



2025 INVESTOR DAY

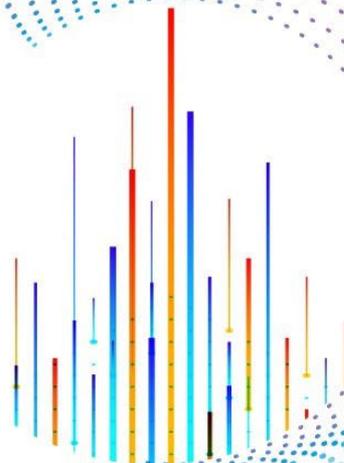
# Journey to Growth

## Enabling Business Impact

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Group Chief Operating Officer (Technology & Innovation)  
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18 March 2025



# Disclaimer

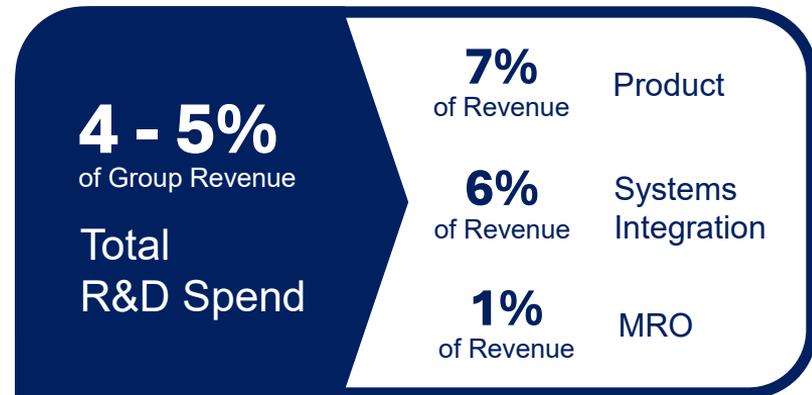
The forward-looking statements in this presentation reflect the Company's current intentions, plans, expectations, assumptions and beliefs about future events as at the date of this presentation. Actual future performance, outcomes and results may differ materially from those expressed in forward-looking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

# Business-driven Technology & Innovation



**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

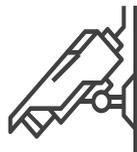
## Reusable technology modules support across businesses & geographies



AI & Gen AI



Cybersecurity



Video Analytics



MRO & Data Analytics



Robotics & Autonomous



5G / Satcom

### Applications of AI across businesses



# 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



**SPECTRAL**

Quantum Safe Network

The image shows a city skyline at night with a network of blue lines and dots overlaid, representing a quantum safe network. The SPECTRAL logo is in the top right corner.



**airFish**

**AirX**

AirFish – Wing-in-Ground Craft

The image shows a white and green wing-in-ground craft flying over the ocean. The airFish logo is in the top left corner, and the AirX logo is in the top right corner.



**EDGE**

5G + WiFi + AI on a Chip

The image shows a green microchip with a white square in the center containing an orange network icon. The EDGE logo is in the top right corner.



**Cingular**

Unleash the true potential of Automated and Autonomous **Cloud** Incident Readiness & Response

Work smarter, not harder

Cloud Investigation & Response Automation (CIRA)

The image shows a blue and white abstract background with a server rack. The Cingular logo is in the top left corner.



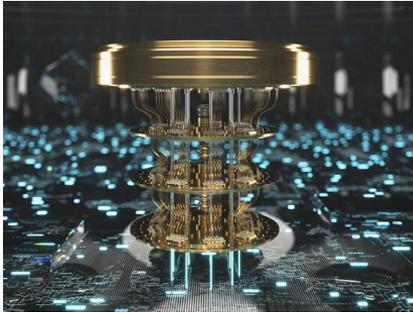
**Azendian**

Training Analytics

The image shows a blue and white abstract background with a hand holding a glowing orb. The Azendian logo is in the top right corner.

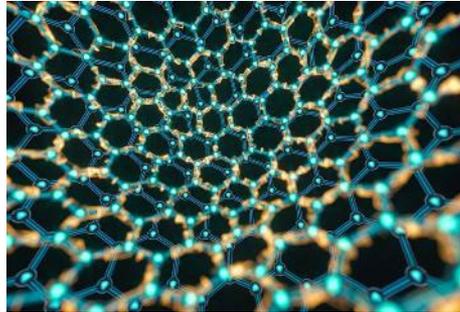
## Positioning for growth – new tech areas

### 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

**Enabling business impact  
through Technology  
& Innovation**



**Business-driven  
innovation**



**Deep engineering  
competencies**



**Global innovation  
partnerships**

# Thank you

