NORDIC Group Limited

1H2026 RESULTS PRESENTATION

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Corporate
Profile

Nordic Group At A Glance

A lifecycle engineering solutions provider listed on SGX Mainboard in 2010

Market Capitalisation[1]
S$216.9M

Revenue Growth CAGR (FY20-FY25)[2]
14%

Profitability Growth CAGR (FY20-FY25)[2]
29%

Dividend Payout
40%

Outstanding Orderbook[3]
S$254.3M

Business Nature
Engineering

Business Segments

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

Engineering Solutions Group

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

Engineering Services Group

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

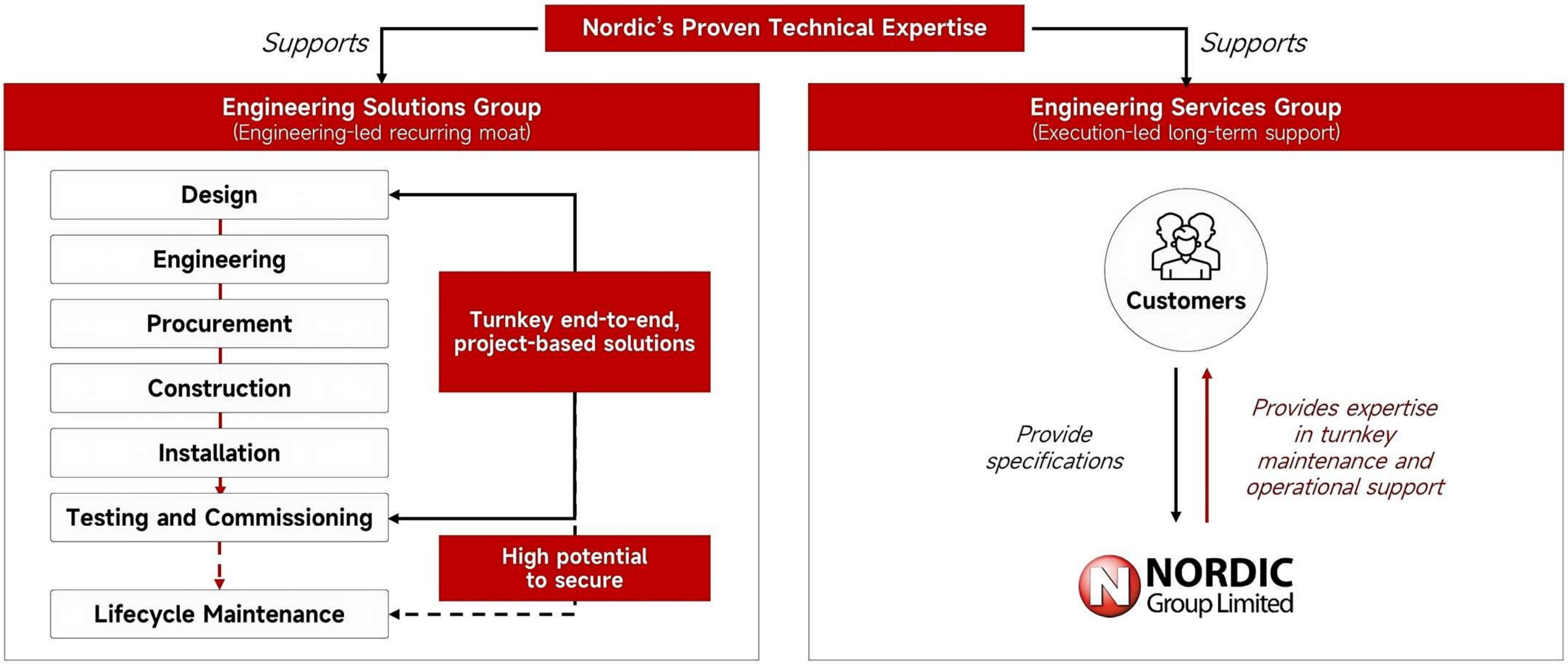
Geographical Presence

NORDIC FACTORY / OFFICE
SALES & SERVICE OFFICE

1. As of 7 August 2026
2. CAGR = compound annual growth rate. Between FY2020 and FY2025
3. As of 30 June 2026

Business Model

Two complementary business arms, engineering solutions for turnkey project delivery and engineering services for long-term maintenance and operational support, together create a strong recurring value cycle



Engineering Solutions Business Model

Engineering Services Business Model

Our Capabilities And Offerings

Nordic is a strategic partner to our customers, providing turnkey EPCC and enhanced with comprehensive lifecycle maintenance services

Category	Engineering Solutions Group	Engineering Services Group
Nordic's Expertise	**EPCC** *(Engineering, Procurement, Construction, and Commissioning)*	**Lifecycle Maintenance Services and Operational Support**

Nordic's Offerings

Engineering Solutions Group – EPCC

- Precision Engineering
- Cleanroom, Air, Water Engineering Solutions & Facility Management
- Automation, Electrical & Instrumentation
- Structural Engineering and Construction Services

Engineering Services Group – Lifecycle Maintenance Services and Operational Support

Scaffolding, Insulation, & Painting

Chemical Cleaning
Waste Management & Rental of Equipment

Addressable Industries

Our design-led engineering solutions are transferable across industries, including marine & offshore, semiconductor, defence and petrochemical & infrastructure, enabling diversification without straying from core strengths

SEMICONDUCTOR INDUSTRY

Service Scope:

- Essential precision and process engineering services for semiconductor manufacturing environments that require contamination control and high reliability
- Turnkey cleanroom and facility projects
- Core infrastructure for wafer fabrication and advanced packaging plants

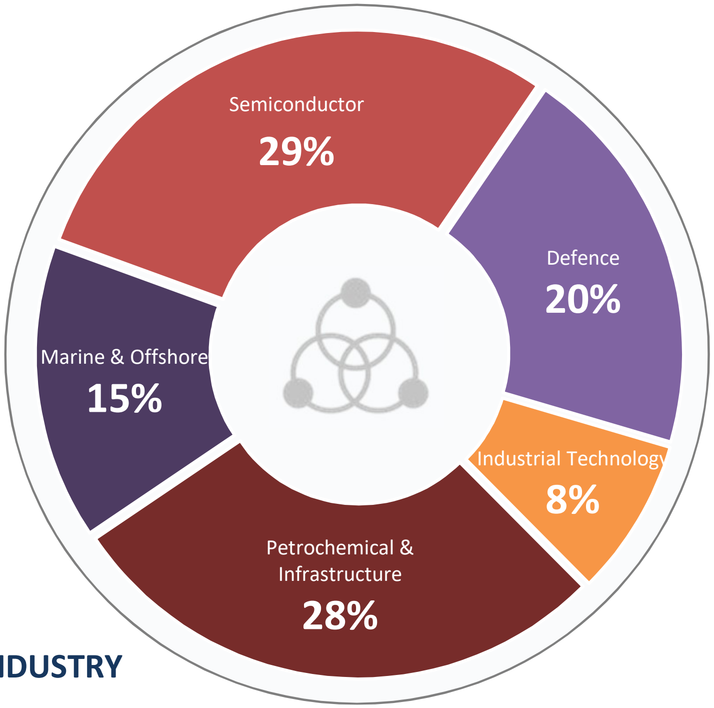
MARINE & OFFSHORE INDUSTRY

Service Scope:

- Automation and flow-control systems for vessels and oil & gas platforms

PETROCHEMICAL & INFRASTRUCTURE INDUSTRY

- Petrochemical and environmental engineering services for petrochemical, pharmaceutical plants and government infrastructures



DEFENCE INDUSTRY

Service Scope:

- Mission-critical defence infrastructure with advanced ballistic protection systems
- Tactical training mock-ups
- Engineered fuel dispensing systems with full EPCC capabilities

INDUSTRIAL TECHNOLOGY INDUSTRY

Presence in Diverse Industries:

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


Financial
Performance

Financial Performance Overview

NORDIC Group Limited

S$ million	1H2026	1H2025	Change (%)
Revenue	87.2	84.8	3
Gross Profit Margin	*23.6%*	*22.6%*	*1.0 ppt*
Operating Profits	13.1	11.7	12
Operating Margin	*15.0%*	*13.7%*	*1.3 ppts*
Net Profit	10.0	8.3	21
Net Profit Margin	*11.5%*	*9.8%*	*1.7 ppts*
EPS	2.5 cents	2.1 cents	19
NAV Per Share	37.2 cents	33.5 cents	11
Order book	254.3		

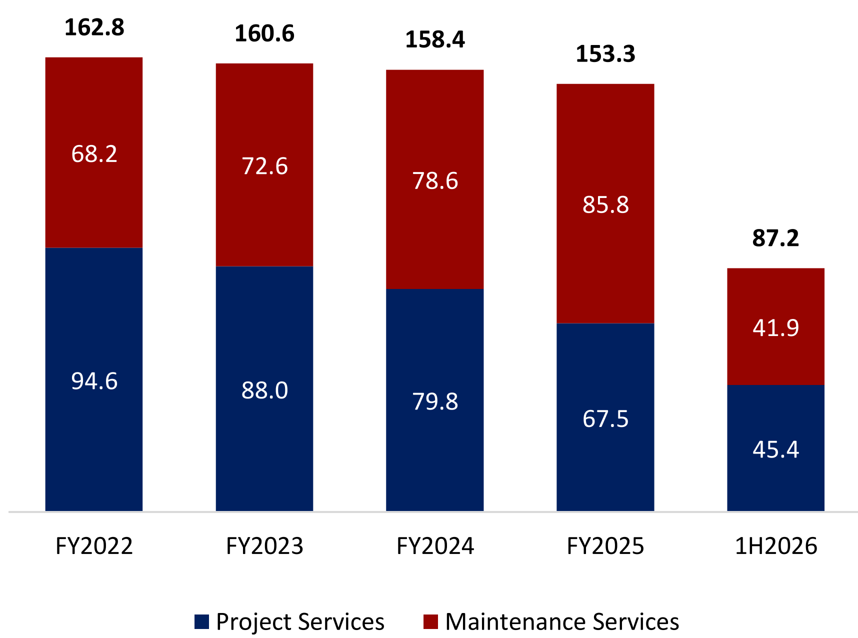
- Figures above may not add up due to rounding errors
- Total number of issued shares excluding treasury shares after purchase was 397,802,800 as of 30 June 2026
- Total number of issued shares excluding treasury shares after purchase was 398,511,900 as of 30 June 2025

Revenue Trend

NORDIC Group Limited

Revenue Contribution by Income Segment

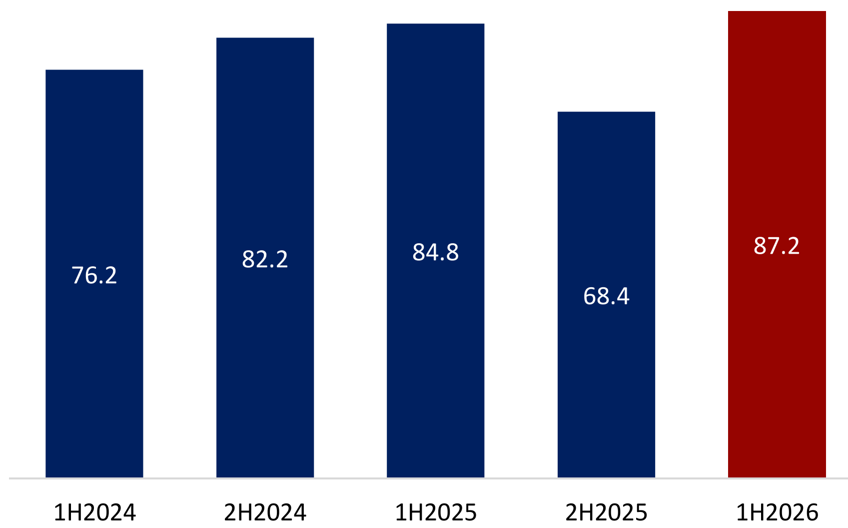
Two complementary segments: Engineering Solutions (turnkey projects) and Engineering Services (maintenance & support)



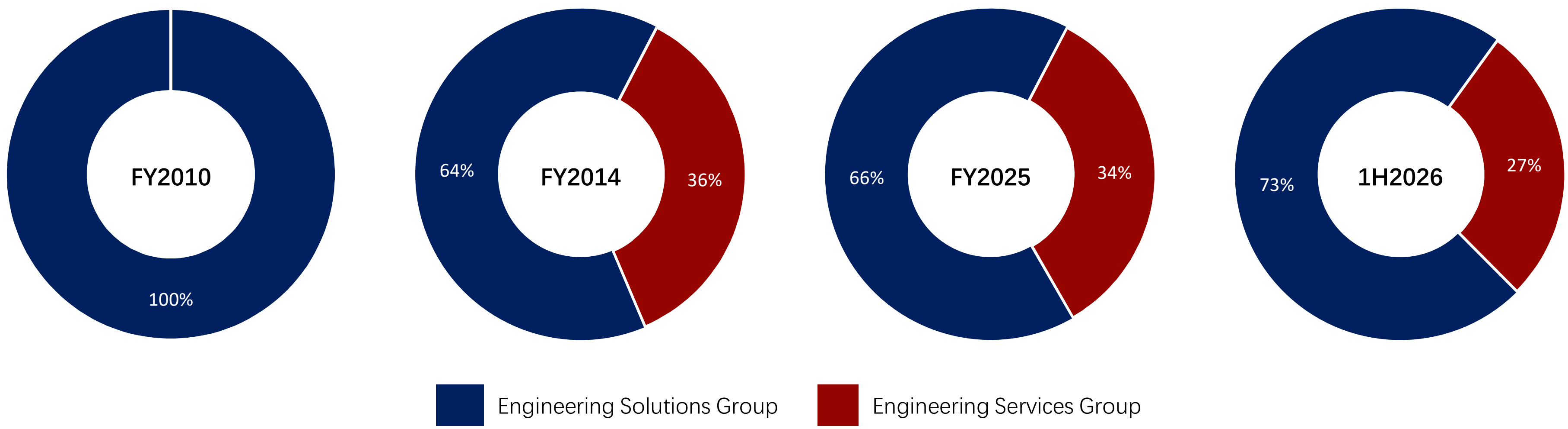
Unit: S$' million

Half-Yearly Revenue Trend

Revenue rebounded in 1H2026, led by stronger Project Services deliveries following the 2H2025 project completion lull



Revenue Contribution by Service Group



Engineering Solutions Group

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

Engineering Services Group

Services
Scaffolding Services
Insulation Services
Petrochemical and Environmental Services

Note: Above includes inter-segment eliminations

Revenue Contribution by Industry

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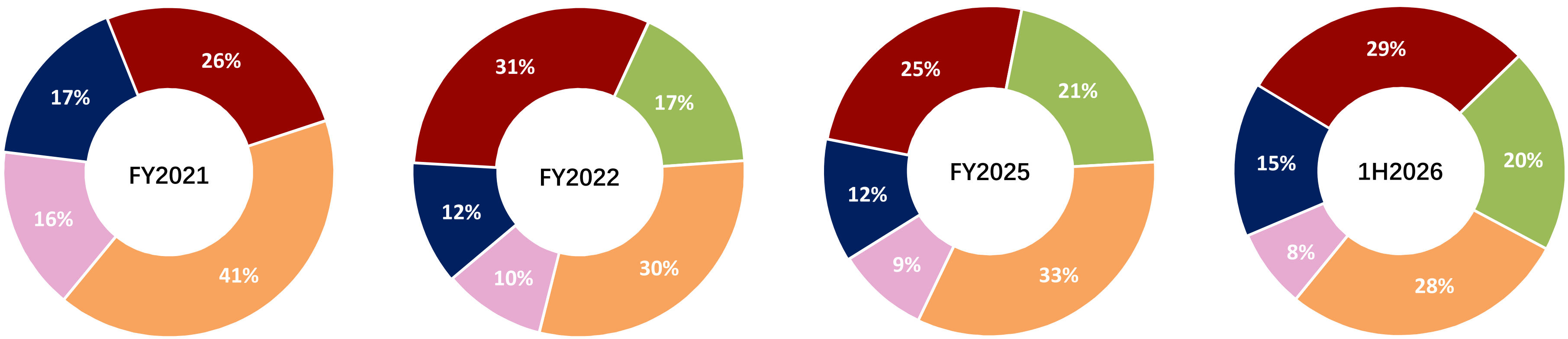


Marine & Offshore
- Marine / Upstream

Semiconductor
- Semiconductor

Defence
- Law Enforcement, Security Agencies, Civil Authorities

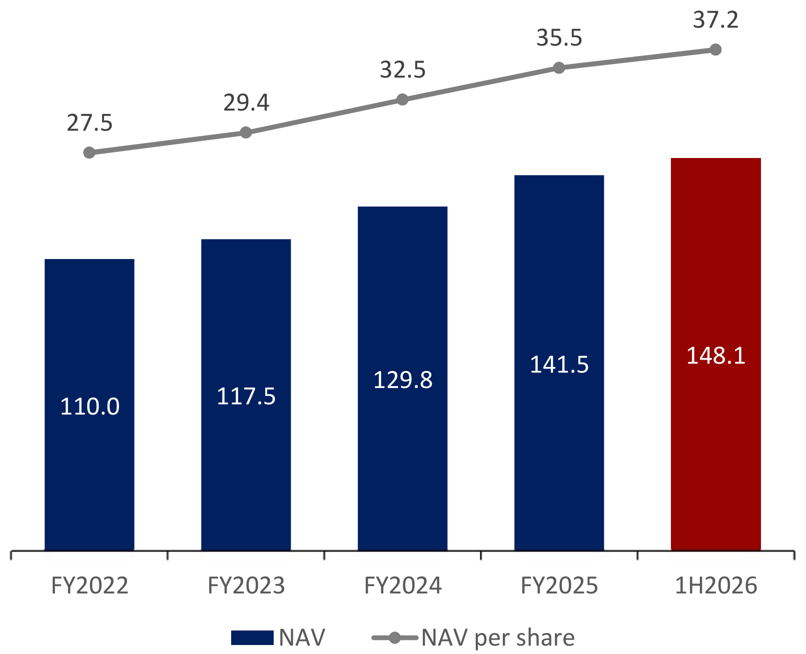
Petrochemical & Infrastructure
- Petrochemical
- Onshore / Infrastructure
- Pharmaceutical

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

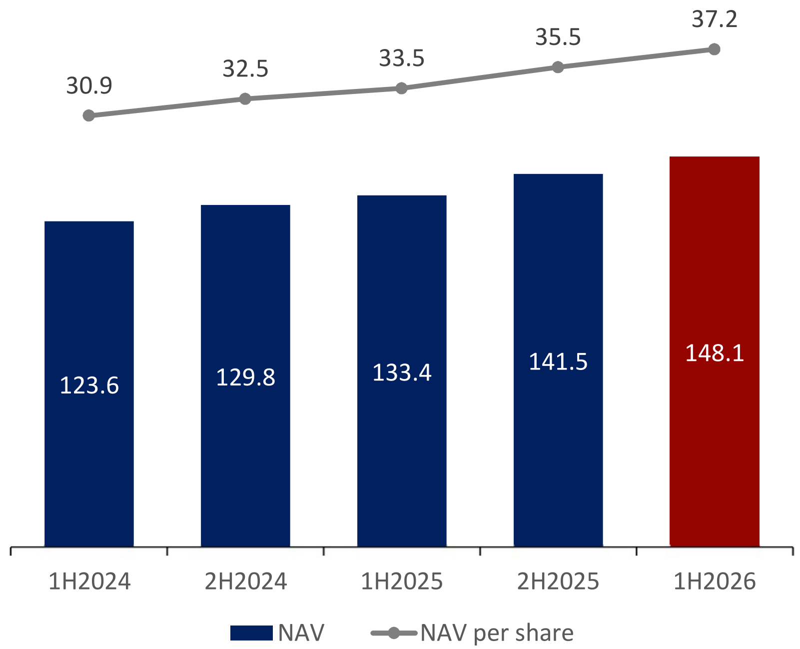
Net Asset Value Trend

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

NAV and NAV per Share Trend by Year



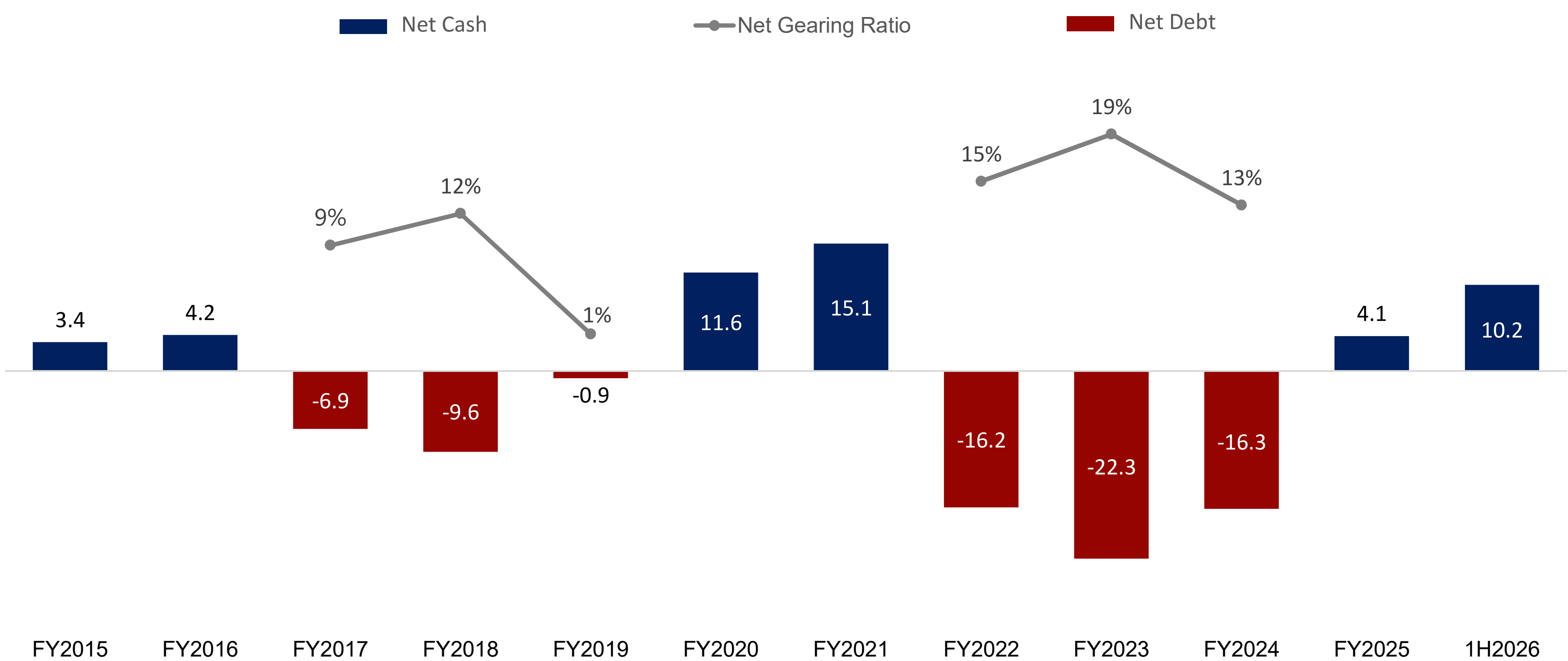
NAV and NAV per Share Trend by Half-Year



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

Net Gearing Ratio Trend

Maintained a healthy net cash position of S$10.2 million in 1H2026, supported by continued operating cash flow generation and disciplined debt repayment

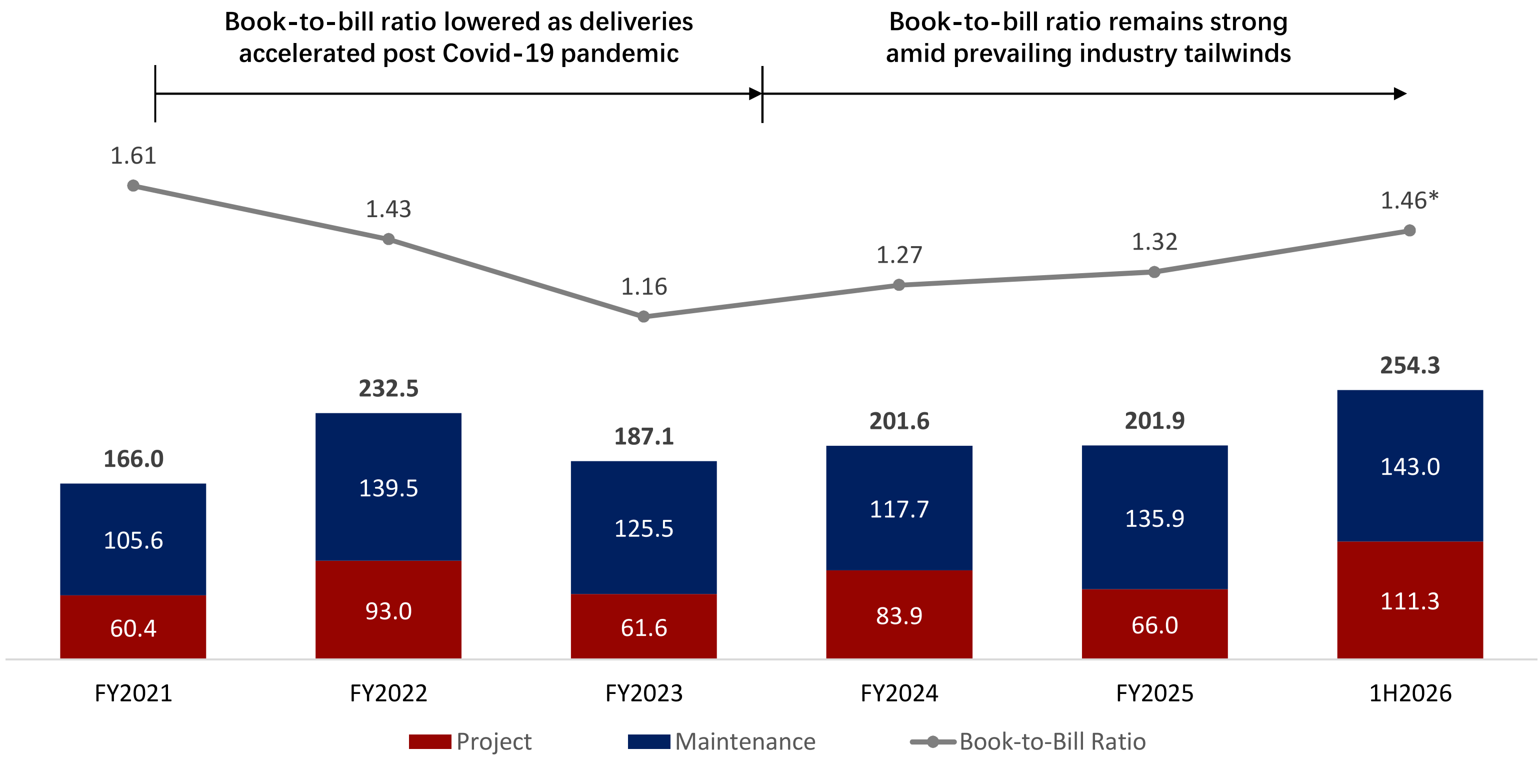


Net Gearing Ratio = (total borrowings - cash and cash equivalents)/total equity x 100%.
Net cash as of 31 July 2026 is about $17.3 million
Unit: S$' million

Operational Performance

Order Book

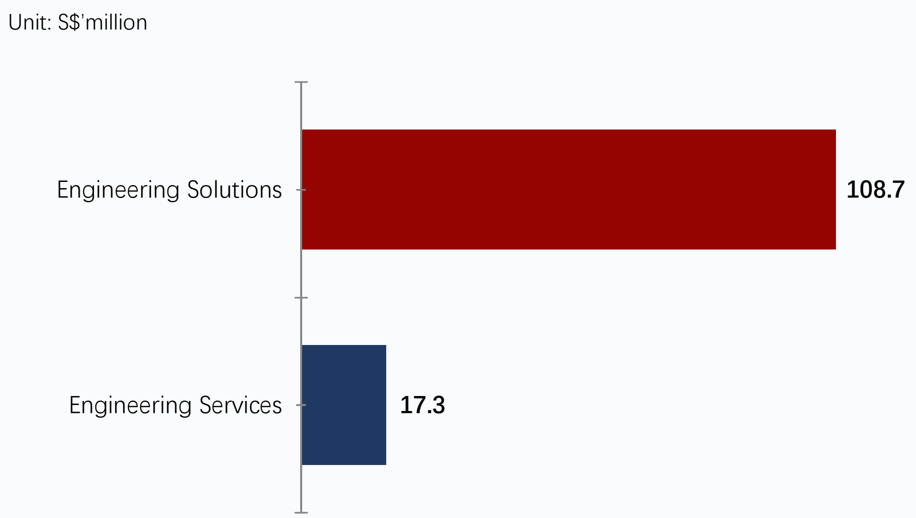
Order book grew to a record S$254.3 million, driven by strong Project Services contract wins, with Maintenance Services continuing to provide a stable recurring revenue base; book-to-bill ratio remained healthy at 1.46x*, supporting revenue visibility



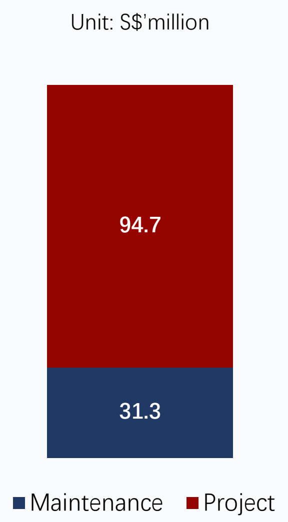
* Calculated using extrapolated revenue of FY2026

YTD Contract Wins — S$126M

By Business Segment



By Reporting Segment



Engineering Solutions Group includes: 1) System Integration/MRO & Trading; 2) Precision Engineering; 3) Cleanroom, Air & Water Services; 4) Structural Engineering and Construction Services.
Engineering Services Group includes: 1) Scaffolding Services; 2) Insulation Services; 3) Petrochemical and Environmental Services.

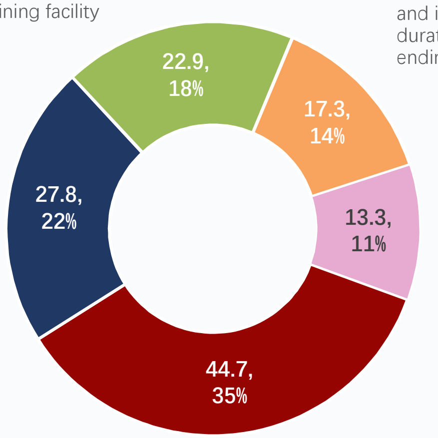
* Figures above may not add up due to rounding errors

YTD Contract Wins — S$126M

By Industry

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

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



Marine & Offshore
Manufacture of valves, actuators, control & tank gauging, and E&I work, covering 118 vessels and 2 FPSOs

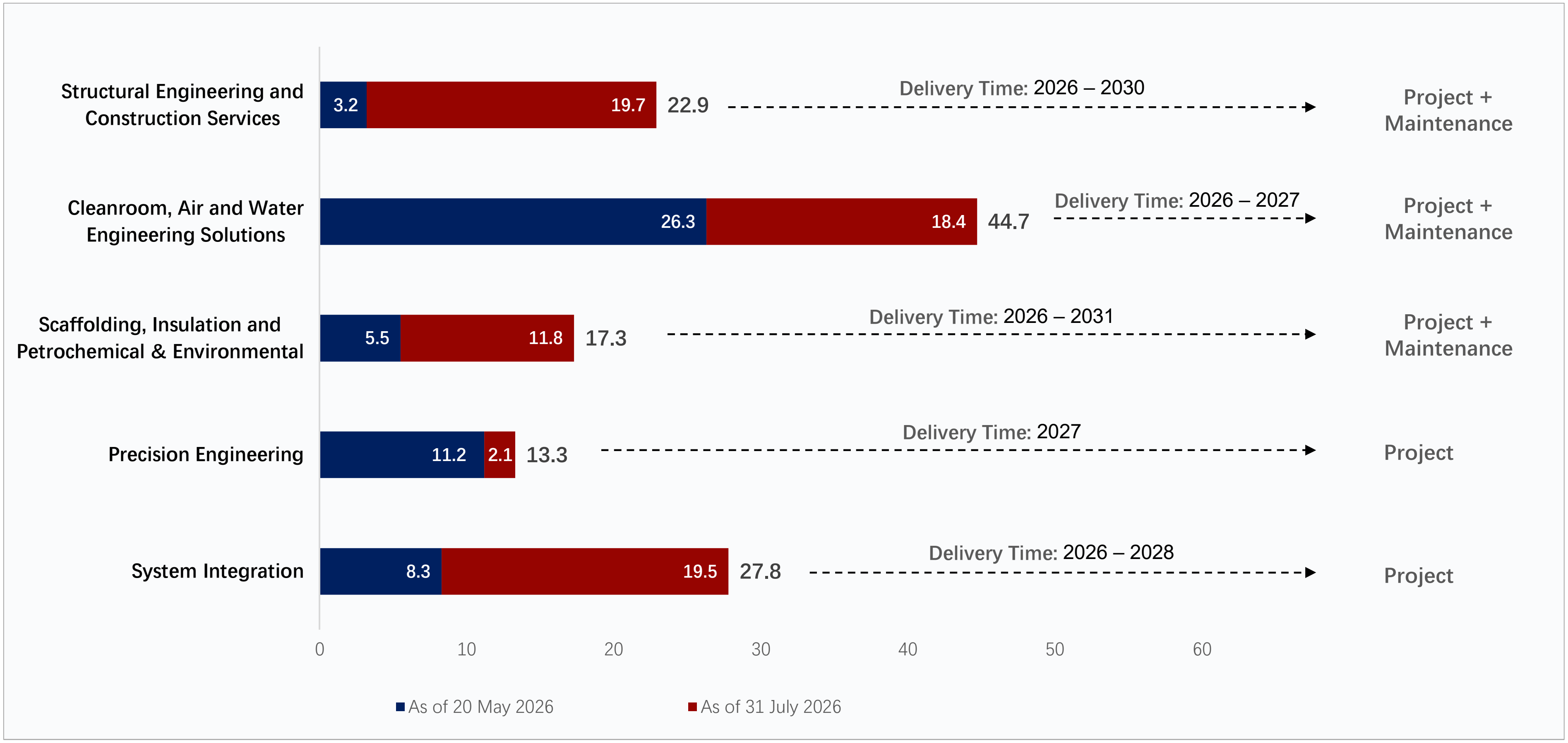
Industrial Technology
Project-based contracts for machining services and mechanical assembly across 7 sub-industries →

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

Industrial Technology sub-breakdown	S$'m
Optical	6.0
Green Energy	3.2
Analytical Instrumentation	1.6
Medical Equipment / Industrial / Manufacturing	1.5
Aerospace	0.9
Infrastructure	0.1
Institute / R&D	<0.1
Total	**13.3**

* Figures above may not add up due to rounding errors

YTD Contract Wins — S$126M



* Figures above may not add up due to rounding errors

Sales Pipeline (Engineering Solutions - Marine)

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

S$89M
Sales Pipeline

358
Vessels

2026 - 2030
Delivery Timeframe

Vessels Breakdown

FPSO

14 vessels

Bulk Carriers

171 vessels

Containerships

116 vessels

Tankers

22 vessels

PCTC

3 vessels

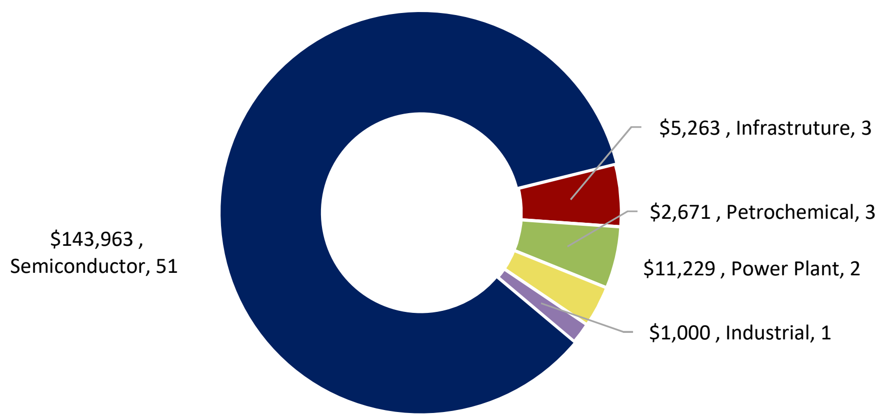
Others

32 vessels

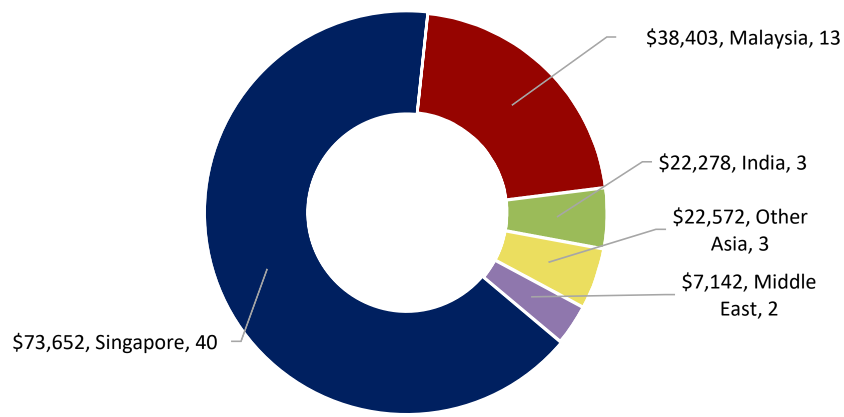
Sales Pipeline (Engineering Solutions - Semiconductor)

Total Opportunities Following Up (Mid & High Success)	**$68,810**
Total Quotations Following Up	**$164,149**

No. of Project Tenders by Sector



No. of Project Tenders by Country



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

Sales Pipeline (Engineering Solutions - Semiconductor)

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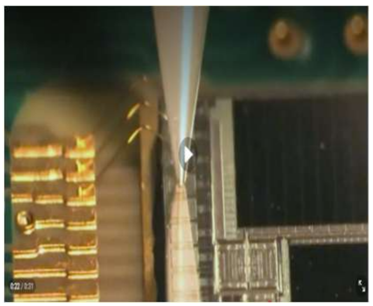
AviTools Suzhou



2 US Semi-con Co.

Potential recurring order of S$5M

China O&G Co.

Potential recurring order of S$1M

Eratech

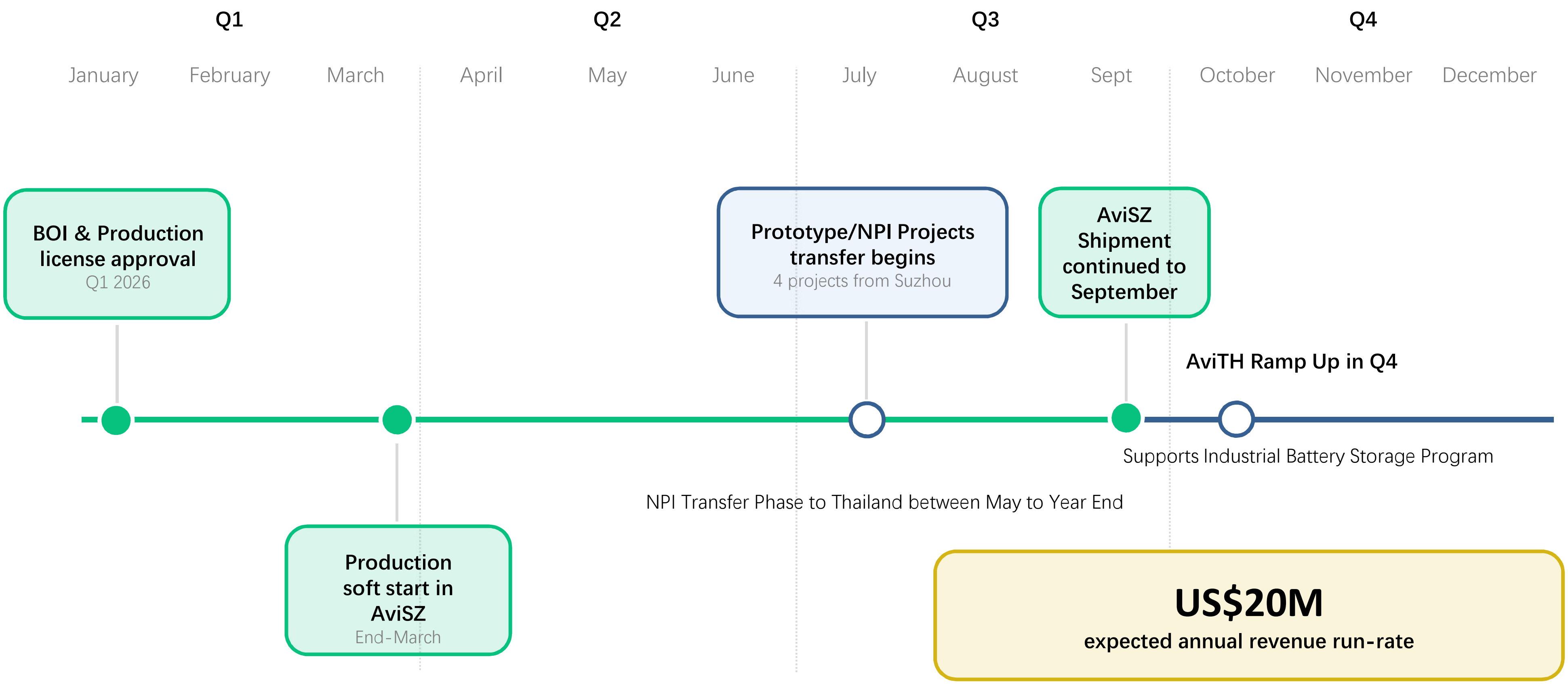
US Automation Co.

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

US Optical Co.

- PO of ~US$3.8M to stretch over 2026~2027
- **Additional pipeline: ~US$1.0M**

Update: AviTools Thailand Operation



Note: amount in USD

Update: AviTools Thailand Operation

Industrial Battery Storage Program Impact for Avitools Thailand

2026	12	4 / 7 / 1
Program Ramp Window	Components in Scope	Mass | Small Batch | Proto

Program Context (2026):

- Utility-scale energy storage demand is scaling
- Suppliers must deliver cost + cycle-time competitiveness
- Quality systems + multi-site scalability are mandatory

Scope (What It Is)

Prototype	Small Batch	Mass
1	7	4

Die casting • Forging • Investment casting • Sand casting • Precision machining

- **Suzhou:** Qualification site & Pilot Build
- **Thailand:** industrialization (ramp → volume)

What it means to AviTools Thailand:

Strategic

- Thailand becomes volume-ready supply node
- Anchor program for energy storage growth

Capability build

- Thailand becomes volume-ready supply node
- Anchor program for energy storage growth

Execution focus

- Capacity / equipment / manpower ramp
- Qualification + SOP & quality pack readiness

Sales Pipeline (Engineering Solutions - Defence)

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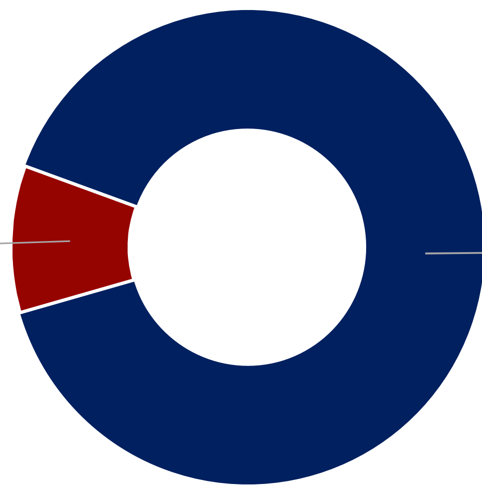
S$173M

Sales Pipeline

2026 - 2028

Award Period

Geographical Breakdown



Sales Pipeline (Engineering Services)

Strong maintenance services sales pipeline, driving revenue visibility.

S$38.5M
Sales Pipeline

2026 - 2028
Completion Timeframe

Sectors Breakdown

Oil & Gas Sector

S$7.0 M

Pharmaceutical Sector

S$1.5 M

Marine Sector

S$1.5 M

Energy & Infrastructure Sector

S$28.5 M

Insider Share Purchases

9 November 2010 – IPO:

Director	No. of shares held	% shareholdings
Chang Yeh Hong	200,480,625	50.12%
Eric Lin Choon Hin	43,500,000	10.88%
Dorcas Teo Ling Ling	29,000,000	7.25%
	272,980,625	**68.25%**

28 April 2026:

Director / Executive Officer	No. of shares held	% shareholdings*
Chang Yeh Hong	218,545,025	54.94%
Eric Lin Choon Hin	44,050,000	11.07%
Dorcas Teo Ling Ling	32,419,500	8.15%
Astro Chang Yeh Fung	3,574,800	0.90%
Chia Meng Ru	1,871,600	0.47%
Lee Kok Keng Andrew	1,061,800	0.27%
Total	**301,522,725**	**75.80%**

* Calculated based on 397,802,800 ordinary shares as of 30 June 2026

Share Buyback

NORDIC Group Limited

Month Of Acquisition	Quantity	Cumulative Volume	Cumulative % of Total No of Issued Shares **
	Share Buyback by way of Market Acquisition		
2022	263,900	263,900	0.07
2024	707,700	971,600	0.24
2025	761,500	1,733,100	0.43
January 2026	8,000	1,741,100	0.44
March 2026	109,500	1,850,600	0.46
April 2026	121,800	1,972,400	0.49
May 2026	116,000	2,088,400	0.52
June 2026	108,800	2,197,200	0.55
Volume Weighted Average Price		**$0.393**	

** - 400 million shares

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THANK YOU