SINGAPORE TECHNOLOGIES ENGINEERING LTD

(Incorporated in the Republic of Singapore)
Company Registration No. 199706274H

NOTICE OF 29TH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the 29th Annual General Meeting of Singapore Technologies Engineering Ltd (the "**Company**") will be held at Marina Bay Sands Expo and Convention Centre, Level 3, Begonia Ballroom, 3001AB-4 and 3101AB-4, 10 Bayfront Avenue, Singapore 018956 on Thursday, 23 April 2026 at 2.30 p.m. to transact the following business:

AS ROUTINE BUSINESS

1. To receive and adopt the Directors' Statement and Audited Financial Statements for the financial year ended 31 December 2025 and the Auditor's Report thereon. **Resolution 1**

2. To declare a final ordinary tax exempt (one-tier) dividend of 6.0 cents per share and a special tax exempt (one-tier) dividend of 5.0 cents per share for the financial year ended 31 December 2025. **Resolution 2**

3. To re-elect the following Directors, each of whom will retire by rotation pursuant to article 100 of the Constitution of the Company and who, being eligible, offer themselves for re-election:

   (a) Mr Vincent Chong Sy Feng **Resolution 3**
   (b) Mr Lim Chin Hu **Resolution 4**
   (c) Ms Ng Bee Bee (May) **Resolution 5**
   (d) Mr Ong Su Kiat Melvyn **Resolution 6**

4. To approve the sum of up to S$2,800,000 as Directors' remuneration for the financial year ending 31 December 2026 (FY2025: up to S$2,800,000). **Resolution 7**

5. To re-appoint PricewaterhouseCoopers LLP as the Auditor of the Company and to authorise the Directors to fix its remuneration. **Resolution 8**

AS SPECIAL BUSINESS

To consider and, if thought fit, to pass, with or without modifications, the following resolutions which will be proposed as Ordinary Resolutions:

6. **Authority for Directors to issue shares and to make or grant convertible instruments** **Resolution 9**

That authority be and is hereby given to the Directors to:

(a) (i) issue shares of the Company ("**shares**") whether by way of rights, bonus or otherwise; and/or

(ii) make or grant offers, agreements or options (collectively, "**Instruments**") that might or would require shares to be issued, including but not limited to the creation and issue of (as well as adjustments to) warrants, debentures or other instruments convertible into shares,

at any time and upon such terms and conditions and for such purposes and to such persons as the Directors may, in their absolute discretion, deem fit; and

(b) (notwithstanding the authority conferred by this Resolution may have ceased to be in force) issue shares in pursuance of any Instrument made or granted by the Directors while this Resolution was in force,

provided that:

(1) the aggregate number of shares to be issued pursuant to this Resolution (including shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) does not exceed 50% of the total number of issued shares excluding treasury shares and subsidiary holdings (as calculated in accordance with sub-paragraph (2) below), of which the aggregate number of shares to be issued other than on a *pro rata* basis to shareholders of the Company (including shares to be issued in pursuance of Instruments made or granted pursuant to this Resolution) shall not exceed 5% of the total number of issued shares excluding treasury shares and subsidiary holdings (as calculated in accordance with sub-paragraph (2) below);

(2) (subject to such manner of calculation as may be prescribed by the Singapore Exchange Securities Trading Limited ("**SGX-ST**")) for the purpose of determining the aggregate number of shares that may be issued under sub-paragraph (1) above, the percentage of issued shares shall be based on the total number of issued shares excluding treasury shares and subsidiary holdings at the time this Resolution is passed, after adjusting for:

(i) new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which were issued and are outstanding or subsisting at the time this Resolution is passed; and

(ii) any subsequent bonus issue or consolidation or subdivision of shares,

and, in sub-paragraph (1) above and this sub-paragraph (2), "**subsidiary holdings**" has the meaning given to it in the Listing Manual of the SGX-ST;

(3) in exercising the authority conferred by this Resolution, the Company shall comply with the provisions of the Listing Manual of the SGX-ST for the time being in force (unless such compliance has been waived by the SGX-ST) and the Constitution for the time being of the Company; and

(4) (unless revoked or varied by the Company in general meeting) the authority conferred by this Resolution shall continue in force until the conclusion of the next Annual General Meeting of the Company or the date by which the next Annual General Meeting of the Company is required by law to be held, whichever is the earlier.

7. **Authority for Directors to grant awards and allot shares pursuant to the Singapore Technologies Engineering Performance Share Plan 2020 and the Singapore Technologies Engineering Restricted Share Plan 2020** **Resolution 10**

That approval be and is hereby given to the Directors to:

(a) grant awards in accordance with the provisions of the Singapore Technologies Engineering Performance Share Plan 2020 (the "**PSP2020**") and/or the Singapore Technologies Engineering Restricted Share Plan 2020 (the "**RSP2020**") (the PSP2020 and the RSP2020, together the "**Share Plans**"); and

(b) allot and issue from time to time such number of fully paid ordinary shares of the Company as may be required to be issued pursuant to the vesting of awards under the PSP2020 and/or the RSP2020,

provided that the aggregate number of new ordinary shares allotted and issued and/or to be allotted and issued, when aggregated with existing ordinary shares (including ordinary shares held in treasury) delivered and/or to be delivered, pursuant to the Share Plans shall not exceed 5% of the total number of issued ordinary shares of the Company (excluding treasury shares and subsidiary holdings (as defined in the Listing Manual of the Singapore Exchange Securities Trading Limited)) from time to time.

8. **Renewal of the Shareholders Mandate for Interested Person Transactions** **Resolution 11**

That:

(a) approval be and is hereby given, for the purposes of Chapter 9 of the Listing Manual ("**Chapter 9**") of the Singapore Exchange Securities Trading Limited, for the Company, its subsidiaries and associated companies that are entities at risk (as that term is used in Chapter 9), or any of them, to enter into any of the transactions falling within the types of interested person transactions described in the Appendix to the Company's Letter to Shareholders dated 25 March 2026 (the "**Letter**") with any party who is of the class of interested persons described in the Appendix to the Letter, provided that such transactions are made on normal commercial terms and in accordance with the review procedures for such interested person transactions;

(b) the approval given in paragraph (a) above (the "**Shareholders Mandate**") shall, unless revoked or varied by the Company in general meeting, continue in force until the conclusion of the next Annual General Meeting of the Company; and

(c) the Directors of the Company and/or any of them be and are hereby authorised to complete and do all such acts and things (including executing all such documents as may be required) as they and/or he may consider expedient or necessary or in the interests of the Company to give effect to the Shareholders Mandate and/or this Resolution.

9. **Renewal of the Share Purchase Mandate** **Resolution 12**

That:

(a) for the purposes of Sections 76C and 76E of the Companies Act 1967 (the "**Companies Act**"), the exercise by the Directors of the Company of all the powers of the Company to purchase or otherwise acquire issued ordinary shares of the Company ("**Shares**") not exceeding in aggregate the Maximum Limit (as hereafter defined), at such price or prices as may be determined by the Directors from time to time up to the Maximum Price (as hereafter defined), whether by way of:

(i) market purchase(s) on the Singapore Exchange Securities Trading Limited ("**SGX-ST**"); and/or

(ii) off-market purchase(s) (if effected otherwise than on the SGX-ST) in accordance with any equal access scheme(s) as may be determined or formulated by the Directors as they consider fit, which scheme(s) shall satisfy all the conditions prescribed by the Companies Act,

and otherwise in accordance with all other laws and regulations and rules of the SGX-ST as may for the time being be applicable, be and is hereby authorised and approved generally and unconditionally (the "**Share Purchase Mandate**");

(b) unless varied or revoked by the Company in general meeting, the authority conferred on the Directors of the Company pursuant to the Share Purchase Mandate may be exercised by the Directors at any time and from time to time during the period commencing from the date of the passing of this Resolution and expiring on the earliest of:

(i) the date on which the next Annual General Meeting of the Company is held;

(ii) the date by which the next Annual General Meeting of the Company is required by law to be held; and

(iii) the date on which the purchases or acquisitions of Shares pursuant to the Share Purchase Mandate are carried out to the full extent mandated;

(c) in this Resolution:

"**Average Closing Price**" means the average of the last dealt prices of a Share for the five consecutive market days on which the Shares are transacted on the SGX-ST immediately preceding the date of the market purchase by the Company or, as the case may be, the date of the making of the offer pursuant to the off-market purchase, and deemed to be adjusted in accordance with the listing rules of the SGX-ST for any corporate action which occurs during the relevant five-day period and the date of the market purchase by the Company or, as the case may be, the date of the making of the offer pursuant to the off-market purchase;

"**date of the making of the offer**" means the date on which the Company announces its intention to make an offer for the purchase or acquisition of Shares from holders of Shares, stating therein the purchase price (which shall not be more than the Maximum Price) for each Share and the relevant terms of the equal access scheme for effecting the off-market purchase;

"**Maximum Limit**" means that number of issued Shares representing 2% of the total number of issued Shares as at the date of the passing of this Resolution (excluding treasury shares and subsidiary holdings (as defined in the Listing Manual of the SGX-ST)); and

"**Maximum Price**", in relation to a Share to be purchased or acquired, means the purchase price (excluding brokerage, commission, applicable goods and services tax and other related expenses) which shall not exceed, whether pursuant to a market purchase or an off-market purchase, 105% of the Average Closing Price of the Shares; and

(d) the Directors of the Company and/or any of them be and are hereby authorised to complete and do all such acts and things (including executing all such documents as may be required) as they and/or he may consider expedient or necessary or in the interests of the Company to give effect to the transactions contemplated and/or authorised by this Resolution.

BY ORDER OF THE BOARD

LOW MENG WAI/TAN WAN HOON
Company Secretaries

Singapore, 25 March 2026

Notes:

Format of Meeting

1. The Annual General Meeting ("**AGM**") will be held, in a wholly physical format, at Marina Bay Sands Expo and Convention Centre, Level 3, Begonia Ballroom, 3001AB-4 and 3101AB-4, 10 Bayfront Avenue, Singapore 018956 on Thursday, 23 April 2026 at 2.30 p.m.

   Shareholders, including CPF and SRS investors, and (where applicable) duly appointed proxies and representatives will be able to ask questions and vote at the AGM by attending the AGM in person. **There will be no option for shareholders to participate virtually**.

   Printed copies of this Notice, the accompanying proxy form and the Request Form will be sent by post to members. These documents will also be published on the Company's website at the URL https://www.stengg.com/en/investor-relations/agmegm/ and the SGX website at the URL https://www.sgx.com/securities/company-announcements.

Appointment of Proxy(ies)

2. (a) A member who is not a relevant intermediary is entitled to appoint not more than two proxies to attend, speak and vote at the AGM. Where such member's instrument appointing a proxy(ies) appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the instrument.

   (b) A member who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's instrument appointing a proxy(ies) appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the instrument.

   "**Relevant intermediary**" has the meaning ascribed to it in Section 181 of the Companies Act 1967.

   A member who wishes to appoint a proxy(ies) must complete the instrument appointing a proxy(ies), before submitting it in the manner set out below.

3. A proxy need not be a member of the Company. A member may choose to appoint the Chairman of the Meeting as his/her/its proxy.

4. The instrument appointing a proxy(ies) must be submitted to the Company in the following manner:

   (a) if submitted personally or by post, be lodged with the Company's Share Registrar, Tricor Barbinder Share Registration Services, at 9 Raffles Place, #26-01 Republic Plaza Tower 1, Singapore 048619; or

   (b) if submitted electronically, be submitted via email to the Company's Share Registrar at STENG-PROXY@vistra.com,

   and in each case, must be lodged or received (as the case may be) not less than 72 hours before the time appointed for holding the AGM.

5. CPF and SRS investors:

   (a) may vote at the AGM if they are appointed as proxies by their respective CPF Agent Banks or SRS Operators, and should contact their respective CPF Agent Banks or SRS Operators if they have any queries regarding their appointment as proxies; or

   (b) may appoint the Chairman of the Meeting as proxy to vote on their behalf at the AGM, in which case they should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 5.00 p.m. on Monday, 13 April 2026.

Submission of Questions

6. Shareholders, including CPF and SRS investors, may submit substantial and relevant questions related to the resolutions to be tabled for approval at the AGM in advance of the AGM:

   (a) by post to the Company's Share Registrar, Tricor Barbinder Share Registration Services, at 9 Raffles Place, #26-01 Republic Plaza Tower 1, Singapore 048619; or

   (b) via email to the Company's Share Registrar at STENG-PROXY@vistra.com.

   When submitting questions by post or via email, shareholders should also provide the following details: (i) the shareholder's full name; (ii) the shareholder's address; and (iii) the manner in which the shareholder holds shares in the Company (e.g., via CDP, CPF, SRS and/or scrip), for identification purposes.

   All questions submitted in advance must be received by 5.00 p.m. on Monday, 13 April 2026.

7. The Company will address all substantial and relevant questions received from shareholders by the 13 April 2026 deadline by publishing its responses to such questions on the Company's website at the URL https://www.stengg.com/en/investor-relations/agmegm/ and the SGX website at the URL https://www.sgx.com/securities/company-announcements at least 48 hours prior to the closing date and time for the lodgement/receipt of instruments appointing a proxy(ies). The Company will respond to questions or follow-up questions submitted after the 13 April 2026 deadline either within a reasonable timeframe before the AGM, or at the AGM itself. Where substantially similar questions are received, the Company will consolidate such questions and consequently not all questions may be individually addressed.

8. Shareholders, including CPF and SRS investors, and (where applicable) duly appointed proxies and representatives can also ask the Chairman of the Meeting substantial and relevant questions related to the resolutions to be tabled for approval at the AGM, at the AGM itself.

Access to Documents

9. The Annual Report for the financial year ended 31 December 2025 (the "**Annual Report 2025**") and the Letter to Shareholders dated 25 March 2026 (in relation to the proposed renewal of the mandate for interested person transactions and the proposed renewal of the share purchase mandate) may be accessed at the Company's website as follows:

   (a) the Annual Report 2025 may be accessed at the URL https://www.stengg.com/en/investor-relations/annual-reports/ by clicking on the "Download PDF" button under the section "Annual Report 2025"; and

   (b) the Letter to Shareholders dated 25 March 2026 may be accessed at the URL https://www.stengg.com/en/investor-relations/agmegm/ by clicking on the link for "Letter to Shareholders" under the tabs for "2026" and "29th Annual General Meeting".

   The above documents will also be made available on the SGX website at the URL https://www.sgx.com/securities/company-announcements.

   A member who wishes to request for a printed copy of the Annual Report 2025 and/or the Letter to Shareholders dated 25 March 2026 may do so by completing and submitting the Request Form sent to them by post together with printed copies of this Notice and the accompanying proxy form, or otherwise made available on the Company's website at the URL https://www.stengg.com/en/investor-relations/agmegm/ and the SGX website at the URL https://www.sgx.com/securities/company-announcements, by 2.30 p.m. on Monday, 20 April 2026.

PERSONAL DATA PRIVACY

By submitting an instrument appointing a proxy(ies) and/or representative(s) to attend, speak and vote at the AGM and/or any adjournment thereof, a member of the Company (i) consents to the collection, use and disclosure of the member's personal data by the Company (or its agents or service providers) for the purpose of the processing, administration and analysis by the Company (or its agents or service providers) of proxies and representatives appointed for the AGM (including any adjournment thereof) and the preparation and compilation of the attendance lists, minutes and other documents relating to the AGM (including any adjournment thereof), and in order for the Company (or its agents or service providers) to comply with any applicable laws, listing rules, take-over rules, regulations and/or guidelines (collectively, the "**Purposes**"); (ii) warrants that where the member discloses the personal data of the member's proxy(ies) and/or representative(s) to the Company (or its agents or service providers), the member has obtained the prior consent of such proxy(ies) and/or representative(s) for the collection, use and disclosure by the Company (or its agents or service providers) of the personal data of such proxy(ies) and/or representative(s) for the Purposes; and (iii) agrees that the member will indemnify the Company in respect of any penalties, liabilities, claims, demands, losses and damages as a result of the member's breach of warranty.

EXPLANATORY NOTES

Routine Business

Resolutions 3 to 6

Resolutions 3 to 6 are to re-elect Mr Vincent Chong Sy Feng, Mr Lim Chin Hu, Ms Ng Bee Bee (May) and Mr Ong Su Kiat Melvyn who will be retiring by rotation pursuant to article 100 of the Constitution of the Company.

Mr Vincent Chong Sy Feng will, upon re-election, continue to serve as a member of each of the Research, Innovation, Technology and Enterprise Committee ("**RITE**"), Risk and Sustainability Committee and Strategy and Finance Committee ("**SFC**"). Mr Lim Chin Hu will, upon re-election, continue to serve as Chairman of the Nominating Committee ("**NC**") and a member of each of the Executive Resource and Compensation Committee ("**ERCC**"), RITE and SFC. Ms Ng Bee Bee (May) will, upon re-election, continue to serve as a member of each of the ERCC and NC. Mr Vincent Chong Sy Feng is an executive Director, Mr Lim Chin Hu and Ms Ng Bee Bee (May) are each considered an independent Director and Mr Ong Su Kiat Melvyn is considered a non-independent and non-executive Director.

Detailed information relating to each of the Directors who has offered himself/herself for re-election, as set out in Appendix 7.4.1 of the Listing Manual of the Singapore Exchange Securities Trading Limited ("**SGX-ST**"), can be found on page 17 of the Annual Report 2025.

Resolution 7

Resolution 7 is to approve the payment of an aggregate amount of up to S$2,800,000 (2025: up to S$2,800,000) as Directors' remuneration for the non-executive Directors of the Company for the financial year ending 31 December 2026 ("**FY2026**"). If approved, the proposal will facilitate the payment of Directors' remuneration during or soon after the financial year in which such fees are incurred.

The amount of Directors' remuneration for FY2026 is computed based on the anticipated number of Board and Board Committee meetings for FY2026, assuming attendance by all the Directors at such meetings, and in accordance with the scale of fees payable to the non-executive Directors. The scale of fees which is currently applicable can be found on page 89 of the Annual Report 2025 (under the "Non-Executive Director Remuneration" section of the Corporate Governance Report). The amount of Directors' remuneration for FY2026 also caters for additional remuneration (if any) which may be payable due to additional Board or Board Committee meetings (including ad-hoc meetings), or additional Board or Board Committee appointments in FY2026. If, for unforeseen reasons, payments are required to be made to the Directors in excess of the amount proposed, the Company will seek approval from shareholders at the subsequent Annual General Meeting in year 2027 (the "**2027 AGM**") before any such payments are made.

It is currently intended that, if approved, the relevant non-executive Directors who hold office as at the payment date (except for those who hold public sector appointments and who will not be eligible for the shares component of the non-executive Directors' remuneration) will each receive 70% of his or her Directors' remuneration for FY2026 in cash and 30% of his or her Directors' remuneration for FY2026 in the form of restricted share awards pursuant to the Singapore Technologies Engineering Restricted Share Plan 2020. The cash component of the Directors' remuneration for FY2026 is intended to be paid half-yearly in arrears. The shares component of the Directors' remuneration for FY2026 is intended to be delivered after the 2027 AGM has been held. The number of shares to be awarded will be determined by reference to the volume-weighted average price of a share on the SGX-ST over the 14 trading days immediately following the date of the 2027 AGM, rounded down to the nearest hundred, and any residual balance will be settled in cash. The award will consist of the grant of fully paid shares, with no vesting periods imposed. However, in order to encourage alignment of the interests of the Directors with the interests of shareholders, non-executive Directors are required to hold the shares for certain moratorium periods.

Please refer to pages 88 to 90 of the Annual Report 2025 for further details in relation to the non-executive Directors' remuneration.

The exact amount of Directors' remuneration received by each non-executive Director for FY2026 will be disclosed in the Company's Annual Report for FY2026.

Special Business

Resolution 9

Resolution 9 is to empower the Directors to issue shares of the Company and to make or grant instruments (such as warrants or debentures) convertible into shares, and to issue shares in pursuance of such instruments, up to a number not exceeding 50% of the total number of issued shares (excluding treasury shares and subsidiary holdings) of the Company, of which up to 5% of the total number of issued shares (excluding treasury shares and subsidiary holdings) may be issued other than on a *pro rata* basis to shareholders. For the purpose of determining the aggregate number of shares that may be issued, the percentage of issued shares shall be based on the total number of issued shares (excluding treasury shares and subsidiary holdings) of the Company at the time that Resolution 9 is passed, after adjusting for (a) new shares arising from the conversion or exercise of any convertible securities or share options or vesting of share awards which were issued and are outstanding or subsisting at the time that Resolution 9 is passed, and (b) any subsequent bonus issue or consolidation or subdivision of shares. As at 27 February 2026 (the "**Latest Practicable Date**"), the Company had 7,543,647[1] treasury shares and no subsidiary holdings.

[1] Excludes 1,000,000 shares purchased by the Company on 27 February 2026 by way of market purchase on the SGX-ST which had not been credited into the Company's securities account with The Central Depository (Pte) Limited as at the Latest Practicable Date.

Resolution 10

Resolution 10 is to empower the Directors to grant awards and to issue ordinary shares of the Company pursuant to the Singapore Technologies Engineering Performance Share Plan 2020 and the Singapore Technologies Engineering Restricted Share Plan 2020 (collectively, the "**Share Plans**"). The aggregate number of new ordinary shares allotted and issued and/or to be allotted and issued, when aggregated with existing ordinary shares (including ordinary shares held in treasury) delivered and/or to be delivered, pursuant to the Share Plans is limited to 5% of the total number of issued ordinary shares of the Company (excluding treasury shares and subsidiary holdings) over the ten-year duration of the Share Plans.

Resolution 11

Resolution 11 is to renew the mandate to enable the Company, its subsidiaries and associated companies that are considered to be "entities at risk" (as that term is used in Chapter 9 of the Listing Manual of the SGX-ST), or any of them, to enter into certain interested person transactions with specified classes of interested persons, as described in the Company's Letter to Shareholders dated 25 March 2026 (the "**Letter**"). Please refer to the Letter for more details.

Resolution 12

Resolution 12 is to renew the mandate to allow the Company to purchase or otherwise acquire its issued ordinary shares, on the terms and subject to the conditions set out in the Resolution.

The Company intends to use its internal sources of funds to finance the purchase or acquisition of its ordinary shares. The amount of financing required for the Company to purchase or acquire its ordinary shares, and the impact on the Company's financial position, cannot be ascertained as at the date of this Notice as these will depend on, *inter alia*, whether the ordinary shares are purchased or acquired out of profits and/or capital, the number of ordinary shares purchased or acquired, the price at which such ordinary shares were purchased or acquired and whether the ordinary shares purchased or acquired are held in treasury or cancelled.

Based on the existing issued ordinary shares as at the Latest Practicable Date, the purchase by the Company of 2% of its issued ordinary shares (excluding any ordinary shares held in treasury) will result in the purchase or acquisition of 62,299,031 ordinary shares.

In the case of both market purchases and off-market purchases by the Company and assuming that the Company purchases or acquires the 62,299,031 ordinary shares at the maximum price of S$10.69 for one ordinary share (being the price equivalent to 5% above the average of the last dealt prices of the ordinary shares for the five consecutive market days on which the ordinary shares were traded on the SGX-ST immediately preceding the Latest Practicable Date), the maximum amount of funds required for the purchase or acquisition of the 62,299,031 ordinary shares is S$665,976,641.

The financial effects of the purchase or acquisition of such ordinary shares by the Company pursuant to the proposed Share Purchase Mandate on the audited financial statements of the Group and the Company for the financial year ended 31 December 2025 based on these assumptions are set out in paragraph 3.7.4 of the Letter.

NOTICE OF RECORD DATE AND DIVIDEND PAYMENT DATE

NOTICE IS HEREBY GIVEN THAT the Transfer Books and Register of Members of the Company will be closed from 5.00 p.m. on 29 April 2026 up to (and including) 30 April 2026 for the purpose of determining members' entitlements to the proposed final and special tax exempt (one-tier) dividends of 6.0 cents and 5.0 cents per share respectively, for the financial year ended 31 December 2025 (the "**Proposed FY2025 Final and Special Dividends**").

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, at 9 Raffles Place, #26-01 Republic Plaza Tower 1, Singapore 048619 up to 5.00 p.m. on 29 April 2026 will be registered to determine members' entitlements to the Proposed FY2025 Final and Special Dividends, subject to approval of members for the Proposed FY2025 Final and Special Dividends at the AGM to be convened and held on 23 April 2026. Subject as aforesaid, 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 29 April 2026 will be entitled to the Proposed FY2025 Final and Special Dividends.

The Proposed FY2025 Final and Special Dividends, if so approved by members, will be paid on 13 May 2026.

SINGAPORE TECHNOLOGIES ENGINEERING LTD

(Incorporated in the Republic of Singapore)
Company Registration No. 199706274H

29TH ANNUAL GENERAL MEETING
PROXY FORM

IMPORTANT

1. The 29th Annual General Meeting ("**AGM**") of Singapore Technologies Engineering Ltd (the "**Company**") will be held, in a wholly physical format, at Marina Bay Sands Expo and Convention Centre, Level 3, Begonia Ballroom, 3001AB-4 and 3101AB-4, 10 Bayfront Avenue, Singapore 018956 on Thursday, 23 April 2026 at 2.30 p.m. **There will be no option for shareholders to participate virtually**.
2. Please read the notes overleaf which contain instructions on, *inter alia*, the appointment of a proxy(ies).
3. This proxy form is not valid for use and shall be ineffective for all intents and purposes if used or purported to be used by CPF and SRS investors.
4. CPF and SRS investors:
   (a) may vote at the AGM if they are appointed as proxies by their respective CPF Agent Banks or SRS Operators, and should contact their respective CPF Agent Banks or SRS Operators if they have any queries regarding their appointment as proxies; or
   (b) may appoint the Chairman of the Meeting as proxy to vote on their behalf at the AGM, in which case they should approach their respective CPF Agent Banks or SRS Operators to submit their votes by 5.00 p.m. on Monday, 13 April 2026.

PERSONAL DATA PRIVACY

By submitting an instrument appointing a proxy(ies) and/or representative(s), the member accepts and agrees to the personal data privacy terms set out in the Notice of AGM dated 25 March 2026.

*I/We _____ *NRIC/Passport/Co Reg Number _____

of _____ (Address)

being a *member/members of the abovenamed Company, hereby appoint:

Name	Address	NRIC/Passport Number	Proportion of Shareholdings	
			No. of Shares	%
*and/or				

or if no proxy is named, the Chairman of the Meeting, as *my/our *proxy/proxies to attend, speak and vote for *me/us on *my/our behalf at the 29th AGM of the Company to be held at 2.30 p.m. on Thursday, 23 April 2026 at Marina Bay Sands Expo and Convention Centre, Level 3, Begonia Ballroom, 3001AB-4 and 3101AB-4, 10 Bayfront Avenue, Singapore 018956 and at any adjournment thereof. *I/We direct *my/our *proxy/proxies to vote for or against or to abstain from voting on the resolutions to be proposed at the AGM as indicated hereunder.

Voting will be conducted by poll. If you wish your proxy/proxies to cast all your votes "For" or "Against" a resolution, please indicate with an "X" in the "For" or "Against" box provided in respect of that resolution. Alternatively, please insert the relevant number of shares "For" or "Against" in the "For" or "Against" box provided in respect of that resolution. If you wish your proxy/proxies to abstain from voting on a resolution, please indicate with an "X" in the "Abstain" box provided in respect of that resolution. Alternatively, please insert the relevant number of shares in the "Abstain" box provided in respect of that resolution. In any other case, the proxy/proxies may vote or abstain as the proxy/proxies deem(s) fit on any of the below resolutions if no voting instruction is specified, and on any other matter arising at the AGM and at any adjournment thereof.

No	Ordinary Resolutions	For	Against	Abstain
	Routine Business			
1	Adoption of Directors' Statement, Audited Financial Statements and Auditor's Report			
2	Declaration of Final Dividend and Special Dividend			
3	Re-election of Mr Vincent Chong Sy Feng as a Director pursuant to article 100 of the Constitution of the Company			
4	Re-election of Mr Lim Chin Hu as a Director pursuant to article 100 of the Constitution of the Company			
5	Re-election of Ms Ng Bee Bee (May) as a Director pursuant to article 100 of the Constitution of the Company			
6	Re-election of Mr Ong Su Kiat Melvyn as a Director pursuant to article 100 of the Constitution of the Company			
7	Approval of Directors' remuneration for the financial year ending 31 December 2026			
8	Re-appointment of PricewaterhouseCoopers LLP as the Auditor of the Company and to authorise the Directors to fix its remuneration			
	Special Business			
9	Authority for Directors to issue shares and to make or grant convertible instruments			
10	Authority for Directors to grant awards and allot shares pursuant to the Singapore Technologies Engineering Performance Share Plan 2020 and the Singapore Technologies Engineering Restricted Share Plan 2020			
11	Renewal of the Shareholders Mandate for Interested Person Transactions			
12	Renewal of the Share Purchase Mandate			

* delete as appropriate

Dated this _____ day of _____ 2026

Total Number of Shares Held

_____

Signature(s) of Member(s) or Common Seal

_____

Contact Number / Email Address of Member(s)

IMPORTANT
PLEASE READ NOTES OVERLEAF

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Notes:

1. If the member has shares entered against his/her/its name in the Depository Register (maintained by The Central Depository (Pte) Limited), he/she/it should insert that number of shares. If the member has shares registered in his/her/its name in the Register of Members (maintained by or on behalf of the Company), he/she/it should insert that number of shares. If the member has shares entered against his/her/its name in the Depository Register and shares registered in his/her/its name in the Register of Members, he/she/it should insert the aggregate number of shares. If no number is inserted, this instrument appointing a proxy(ies) will be deemed to relate to all shares held by the member.
2. (a) A member who is not a relevant intermediary is entitled to appoint not more than two proxies to attend, speak and vote at the AGM. Where such member's instrument appointing a proxy(ies) appoints more than one proxy, the proportion of the shareholding concerned to be represented by each proxy shall be specified in the instrument.

   (b) A member who is a relevant intermediary is entitled to appoint more than two proxies to attend, speak and vote at the AGM, but each proxy must be appointed to exercise the rights attached to a different share or shares held by such member. Where such member's instrument appointing a proxy(ies) appoints more than two proxies, the number and class of shares in relation to which each proxy has been appointed shall be specified in the instrument.

   "**Relevant intermediary**" has the meaning ascribed to it in Section 181 of the Companies Act 1967.

   A member who wishes to appoint a proxy(ies) must complete the instrument appointing a proxy(ies), before submitting it in the manner set out below.
3. A proxy need not be a member of the Company. A member may choose to appoint the Chairman of the Meeting as his/her/its proxy.
4. The instrument appointing a proxy(ies) must be submitted to the Company in the following manner:

   (a) if submitted personally or by post, be lodged with the Company's Share Registrar, Tricor Barbinder Share Registration Services, at 9 Raffles Place, #26-01 Republic Plaza Tower 1, Singapore 048619; or

   (b) if submitted electronically, be submitted via email to the Company's Share Registrar at STENG-PROXY@vistra.com,

   and in each case, must be lodged or received (as the case may be) not less than 72 hours before the time appointed for holding the AGM.
5. Completion and submission of the instrument appointing a proxy(ies) does not preclude a member from attending, speaking and voting at the AGM if he/she so wishes. The appointment of the proxy(ies) for the AGM will be deemed to be revoked if the member attends the AGM in person and in such event, the Company reserves the right to refuse to admit any person or persons appointed under the relevant instrument appointing a proxy(ies) to the AGM.
6. The instrument appointing a proxy(ies) must be signed under the hand of the appointor or of his/her attorney duly authorised in writing. Where the instrument appointing a proxy(ies) is executed by a corporation, it must be executed either under its seal or under the hand of an officer or attorney duly authorised. Where an instrument appointing a proxy(ies) is signed on behalf of the appointor by an attorney, the letter or power of attorney or a duly certified copy thereof must (failing previous registration with the Company), if the instrument is submitted personally or by post, be lodged with the instrument or, if the instrument is submitted electronically via email, be emailed with the instrument, failing which the instrument may be treated as invalid.
7. A corporation which is a member may authorise by resolution of its directors or other governing body, such person as it thinks fit to act as its representative at the AGM, in accordance with Section 179 of the Companies Act 1967.

General:

The Company shall be entitled to reject an instrument appointing a proxy(ies) if it is incomplete, improperly completed, illegible or where the true intentions of the appointor are not ascertainable from the instructions of the appointor specified in the instrument appointing a proxy(ies) (including any related attachment). In addition, in the case of a member whose shares are entered in the Depository Register, the Company may reject any instrument appointing a proxy(ies) if the member, being the appointor, is not shown to have shares entered against his/her/its name in the Depository Register as at 72 hours before the time appointed for holding the AGM, as certified by The Central Depository (Pte) Limited to the Company.

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ST Engineering

Postage will be paid by addressee. For posting in Singapore only.

BUSINESS REPLY SERVICE
PERMIT NO. 09673

Singapore Technologies Engineering Ltd
c/o The Share Registrar
Tricor Barbinder Share Registration Services
9 Raffles Place
#26-01 Republic Plaza Tower 1
Singapore 048619

Seal here. Do not staple. Glue all sides firmly.

SINGAPORE TECHNOLOGIES ENGINEERING LTD

(Incorporated in the Republic of Singapore)
Company Registration No. 199706274H

REQUEST FORM

To: Singapore Technologies Engineering Ltd
c/o The Share Registrar
Tricor Barbinder Share Registration Services

N.B. Please tick accordingly. We regret that we will not be able to process any incomplete or improperly completed request.

☐ I/We wish to receive a printed copy of the Annual Report for the financial year ended 31 December 2025.

☐ I/We wish to receive a printed copy of the Letter to Shareholders dated 25 March 2026.

The shares are held by me/us under or through:

☐ CDP Securities Account number: | | | | | – | | | | | – | | | | |

☐ CPFIS/SRS Account

☐ Physical Scrips

Name of Shareholder(s):

_____

_____

Mailing Address:

_____

_____

Signature(s): _____ Date: _____

Notes:

1. This request is valid for the Annual Report for the financial year ended 31 December 2025 and the Letter to Shareholders dated 25 March 2026.
2. By submitting the Request Form to us, you agree and acknowledge that we and/or our service provider(s) may collect, use and disclose your personal data, as contained in your submitted Request Form or which is otherwise collected from you (or your authorised representative(s)), for the purpose of processing and effecting your request.

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ST Engineering

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BUSINESS REPLY SERVICE
PERMIT NO. 09673

Singapore Technologies Engineering Ltd
c/o The Share Registrar
Tricor Barbinder Share Registration Services
9 Raffles Place
#26-01 Republic Plaza Tower 1
Singapore 048619

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SINGAPORE TECHNOLOGIES ENGINEERING LTD

(Incorporated in the Republic of Singapore)
Company Registration No. 199706274H

25 March 2026

Dear Shareholder

We are pleased to enclose printed copies of the Notice of Annual General Meeting and proxy form for the upcoming 29th Annual General Meeting ("**AGM**") of Singapore Technologies Engineering Ltd ("**ST Engineering**" or the "**Company**") to be held on **Thursday, 23 April 2026 at 2.30 p.m.** at Marina Bay Sands Expo and Convention Centre, Level 3, Begonia Ballroom, 3001AB-4 and 3101AB-4, 10 Bayfront Avenue, Singapore 018956. The AGM will be held in a wholly physical format. **There will be no option for shareholders to participate virtually**.

In line with ST Engineering's sustainability strategy, we have discontinued the practice of mailing ST Engineering's annual reports and letters to shareholders. Instead, ST Engineering's Annual Report for the financial year ended 31 December 2025 (the "**Annual Report 2025**") and its Letter to Shareholders dated 25 March 2026 (in relation to the proposed renewal of the mandate for interested person transactions and the proposed renewal of the share purchase mandate) (the "**Letter to Shareholders**"), will be available for download from the Company's website from the date of this letter.

The Annual Report 2025 may be accessed at the URL https://www.stengg.com/en/investor-relations/annual-reports/ by clicking on the "Download PDF" button under the section "Annual Report 2025". The Letter to Shareholders may be accessed at the URL https://www.stengg.com/en/investor-relations/agmegm/ by clicking on the link for "Letter to Shareholders" under the tabs for "2026" and "29th Annual General Meeting". You will need an internet browser and PDF reader to view these documents.

The Annual Report 2025 and the Letter to Shareholders may also be accessed at the SGX website at the URL https://www.sgx.com/securities/company-announcements.

We hope that you will join our sustainability efforts and embrace e-communications by accessing these documents electronically via the above-stated URLs. However, if you still wish to receive printed copies of the Annual Report 2025 and/or the Letter to Shareholders for this year, please complete the Request Form enclosed, or otherwise made available on the Company's website at the URL https://www.stengg.com/en/investor-relations/agmegm/ and the SGX website at the URL https://www.sgx.com/securities/company-announcements, and submit it to us by **2.30 p.m. on Monday, 20 April 2026**.

By submitting the Request Form, you agree and acknowledge that we and/or our service provider(s) may collect, use and disclose your personal data, as contained in your submitted Request Form or which is otherwise collected from you (or your authorised representative(s)), for the purpose of processing and effecting your request.

Instructions for Participation in the AGM

Please note the deadline for submission of questions in advance of the AGM, which is 5.00 p.m. on Monday, 13 April 2026, and the deadline for submission of forms of proxy, which is 2.30 p.m. on Monday, 20 April 2026.

As voting at the physical meeting will be conducted via an online platform, please bring along a web-browser enabled device in order to access the voting function at the AGM.

The AGM will commence promptly at 2.30 p.m. on Thursday, 23 April 2026. You are encouraged to arrive at least half an hour prior to the commencement of the AGM so as to allow sufficient time for registration. Only coffee, tea and water will be served before the AGM, and no vouchers or door gifts will be issued.

For more information on the AGM, please email us at ir@stengg.com.

Identification for Attendance and Voting

Please be reminded that we will need your/your proxy(ies)' or representative(s)' full name and full NRIC/passport number for identification purposes, and your/your proxy(ies)' or representative(s)' NRIC/passport will need to be produced for sighting at registration at the AGM. This is so as to ensure attendance and voting only by identified individuals. We reserve the right to refuse admittance to the AGM if we are unable to establish your/your proxy(ies)' or representative(s)' identity accurately.

We look forward to seeing you at our AGM.

Yours faithfully

For and on behalf of
Singapore Technologies Engineering Ltd

Low Meng Wai/Tan Wan Hoon
Company Secretaries