

# 25<sup>th</sup> Annual General Meeting

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Group CEO  
28 July 2017



The following presentation contains forward looking statements by the management of Singapore Telecommunications Limited ("Singtel"), relating to financial trends for future periods, compared to the results for previous periods.

Some of the statements contained in this presentation that are not historical facts are statements of future expectations with respect to the financial conditions, results of operations and businesses, and related plans and objectives. Forward looking information is based on management's current views and assumptions including, but not limited to, prevailing economic and market conditions. These statements involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those in the statements as originally made. Such statements are not, and should not be construed as a representation as to future performance of Singtel. In particular, such targets should not be regarded as a forecast or projection of future performance of Singtel. It should be noted that the actual performance of Singtel may vary significantly from such targets.

“S\$” means Singapore dollars, “A\$” means Australian dollars and “US\$” means United States dollars unless otherwise indicated. Any discrepancies between individual amounts and totals are due to rounding.

## VISION

To be Asia Pacific's best communications technology company

## TRANSFORMATION STRATEGY

Strengthen & drive growth from the core | Create innovative, differentiated digital services

## STRATEGIC PRIORITIES

### GROUP CONSUMER



Data



Content

### GROUP ENTERPRISE



Cloud



Cyber  
Security



Smart  
Cities

### GROUP DIGITAL LIFE



Digital  
Marketing



Data  
Analytics



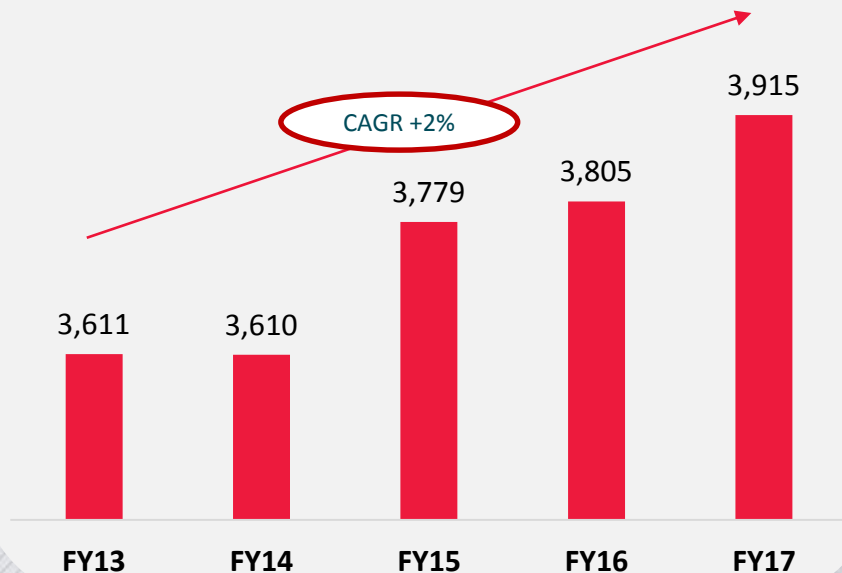
OTT  
Video

## GOALS

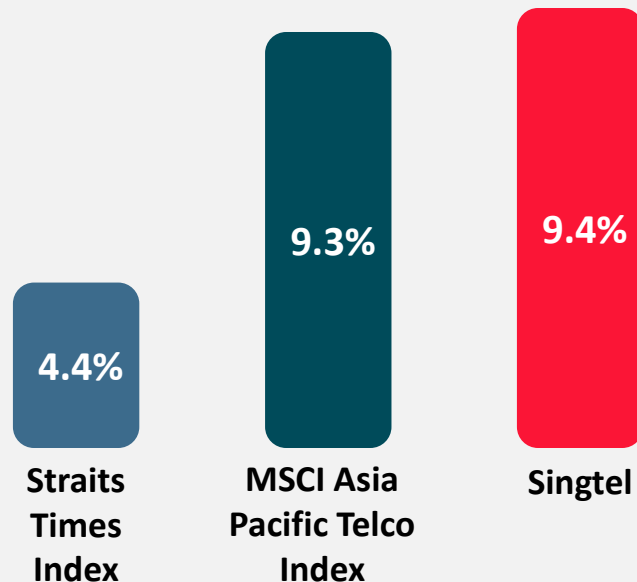
Create sustainable long-term growth | Deliver superior returns to shareholders | Create positive impact on stakeholders

## Increased Profit Growth

Group underlying net profit (\$\$m)



## 5-Year Total Shareholder Return (TSR)<sup>1</sup>

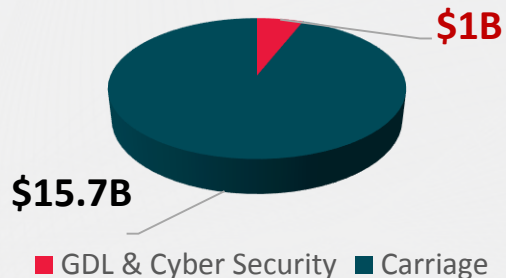


1. 5-Year TSR from 2012 to 2017

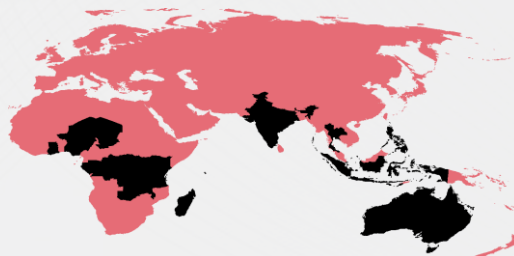
# Our transformation journey: 5 years on

## Diversified Earnings

### Singtel Group FY17 Revenue



**70%** of earnings from outside Singapore



## Growing New Capabilities

Cyber Security

Digital

Cloud

Data Analytics

New Network Capabilities

## Evolving Staff Profile

**12%**

Staff in Digital Businesses

**23%**

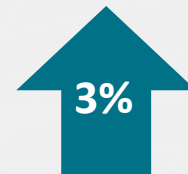
Staff Age under 30

**\$16,711m**



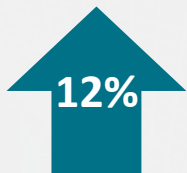
**OPERATING REVENUE**

**\$3,915m**



**UNDERLYING NET PROFIT**

**\$3,054m**



**FREE CASH FLOW**

**\$3,853m**

**Stable**

**NET PROFIT**

## Dividend Policy

**60-75%** of  
underlying net profit

## Dividend Payout

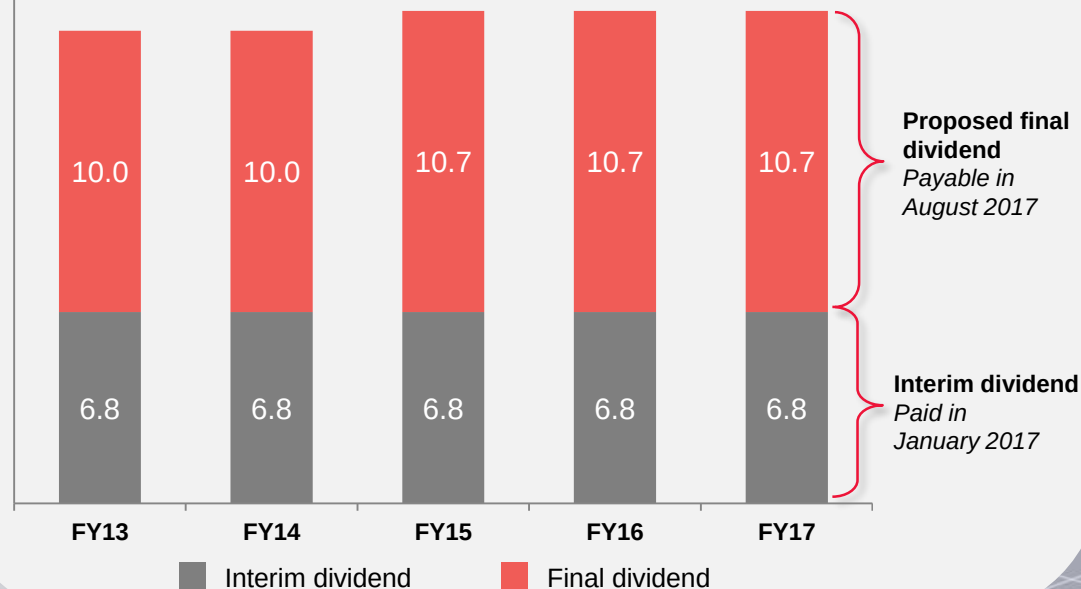
**73%** of underlying  
net profit

## FY17 Total Dividend

**17.5c / share**

## 5-year ordinary dividends

Singapore Cents



## Maintaining Network Superiority

**FASTEST & WIDEST... 4G**

Maintaining #1 4G coverage & speed



>1,000 Singtel WiFi hotspots nationwide



Faster fibre broadband

## Digitalising Customer Service



Hi, I'm Shirley  
Let me help you.

Extensive suite of self-help options

## Innovating With New Products & Services

**DATAx3**  
TRIPLES THE DATA FOR EVERYTHING YOU LOVE, LOVE, LOVE.



Singtel Dash

## Delighting Customers With Digital Content

**SINGTEL NEWSSTAND**

**SINGTEL MUSIC**



Video-ready national  
mobile network



**96.1%**  
4G coverage

Investing In Our Network



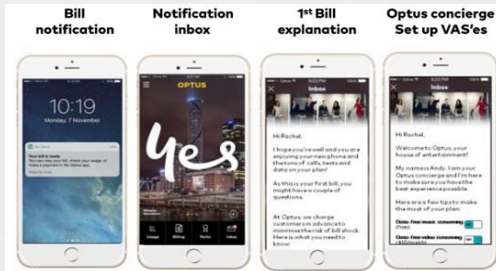
Engaging Our Customers  
Through Content



Seamless Experience

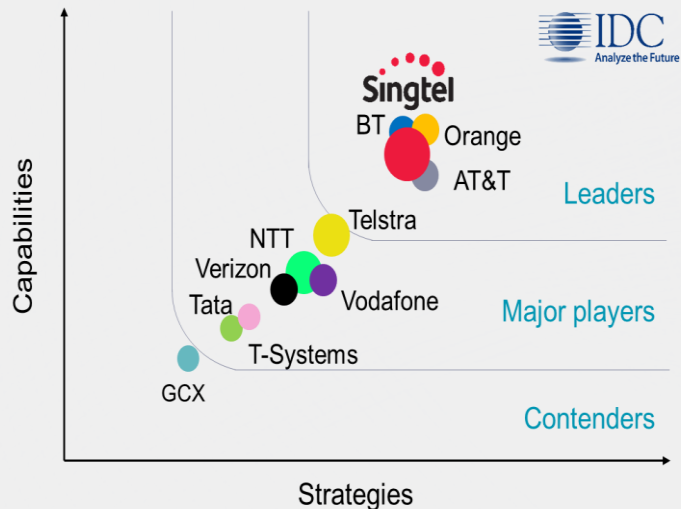


Transforming Our  
Customer Service



Digitising our service

## Core Carriage: Leader in APAC Telco Services



## Accelerating Growth Engines

### Cyber Security

Leading global managed security services provider



9 Advanced  
Security Operations  
Centre (ASOC)



Singtel Cyber  
Security Institute  
(CSI)

### Cloud



Accelerate  
Customers' Digital  
Transformation



Data Centre West  
Tier 3+ Standard

### Smart & Safe Cities



Next-Gen Electronic  
Road Pricing System  
for LTA



Smart Urban  
Habitat Master  
Plan for HDB

**AMOBEE**

Independent  
global ad-tech leader

Comprehensive  
technology stack with  
acquisition of Turn

**HOOQ**

Leading OTT video  
service in emerging markets



Expansive content  
catalogue

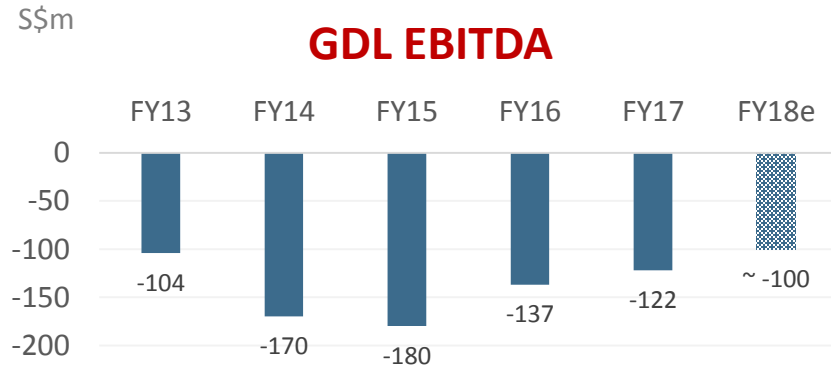
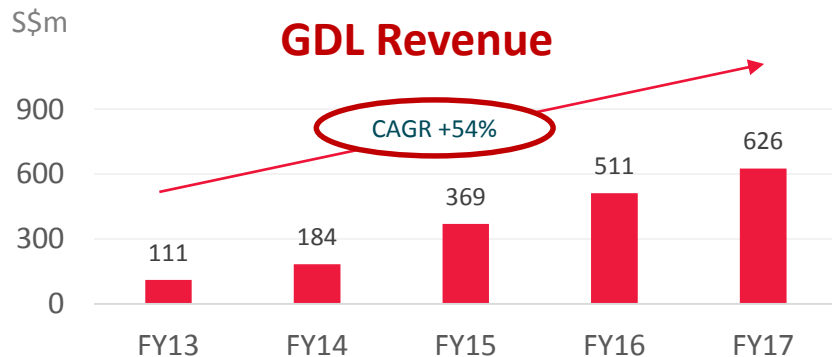
**DataSpark**

Advanced analytics player  
delivering consumer insights

Rich insights from geolocation data



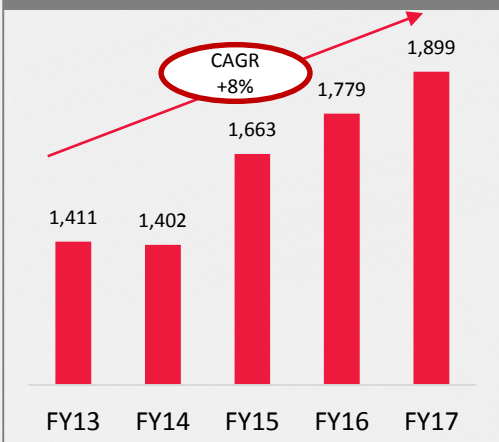
## Growth in revenue and narrowing losses



## Global scale of 638 million mobile customers

### Strong Returns

Associates' Post Tax Profit Contribution (\$m)

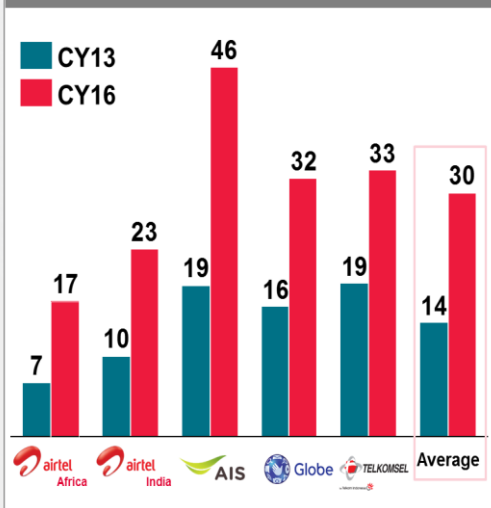


Cumulative dividends:

**\$12.2b**

### Winning in Data

Data Revenue as % of Mobile Revenue



### Leaders in Home Markets



**23%**

**#1**



**45%**

**#1**



**Globe**

**48%**

**#2**



**46%**

**#1**

**NB: Associates' subscriber market share as of 31 March 2017**



## ACCOLADES

No. 1 in Singapore Governance & Transparency Index 2016

Best Managed Company in Singapore at FinanceAsia's Asia's Best Companies Poll 2016

Best Managed Board Award – Gold at Singapore Corporate Awards 2016 (Companies with S\$1 billion and above in market cap)

We contributed

**S\$17m**

in community investment & spent

**34,000**

hours in staff volunteering



Our Digital Citizenship programmes taught digital literacy to

**60,000**

students in Australia and Singapore



To encourage social innovation, Singtel & Optus Future Makers supported

**18** start-ups and non-profit organisations with over  
**S\$480,000**

in cash grants



We were ranked amongst



**100**



**WORLD'S MOST SUSTAINABLE CORPORATIONS**

