Singapore Company Update

ST Engineering

Bloomberg: STE SP | Reuters: STEG.SI

DBS Group Research . Equity

Refer to important disclosures at the end of this report

4 Apr 2025

BUY

Last Traded Price (3 Apr 2025): SGD6.75 (STI: 3,942.23) Price Target 12-mth: SGD7.50 (11% upside) (Prev SGD6.00)

Analyst

Jason SUM, CFA jasonsum@dbs.com

What's New

- Defence poised for upside surprise as surging international procurement meets years of groundwork in marketing, R&D and partnerships
- Rising urgency should accelerate Smart City adoption and lead to positive surprise relative to medium term targets
- Potential M&A provides additional torque, underpinned by strong execution track record and balance sheet capacity
- Historical valuation benchmarks no longer do justice to STE's higher growth trajectory; notable PEG discount and earnings visibility justify TP raise to SGD7.50

Price Relative SGD Relative Index 7.3 - 215 6.8 - 6.3 - 125 5.8 - 155 1.3

Forecasts and Valuation FY Dec (SGDmn)	n 2023A	2024A	2025F	2026F
Revenue	10,101	11,276	12,289	13,338
EBITDA	1,487	1,614	1,766	1,924
Pre-tax Profit	704	863	1,006	1,166
Net Profit	586	702	814	944
Net Pft (Pre Ex.)	617	702	814	944
Net Pft Gth (Pre-ex) (%)	22.0	13.7	15.9	15.9
EPS (S cts)		22.5	26.1	30.2
	18.8			
EPS Pre Ex. (S cts)	19.8	22.5	26.1	30.2
EPS Gth Pre Ex (%)	22	14	16	16
Net DPS (S cts)	16.0	17.0	18.0	19.0
BV Per Share (S cts)	78.8	85.5	94.6	107
PE (X)	36.2	30.2	26.1	22.5
PE Pre Ex. (X)	34.3	30.2	26.1	22.5
P/Cash Flow (X)	23.6	14.1	16.8	14.4
EV/EBITDA (X)	18.3	16.6	15.0	13.6
Net Div Yield (%)	2.4	2.5	2.7	2.8
P/Book Value (X)	8.6	7.9	7.2	6.4
Net Debt/Equity (X)	2.1	1.8	1.5	1.2
ROAE (%)	24.1	27.4	28.9	30.0
Earnings Rev (%):			1	0
Consensus EPS (S cts):			26.6	30.3
Other Broker Recs:		B: 13	S: 0	H: 2

Source of all data on this page: Company, DBS, Bloomberg

New era of growth calls for a valuation rethink

Investment Thesis:

Well positioned across global megatrends of digitalisation, urbanisation, sustainability, and security, STE has established itself as a global force in aerospace, defence, and urban solutions by blending deep engineering know how with a proactive M&A strategy. Apart from its dominant position as a leading MRO operator, Singapore's prime defence contractor, and a rising provider of smart city platforms that enhance connectivity and security, its strength lies in offering integrated offerings that set it apart from more narrowly focused competitors. This breadth of expertise, together with a relentless emphasis on R&D and strategic partnerships, has enabled STE to consistently secure a robust order backlog and execute on challenging, large-scale projects worldwide.

Record order backlog underpins earnings visibility, and double-digit earnings CAGR is projected over the medium term. STE's order backlog climbed to a new record of SGD28.5bn as of Dec-24, with an average book-to-bill ratio of 1.4x over the past eleven quarters. We expect the group's core net earnings to grow at an impressive 15–20% CAGR between FY24-26F, driven by capacity expansion and a faster cadence of project deliveries across all business segments, along with strengthening operating margins as STE benefits from better pricing, increased operational leverage, and productivity gains, as well as lower interest costs from deleveraging.

Defence and Smart City could outperform management's targets, supported by structural shifts in global spending and years of execution groundwork. In defence, rising procurement budgets in Europe and the Middle East, especially for equipment, are expanding STE's export runway, with earlier investments in R&D, partnerships and marketing now set to deliver returns. Meanwhile, Smart City demand is accelerating as governments prioritise mobility, sustainability and public safety initiatives. These trends suggest STE's earnings could exceed the guided low to mid-teens CAGR over 2024-2029, with the group's M&A strategy likely to provide further uplift.

Maintain BUY with higher TP of SGD7.5. While STE's share price has continued to outperform YTD-2025, valuations remain undemanding relative to global peers given its sound fundamentals, and we see continued execution on its growth story catalysing a re-rating.

Kev Risks

1) Trade war leading to higher input costs and margin erosion, 2) aviation supply chain disruptions could adversely impact its commercial aerospace business, and 3) turnaround in its satcom business could take longer than expected.

At A Glance

Issued Capital (mn shrs)	3,115
Mkt. Cap (SGDmn/USDnm)	21,024 / 15,751
Major Shareholders (%)	
Temasek Holdings Pte	50.9
Free Float (%)	49.1
3m Avg. Daily Val (USDmn)	31.3
GIC Industry : Industrials / Capital Goods	





WHAT'S NEW

Potential medium-term earnings levers and a deep dive into valuation; raise TP to SGD7.5

STE handily outperformed its 2021 Investor Day scorecard, and new targets signal a fresh era of growth for the group. STE has significantly exceeded its 2021 Investor Day targets, meeting several of its 2026 objectives two to three years ahead of schedule (as shown in the table on the right), underscoring the strength of its execution. We were pleasantly surprised by STE's 2025 Investor Day targets, which call for a high single-digit CAGR in revenue and low-to-mid teens growth in net profit, substantially above the 7.7% net profit CAGR recorded between FY20–24. While the group has guided for healthy top-line growth across all segments, we are excited about the group's high-single-digit revenue guidance for the defence and public security segment, which enjoys the highest margins.

We are also encouraged by STE's emphasis on cost control. Building on SGD0.9bn in savings achieved between FY20–24, the group aims to capture an additional >SGD1.0bn (annual savings of >SGD0.2bn) in efficiencies through procurement initiatives, automation, Al-driven manufacturing (robotics, Al-based quality control, predictive maintenance), Al-assisted supply chain optimisation (predictive analytics for inventory and logistics), and an upgraded ERP system.

The only less positive update is the group's new dividend policy: STE has planned for 18.0Scts dividend per share for FY25 and will increase future dividends by one-third of the incremental net profit in subsequent years (additional SGD33mn dividends for every SGD100mn increase in net profit). While special dividends remain a possibility if the group's capital position allows, we think investors would have welcomed a stronger focus on returning capital, particularly given the company's guidance for solid free cash flow generation over the next five years (annual capex of roughly SGD500mn and multiple initiatives to optimise working capital).

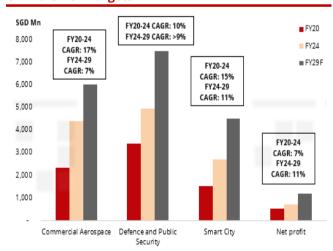
Maintain BUY with higher TP of SGD7.5; multiple factors could translate into positive surprises for the group's medium-term targets. Despite the stock's strong performance over the past year and YTD-2025, we argue that valuations remain attractive relative to global peers after factoring STE's transition into a new exciting growth phase. Additionally, we foresee 1) strong potential for more defence exports, 2) burgeoning demand for smart city solutions, and 3) more acquisitions pushing the group's bottomline growth to 15-20% from low-to-mid teens over the next five years. Hence, we reiterate our BUY call with a higher TP of SGD7.50 as we raise our P/E peg and update our DCF assumptions.

STE 2021 Investor Day Scorecard

2026 Target	2024 Level	Comments
Group revenue to reach >SGD11.0bn	SGD11.3bn	Achieved two years ahead of target.
Net profit to grow in tandem with revenue	SGD702mn	Not yet achieved, but the group remains on track as net profit is expected to outpace revenue growth over the next two years.
Commercial aerospace segment revenue to exceed SGD3.5bn	SGD4.4bn	Achieved three years ahead of target, an impressive feat given prolonged supply chain and labour challenges.
Smart City revenue to more than double to SGD3.5bn	SGD2.7bn	Management stated they remain on track, suggesting Smart City revenue could grow at a 14% CAGR over the next two years.
Digital Business revenue to exceed SGD500mn	SGD645mn	Achieved two years ahead of target, partly boosted by inorganic growth from the acquisition of D'Crypt.
P2F conversion revenue to reach SGD700mn	SGD706mn	Achieved two years ahead of target; also attained a mid-single-digit EBIT margin in FY24.

Source: Company, DBS

STE 2029 P&L Targets



Source: Company, DBS

Note: CAGR for net profit refers to mid-point of guidance



STE WELL POSITIONED FOR DEFENCE EXPORT BREAKOUT

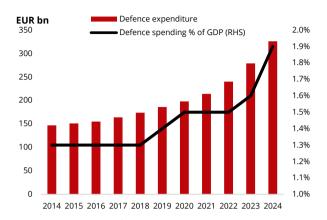
Defence spending in Europe and the Middle East has surged over the past few years. Considering the dramatically different security landscape today, we believe that defence spending in Europe and the Middle East, the two regions directly involved in conflicts over the past few years, will be on a long-term upswing. Total Europe defence expenditure in 2024 amounted to EUR326bn, up sharply by 52% compared to 2021 (prior to the Russia-Ukraine conflict), representing around 1.9% of GDP. Notably, spending on equipment procurement and R&D increased by an even greater magnitude of 96.2% between 2021-2024, and now accounts for 31% of total defence spending in 2024, up from 24% in 2021. Similarly, estimates from Forecast International show that defence spending by the Middle East and North Africa rose 15.6% y/y to USD220.6bn in 2024.

Looking ahead, we anticipate a paradigm shift in European defence spending. Until recently, European nations were planning to allocate between 2–2.5% of GDP towards defence by 2030. However, the region is now preparing to rearm on a scale not seen in decades. The European Commission's ReArm plan would mobilise up to EUR800bn in defence spending over several years, and this could dramatically lift defence spending in the region by up to 1.5% of GDP (to 3–3.5%) annually, with an emphasis on reducing its reliance on US support, modernisation and rebuilding depleted stockpiles. As shown in the table on the right, Europe's total defence expenditure could rise by 9–12% CAGR between 2024 and 2030, with equipment procurement growing at a faster 12–17% CAGR during this period, as countries focus on replacing ageing equipment, strengthening military capabilities, and refilling arsenals.

Defence expenditure in the Middle East is also likely to remain on an uptrend even as conflicts de-escalate. Estimates by Forecast International point to defence spending in the region growing at a 3.0% CAGR over 2024–2029, as governments respond to an increasingly volatile security environment and heightened threat perceptions, where conflicts involving Israel, Iran (including its nuclear ambitions), Hezbollah, and Yemeni insurgents have exposed gaps in regional capabilities and intensified the procurement of advanced equipment, with many countries in the midst of multi-year military modernisation programs. Additionally, many states are also increasingly focused on cultivating domestic defence industries through technology transfers and joint ventures.

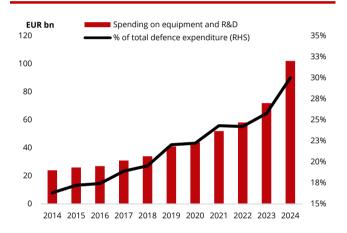
We believe there is upside to STE's international defence growth trajectory. As a recap, STE clinched USD1.7bn of international defence contracts between 2021-2024, compared to an addressable market of USD5.0bn between 2022-2026. The

EU27 historical defence expenditure



Source: European Council, DBS

EU27 historical spending on equipment and R&D



Source: European Council, DBS

Estimated annual defence spending in 2030

(In EUR bn)	3.0% of GDP	3.25%	3.5%
Total	562.8	609.7	656.6
defence	(9.5% CAGR	(11.0%)	(12.4%)
spending	between		
	2024-2030)		
Equipment &	197.0	213.4	229.8
R&D (35% of	(11.6%)	(13.1%)	(14.5%)
total)			
Equipment &	211.1	228.7	246.2
R&D (37.5%)	(12.9%)	(14.4%)	(15.8%)
Equipment &	225.1	243.9	262.7
R&D (40%)	(14.1%)	(15.6%)	(17.1%)

Source: European Council, DBS estimates



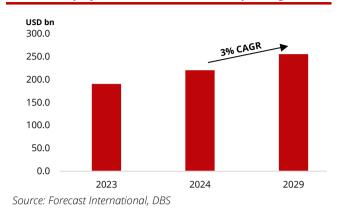


group has guided for a wider addressable market of over USD11.0bn over 2024-2029, more than double the figure back in 2021. However, we believe that there is potential for STE to exceed its target due to the following reasons:

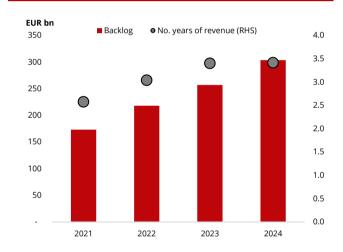
- 1) STE has spent the past few years laying down the foundation, including building their presence in the international scene through marketing, defence exhibitions and live demonstrations. Additionally, the group has also inked many partnerships with leading defence contractors, including Babcock, Rheinmetall, Saab, Saudi Arabian Military Industries (SAMI), Kazakhstan Paramount Engineering (KPE), EDGE Group and Israel Aerospace industries. We believe the partnerships forged during 2018–2025 are likely to continue yielding new co-developed technologies and contract opportunities.
- 2) Deferred modernisation needs and buffer-building will be prioritised. Global ammunition stockpiles have been drawn down to perilously low levels by recent conflicts. In addition to replenishing supplies provided to Ukraine, NATO aims to rebuild to pre-war levels and then establish additional buffers to enhance readiness for worst-case scenarios. Furthermore, years of underinvestment prior to recent conflicts have led to considerable pent-up modernisation requirements.
- Suggesting that imports are required to fill the gap. The combined order backlog of the seven largest European defence primes surged to EUR303bn in 2024, up 75% from 2021, and now represents 3.4 years of revenue (vs. 2.6 years in 2021). While the ReArm plan prioritises a 'Made in Europe' approach, prime contractors are struggling with long lead times and capacity constraints, limiting how quickly Europe can rearm. As Europe looks to reduce its security reliance on the US, new opportunities will emerge for contractors from other allied countries.

STE is well-positioned to meet urgent defence needs in the Middle East and Europe. Combat-proven platforms like the Bronco all-terrain carrier and the hybrid-electric Terrex 8x8, both designed for modular deployment across diverse missions. These are complemented by key subsystems, including G-DEX digital mortar systems, turreted weapon stations, and electronic warfare suites. Building on its strong track record in 40mm grenade production, STE can also provide NATO-standard 155mm shells. Meanwhile, its expertise in sensor integration and scalable co-production ensures adaptable solutions for modern, high-intensity operations.

Historical & projected Middle East defence spending



Europe defence contractors' order backlog



Source: Companies, DBS



INCREASING URGENCY FOR SMART CITY SOLUTIONS

Smart City solutions are becoming much more essential.

According to TomTom's traffic index ranking, 379 of the 500 tracked cities (76%) experienced slower average travel speeds in 2024 compared with the previous year. Although the pandemic briefly eased congestion, the lifting of restrictions, return-to-office policies, surging e-commerce deliveries, and a rebound in tourism and business travel have pushed many urban networks beyond pre-pandemic levels. Additionally, cities such as Jakarta, Bangkok, and Manila consistently rank among the most congested worldwide, and an Oliver Wyman study indicates that many Asian cities continue to fare poorly in transit infrastructure, highlighting significant room for improvement.

With the United Nations projecting the global urban population to rise from 57.3% in 2023 to approximately 68% by 2050, and cities already responsible for nearly 70% of global carbon emissions, governments worldwide are under mounting pressure to futureproof urban environments by investing in energy-efficient building systems, and digital infrastructure for security and environmental monitoring. At the same time, the worsening of traffic conditions globally reinforces the urgent need for smart mobility solutions. Energy crises and climate-induced disasters have further exposed how legacy systems are unfit for modern urban risks, driving governments to accelerate investments in smart grids, adaptive mobility, and real-time surveillance and emergency response systems.

STE is primed to tap into this growing demand through its comprehensive suite of Smart City solutions. Its smart mobility offerings include tolling systems and traffic-flow management, supported by TransCore, whose first tolling contract in Southeast Asia highlights the group's ability to cross-sell solutions into new markets. These capabilities are built on a modular and scalable technology architecture that allows cities to begin with targeted deployments and expand into fully integrated systems, as demonstrated by the group's smart city operating system in Lusail City, its first full-scale implementation outside Singapore.

Beyond mobility, ST Engineering has deployed more than 17 million sensors across applications such as smart street lighting, water metering and environmental monitoring, while its smart energy management system has achieved up to 25% energy savings. Notably, its cybersecurity operations span more than 20 countries, safeguarding critical infrastructure across transportation, energy, finance and healthcare sectors. These capabilities are further reinforced by its digital strengths in cloud services, Al analytics and green-certified data centers, aligning with public sector priorities in sustainability and digitisation. As cities respond to climate imperatives, urbanisation and security challenges, we believe that there could be upside to growth estimates for this segment over the medium-term.

Congestion levels across key cities

City	2023	2024	Ranking (1 = most congested)
Mexico City	48%	52%	1
Bangkok	48%	50%	2
Los Angeles	41%	43%	20
Jakarta	41%	43%	25
Manila	43%	42%	27
Istanbul	39%	41%	35
Vancouver	31%	35%	96
Mumbai	34%	35%	109
Taipei	30%	33%	140
UK	29%	32%	150
San Francisco	30%	32%	162
Toronto	27%	31%	185
Tokyo	28%	30%	207
Paris	29%	30%	215
Ho Chi Minh	27%	30%	220
New York	28%	30%	224
Singapore	26%	29%	236
Berlin	28%	29%	248
Kuala Lumpur	28%	28%	256

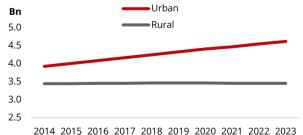
Source: TomTom, DBS

Oliver Wyman Urban Mobility Readiness Index (2024)

City	Sustainable Mobility	Public Transit	Technology Adoption	Rank
Singapore	58.9%	74.2%	59.6%	3
Tokyo	57.5%	64.2%	49.2%	18
Beijing	57.2%	58.1%	65.8%	20
Kuala Lumpur	34.3%	47.1%	35.7%	46
Bangkok	40.0%	43.5%	24.4%	48
Mumbai	30.6%	40.2%	21.3%	60
Manila	34.7%	31.4%	12.3%	65

Source: Oliver Wyman, DBS

Global urban and rural population



Source: World Bank, DBS



M&A NOT FACTORED IN THE GROWTH EQUATION

M&A remains a wild card, but we like the odds. Over the past several years, STE has executed a series of bolt-on (Glowlink, D'Crypt) and large-scale acquisitions (MRAS, Newtec, TransCore), and we believe that the majority of these have delivered broadly positive outcomes. Post-acquisition, Newtec has likely contributed low single-digit earnings accretion (although it is currently facing considerable challenges), while MRAS and TransCore are estimated to have driven high single-digit and low-double digit accretion respectively, with MRAS arguably being the group's best-executed deal to date.

While financial leverage remains notably higher versus pre-TransCore levels (given the deal was entirely debt-funded), we believe STE remains comfortable deploying more debt for M&A, supported by ~SGD700mn in debt repayments over the past two years, meaningful improvements in credit metrics (especially net debt to EBITDA given rising earnings), and our expectation of strong free cash flow generation in the coming years.

With one of the highest credit ratings in the sector, we note that STE's cost of funding remains highly competitive relative to peers across its key segments (MRO, Defence, Smart City). Given its strong track record, we expect further acquisitions in the coming years, likely in the Commercial Aerospace or Smart City (cybersecurity, smart mobility, digital infrastructure) domains, either to broaden its geographical reach or enhance its capabilities vertically or horizontally.

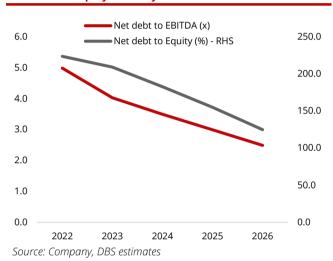
Proactive portfolio optimisation efforts support a more resilient and focused earnings profile. Since 2016, the group has divested or ceased 16 non-core operations, including the successful divestment of its loss-making US marine business, which had long faced structural challenges, subsequently resulting in a strong boost to segmental margins. While the group has not explicitly stated plans to divest its Satcom business, the segment has underperformed in recent years and continues to face industry headwinds. Management has acknowledged these challenges and is pursuing a turnaround through cost transformation, product innovation and platform upgrades, but if the business remains structurally unprofitable or misaligned with the group's core growth pillars, it may eventually be considered for divestment under the group's disciplined capital allocation framework.

Breakdown of past major acquisitions

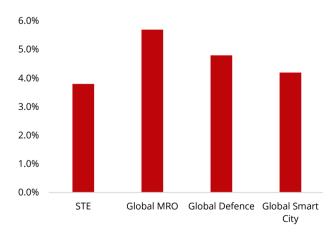
Target	Purchase consideration	Implied multiple	Premium/ discount to STE	Estimated EPS accretion
MRAS	USD630mn	c.12x P/E	35-40% discount	8-10%
Newtec	EUR250mn	14.6x EV/EBITDA	10-15% premium	2-3%
TransCore	USD2.7bn	16.2x EV/EBITDA	0-5% premium	10-12%

Source: Company, DBS estimates

Historical and projected key credit metrics



Cost of debt - STE vs peers



Source: Companies, DBS estimates



VALUATION AND TARGET PRICE UPDATE

Undemanding valuations relative to peers despite strong share price performance and solid fundamentals. Having rallied more than 45% YTD-2025 and over 65% in the past year, STE is now trading at 24.5x forward P/E, which is more than 2.0 standard deviations above its five-year trading range and over 3.0 standard deviations above its historical trading range. However, we believe historical valuations are no longer a relevant yardstick, as STE is entering a much faster growth trajectory, as shown in the table on the right. Its new five-year bottom-line growth target of approximately 11% is about three times its historical growth profile of 2–4%. Benchmarking STE against peers, we believe its current valuation remains compelling, given its growth prospects. STE is trading at 1.4x PEG, compared to 1.2x for other MRO operators, 1.7x for global defence contractors, and 1.8x for global Smart City plays.

Maintain BUY with a higher TP of SGD7.50. While our FY25/26F earnings estimates remain largely intact, we raise our TP to SGD7.50, reflecting: (1) a higher target multiple of 26.0x blended FY25/26F EPS pegged to 1.6x PEG (average of peers across the three segments), and (2) a higher DCF-based TP driven by our increased longer-term earnings growth assumptions and lower reinvestment estimates, following STE's focus on working capital optimisation and limited capex requirements. Overall, we view the current risk-reward setup as favourable, underpinned by management's solid track record and strong execution, high earnings visibility due to its substantial order backlog, and relatively minimal impact from tariffs at this juncture. Although some investors might have preferred a stronger focus on capital returns, we believe any capital accumulation will eventually be deployed for additional M&A, bolstering the group's earnings profile.

STE's historical trading range and earnings growth

Time period	Average P/E	Max P/E	EPS CAGR
2009-2014	18.1x	22.3x	3.7%
2014-2019	19.0x	21.9x	2.2%
2019-2024	19.3x	23.5x	3.5%
2024-2029			11.0-14.0%

Source: Bloomberg, Company, DBS estimates

Peer comparison - valuation and earnings growth

Sector	Average FY25/26 P/E	2-year EPS CAGR	PEG
Global	21.7x	11.2%	1.7x
Defence			
Global	19.7x	11.3%	1.8x
Smart City			
Global MRO	17.1x	14.3%	1.2x
ST	23.7x	16.5%	1.4x
Engineering			

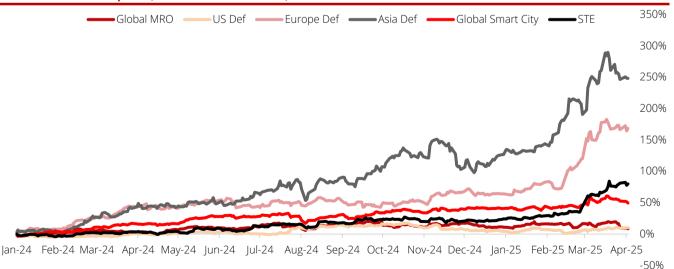
Source: Bloomberg, DBS estimates

Note: Values shown in each column are the median values

Company Background

ST Engineering (STE) is an integrated engineering group in the commercial aerospace, urban solutions, defence, and public security sectors. The company has, over the years, diversified its businesses and geographic exposure.

Total returns of STE vs peers (01/01/2024 to 03/04/2025)



Source: Bloomberg, DBS





Peer comparison table

			<u>P/E</u>		EPS CAGR	<u>PEG</u>	EV-to-E	<u>BITDA</u>	<u>P/E</u>	3 <u>V</u>	ROE	(%)
		Market cap										
Company	BB ticker	(USD mn)	CY25F	CY26F	2-year		CY25F	CY26F	CY25F	CY26F	CY25F	CY26F
MTU Aero Engines	MTX GR EQUITY	18,547	19.9x	18.0x	12.4%	1.5x	11.7x	10.6x	4.1x	3.5x	23.2%	21.4%
StandardAero	SARO US EQUITY	8,967	30.9x	23.0x	31.3%	0.9x	14.0x	12.0x	3.4x	2.9x	11.3%	13.0%
AAR Corp	AIR US EQUITY	1,999	12.3x	10.8x	16.1%	0.7x	7.8x	6.6x	nm	nm	nm	nm
SIA Engineering	SIE SP EQUITY	1,839	15.8x	14.7x	9.0%	1.7x	nm	nm	1.4x	1.4x	9.0%	9.4%
		Median	17.8x	16.3x	14.3%	1.2x	11.7x	10.6x	3.4x	2.9x	11.3%	13.0%

			<u>P/E</u>		EPS CAGR	<u>PEG</u>	<u>EV-to-EBITDA</u>		<u>DA</u> <u>P/BV</u>		<u>ROE (%)</u>	
		Market cap										
Company	BB ticker	(USD mn)	CY25F	CY26F	2-year		CY25F	CY26F	CY25F	CY26F	CY25F	CY26F
RTX Corp	RTX US Equity	177,367	21.7x	19.5x	9.0%	2.3x	15.5x	14.1x	2.8x	2.7x	13.1%	14.1%
Boeing	BA US Equity	126,532	nm	45.2x	nm	nm	45.1x	18.7x	nm	nm	28.9%	-50.9%
Lockheed Martin	LMT US Equity	105,239	16.4x	15.1x	3.0%	5.2x	11.7x	11.2x	16.2x	15.2x	96.4%	100.6%
Northrop Grumman	NOC US Equity	74,274	18.3x	17.7x	1.1%	15.7x	13.8x	13.5x	4.7x	4.5x	25.7%	25.0%
General Dynamics	GD US Equity	73,574	18.4x	16.3x	10.9%	1.6x	13.1x	11.9x	3.2x	3.0x	18.1%	19.4%
Rheinmetall	RHM GY EQUITY	62,880	44.0x	30.5x	54.9%	0.7x	23.9x	16.9x	11.4x	8.9x	27.6%	31.7%
BAE Systems	BA/ LN Equity	60,715	20.7x	18.7x	11.1%	1.8x	12.8x	11.8x	3.8x	3.6x	18.5%	18.9%
Thales S.A.	HO FP Equity	54,556	26.1x	22.9x	7.4%	3.3x	14.8x	13.3x	6.0x	5.3x	23.6%	23.3%
Leonardo	LDO IM Equity	27,711	25.2x	21.0x	6.6%	3.5x	12.1x	10.6x	2.7x	2.5x	11.0%	12.2%
Dassault Aviation	AM FP EQUITY	25,507	22.0x	18.0x	11.3%	1.8x	17.2x	14.0x	3.4x	3.0x	16.4%	17.7%
Kongsberg	KOG NO EQUITY	25,612	42.2x	35.4x	22.6%	1.7x	27.2x	23.2x	12.4x	10.6x	31.5%	32.3%
SAAB	SAABB SS EQUITY	21,278	38.9x	31.3x	30.4%	1.2x	20.7x	16.9x	5.3x	4.7x	14.3%	15.8%
Hanwha Aerospace	012450 KS EQUITY	20,642	20.3x	16.9x	-15.0%	nm	12.4x	10.2x	3.9x	3.2x	24.0%	22.2%
IHI CORP	7013 JT EQUITY	11,140	15.6x	14.7x	6.7%	2.3x	8.9x	8.5x	3.0x	2.6x	21.0%	18.6%
Kawasaki Heavy Industries	7012 JT EQUITY	10,144	16.2x	13.8x	17.2%	0.9x	10.3x	9.3x	2.0x	1.8x	12.8%	13.5%
Hensoldt	HAG GY EQUITY	7,637	34.2x	28.3x	29.7%	1.1x	15.3x	12.8x	7.0x	6.1x	19.6%	21.9%
Hyundai Rotem	064350 KS EQUITY	7,381	15.9x	14.5x	30.4%	0.5x	10.8x	9.2x	4.0x	3.1x	27.9%	23.9%
Korea Aerospace	047810 KS EQUITY	5,021	27.0x	18.7x	45.2%	0.5x	16.2x	12.0x	3.8x	3.2x	14.3%	18.5%
		Median	21.7x	18.7x	11.1%	1.7x	14.3x	12.4x	3.9x	3.2x	20.3%	19.1%

			<u>P/</u>	<u>E</u>	EPS CAGR	<u>PEG</u>	EV-to-E	BITDA	<u>P/I</u>	<u>3V</u>	ROE	<u>(%)</u>
Company	BB ticker	Market cap (USD mn)	CY25F	CY26F	2-year		CY25F	CY26F	CY25F	CY26F	CY25F	CY26F
Siemens AG	SIE GY Equity	183,299	17.8x	17.9x	6.4%	2.8x	14.6x	12.4x	3.0x	2.7x	16.8%	15.7%
Honeywell	HON US Equity	138,479	20.5x	18.6x	14.2%	1.4x	15.1x	14.0x	7.8x	7.1x	36.5%	41.3%
Schneider Electric SE	SU FP Equity	133,227	22.3x	19.7x	7.6%	2.8x	14.4x	12.7x	3.7x	3.3x	17.0%	17.4%
ABB Ltd	ABB SS EQUITY	95,931	20.9x	19.0x	8.6%	2.3x	14.4x	12.9x	6.0x	5.2x	28.9%	28.3%
Motorola	MSI US EQUITY	72,794	29.6x	27.3x	7.4%	3.9x	20.8x	19.2x	27.7x	18.5x	99.4%	97.8%
NEC Corp	6701 JT EQUITY	28,756	21.3x	18.8x	25.1%	0.8x	9.7x	9.1x	1.9x	1.8x	9.7%	10.0%
Alstom S.A.	ALO FP Equity	9,832	11.4x	9.5x	32.5%	0.3x	5.5x	4.7x	0.8x	0.8x	6.8%	8.4%
Indra Sistemas	IDR SM EQUITY	5,153	14.6x	13.1x	14.0%	1.0x	7.7x	6.7x	3.0x	2.6x	22.9%	22.0%
	•	Median	20.7x	18.7x	11.3%	1.8x	14.4x	12.6x	3.4x	3.0x	20.0%	19.7%
ST Engineering	STE SP EQUITY	15,410	24.9x	21.9x	16.5%	1.4x	14.9x	13.5x	7.1x	6.3x	29.2%	30.0%

Source: Bloomberg. DBS





Valuation table

Valuation Methodology	Basis	Parameters	Price per share (SGD)
DCF	-	7.2% WACC, 3.0% risk-free rate	7.86
P/E	SGD846mn (Blended FY25/26F)	26.0x	7.05
		Average	7.50

Source: DBS

Historical PE and PB band



Source: Bloomberg, DBS estimates



Source: Bloomberg, DBS estimates





Segmental Breakdown

FY Dec	2022A	2023A	2024A	2025F	2026F
Revenues (SGDmn)					
Commercial Aerospace	2,991	3,905	4,384	4,727	5,120
Urban Solutions &	1,772	1,944	1,957	2,110	2,306
Defence and Public	4,272	4,252	4,935	5,452	5,911
Total	9,035	10,101	11,276	12,289	13,338
EBIT (SGDmn)					
Commercial Aerospace	200	283	342	383	430
Urban Solutions &	27.9	14.6	42.3	63.3	92.2
Defence and Public	365	543	621	692	757
Total	593	840	1,006	1,139	1,279
EBIT Margins (%)					
Commercial Aerospace	6.7	7.2	7.8	8.1	8.4
Urban Solutions &	1.6	0.7	2.2	3.0	4.0
Defence and Public	8.5	12.8	12.6	12.7	12.8
Total	6.6	8.3	8.9	9.3	9.6

Income Statement (SGDmn)

FY Dec	2022A	2023A	2024A	2025F	2026F
Revenue	9,035	10,101	11,276	12,289	13,338
Cost of Goods Sold	(7,336)	(8,128)	(9,101)	(9,893)	(10,670)
Gross Profit	1,699	1,973	2,174	2,396	2,668
Other Opng (Exp)/Inc	(1,026)	(1,085)	(1,169)	(1,258)	(1,389)
Operating Profit	673	888	1,005	1,139	1,279
Other Non Opg (Exp)/Inc	0.0	0.0	0.0	0.0	0.0
Associates & JV Inc	33.3	58.1	71.0	74.5	76.8
Net Interest (Exp)/Inc	(138)	(210)	(214)	(207)	(189)
Exceptional Gain/(Loss)	28.7	(31.0)	0.0	0.0	0.0
Pre-tax Profit	597	704	863	1,006	1,166
Tax	(54.1)	(99.8)	(133)	(161)	(187)
Minority Interest	(8.3)	(18.0)	(26.9)	(31.2)	(36.2)
Preference Dividend	0.0	0.0	0.0	0.0	0.0
Net Profit	535	586	702	814	944
Net Profit before Except.	506	617	702	814	944
EBITDA	1,223	1,487	1,614	1,766	1,924
Growth					
Revenue Gth (%)	17.4	11.8	11.6	9.0	8.5
EBITDA Gth (%)	14.1	21.6	8.6	9.4	8.9
Opg Profit Gth (%)	2.4	31.9	13.3	13.2	12.3
Net Profit Gth (Pre-ex) (%)	(11.3)	22.0	13.7	15.9	15.9
Margins & Ratio					
Gross Margins (%)	18.8	19.5	19.3	19.5	20.0
Opg Profit Margin (%)	7.5	8.8	8.9	9.3	9.6
Net Profit Margin (%)	5.9	5.8	6.2	6.6	7.1
ROAE (%)	22.2	24.1	27.4	28.9	30.0
ROA (%)	4.2	3.9	4.4	5.0	5.6
ROCE (%)	7.2	7.2	7.9	8.8	9.9
Div Payout Ratio (%)	93.4	85.2	75.6	69.1	62.9
Net Interest Cover (x)	4.9	4.2	4.7	5.5	6.8

Source: Company, DBS





Balance Sheet	(SGDmn)
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FY Dec	2022A	2023A	2024A	2025F	2026F
Net Fixed Assets	2,076	2,076	2,115	2,199	2,323
Invts in Associates & JVs	468	567	621	646	673
Other LT Assets	6,292	6,105	6,162	5,975	5,783
Cash	602	353	430	411	425
ST Invtestment	0.0	0.0	0.0	0.0	0.0
Inventory	3,784	4,137	4,629	5,016	5,335
Debtors	1,152	1,581	1,461	1,556	1,667
Net Intangibles Assets	5,291	4,958	4,990	4,803	4,611
Other Current Assets	589	558	804	804	804
Total Assets	14,964	15,379	16,221	16,606	17,009
ST Debt	3,628	2,564	2,945	2,595	2,145
Creditor	2,826	3,155	3,486	3,799	4,123
Other Current Liab	1,551	1,604	1,808	1,915	2,026
LT Debt	2,907	3,544	2,876	2,876	2,876
Other LT Liabilities	1,399	1,760	2,155	2,155	2,155
Shareholder's Equity	2,398	2,459	2,670	2,953	3,335
Minority Interests	255	293	280	312	348
Total Cap. & Liab.	14,964	15,379	16,221	16,606	17,009
Non-Cash Wkg. Capital	1,148	1,518	1,600	1,661	1,657
Net Cash/(Debt)	(5,933)	(5,755)	(5,392)	(5,060)	(4,597)
Debtors Turn (avg days)	44.8	49.4	49.2	44.8	44.1
Creditors Turn (avg days)	145.6	143.9	141.5	142.3	143.1
Inventory Turn (avg days)	181.2	190.5	186.8	188.5	187.0
Asset Turnover (x)	0.7	0.7	0.7	0.7	0.8
Current Ratio (x)	0.8	0.9	0.9	0.9	1.0
Quick Ratio (x)	0.2	0.3	0.2	0.2	0.3
Net Debt/Equity (X)	2.2	2.1	1.8	1.5	1.2
Net Debt/Equity ex MI (X)	2.5	2.3	2.0	1.7	1.4
Capex to Debt (%)	14.5	3.8	6.1	8.2	10.0

Cash Flow Statement (SGDmn)

FY Dec	2022A	2023A	2024A	2025F	2026F
Dro Toy Drofit	F07	704	063	1.006	1 1 ((
Pre-Tax Profit	597	704	863	1,006	1,166
Dep. & Amort.	517	541	538	553	568
Tax Paid	(108)	(159)	(160)	(161)	(187)
Assoc. & JV Inc/(loss)	(33.3)	(58.1)	(71.0)	(74.5)	(76.8)
Chg in Wkg.Cap.	(442)	(101)	274	(61.1)	4.42
Other Operating CF	69.2	(31.1)	63.1	0.0	0.0
Net Operating CF	601	897	1,507	1,262	1,475
Capital Exp.(net)	(946)	(233)	(354)	(450)	(500)
Other Invts.(net)	(16.1)	(9.0)	(10.8)	0.0	0.0
Invts in Assoc. & JV	(74.3)	(116)	(18.7)	0.0	0.0
Div from Assoc & JV	40.5	56.1	48.2	50.0	50.0
Other Investing CF	(3,576)	102	(78.9)	0.0	0.0
Net Investing CF	(4,571)	(201)	(414)	(400)	(450)
Div Paid	(686)	(499)	(499)	(531)	(562)
Chg in Gross Debt	4,451	(307)	(464)	(350)	(450)
Capital Issues	0.0	0.0	0.0	0.0	0.0
Other Financing CF	5.18	(138)	(48.0)	0.0	0.0
Net Financing CF	3,770	(944)	(1,010)	(881)	(1,012)
Currency Adjustments	(13.6)	(0.2)	(5.4)	0.0	0.0
Chg in Cash	(214)	(248)	76.5	(18.5)	13.3
Opg CFPS (S cts)	33.4	31.9	39.5	42.4	47.1
Free CFPS (S cts)	(11.1)	21.3	36.9	26.0	31.2

Source: Company, DBS





Target Price & Ratings 12-mth History



S.No.	Date of Report	Closing Price	12-mth Target Price	Rating
1:	15 Aug 24	4.56	5.00	BUY
2:	19 Nov 24	4.58	5.40	BUY
3:	03 Mar 25	5.87	6.00	BUY

Note: Share price and Target price are adjusted for corporate actions.

Source: DBS

Analyst: Jason SUM, CFA



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STRONG BUY (>20% total return over the next 3 months, with identifiable share price catalysts within this time frame)

BUY (>15% total return over the next 12 months for small caps, >10% for large caps)

HOLD (-10% to +15% total return over the next 12 months for small caps, -10% to +10% for large caps)

FULLY VALUED (negative total return, i.e., > -10% over the next 12 months)

SELL (negative total return of > -20% over the next 3 months, with identifiable share price catalysts within this time frame)

*Share price appreciation + dividends

Completed Date: 4 Apr 2025 06:35:54 (SGT) Dissemination Date: 4 Apr 2025 09:25:18 (SGT)

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