



Singtel Investor Day 2026

27-August-2026

NCS has established a strong presence in Singapore & APAC

45 years old
since 1981

#1 IDC
IT services

Singapore & Southeast Asia¹

Singtel



100% Ownership

NCS

OUR GLOBAL PRESENCE. >15,000 HEADCOUNT

Australia



Expanded our presence
through acquisition of 8
companies

Dialog *ARQ* *ACCESSHQ* ...

Philippines



Completed a joint venture
with Globe's IT arm, Yondu



Greater China



Established
since 1998 at
Suzhou
Industrial Park



Global Delivery Network



Pune, IN

Apps dev & managed services



Chengdu, CN

Eastern AI innovation



Manila, PH

Telco & Digital focused



Hanoi, VN

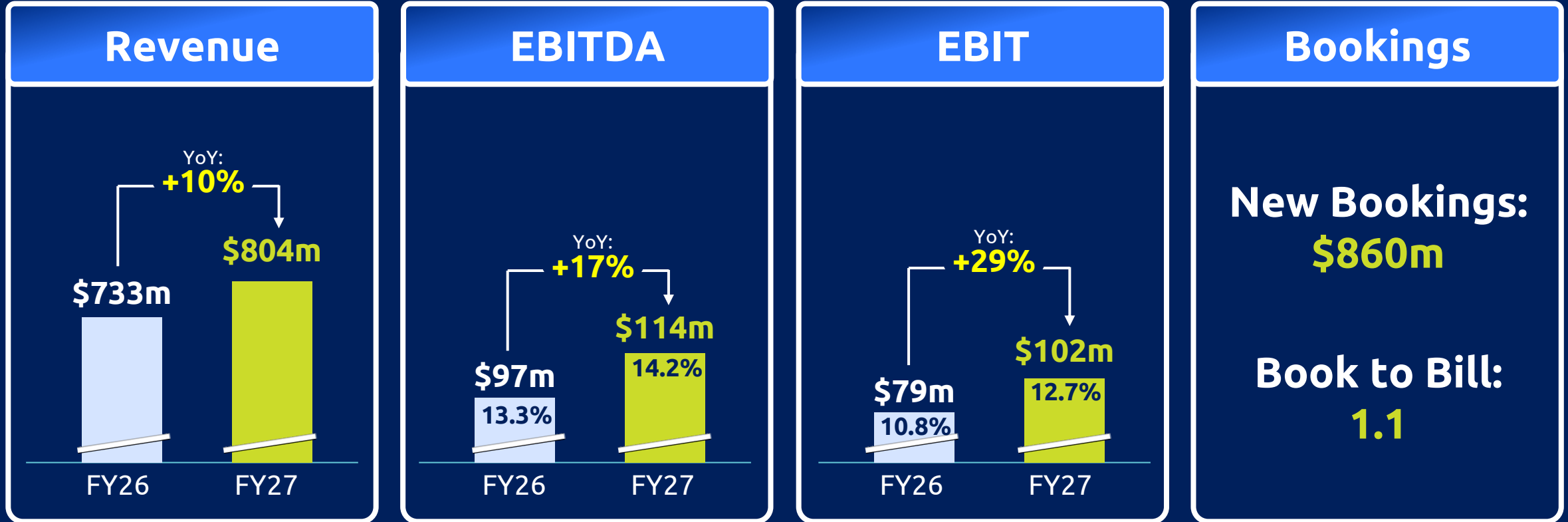
SG Govt co-development



1. Source: IDC, 'IDC Services Tracker', 30 Oct 2025

FY27 Q1 Results

Robust growth, continued focus on margin expansion



1 Revenue growth driven by robust demand for digital resilience services

2 EBITDA & EBIT driven by better delivery margins

3 Healthy bookings across sectors

Pivoting NCS for the AI-led era

01 Strategic Business Groups



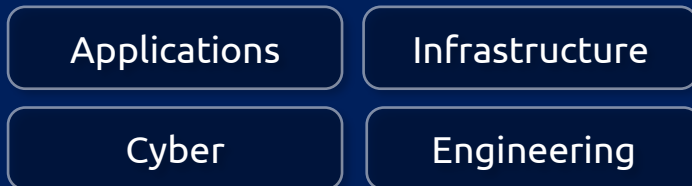
Industry Operating Groups

Foundation

Strategic Growth

1. Defence
2. Homeland Security
3. Healthcare
4. Transport
5. Overseas Geo Units

02 Service Organisations



AI-led Service Delivery Engines

Apps & Comms Engineering

Develop & implement AI-led business applications

Digital Resilience

Design, implement & manage AI-led technology infrastructure

03 Digital



AI Central

AI Natives

AI FDEs

AI Factory

AI Institute

We continue to grow in key sectors and domains

Next-gen AI Infrastructure



Applications Modernisation



AI Solution Implementations



Enterprise AI Transformation



Sectorial AI Innovation

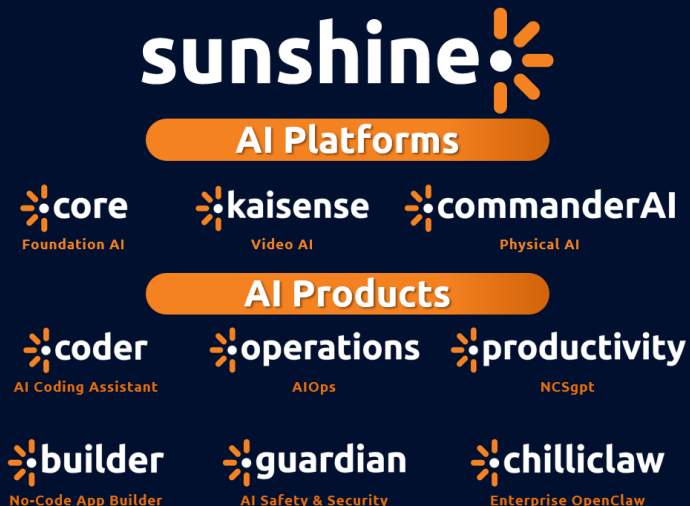


Overseas Expansion



NCS' Strategic AI Initiatives for FY27

AI Platforms & Products



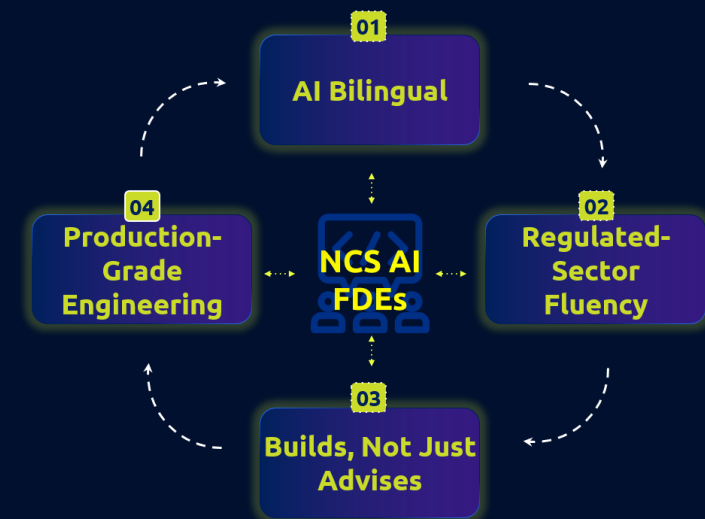
East-West AI Tech Stack



AI Natives

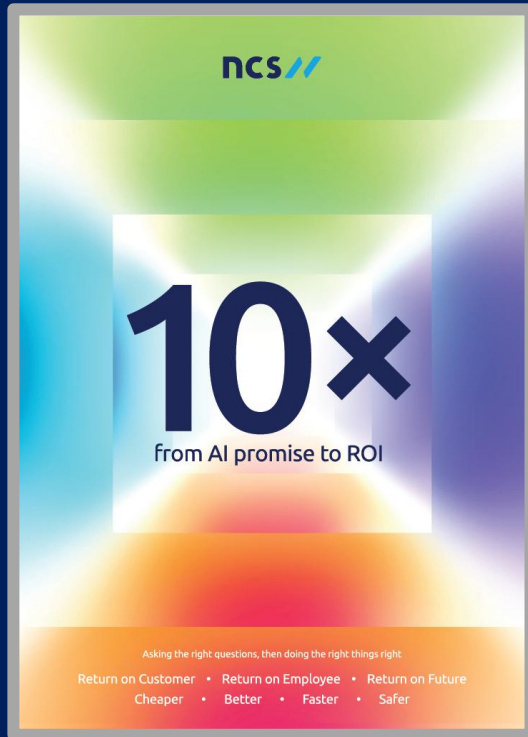


Forward Deployed Engineers (FDEs)



nCS AI Playbook

A practitioner-led framework



Download now



Client
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**NCS IMPACT
2026**

AI Impact in the Real World

IHH Healthcare
Ngee Ann Polytechnic
Land Transport Authority of Singapore
Home Team Science & Technology Agency





make extraordinary happen