



2025 INVESTOR DAY

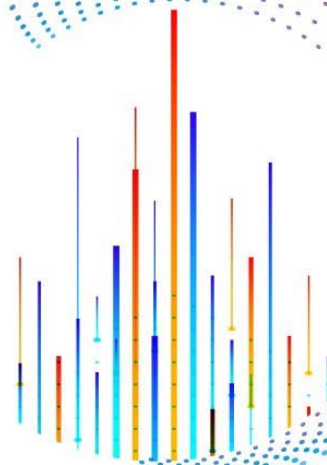
Journey to Growth

Soaring Higher

Jeffrey Lam

Group Chief Operating Officer (Operations Excellence)
and President Commercial Aerospace

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.

Disciplined approach, robust recovery

Reviewing 2024

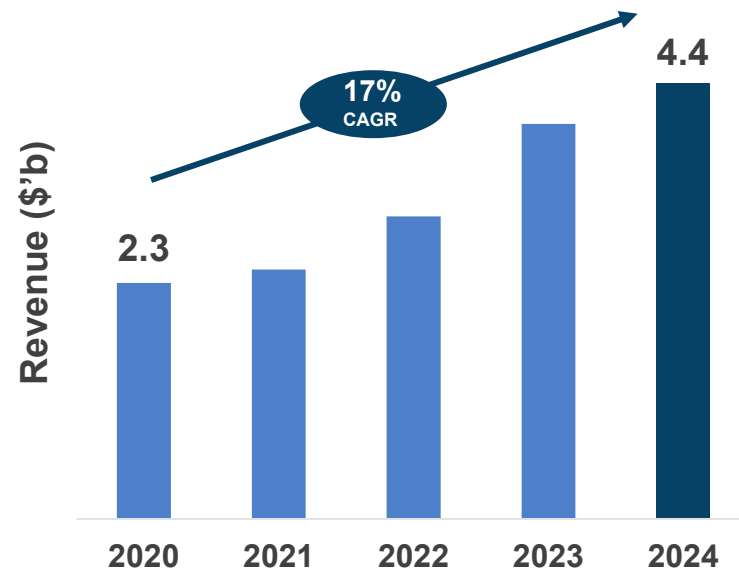
Base Year 2019 (Pre-Covid)

Air Passenger Traffic **104%**

Air Cargo Traffic **108%**

New Aircraft Delivery **90%**

Commercial Aerospace



Broad-based growth

Exceeded pre-pandemic levels of revenue and EBIT; Achieved 2021 Investor Day targets

2021

2022

2023

2024

2025

By 2026



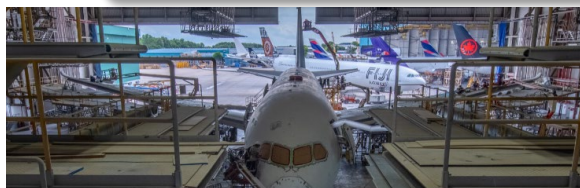
CA¹ Revenue
> \$3.5b



AUM² > US\$2.0b



PTF³ Annual Revenue
> \$0.7b



Aerospace MRO

- Comprehensive MRO⁴ services
- 1st Premier MRO Provider for CFM LEAP Engines in Asia



Aviation Asset Management

- 2024 AUM at US\$2.3b
- Reaping business synergies



Aerostructures & Systems

- Nacelle and floor panels grew in tandem with aircraft deliveries
- Exclusive Airbus A330, A321 & A320 PTF OEM⁵ solution provider

1. CA: Commercial Aerospace

4. MRO: Maintenance, Repair & Overhaul

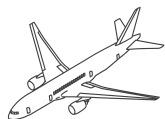
2. AUM: Assets under Management

5. OEM: Original Equipment Manufacturer

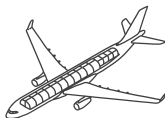
3. PTF: Passenger-to-Freighter

Positive steady long-term outlook

20-Year Traffic*



+ 3.6% CAGR
Air Passenger Traffic Growth



+ 4.1% CAGR
Air Cargo Traffic Growth

20-Year Fleet Growth*

3.2% CAGR
Passenger Fleet Growth

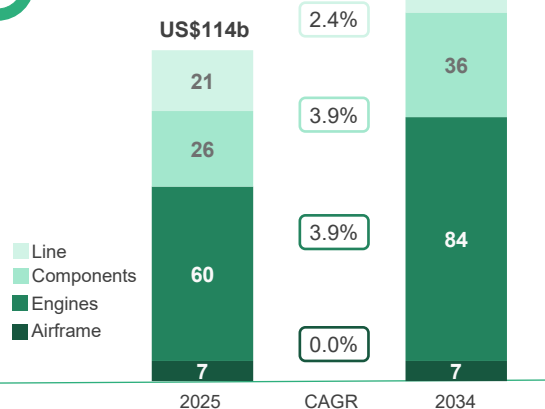
50k Passenger Fleet | **44k** Deliveries

2.6% CAGR
Freighter Fleet Growth

3.9k Freighter Fleet | **1.8k** Conversions

10-Year MRO Growth

3.2% CAGR
from 2025 to 2034

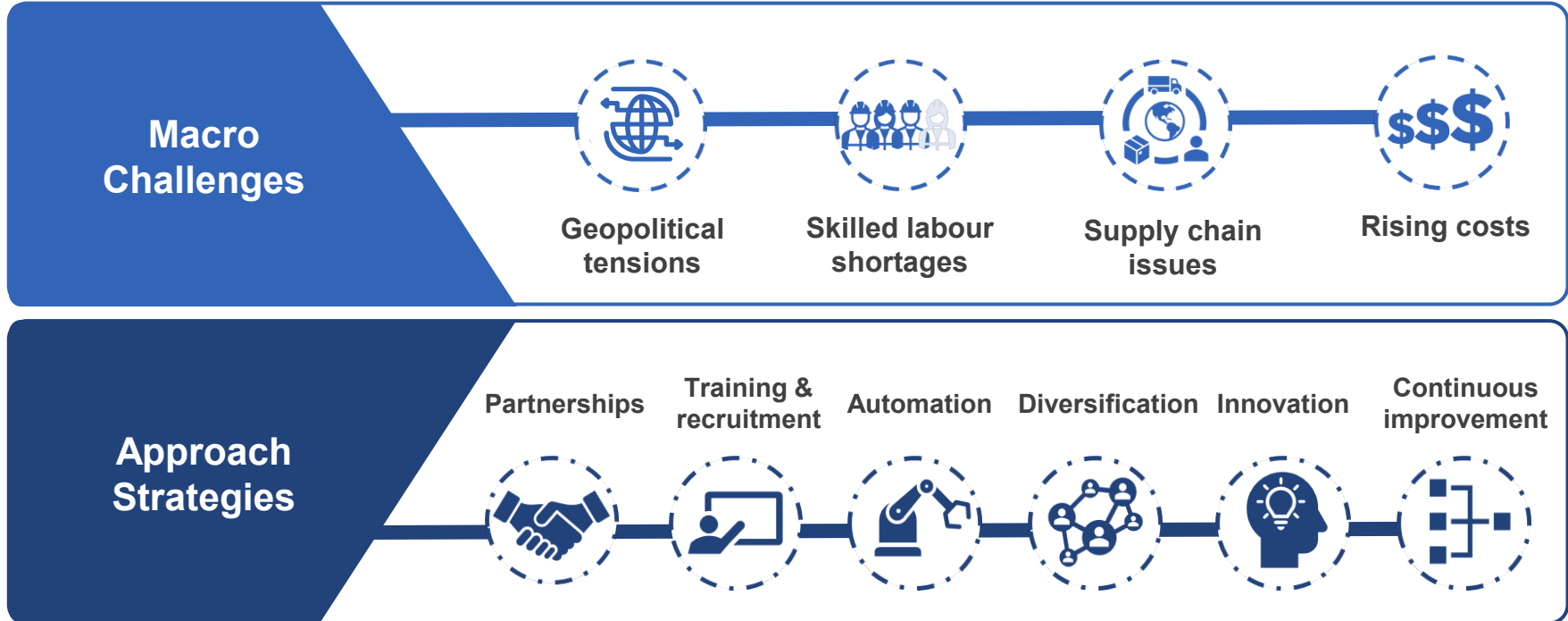


* Base year 2024

Sources: IATA, Airbus Global Market Forecast, Boeing Commercial Market Outlook, Aviation Week, Oliver Wyman

Note: Air Passenger Traffic and Air Cargo Traffic are measured in RPKs and CTKs respectively

Navigating market challenges with agility



Steering towards competitive and sustainable growth

Key Industry Trends



New generation aircraft drives evolving MRO needs



Connected data-driven approach



Normalisation of PTF demand



Record OEM backlog for aircraft orders

1

Strengthen core and pursue growth

2

Invest in new growth areas

3

Harness technology and innovation

Strengthen core and pursue growth

Well-positioned for growth

Engines

- 1st LEAP Premier MRO in Asia
- Comprehensive global solution

Nacelle

- New generation aircraft
- Digital Factory and Smart Automation

MRO



A&S¹



AAM



Airframe

- Capacity and capability growth

PTF Conversion

- Exclusive OEM solutions for A330, A321 and A320

Aviation Asset Management

- Scale up AUM leveraging Aviation Fund Structure

Strengthen core and pursue growth

Reinforce global MRO network with new capabilities and capacity

Strengthen presence in major aviation markets



Airframe

- Adding new capacity while optimising network
 - NEW** Pensacola, U.S.
 - NEW** Ezhou, China
 - NEW** Changi Creek, Singapore

Engines

- Expanding Engine facility by Q3 2025
 - ✓ Shop capacity of >400 by 2027
 - ✓ Legacy CFM56 and new LEAP engines
- Secured major LEAP contract from India

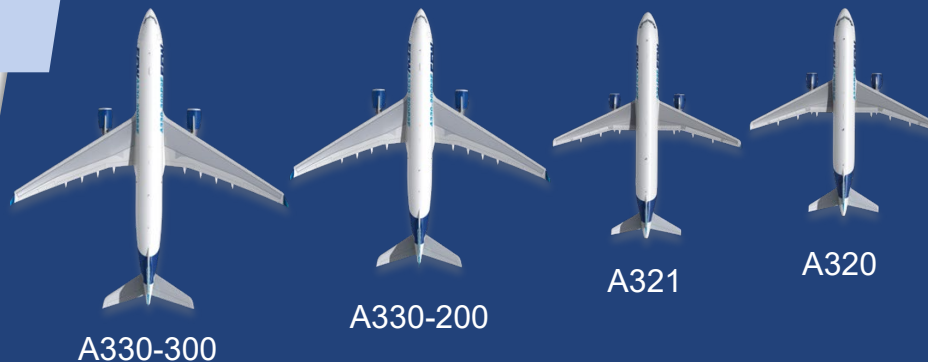
Technology leadership in customer solutions

Nacelle

- Fast-growing products with comprehensive aftermarket support
- New product opportunities



Passenger-to-Freighter Conversion



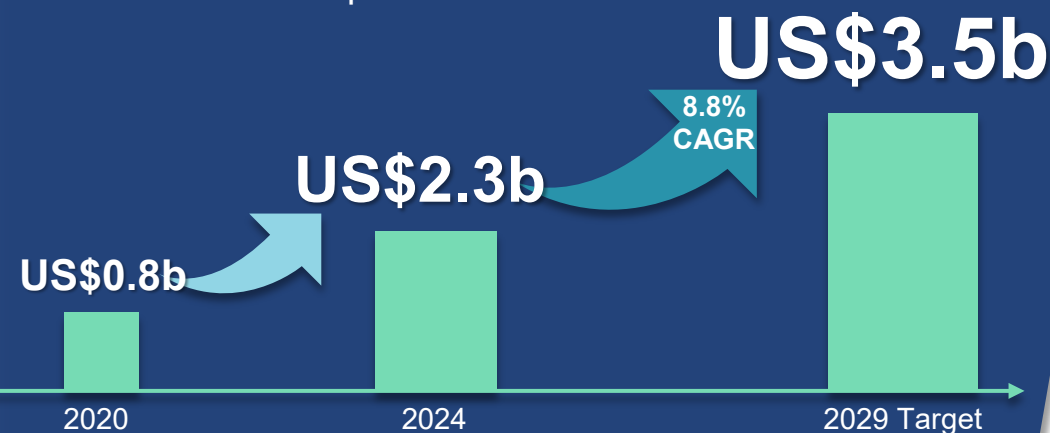
- Full lifecycle OEM support solution for narrowbody and widebody conversion

Strengthen core and pursue growth

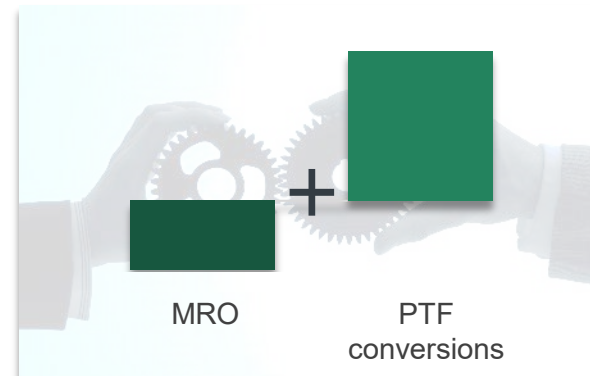
Growing asset portfolio, capturing synergy

AUM Growth

- Target **US\$3.5b** by 2029
- Leveraging Aviation Fund Structure as new source of capital



Extracting Revenue Synergies



- Cumulative revenue synergies of >US\$100m since 2020
- Capitalise on Group's strengths & synergies

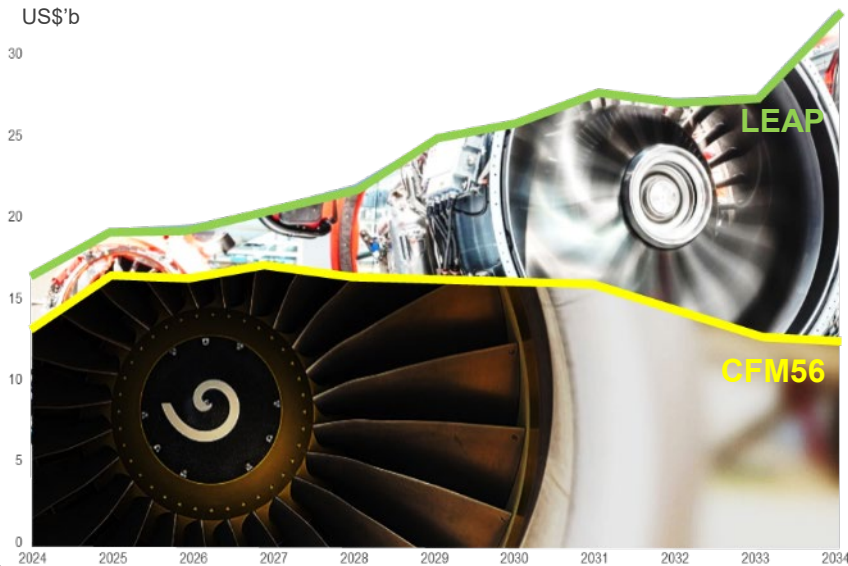
Invest in new growth areas

Propelling strong growth



Premier MRO

CFM56 & LEAP Engines MRO market size



Expand Capacity

>400 shop capacity by 2027
Maintain CFM56; Grow LEAP



Accelerate Parts Repair Capabilities


Broaden competitive parts repair offerings



Robotics and Transformation

Optimise process and capture efficiency

Next-generation products for new market segments



Cargo UAS¹




Unmanned Aircraft System for Medium Range & Payload

Fulfilling Middle / Last-Mile Cargo Needs

DrN-600

Range of **over 200km**

Payload of more than **100kg**






Wing-in-Ground Marine Craft

Faster than a Ferry,
Greener than a Seaplane;
Safer than a Helicopter

Redefining Maritime Travel;
Connecting Communities

AirFish

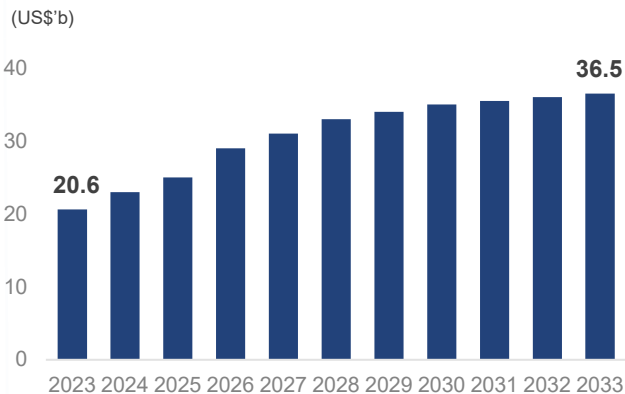
	500 km	
100 knots		10 passengers

Developing composite technology for next generation capabilities

Composite Aerostructures Market Growth

5.9% CAGR
(2023-2033)

10-Year Market Forecast

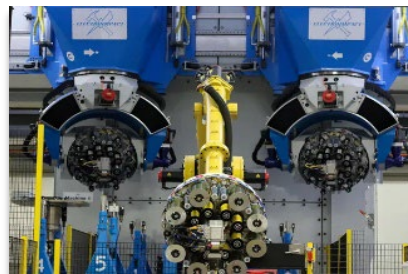


Technology

Advanced
Composites



AI-enabled
Processes



Products

Next Generation Products

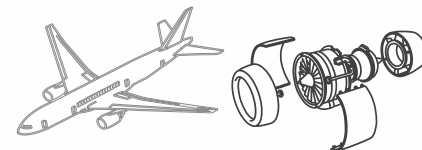


Composite Floor Panels



Nacelle

New MRO Capabilities



Continuous improvement and process optimisation

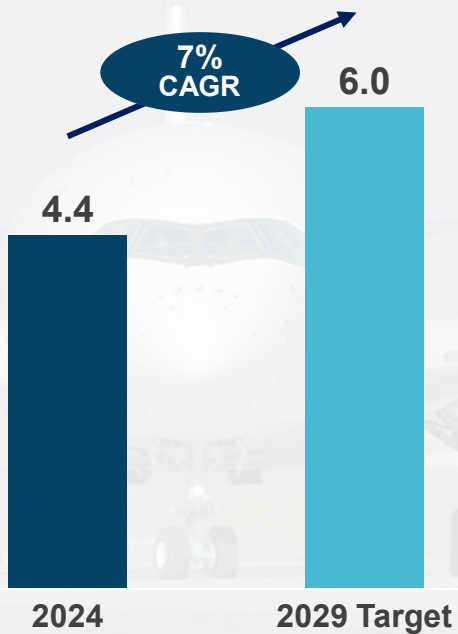


Soaring higher

Double industry growth rate



Revenue (\$'b)



Drive sustainable growth through a balanced portfolio

Strengthen core and pursue growth



Invest in new growth areas

Harness technology and innovation



Commitment to sustainability

Thank you

