

23rd Annual General Meeting

**Presentation by
Vincent Chong, President & CEO**

15 May 2020

AGM 2020 – Appendix 2

Our Aspiration – To be a Global Technology, Defence and Engineering Powerhouse

Strengthen Core Businesses

Pursue Growth Opportunities

- Smart City
- International Defence Business

Strengthen core businesses



Aerospace



Electronics



Land Systems



Marine

Pursue growth opportunities



Smart City



International
Defence
Business

Underpinned by strong technological capabilities



2/3 of workforce are
engineering and
technical talents



Strong R&D
initiatives

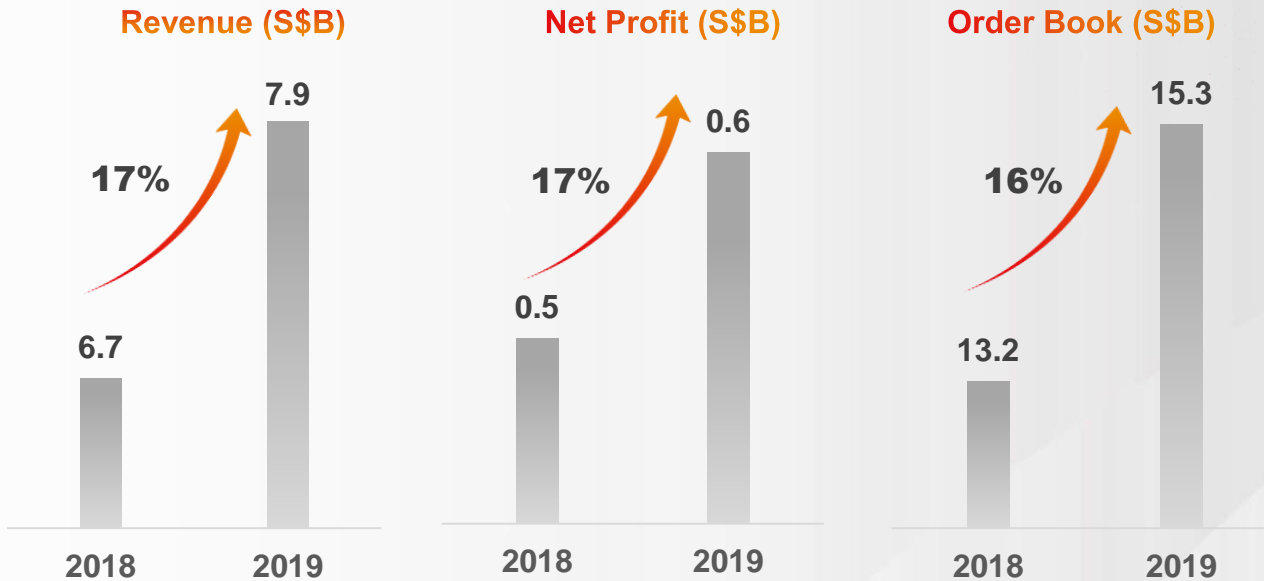


Strategic
Technology
Centres



Corporate
Venture Capital

Strong 2019 Financial Performance



Strong set of financial results in 2019

Record revenue and profit in last 5 years

Double-digit growth in both top and bottom lines

Growing our global champions

Airframe MRO

Global #1 in Airframe MRO

- Facilities expansion in US, Germany & China
- Establish presence in Vietnam via MRO JV with VAECO



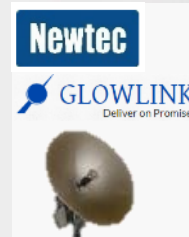
Aircraft Engine
Nacelle Systems

- US\$630m Acquisition
- Move upstream to OEM space
- Sole-source for multiple platforms
- Synergies with MRO & AMM biz

Enterprise VSAT Systems

Global #1 in Satcom Ground Segment

- Leading positions in Broadcast, Aviation, Shipping and others
- Solidified leadership with two key acquisitions



Satcom ground
eqpt. & anti-jam

- €250m & US\$20m Acquisitions
- Gain ultra-high throughput & anti-jamming capabilities
- Establish strong Europe presence
- Complementary IP & Technology

Strengthening our Smart City track record

700 Projects Across 130 Cities



Smart Security



Smart Environment



Smart Mobility



Robotics



Satcom

Legend

- Smart Security
- Smart Environment
- Smart Mobility
- Businesses across Verticals



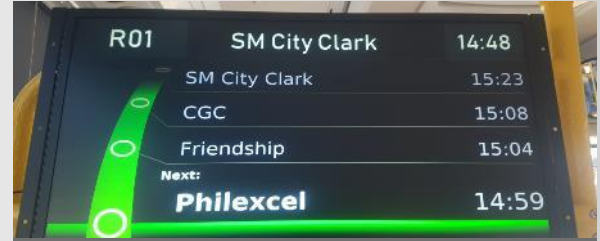
Smart City – Notable wins



Rail Electronics Solutions
Taiwan: Taoyuan MRT Green Line



Next-Generation Mobilising System
Asia: Emergency response management system for a public safety agency



Bus Management & Passenger Information Systems
Philippines: SEA Games 2019



Automated Guided Vehicles (AGV)
Singapore: Provision of 80 AGVs to PSA's next generation port in Tuas

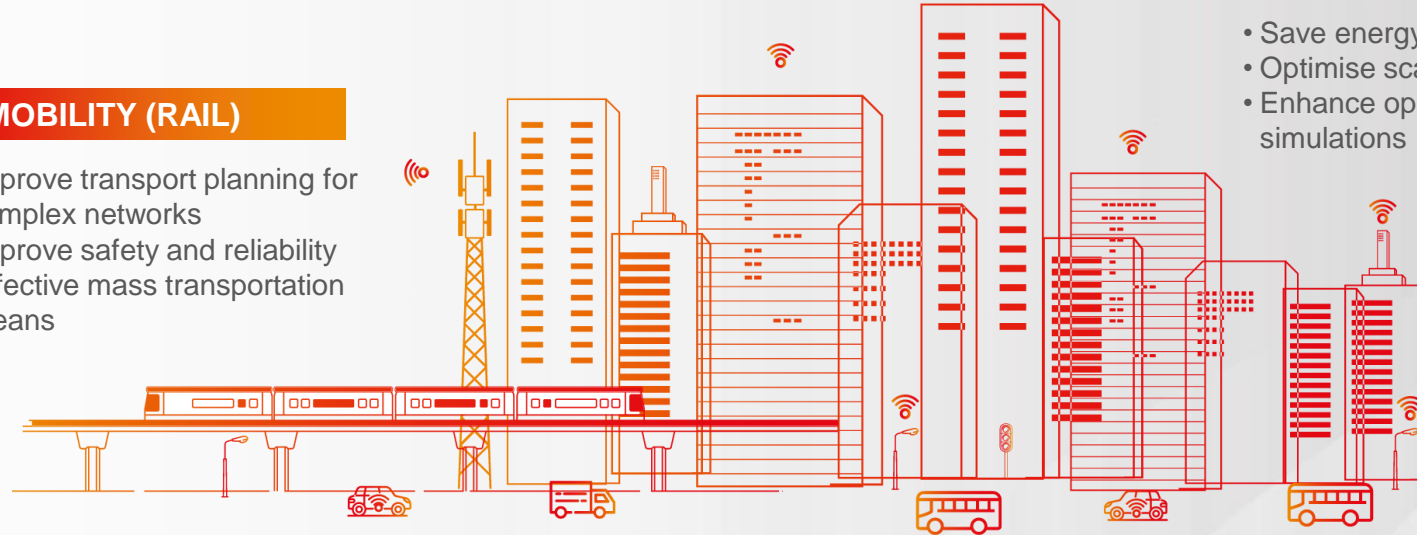


Automating Logistics
Singapore: Provision of 21 autonomous robots to Woodlands Health Campus

Enabling more Sustainable Cities with our solutions

MOBILITY (RAIL)

- Improve transport planning for complex networks
- Improve safety and reliability
- Effective mass transportation means



IOT & ANALYTICS

- Save energy with smart lighting
- Optimise scarce water resources
- Enhance operations via simulations

ADVANCED TRAFFIC MANAGEMENT

- Reduce incident management time
- Enable real-time traffic awareness
- Minimise congestion, thus lower fuel burn

INTELLIGENT FLEET MANAGEMENT

- Improve passenger fulfilment rate
- Reduce waiting time
- Streamline operations

Maintaining strong financial position



Actively manage our portfolio of businesses

- Efficient use of capital



Strong Balance Sheet

- S&P rating AAA/stable, updated on 18 Mar 2020
- Moody's rating Aaa/stable, updated on 9 Apr 2020

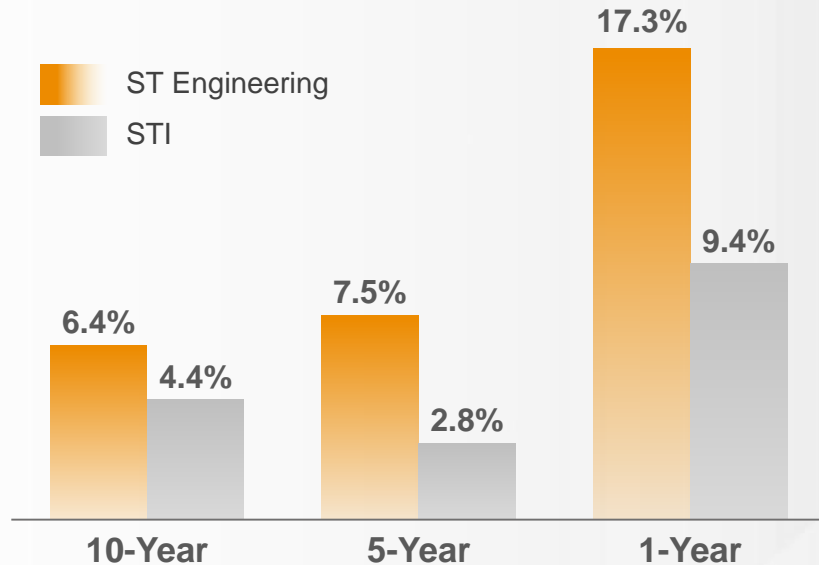


Diverse Funding Sources

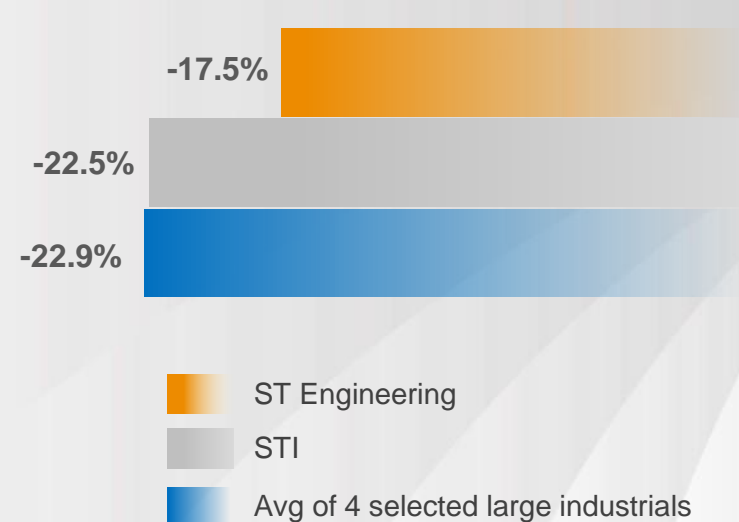
- U.S. Commercial Paper,
- US\$750m 1.50% 5-year notes in Apr 2020,
- Banking Facilities

Delivering steady shareholder returns

TSR per Annum as at 31 Dec 2019
(with dividends reinvested)



YTD Stock Performance as at 14 May 2020



Source: Bloomberg

Ensuring operational resilience amid COVID-19

Essential
Services
Provider

Business
Continuity
Plans

Focus on
Health &
Safety

Heightened
Cyber
Awareness

Enhanced
network
infrastructure

Support &
Solidarity

Mitigating factors for COVID-19 impact

Impact of COVID-19

Reduction in Customer Demand

Supply Chain disruption

Workforce disruption

Mitigated by



Diversified revenue streams: business sectors, defence and commercial customer split & geographies



Efficiency & cost reduction initiatives



Support from various government aids and stimulus packages



Robust order book

Supporting local eco-systems

Using technology and innovation to solve real world problems

Surveillance & Monitoring

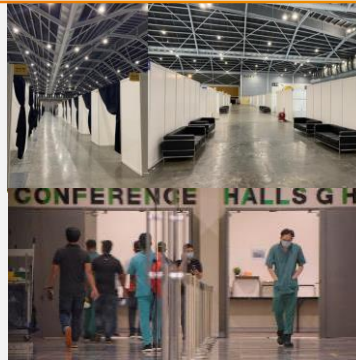
Security Robot



Infrared Fever Screening System

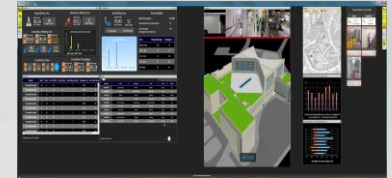


Integrated Surveillance Systems @ Community Care Facility (Expo Hall 1-10)



Command, Control and Communications (C3) Systems

Hospital Operations Centre



Public Safety & Health

N95 and surgical mask production



TUG autonomous robots @ Community Care Facility (Airshow Site)



Contact Tracing Solutions

Stay Home Notice Tagging



AGIL™ Trace - Contact Tracing Software Embedded with Data Analytics



Supporting local eco-systems

Giving back to the community

ST Engineering May Day Fundraising Campaign for IMDA Digital Access Programme



Employee campaign to raise **\$1 million** including a dollar-for-dollar matching by the company



Programme ensures that vulnerable segments of the community have access to digital devices and broadband for their daily tasks, telecommuting or home-based learning.

Project #BYOBclean, an initiative by Stay Prepared and Temasek Foundation

More than **200** employees participated in the **#BYOBclean project**. Distributed over **4,000** bottles of hand sanitisers from 28 Mar to 5 Apr.



Donation of surgical masks and hand sanitisers



Donated **surgical masks and hand sanitisers** to the communities and partners in need of them.

Thank You