



31st Annual General Meeting

Yuen Kuan Moon, Group CEO
28 July 2023

Executing to our strategic reset



Reinvigorate the Core

**Capitalise on
Growth Trends**

**Reallocate Capital,
Unlock Value**

**Champion People &
Sustainability**

FY23 key highlights



SINGA



**Core business
grew 15%¹**



**Regional Associates
up 15%²**



**Growth engines
continue to scale**



**S\$5.4B³ of cash generated
supporting higher returns**

1. Core comprises Optus (excluding NBN migration revenue), Group Enterprise & Singapore Consumer businesses. EBIT YoY.
2. Regional associates' PBT, on constant currency basis.
3. Free cash flow & capital recycled.

FY23 key financials

Operating
revenue

S\$14.6B ▼ 5% (▲ 5%¹)

EBITDA

S\$3.7B ▼ 2% (▲ 3%¹)

Underlying
net profit

S\$2.1B ▲ 7% (▲ 11%²)

Net profit

S\$2.2B ▲ 14% (▲ 19%²)

Net debt

S\$8B ▼ S\$2B

Net debt to
EBITDA &
assoc PBT

1.4x Mar 22:1.7x

1. On constant currency basis & excluding NBN migration revenue & Amobee in prior comparative period FY22.
2. On constant currency basis.

Operational highlights



Improving pricing environment & post-COVID recovery



Capturing fixed broadband opportunity



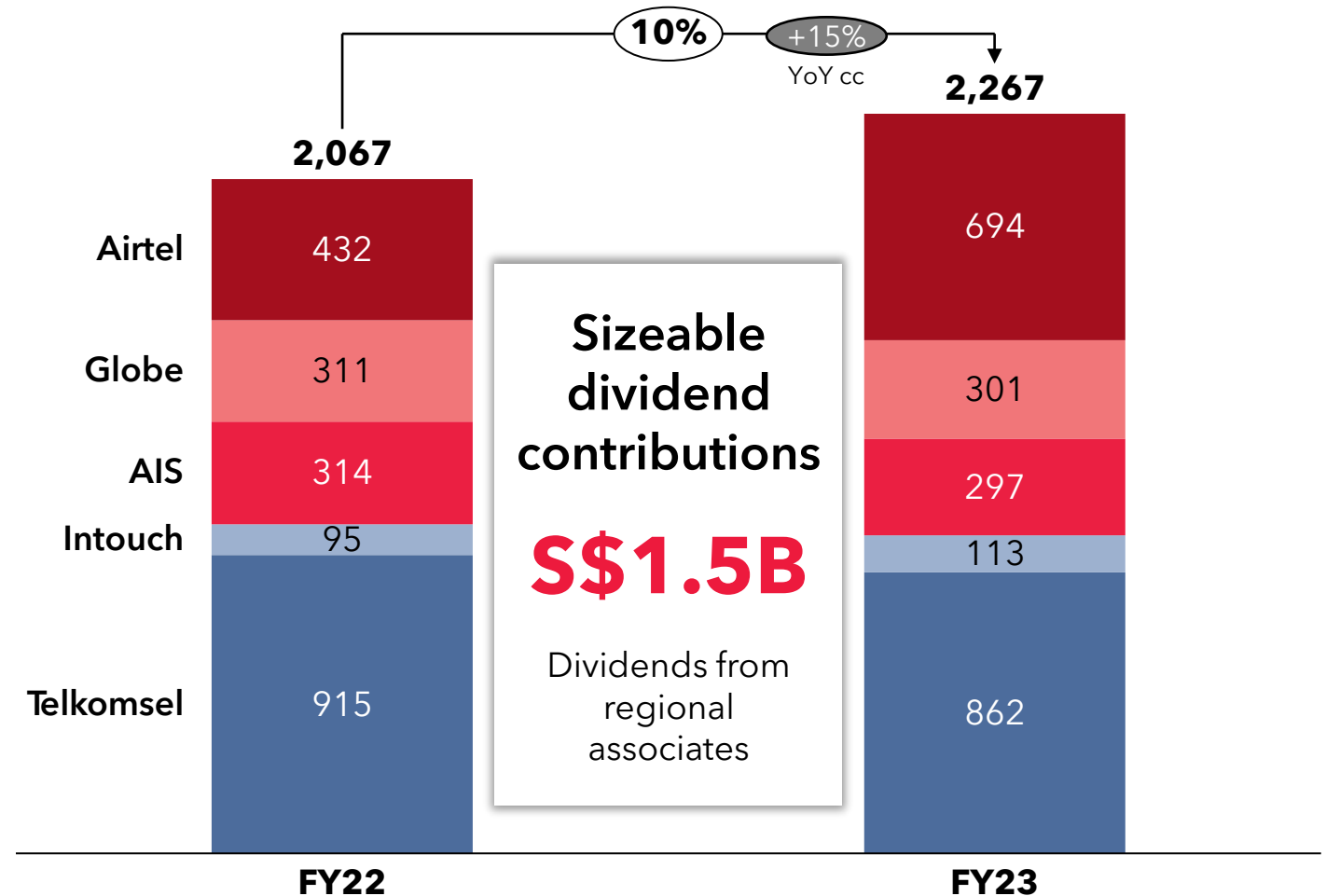
Rolling out digital services



Unlocking value of assets

Regional associates

Pre-tax profit contribution (\$M)



Update on Optus cyberattack



Putting customers first

- Cyberattack response continues to be Optus' focus
- Ongoing customer support, free credit & identity monitoring & payment for document replacement costs¹
- Returned to positive net add momentum from mid Dec 22
- Sharing of learnings with corporates & government the aim of helping strengthen others



Committed to cyber excellence

- Continued investment in cyber capability; currently stopping over 100M cyberattacks per year
- Funding to advance cyber security innovation & digital skills
- Review cyber resilience & share learnings across Singtel Group
- Cyber incidents increasing in frequency world-wide; need to remain vigilant against evolving threat environment

1. As previously disclosed, a provision of A\$140m was taken to cover these costs.

Dividend policy

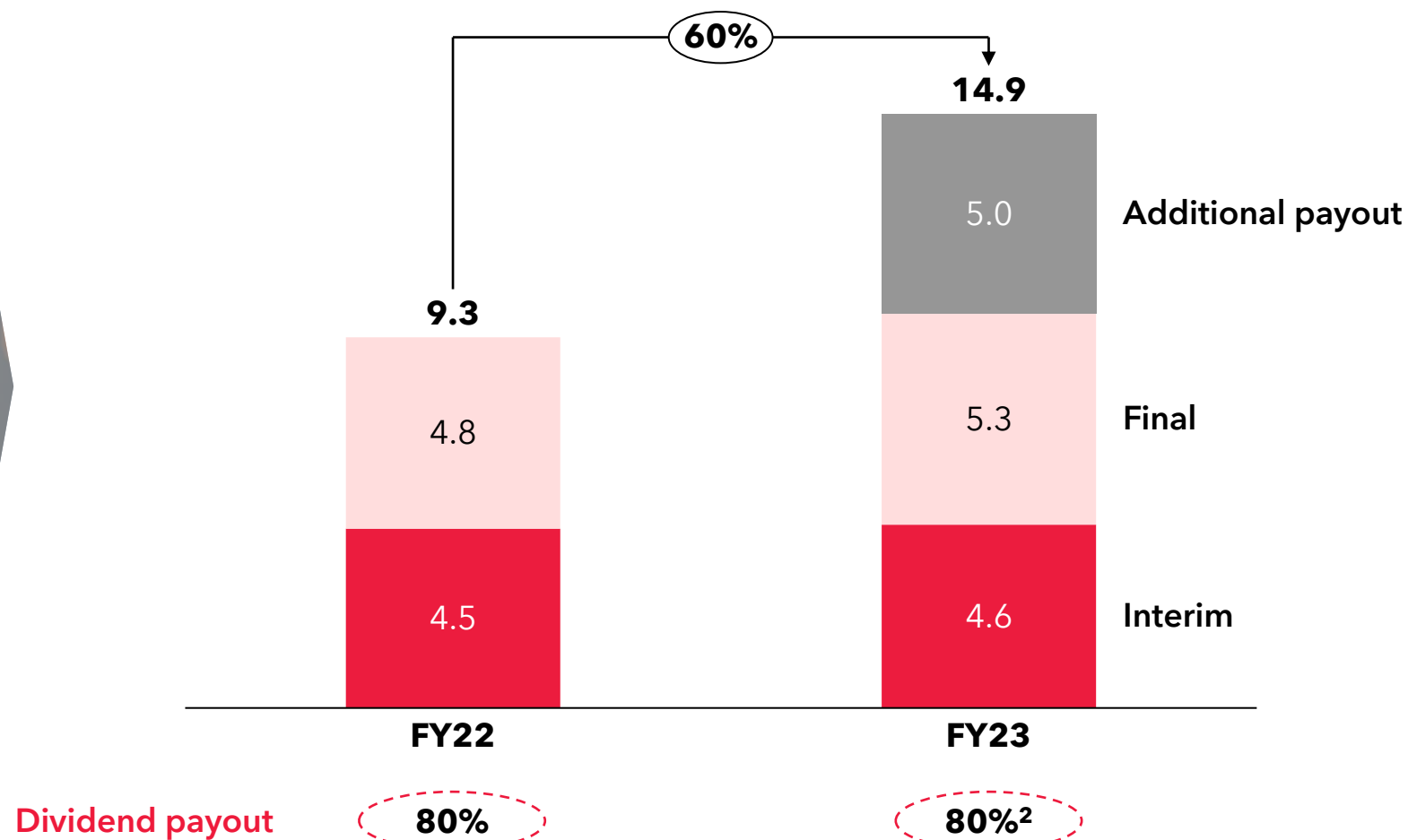
Between 60% & 80%
of underlying NPAT



**Any excess proceeds
from capital recycling**
after funding growth
& repaying debt

60% increase in dividends; 6% dividend yield¹

Dividend per share (S cents)



1. Based on Singtel closing share price of S\$2.65 on 27 Jul 2023.
2. Ordinary dividend as percentage of FY23 underlying NPAT.



**Harnessing the
power of 5G**



Consumers

>760K
5G customers



Enterprises

NUHS
National University
Health System
Mixed reality
technology for
surgeries

GPSS
GRAND PRIX SEASON
ORCHARD
ROAD
A GREAT STREET

RACE AHEAD WITH THE
Singtel 5G
Experience
Deployed network
slicing at the 2022
Formula One
Grand Prix

HYUNDAI
MOTOR GROUP

Autonomous robots
for electric vehicle
production

OPTUS

**Creating
meaningful
customer
differentiation**



Connectivity

>3.5M

5G connected
devices



Services

Living Network, with
12 innovative
on-demand network
features



Fastest 5G for 3rd
year in a row

SubHub, a unique
subscription
aggregator





51%
digital business
(FY22: 49%)



15%
outside SG
(FY22: 5%)

**Record new
bookings
S\$3.2B**



33%
enterprise
(FY22: 26%)



**Regional data centre
platform rapidly
gaining scale**



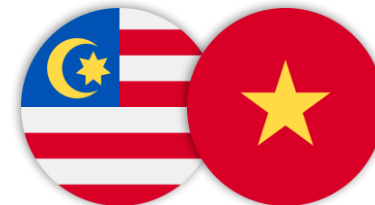
155MW

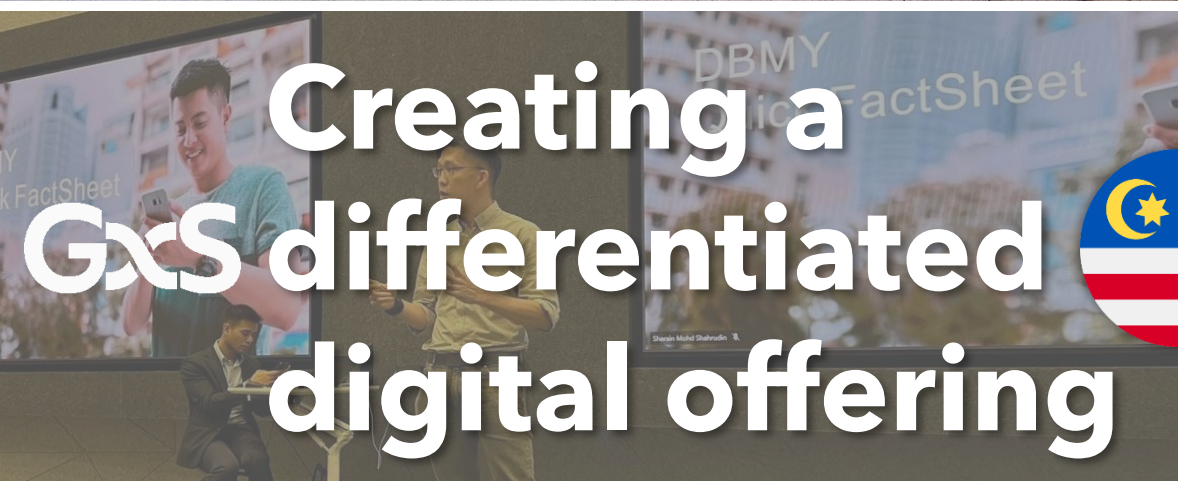
by FY26

(More than double of current capacity)



Exploring opportunities





FlexiLoan



Apr 23

Launched to public in SG

Savings Account



Jul 23

Launched to public in SG

H2 2023

MY & ID
target launch

S\$2.8B raised from asset recycling



**Illuminated value
of assets;** Airtel
stake sale of 3.3%



**Completed
strategic review**
& divested for
US\$239M



**Divested non-core
assets**

OPTUS
insurance



Associates raised
S\$3.2B from **sale of
tower assets** to
fund growth

Telkomsel
by Telkom Indonesia



Sustainability



Climate Change



**Bringing forward
net-zero target
to 2045**



Equity & Inclusion



**Singtel Touching
Lives Fund**



Digital Enablement



Singtel Digital Silvers

People and future of work



Investing in our people



New learning academy



Promoting Diversity, Equity, Inclusion & Belonging



Inclusive employer

Strong investment proposition



Focused on **driving**
profitability & identifying
monetisation opportunities

Positioned to
thrive in
digital world

Strong balance sheet
to withstand market
volatility

Cultivating a
purpose-driven
workforce

