

INVESTOR DAY 2021

Technology & Innovation

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Disclaimer

Amounts stated in this presentation are denominated in Singapore Dollars unless stated otherwise.

The forward-looking statements in this presentation reflect the Company's current intentions, plans, expectations, assumptions and beliefs about future events. Actual future performance, outcomes and results may differ materially from those expressed in forward-looking statements as a result of a number of risks, uncertainties and assumptions especially given the evolving COVID-19 situation and its impact globally. Representative examples of these factors include (without limitation) travel and border restrictions, governmental orders on business closures, lock-down and movement restrictions, quarantines, disruption to global supply chains, general industry and economic conditions, interest rate trends, cost of capital and capital availability, competition from other companies and venues for the sale/distribution of goods and services, shifts in customer demands, customers and partners, changes in operating expenses, including employee wages, benefits and training, and governmental and public policy changes, as well as natural disasters which may negatively impact business activities of the ST Engineering Group.

You are cautioned not to place undue reliance on these forward-looking statements, which are based on the current view of management on future events.

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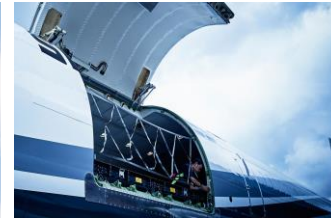
The Bedrock of ST Engineering



REALISING
SUSTAINABILITY



DRIVING
BUSINESS
GROWTH



AGILE INNOVATION



Technology & Innovation Strategy

Business Driven Technology / Innovation Roadmaps

							
Digital Systems	Cyber	Land Systems	Marine	Defence Aerospace	Urban Solutions	Satcom	Commercial Aerospace

Strong Technology, Engineering & Innovation Community

<p>4 – 5% of Revenue</p> <p>Annual R&D spending, including external funding</p>	<p>> 75% of R&D</p> <p>on digital technologies</p>	<p>~ 16,000 Engineers</p> <p>& technology talents globally</p>
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Positioned for Future Growth

Build New Capabilities	Leverage R&D Ecosystem	Digitalisation
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Definition

R&D Activities and Accounting Classifications

	R&D Activity	Funding Sources	Classification in Financial Statement
1.	Research Projects	Internal / External	shown as <i>R&D expenses</i>
2.	Development Projects / IP Rights and Licenses	Internal / External	shown as <i>Intangible Assets</i>
3.	Customer funded R&D Projects	External	part of <i>Cost of Sales</i>

Total R&D is 4 to 5% of Revenue



R&D Achievements Contribute to Business Outcomes



Cybersecurity

R&D with universities led to development of customised cyber detection AI algorithms

Won multiple contracts for Security Operations Centres



AV Bus

Autonomous technology successfully tested in Singapore
First commercial deployment of AV Bus in Singapore



Autonomast

Jointly funded by Maritime Port Authority (Singapore) and Mitsui
First-of-its-kind effort to digitalise navigation intelligence on an ocean-going ship



Passenger-to-Freighter (P2F) Conversion

The only Global Engineering and Conversion house for Airbus-endorsed Freighter Conversion Solutions
Successfully converted 12 A330s and 5 A321s



Digital MRO

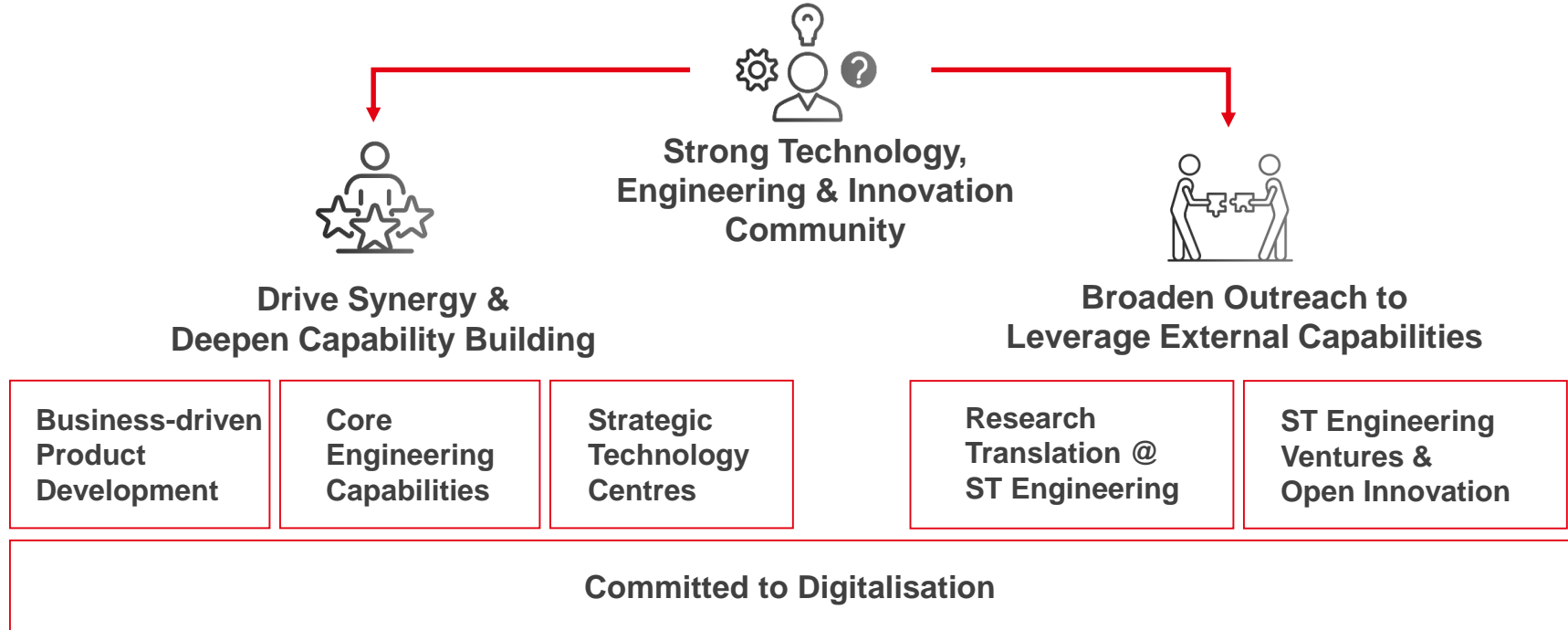
Applications of predictive maintenance to minimise downtime and improve reliability
Increased land, air and sea fleet availability and maintainability



Hunter Digitalisation

World's first fully digitalised platform and Drive-by-Wire ready, paving way for unmanned and autonomous operations
Improved operational effectiveness including maintainability

Greater & Quicker Access to Technology and Talents



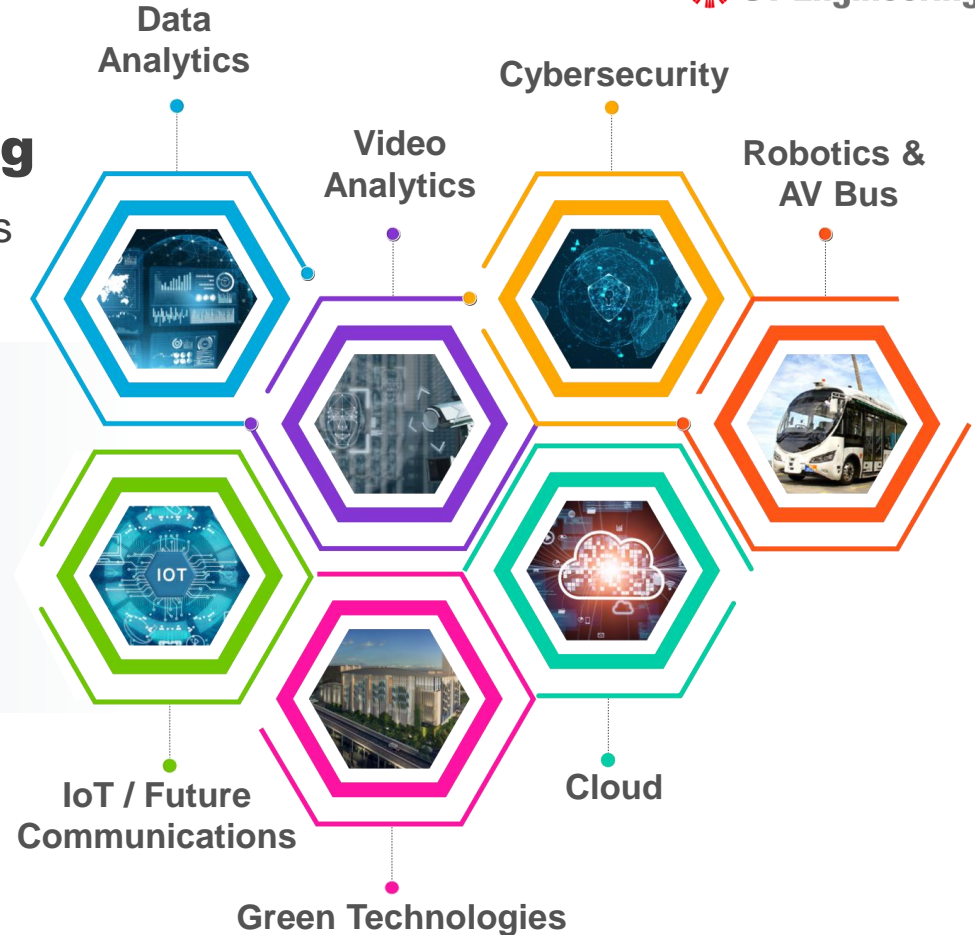
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Drive Synergy and Deepen Capability Building

Capabilities to drive Business Outcomes

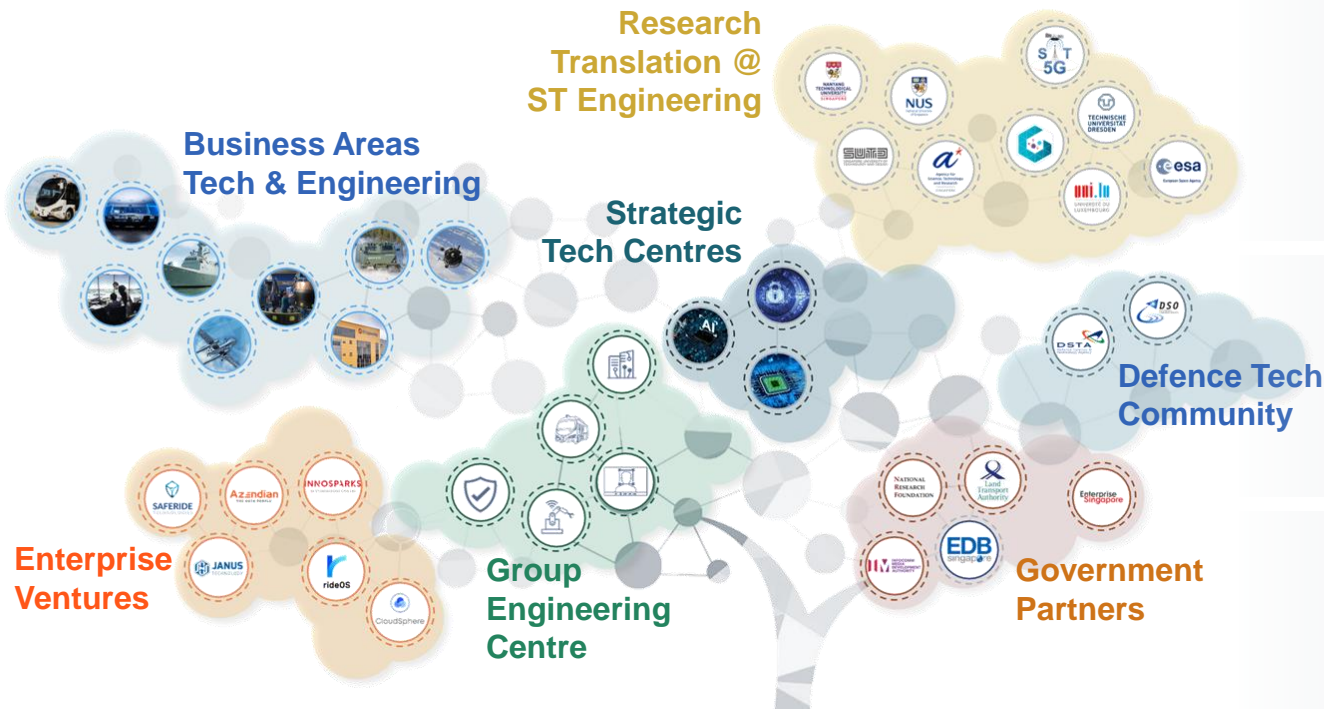


Dual-use capabilities that benefit both Commercial and Defence businesses



Accelerate Innovation through Broader Ecosystem

Focus on innovation and development of technologies with real-world impact



R&D collaborations with universities, research institutes, government agencies and start-ups

New research collaboration model for effective translation of research outcomes for commercialisation

Core engineering platforms build strong capabilities across the Group

Accelerating Innovation

Co-creating differentiated products & building new businesses via corporate venture investing

ST Engineering Ventures – Dedicated Corporate Venture Capital Unit



US\$150m
Committed Capital



Specialised Domains

Autonomous Systems, Cyber,
Data Analytics, Cloud, & other
Emerging Technologies



Global Outreach

Based in Singapore, scouting
offices in Silicon Valley & Tel Aviv

Leading Autonomous Bus Transition



rideOS



SAFERIDE
TECHNOLOGIES

Empowering Cyber Resilience



ISRAEL



Secure your Assets



USA



Transforming Businesses with Cloud & Data



IRELAND

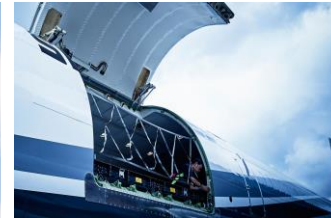


SINGAPORE



THE DATA PEOPLE

Technology and Innovation for Sustainable Business Growth



Thank you