

ST Engineering acquisitions*

| YEAR ANNOUNCED | TARGET | STAKE SOUGHT (%) | EQUITY VALUE (M) |
|----------------|------------------------------------|------------------|------------------|
| 2021 | Cubic Corp (Proposed) | 100 | US\$ 2,413 |
| 2019 | ST Engineering iDirect Europe NV | 100 | EUR 250 |
| 2019 | Glowlink Communications Technology | 100 | US\$ 20 |
| 2018 | Middle River Aerostructure Systems | 100 | US\$ 506 |
| 2017 | SP Telecommunications | 51 | S\$ 55 |
| 2015 | Elbe Flugzeugwerke | 20 | EUR 99 |
| 2012 | VT Volant Aerospace | 100 | US\$ 13.1 |
| 2012 | Elbe Flugzeugwerke | 35 | EUR 110.5 |

*>US\$10m equity value; past decade