



2025 INVESTOR DAY

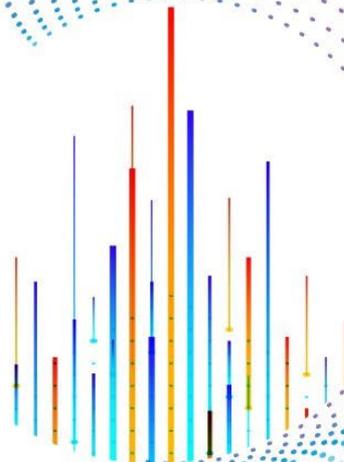
# Journey to Growth

## Scaling Smart City

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# Disclaimer

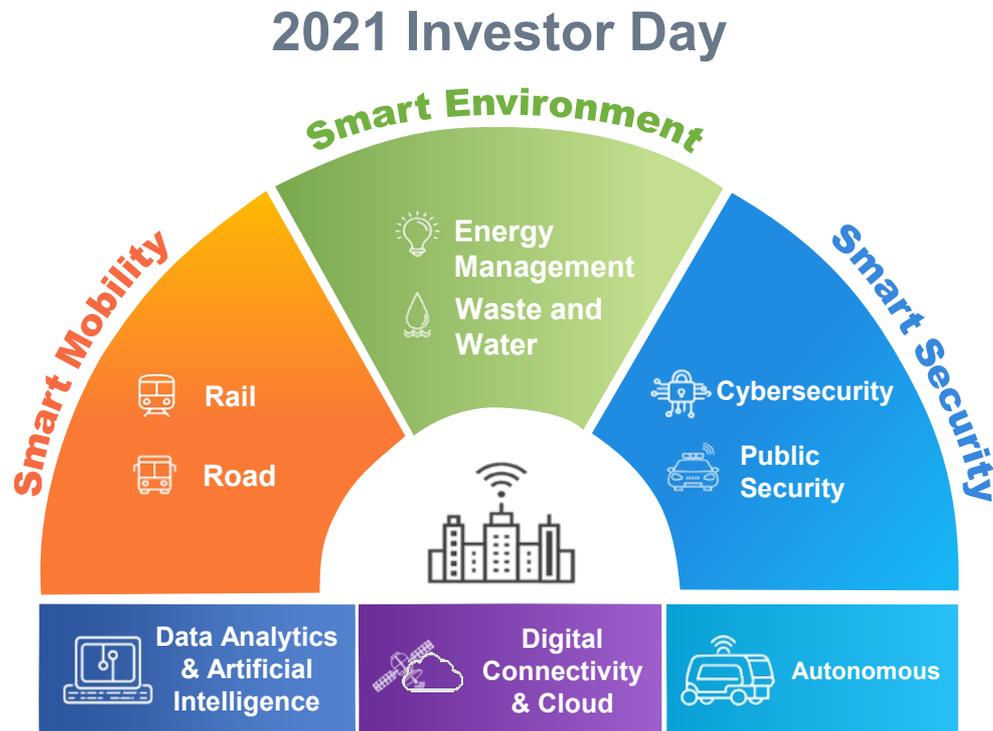
The forward-looking statements in this presentation reflect the Company's current intentions, plans, expectations, assumptions and beliefs about future events as at the date of this presentation. Actual future performance, outcomes and results may differ materially from those expressed in forward-looking 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.

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Targets exclude M&As and divestments.

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

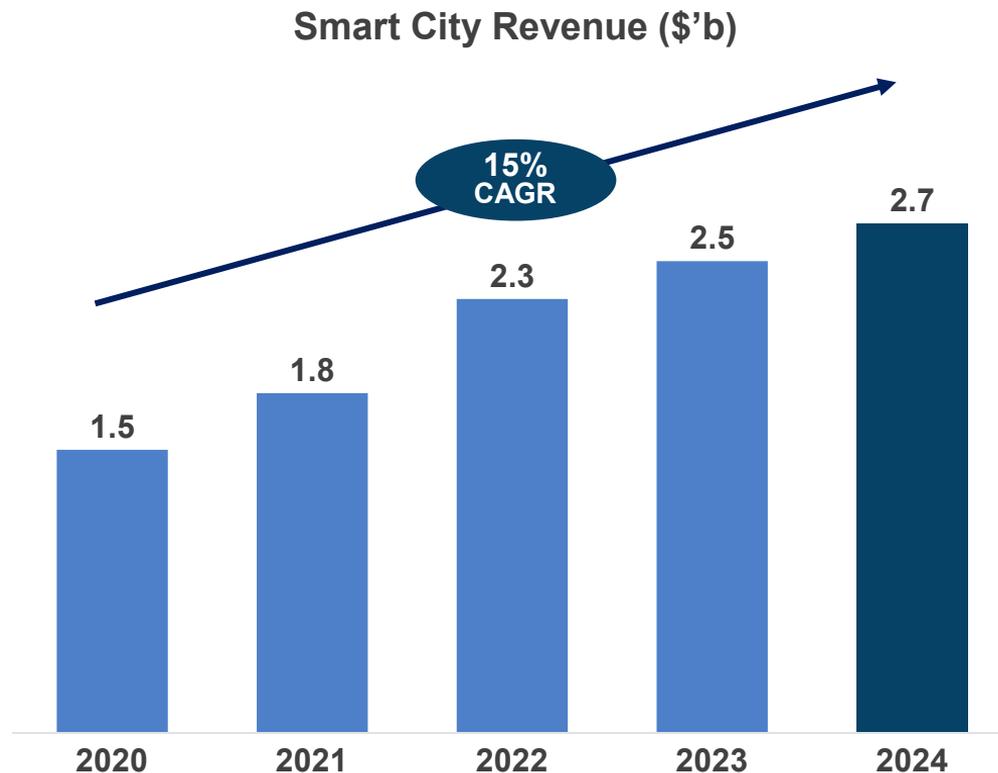
**Smart City  
revenue to more  
than double\*  
to \$3.5b by 2026**



\* Base year 2020

## Built strong foundation

- Strengthened Mobility portfolio with TransCore
- Integrated platforms and modular solutions
- Digital Business more than tripled to \$0.6b in 2024



# Winning with integrated & modular solutions



# Transforming urban mobility with scalable innovations

## TransCore

### From Acquisition to Acceleration

Acquisition Completed

Year 1 Positive Cashflow

Year 2 Earnings Accretion



Key tolling wins



New Jersey Toll Collection System



First-of-its-kind in the U.S.



New York City Congestion Pricing

## Synergistic Wins



Successfully introduced TransCore's solution into Southeast Asia



Southeast Asia Multi-Lane Free Flow Tolling Collection



Dubai Mall Smart Parking System – Synergy with TransCore Dubai & Salik

Scaling Group solutions to TransCore customers



# Transforming urban mobility with scalable innovations

## Unlocking Growth



**Established Tier 1  
Prime<sup>1</sup> Status**

**Taiwan Kaohsiung MRT**  
Total ~\$2b rail system contracts



**Key wins**



**Bangkok Orange Line**  
\$180m Platform Screen Door,  
Comms & SCADA<sup>2</sup> contract



**Australia Queensland**  
Largest international contract for  
AGIL Passenger Information System

## Scaling Success

**Scaling  
Urban Traffic  
Management  
System**



**Dubai**  
Improving travel time  
by 20%



**Singapore**  
Central hub for all  
ITS<sup>3</sup> operations



**Abu Dhabi**  
First multi-modal ITS<sup>3</sup>  
central platform



**Expanding Platform Screen  
Doors across global markets**

>4,000 doors ordered since 2021



# Building sustainable cities with modular solutions

## Smart City Transformation



**Expanding Smart City Operating System** internationally

Punggol Digital District  
Singapore



*Co-development of Open Digital Platform*

Lusail Smart City  
Qatar



*Digital backbone of Lusail Smart City*

## Digital Intelligence

**Unlocking data silos** through modular IoT solutions and analytics



Installed > 17m wireless IoT nodes



Smart Energy Building

Accelerating and scaling **sustainable** solutions

# Enhancing security with critical infrastructure protection

## Digital Security

Expanding our cyber products portfolio globally

 <b>Zero-Trust Computing</b>	 <b>Storage Encryption</b>	 <b>Wi-Fi Encryption</b>
 <b>Security Operation Centre</b>	 <b>AI for Cybersecurity</b>	 <b>Deep Fake Detector</b>

Products & services sold in close to **20 countries**

## Public & Enterprise Security

Powering sensing & response management

 <b>Airports &amp; land borders</b>	 <b>Transport hubs</b>
 <b>Energy plants</b>	 <b>Government buildings</b>
 <b>Embassies</b>	 <b>Public Safety</b>
 <b>Corrective institutions</b>	 <b>Seaports</b>

Deployed in over **22 cities**

Protecting **150 sites worldwide**

Securing **>250m** frictionless interactions annually

# Macro trends and opportunities



# Scaling Smart City

## Smart Mobility

Exceed industry growth<sup>1</sup>

## Smart Environment

Build sustainable cities

## Smart Security

Accelerate deployments

## Digital Business

Deliver enterprise impact

## Extending Global Reach

Grow double-digit revenue CAGR in international markets

## Innovating for Smarter Cities

Catalyse growth through product innovation and modular, integrated, standards-based technologies

**Macro Trends Legend:**

- Urbanisation
- Security
- Sustainability
- Industry Innovation

# Extending global reach

**Grow double-digit revenue CAGR in international markets (2024-2029)**

## Europe

Capitalise on EU government initiatives in secure space systems

## Middle East

Pursue Smart City, healthcare and security opportunities

## Asia-Pacific

Develop new markets e.g. India, Australia

## North America

Drive cross-synergies with rest-of-the-world



Future growth

# Innovating for smarter cities



## Standards-based Tech

Future proof with standards-based technology (Satcom)



## Product Innovation

Expand opportunities with product innovation (Smart Mobility)

## Reusable Tech Modules

Accelerate time-to-market with reusable tech (Smart Security)



## Integrated Approach

Deliver seamless user experience (Smart Environment)

Integrating modular solutions to build smart, secure, sustainable cities

# Expanding opportunities with product innovations

## Enabling *seamless, integrated mobility* for cities

Cost-down R&D model



**Next-Gen Platform  
Screen Door**

Standards-based solutions



**5G Future Rail  
Comms System**

Multi-modal integration



**SmartPass - Mobility  
payment**

Sustainable urban solutions



**Smart Digital  
Junction**

# Delivering seamless experiences with integrated platforms

## Smart City Operating System

### Traffic Management

### Smart Building

### City Security

Real-Time Asset Protection

AI-Powered Urban Automation

Sustainable City Insights



# Accelerating deployments – Integrating reusable tech modules

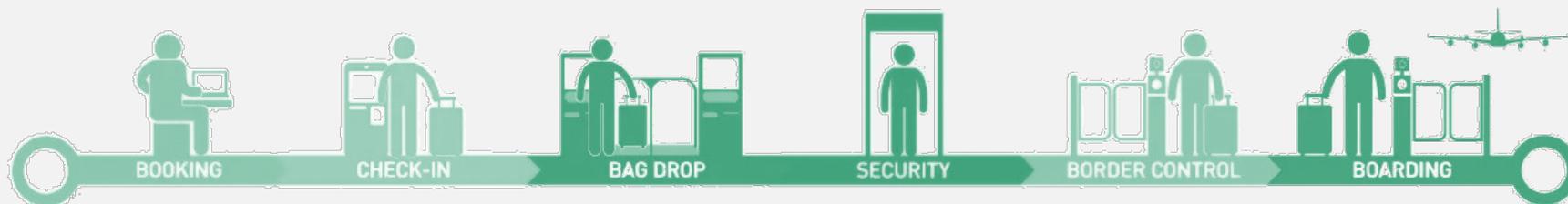
Next-Gen Security for Smart Cities:

Reusable technology modules

Access Control

Digital Security

## Airport Security Use Case



Multi-modal biometric technologies

Identity Management Platform

Integrated Security Management

AI Video Surveillance System

Cloud / Network Security

Cybersecurity AI

Security Operation Centre

# Future proofing with standards-based innovation

Intuition 1.0  
Launched Sep 2024



Pioneering Industry  
Innovations



## Transformation showing early signs of improvement

Operational Improvement:

- On track to deliver savings from organisation right sizing

New partnerships:

- MOU signed with **SES, a leading global operator**, for multi-orbit services

New usage-based service model:  
(Launched Mar 2025)



## Continuous focus on resource efficiency, productivity gains and time-to-market

### Disruptive Trends & Opportunities:

NGSO<sup>4</sup> market disruption

Falling capacity pricing drives new use cases & demand

Need for multi-orbit, virtualised ground systems

New business models & partnerships

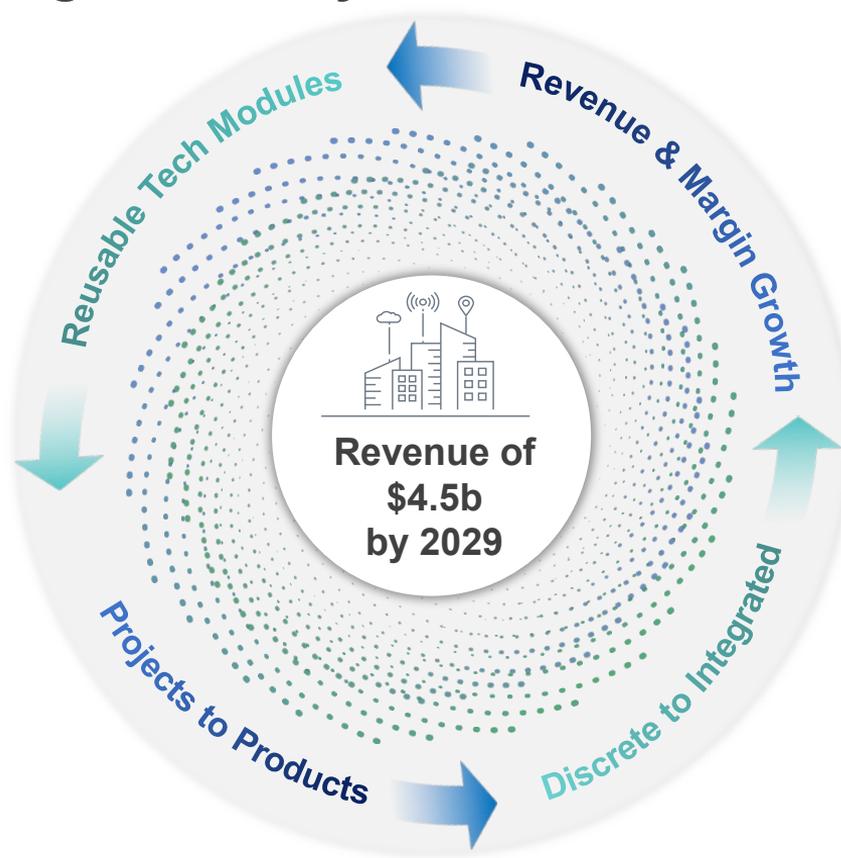
1. European Protected Waveform Consortium Lead

2. Waveform Architecture for Virtualised Ecosystems Consortium

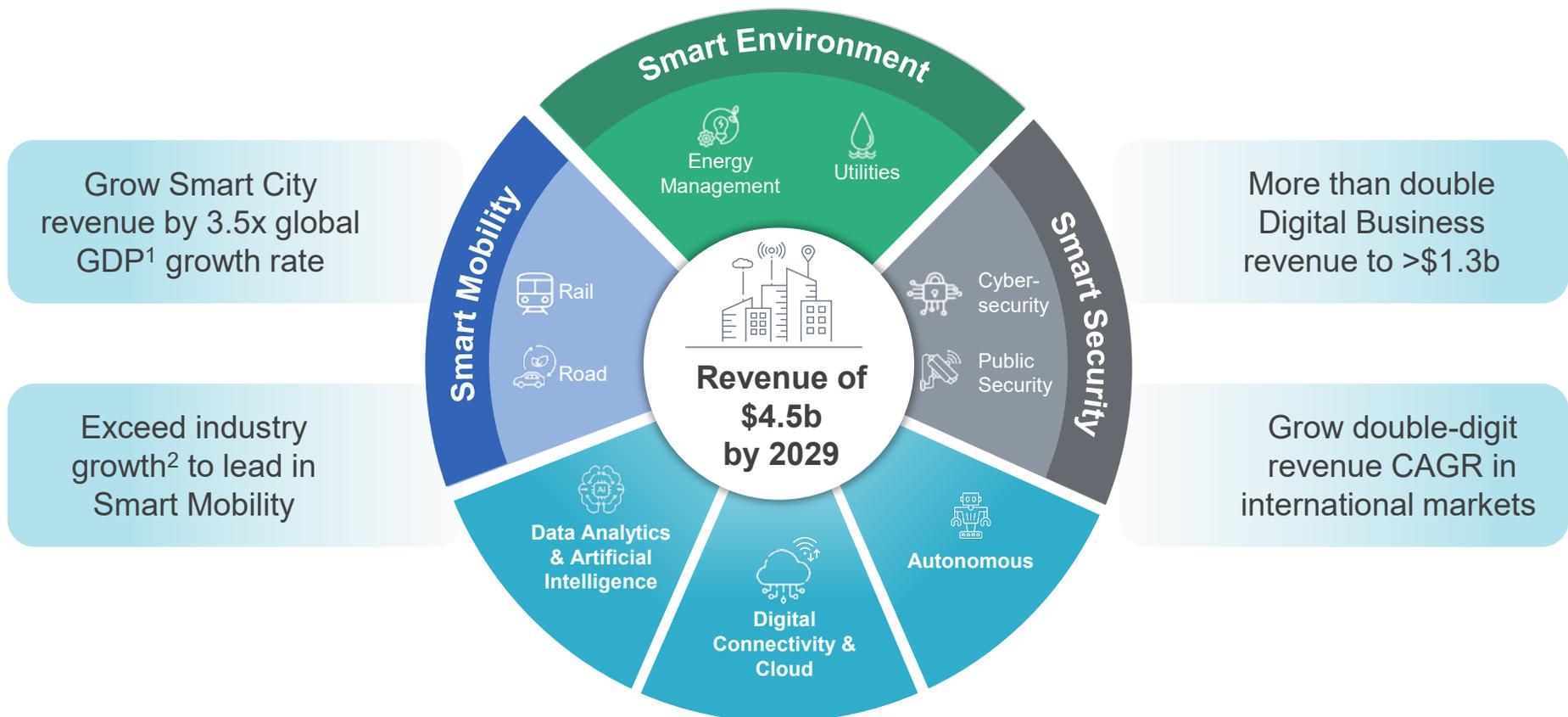
3. Digital Intermediate Frequency Interoperability Consortium

4. NGSO: Non-Geostationary Orbit

# Blueprint to scaling Smart City



# Journey to growth – Scaling Smart City



1. Average global GDP growth rate over next 5 years as per IMF projection ~3.15%; Smart City 2024 revenue at \$2.7b  
2. Industry growth at 8% CAGR (Sources: BCG, The Business Research Company, Technavio, Verified Market Research)

# Thank you

