

# Reorganising for Global Success

- New organisation structure

18 November 2020

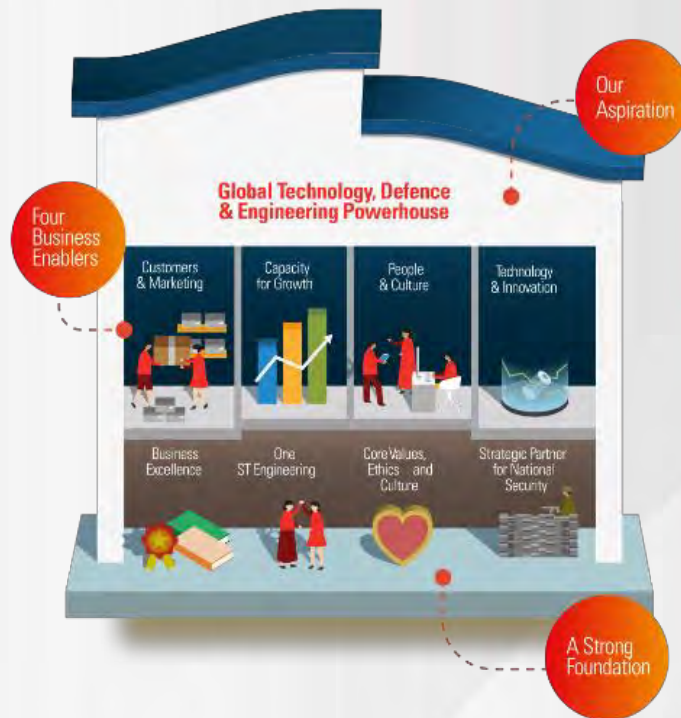


# Reorganising for Global Success

*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

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

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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*

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Leverage functional centres of excellence and shared services

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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**

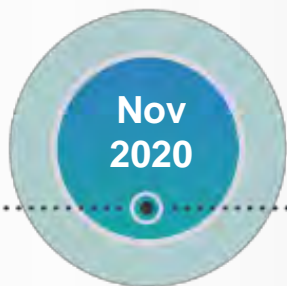
President / Head,  
Satellite Communications



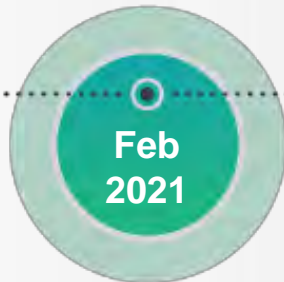
**Tom Vecchiolla**

President & CEO,  
ST Engineering North America

# Timeline on further announcements



**Nov 2020**  
Announcement of  
new organisation  
structure

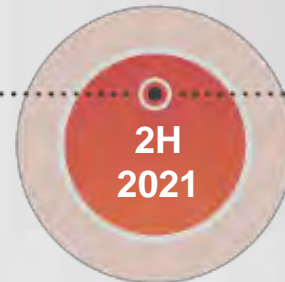


**Feb 2021**

- FY2020 results announcement
- Financial segment reporting framework



**Aug 2021**  
1H2021 results and  
comparative 1H2020 results



**2H2021**  
Investor Day –  
Aspiration and strategy



# Thank you