



INVESTOR DAY

22 MARCH 2018

DISCLAIMER

These forward-looking statements reflect the Company's current intentions, plans, expectations, assumptions and beliefs about future events. 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. Representative examples of these factors include (without limitation) general industry and economic conditions, interest rate trends, cost of capital and capital availability, competition from other companies and venues for the sale/distribution of goods and services, shifts in customer demands, customers and partners, changes in operating expenses, including employee wages, benefits and training, and governmental and public policy changes, as well as natural disasters which may negatively impact business activities of the ST Engineering Group. You are cautioned not to place undue reliance on these forward-looking statements, which are based on current view of management on future events. The Company does not undertake to update these forward-looking statements to reflect events or circumstances which arise after publication.

TECHNOLOGY & INNOVATION

LOW KA HOE
CHIEF STRATEGY OFFICER

Technology & Innovation: The Bedrock of ST Engineering



Strong Technology, Innovation and Engineering Community

Overseas R&D
and Product
Development
Teams

Singapore R&D
and Product
Development
Teams

Engineering
& Design
Centres

Alliances
with Research
Institutions

>S\$320m

annual R&D spending (~5% revenue)

~16,000

Engineering and Technical Resources

~50% in engineering work

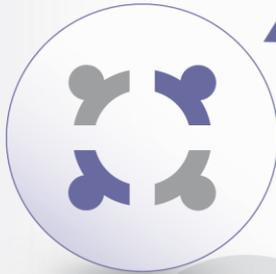


Technology & Innovation

Greater and Quicker
Access to Technology
and Talent



Strong Technology, Innovation
and Engineering Community



Synergise and
Deepen Internal
Capabilities



Broaden Outreach
to Leverage
External Capabilities



Commitment to Digitalisation

Synergise and Deepen Internal Capabilities

Strategic Technology Centres

Build and expand **Key Technology Capabilities** critical to future growth

Integrate **Best-of-Breed Technologies and Platforms** from around the world

Create scale to attract and retain **Top Tech Talent**

Areas:



Data
Analytics



Cyber Security



Video
Exploitation



Broaden Outreach to Leverage External Capabilities

Alliances with
Research
Institutions

Extend Alliances with research institutions

ST Engineering
Ventures

Collaborate With and
Invest In Technology
Start-Ups

Singapore and
Overseas
Start-Ups

Innospartks

Innovate and Co-Create
via Innovation Exchanges /
Open Lab platforms

Collaborate With and Invest in Technology Start-Ups

ST Engineering Ventures

Dedicated corporate venture capital unit
with initial fund of US\$150m

Focus: Invest and collaborate with technology start-ups

Initial presence in Singapore – explore other overseas start-up ecosystems



Singapore and Overseas Start-Ups

Strong benefits to start-ups beyond funding

- Tap into our domain knowledge
- Co-develop with our technology/engineering experts
- Integrate into our products & solutions
- Access our customers and distribution channels

Innovate and Co-Create via Innovation Exchanges / Open Lab Platforms

Innospark



Translating
innovative ideas to
real-world products
and services



Multidisciplinary
collaborative
set-up with
rapid prototyping
capabilities



Incubating ideas
(internal / external)

- Springboard for our employees' ideas
- Bringing our people together with start-ups

Complements core business innovation

Commitment to Digitalisation



Drive Operational Efficiency

Industry 4.0 in Manufacturing, Supply Chain, MRO, etc.

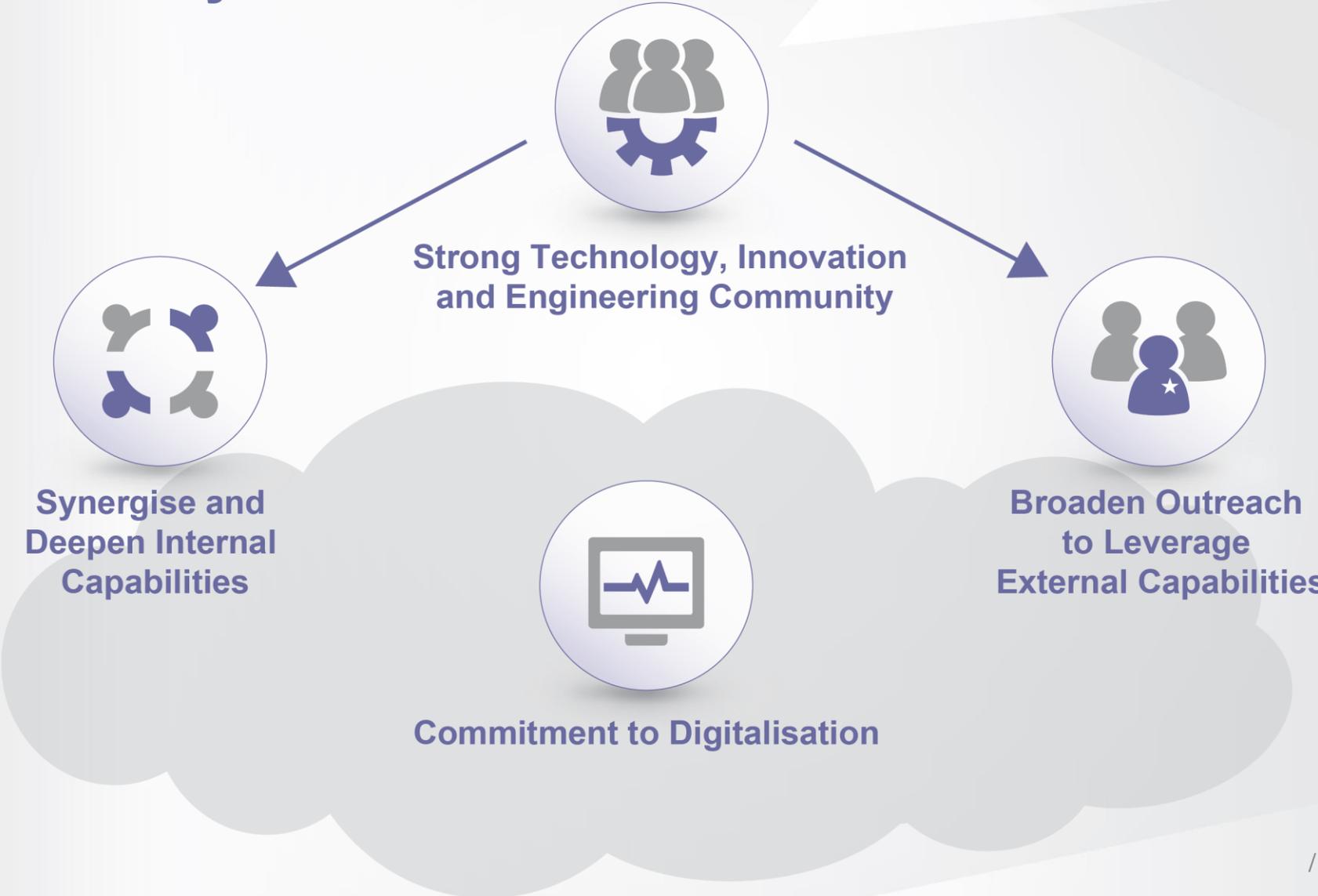


New / Enhanced Products & Services

- Predictive maintenance
- Smart automation offerings

Digital Office set up to leverage digital capabilities across the Group

Technology & Innovation Summary





**THANK
YOU**

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