Associates	Temasek Holdings	-	-	765	2,515
SBS Transit Ltd and its Associates	(Private) Limited is	-	-	612	-
SembCorp Industries Ltd and its Associates	a controlling	-	-	683	2,400
Singapore Airlines Limited and its Associates	shareholder of the	-	-	941	4,234
Singapore Telecommunications Limited and its Associates	Company. The	-	-	14,096	663
StarHub Ltd and its Associates	other named	-	-	193	158
Temasek Holdings (Private) Limited and its Associates (non-listed)	interested persons are its associates.	-	-	10,618	25,963
		-	-	27,908	35,933
Transactions for the Purchase of Goods and Services					
CapitalLand Investment Limited and its Associates	Temasek Holdings	-	-	-	189
SATS Ltd. and its Associates	(Private) Limited is	-	-	486	442
Seatrium Limited and its Associates	a controlling	-	-	2,806	-
SembCorp Industries Ltd and its Associates	shareholder of the	-	-	487	560
SIA Engineering Company Limited and its Associates	Company. The	-	-	-	485
Singapore Telecommunications Limited and its Associates	other named	-	-	1,775	420
StarHub Ltd and its Associates	interested persons	-	-	134	-
Temasek Holdings (Private) Limited and its Associates (non-listed)	are its associates.	-	-	15,073	15,561
		-	-	20,761	17,657
Joint Venture					
Temasek Holdings (Private) Limited and its Associates	Temasek Holdings (Private) Limited is a controlling shareholder of the Company. The other named interested persons are its associates.	97,565 *	2,638	-	-
Investment in Venture Fund					
Temasek Holdings (Private) Limited and its Associates		-	20,429	-	-
Consortium					
Temasek Holdings (Private) Limited and its Associates		12,257 ^	-	-	-
		109,822	23,067	-	-
Total Interested Person Transactions		109,822	23,067	48,669	53,590

\* The transactions relate to (i) rollover of outstanding principal relating to shareholder loans extended by ST Engineering Group and Singapore Power Group of \$45.9 million and \$44.1 million respectively to their joint venture, SPTel Pte Ltd (SPTel), (ii) interest paid by SPTel on the shareholder loans, and (iii) interest paid by ST Engineering Group to SPTel under a group cash sweep arrangement.

^ The transaction pertains to a sales contract secured by a consortium formed by ST Engineering Urban Solutions Ltd and Strides Engineering Pte Ltd.

15 **SUBSEQUENT EVENTS**

The Group and Singapore Power Limited (SP) have entered into an agreement on 17 July 2025 to divest their joint venture, SPTel Pte. Ltd. (SPTel) to Seraya AQX Pte Ltd, for an enterprise value of \$290 million, cash-free and debt-free, subject to closing adjustments. In addition, the sellers may receive an earn-out amount of up to \$15 million if certain buyer's return thresholds are met in the future. Proceeds from the proposed transaction will be distributed to the sellers in proportion to their shareholdings in SPTel. The divestment will result in a one-off gain of approximately \$80 million for the Group.

16 **CONFIRMATION PURSUANT TO RULE 705(5) OF THE LISTING MANUAL**

The Board has confirmed that to the best of its knowledge, nothing has come to its attention which may render the unaudited interim financial results of the Group comprising the statement of financial position (Group and Company), consolidated income statement, consolidated statement of comprehensive income, statement of changes in equity (Group and Company) and consolidated statement of cash flows and the accompanying notes for the first half-year ended 30 June 2025 to be false or misleading in any material respect.

17 **CONFIRMATION OF DIRECTORS AND EXECUTIVE OFFICERS' UNDERTAKINGS PURSUANT TO LISTING RULE 720(1)**

The Company has procured undertakings from all its directors and executive officers in compliance with Listing Rule 720(1).

BY ORDER OF THE BOARD

LOW MENG WAI  
Company Secretary  
14 August 2025

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