



2025 INVESTOR DAY

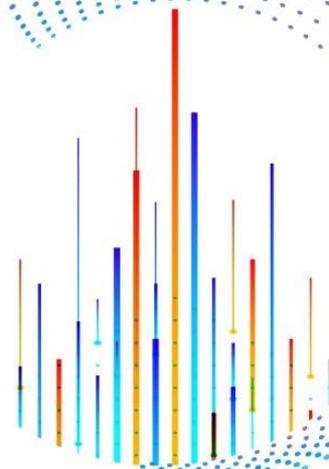
Journey to Growth

Capturing New Opportunities

Ravinder Singh

Group Chief Operating Officer (Technology & Innovation)
and President Defence & Public Security

18 March 2025



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.

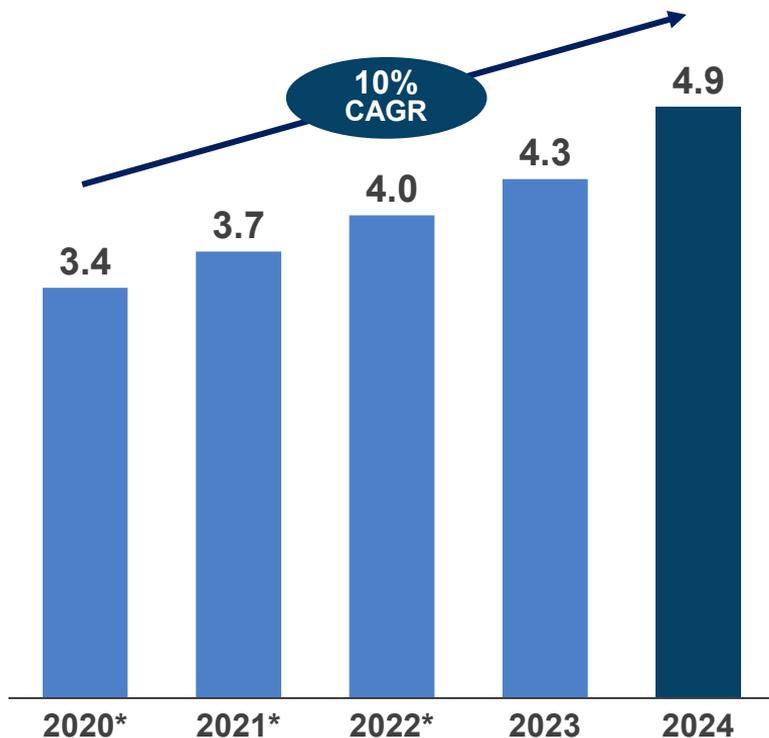
No assurance can be given that future events will occur, or that assumptions are correct. You are cautioned not to place undue reliance on these forward-looking statements, which are based on the current view of management on future events.

Targets exclude M&As and divestments.

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

Proven track record – Delivered strong growth

DPS Revenue (\$'b)



* Excludes U.S. Marine business divested in 2022

Focus Areas



Strengthen Singapore Core



Grow International Business



Grow Digital Business

Portfolio to capture wide spectrum of opportunities



DIGITAL SYSTEMS

Digital Solutions & AI Services

Cloud Solutions & Data Centre Services

Training & Simulation

Unmanned Systems



CYBER

Cyber Products

Deep Cyber Capabilities

Cybersecurity Solutions & Services



LAND SYSTEMS

Platforms

Weapons & Munitions

Robotics

MRO Services



MARINE

Shipbuilding

Ship Repair

Ship MRO

Environmental

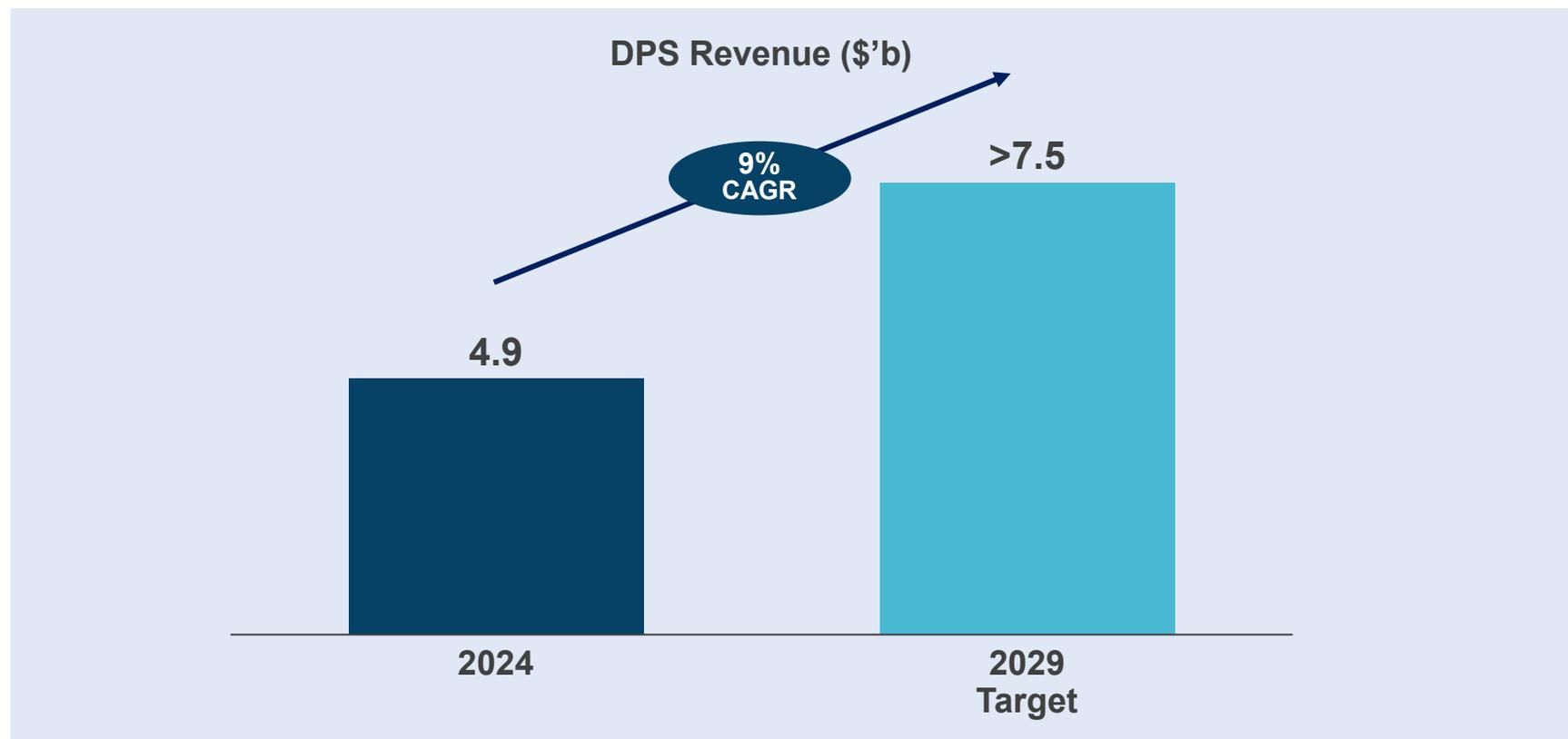


DEFENCE AEROSPACE

Engineering Solutions

International Aircraft MRO

Continuing strong growth momentum to exceed \$7.5b revenue



Continuing to strengthen Singapore Core

Organised for sharper domain focus



Integrated capabilities



Defence capabilities

Build up in-country strategic capabilities



Supply chain



Resilience support

Develop advanced technologies



Artificial intelligence



Cybersecurity

Strengthen strategic defence partnerships

Positioned to deliver capabilities & solutions for Singapore's defence

Strategic Capabilities



Multi-Role Combat Vessel



C-130 Upgrade



Armoured Fighting Vehicle



Battlefield Management System



Command & Control Information Systems

Advanced Capabilities



Secured Cloud Infra



Cybersecurity



Maritime Security USV



Weapons & Munitions



Hybrid-Electric Fighting Vehicle

Growing strategic partnerships with key customers

Public Safety & Security



**Fire Fighting
USVs**



**5th Generation
Patrol Craft**



**Homeland Security Crisis &
Incident Management C3 System**



**ICT Equipment
Maintenance**



AI Infrastructure

Agencies



**Healthcare
Data Centre**



**Integrated
Operations C3**



**Integrated
Cybersecurity Centre**



**Automated Material
Handling System**



**Cybersecurity
Equipment**



International Defence Business

Growth opportunities underpinned by global macro trends

Trends



Rapid technology innovation



Geopolitical tensions



Supply chain resilience

Opportunities



Accelerated adoption
of technology



Increased defence
spending



Support
localisation

International Defence Business – key wins since 2021



Proven track record - delivered to >50 countries since 2021

>\$2.2b
New Orders
(2021-2024)



Key Defence Shows



Successes in International Defence Business



155mm Large Calibre
Ammunition Export
(Europe)



8x8 Platform
(Kazakhstan)



Defence Platform
Electronics
(UK)



V-15 Unmanned
Aerial Vehicle
(Southeast Asia)



Estonia



Czech
Republic



Latvia



Kazakhstan



Qatar



Egypt



Peru

Strengthening strategic engagements

Strategic Engagements



Doubled end-user engagements since 2021

Strategic Partnerships



More than 20 new partnerships established since 2021

Expanding International Defence Business

Grow Product Portfolio



Bronco

Terrex 8x8
Hybrid



Vehicular
Integrated
Comms System

International Demos



GDAMS Live Firing for
UK Army in South Africa



8x8 Demo in Qatar &
partnership with Kazakhstan



Bronco Live Demonstration
at Eurosatory2024

Global Successes



Terrex 8x8
Kazakhstan



Falaj-3 Class OPV
UAE



40mm Ammo
> 50 countries



C-130 Upgrade
Tunisia



Defence Platform
Electronics
UK

Next generation product

Terrex s5



Key Features

- First hybrid electric 8x8 Infantry Fighting Vehicle
- Next-gen digital architecture
- AI-powered systems

Next generation product

Ground Deployed Advanced Mortar Systems



Key Features

- Light-weight mortar system
- Back blast directed to ground instead of main platform
- Fully digitalised mission modules
- Modular and customisable to different mortar barrels & platform
- Partnership with Babcock

International Defence Business

Global Addressable Market >US\$11b

Over next 5 years



Americas
>US\$1.5b

Europe
>US\$3.0b

Asia Pacific
>US\$2.5b

Middle East
>US\$4.0b

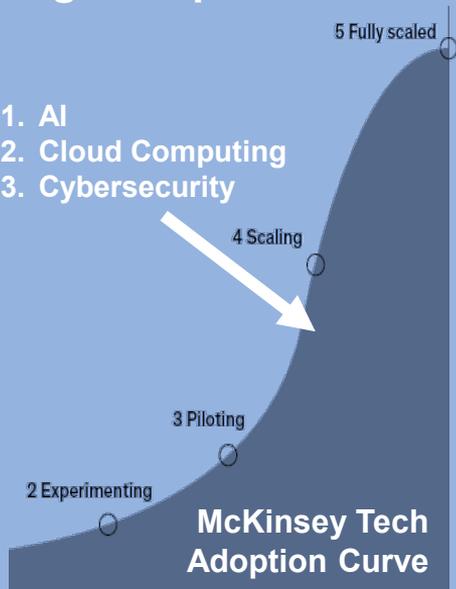
An aerial photograph of a city skyline at sunset, with a network of glowing white lines and nodes overlaid on the image, symbolizing smart city technology. The sky is a mix of orange, purple, and blue, with the sun low on the horizon. The city lights are visible, and the network lines connect various points across the city.

Smart City – Digital Business

Focusing on 3 high growth areas

Technologies with high adoption rate:

1. AI
2. Cloud Computing
3. Cybersecurity



Our key growth focus

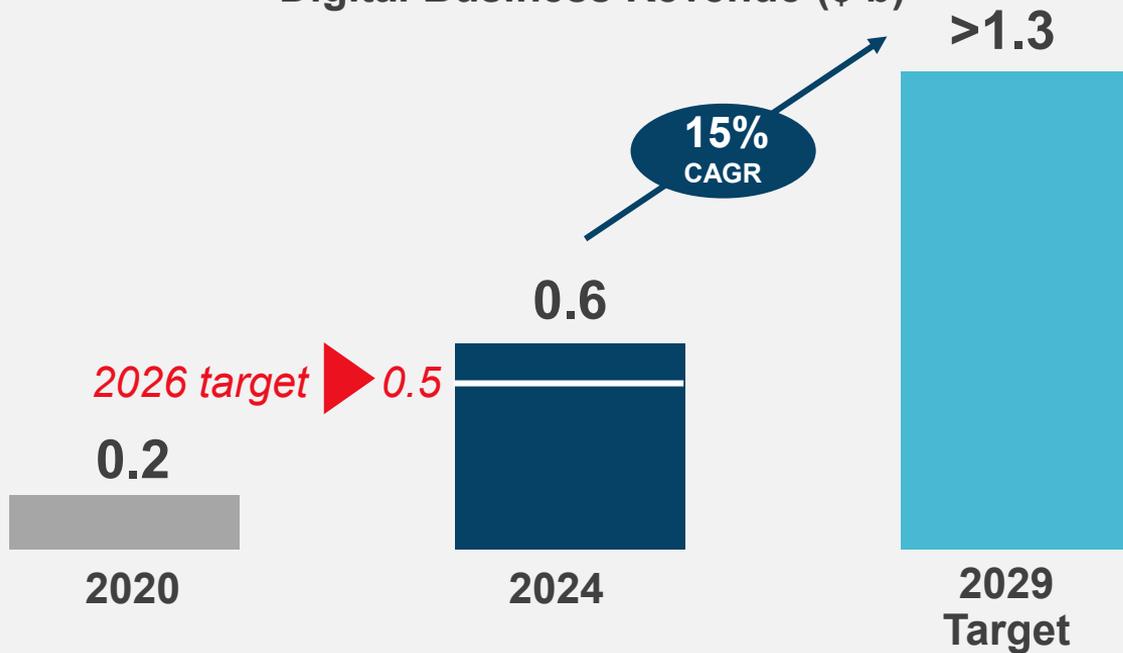
- AI Analytics
- Cloud & Data Centre
- Cybersecurity



Digital Business to more than double by 2029

Grow revenue to >\$1.3b by 2029

Digital Business Revenue (\$'b)



Uniquely positioned to deliver on focus areas

Software / AI Analytics

- Drive growth in **Artificial Intelligence** software and solutions
- Drive growth in **Machine Learning and Data Analytics** software and solutions

Cloud & Data Centre

- Expand Cloud **Professional & Managed Services**
- Expand **GPU Infrastructure, Design and Services**
- Expand **Secure Green Data Centre**

Cybersecurity

- Drive growth in **Quantum Security Products**
- Deliver AI-enabled **Cybersecurity Operations Centre**

Supported by clear strengths & product differentiation

Software / AI Analytics

Deep expertise in developing AI systems for end-to-end integrated Ops Centre



Cloud & Data Centre

Specialised in secure on-premise and multi hybrid cloud design, development and operations



Cybersecurity

Highly certified cybersecurity products, services and solutions in IT & OT system



Trusted provider for secure integrated hardware & software solutions

Ready suite of products and solutions

AI Analytics

AI-enabled Systems



Emergency Response



Healthcare



Airports



Utilities

Gen AI Products



Gen AI Video Analytics



AI Agents



Deepfake Detector



Geo-Spatial Analytics

Cloud & Data Centre

AI-Ready Green Data Centre



Cloud & Data Centre



GPU Infrastructure & AI-enabled Solutions

Cloud Solutions & Services



Hybrid & On-Prem Cloud

Cybersecurity

Products



Remote Workforce Solutions



Quantum Encryptors

Services



5G Security



Cloud Security Incident Response

Systems



Security Ops Centre AI Analyst



AI Cybersecurity

Upskilling our Digital Talents

3x number of Digital Talents¹
to **5,000** over 5 years from 2024

**AI
Tools**

AGIL[®]
Co-pilot

AGIL[®]
GenieBot

**Upskill
certified
training**



Well-positioned for strong growth



Building on our track record

Thank you

