

Reorganising for Global Success

- New organisation structure

18 November 2020

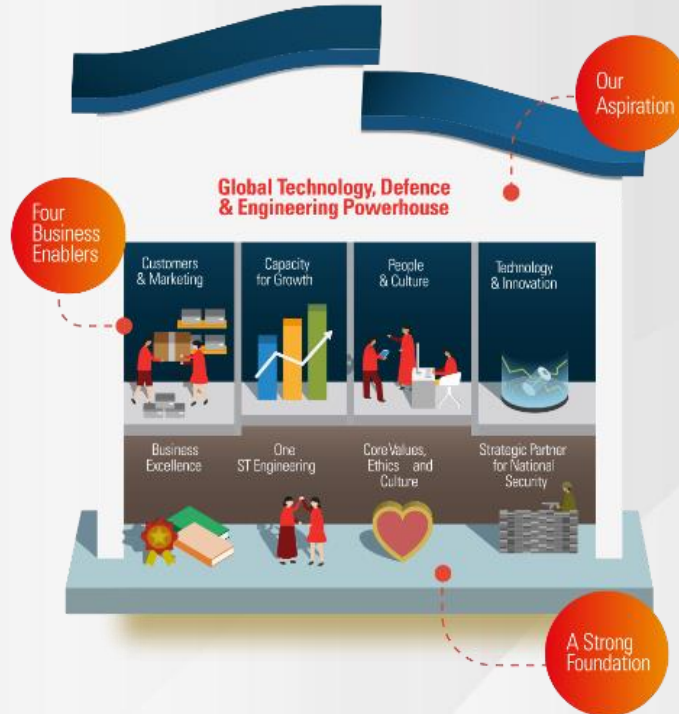


Reorganising for Global Success

*Aligning structure to
growth strategy*

Our Aspiration

Global Technology, Defence and Engineering Powerhouse



**Strengthen Core
Businesses**

**Pursue International
Growth**

- Smart City
- International Defence

Objectives



Deepen customer engagement and domain expertise

- more customer focused and industry facing organisation



Continue to leverage Group scale, strengthen technology and engineering core



Enhance leadership structure, broaden bench strength

New organisation structure



Deepen customer engagement & domain expertise

Commercial



Commercial Aerospace



Urban Solutions



Satcom

Defence & Public Security



Digital Systems and Cyber



Land Systems



Marine



Defence Aerospace



Leverage Group scale, strengthen technology & engineering core

Group Engineering Centre

Group Technology Office

Group Corporate Functions and Shared Services



Deepen customer engagement and domain expertise

Commercial

Drive international growth in three focused domains



Commercial Aerospace

- Aerostructures & Systems
- Aerospace MRO
- Aviation Asset Management



Urban Solutions

- Smart Mobility
- Smart Utilities & Infrastructure
- Autonomous & Connectivity



Satellite Communications

- Satcom
- Earth Observation



Deepen customer engagement and domain expertise

Defence & Public Security

Integrate capabilities in air, land, sea, digital and cyber to serve the evolving needs of defence customers

Drive thought leadership and next-generation products and solutions for customers in defence, public security and critical infrastructure segments

Strengthen foundation to pursue international defence, public safety and security opportunities





Continue to leverage Group scale

Strengthen technology and
engineering core

- *Create new Group Engineering Centre*

Leverage functional centres of
excellence and shared services

Enhance alignment in group
strategy and sustainability



Leverage Group scale – strengthen technology and engineering core

Group Engineering Centre

Strengthen engineering resources for group-wide application in 5 domains:



Autonomous System-of-Systems



Cybersecurity



Smart Enterprise Platforms
(including Data Analytics)



Smart MRO



Video Analytics

Group Technology Office

Develop cutting-edge and multi-use technologies

Strategic Technology Centres



Cybersecurity



Data Analytics

- Drive advanced technology and engineering applications
 - Accelerate digitalisation
- Augment business-specific engineering teams in the business units



Enhance leadership structure, broaden bench strength

Group Executive Committee

Responsible for Group strategy and key decisions

Supported by

Group Senior Business Council

Drive strategic alignment and execution across the Group

Group Senior Management Team

Key business leaders and corporate function heads



Enhance leadership structure, broaden bench strength

Group Executive Committee (EXCO)



Vincent Chong

Group President & CEO



Cedric Foo

Group Chief Financial Officer



Lim Serh Ghee

Group Chief Operating Officer,
Operations Excellence
Chief Commercial Officer



Ravinder Singh

Group Chief Operating Officer,
Technology and Innovation
President/Head, Defence & Public Security



Enhance leadership structure, broaden bench strength

Group Chief Operating Officers' Roles & Responsibilities



Lim Serh Ghee

Group Chief Operating Officer,
Operations Excellence

- Drive continuous improvement programmes to achieve operational and cost efficiencies
- Responsible for Group IT, Procurement and Estate & Facilities Management



Ravinder Singh

Group Chief Operating Officer,
Technology and Innovation

- Develop best-in-class technologies across Group
- Ensure robust technology planning and road-mapping
- Drive business innovation

Members of Group Senior Business Council



Chew Men Leong

President / Head,
Urban Solutions



Jeffrey Lam

President / Head,
Commercial Aerospace



Lau Thiam Beng

Chief Operating Officer, Defence & Public Security
President / Head, Digital Systems



Lee Shiang Long

Group Chief Technology & Digital Officer
Group Chief Engineering Officer
President / Head, Land Systems



Low Ka Hoe

Group Chief Strategy & Sustainability Officer,
Head, New Enterprise & Ventures



Ng Sing Chan

President / Head,
Marine



Tang Kum Chuen

President / Head,
Satellite Communications



Tom Vecchiolla

President & CEO,
ST Engineering North America

Timeline on further announcements



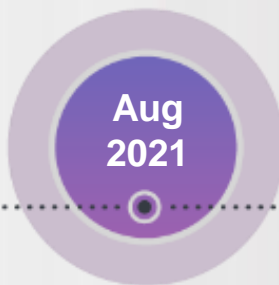
Nov 2020

Announcement of new organisation structure



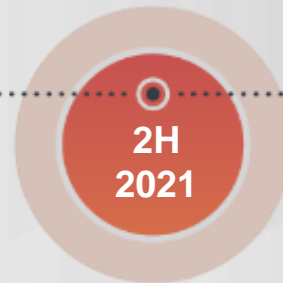
Feb 2021

- FY2020 results announcement
- Financial segment reporting framework



Aug 2021

1H2021 results and comparative 1H2020 results



2H2021

Investor Day –
Aspiration and strategy

Thank you