



2025 INVESTOR DAY

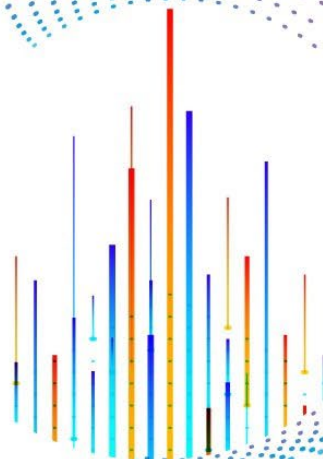
# **Journey to Growth**

## **Enabling Business Impact**

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and President Defence & Public Security

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# Disclaimer

The forward-looking statements in this presentation reflect the Company's current intentions, plans, expectations, assumptions and beliefs about future events as at the date of this presentation. 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. Some examples of these risk factors include disruption to global supply chains, general industry and economic conditions, interest rate trends, cost of capital and capital availability, competition from other companies, inflationary pressure, shifts in customer demand, governmental and public policy changes and natural disasters which may negatively impact business activities of the ST Engineering Group.

No assurance can be given that future events will occur, or that assumptions are correct. 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.

Targets exclude M&As and divestments.

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

# Business-driven Technology & Innovation



**4 - 5%**  
of Group Revenue

**Total  
R&D Spend**

**7%**  
of Revenue    **Product**

**6%**  
of Revenue    **Systems  
Integration**

**1%**  
of Revenue    **MRO**

**55%** R&D on  
Dual Use Technologies

**75%** R&D on  
Digital Technologies

## Build a global R&D ecosystem

Group Technology Office (GTO)

## Strengthen core engineering competencies

Group Engineering Centre (GEC)



# Innovation generates business value



Unmanned Surface Vessel



ExtremV®



Passenger-to-Freighter Conversion



Urban Traffic Management System



Intuition® Satcom Platform



Smart Yard

# Agile systems development for speed to market

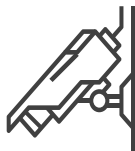
## Reusable technology modules support across businesses & geographies



AI & Gen AI



Cybersecurity



Video Analytics



MRO & Data Analytics



Robotics & Autonomous



5G / Satcom

## Applications of AI across businesses



AI for Critical Operations



Next-gen Platforms



Autonomous Systems



AI-driven Products



AI-assisted Productivity



# Harnessing AI for a safe & sustainable future



**AGIL® Ops Hub**



**AGIL® Care**



**AGIL® 5G**

## Addressing new challenges from AI



**AGIL® Trust**

Video & Audio AI  
deepfake detector  
(October 2024)



**AGIL® Smart  
Energy Building**

# Accelerating innovation with global R&D partners



Launched AI Research Translation @ ST Engineering  
(September 2024)

## 1 Research Translation

- Supported by ST Engineering Distinguished Professors
- Leverage engineering scale & cross-industry capabilities to create product differentiation through R&D

## 2 Global R&D Partnerships

### Singapore Partners



### Overseas Partners



## 3 Strategic Startup Investments



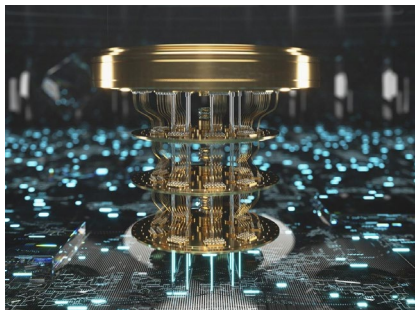
# New solutions arising from collaboration with startups





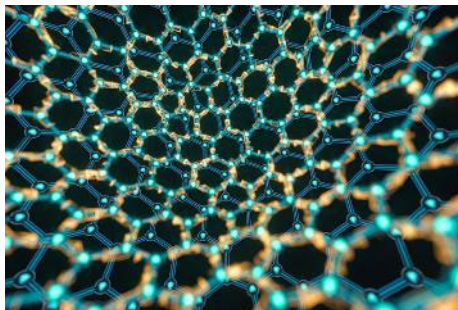
## Positioning for growth – new tech areas

### Quantum Technologies



- Quantum key distribution
- Quantum sensors
- Quantum machine learning

### Advanced Materials



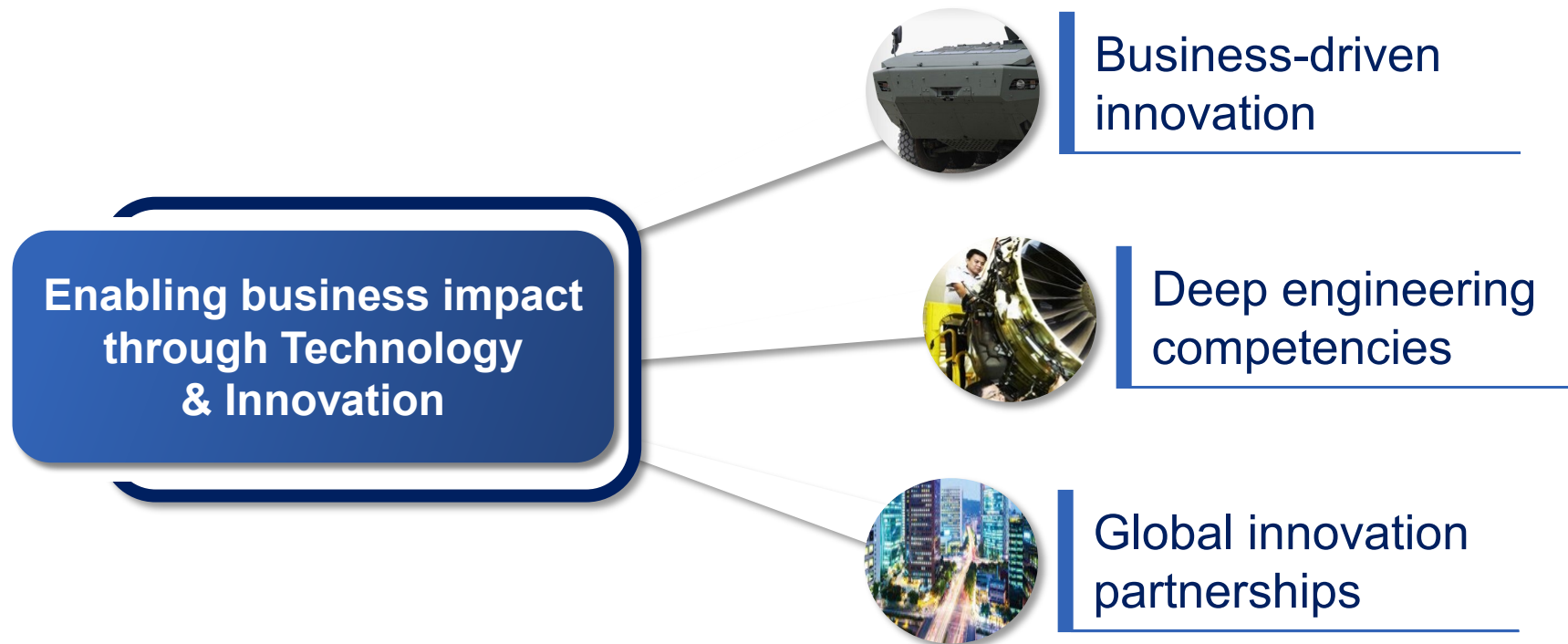
- Sustainable composites
- Coating materials (nuclear fusion chambers)
- High-temperature superconductors

### Green Technologies



- Hydrogen production
- Ammonia cracking
- Low carbon solutions

# Enabling business impact



# Thank you

