



Riding the digital wave

Singtel Investor Day ▪ 13 June 2018

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Group Chief Executive Officer

Forward looking statement – Important note

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.

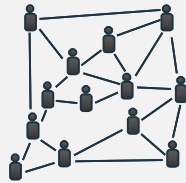
Some of the statements contained in this presentation that are not historical facts are statements of future expectations with respect to the financial conditions, results of operations and businesses, and related plans and objectives. Forward looking information is based on management's current views 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that could cause actual results, performance or events to differ materially from those in the statements as originally made.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.

Our Strategy

We are enabling
people &
businesses...

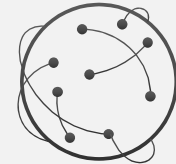
Connectivity



Digital services



ICT



.. underpinned by
significant
investments...

Network & spectrum



Technology



Talent



.. as we transform
ourselves to drive
sustainable growth
in the digital era.

Customer-centric
digitalisation



Lean cost
structure



Growth engines



Cyber
security



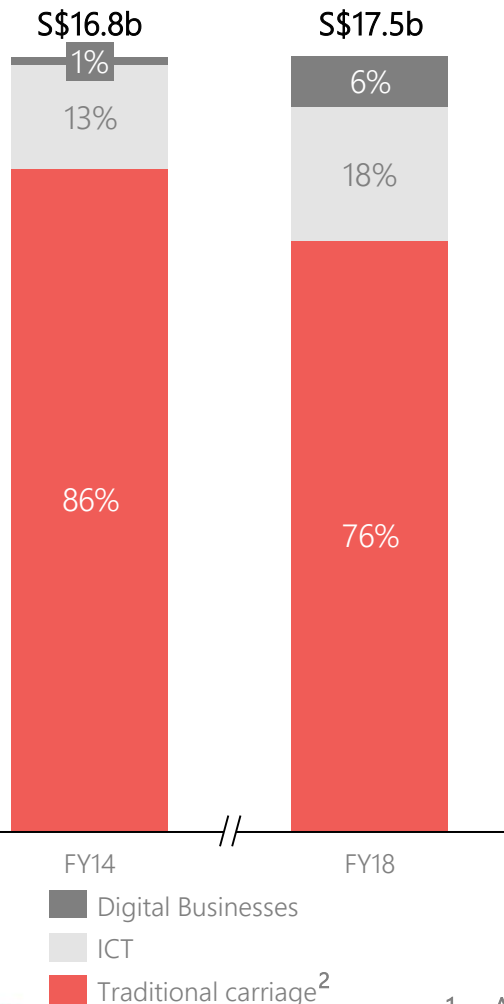
Digital
marketing



OTT
video

We have made good progress with our strategy¹

Revenue diversification



Decline in traditional carriage² business

-2% CAGR³ in traditional carriage² revenue

Data services as a % of mobile revenues

- 62% in Singapore
- 79% in Australia

Robust growth in ICT

8% CAGR³ in ICT revenue

Growth drivers

- Cyber security
- Smart nation
- Cloud services

Scale in digital

61% CAGR³ in digital business revenue

>\$1 billion in digital marketing revenues

1. All figures based on FY18 unless otherwise stated.
2. Comprises Group Consumer & Group Enterprise less ICT.
3. Compound annual growth rate for FY14 to FY18.

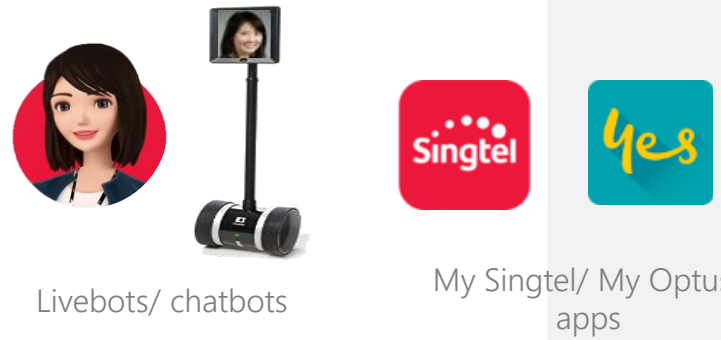
Deepen telco digitalisation

Services



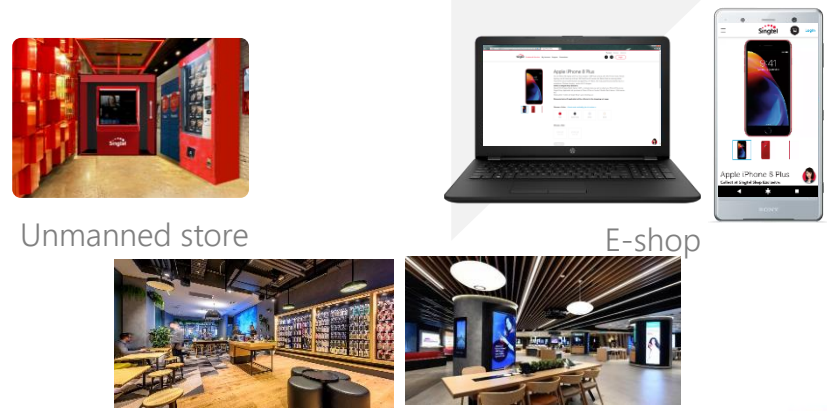
Delighting the customer

Self-serve

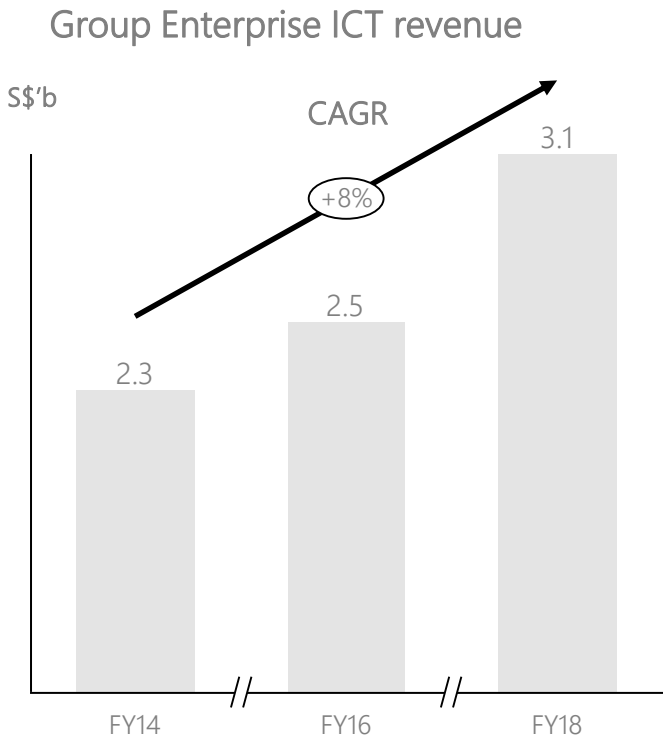


Higher efficiency & lower operating costs

Omni-channel



Extend ICT leadership



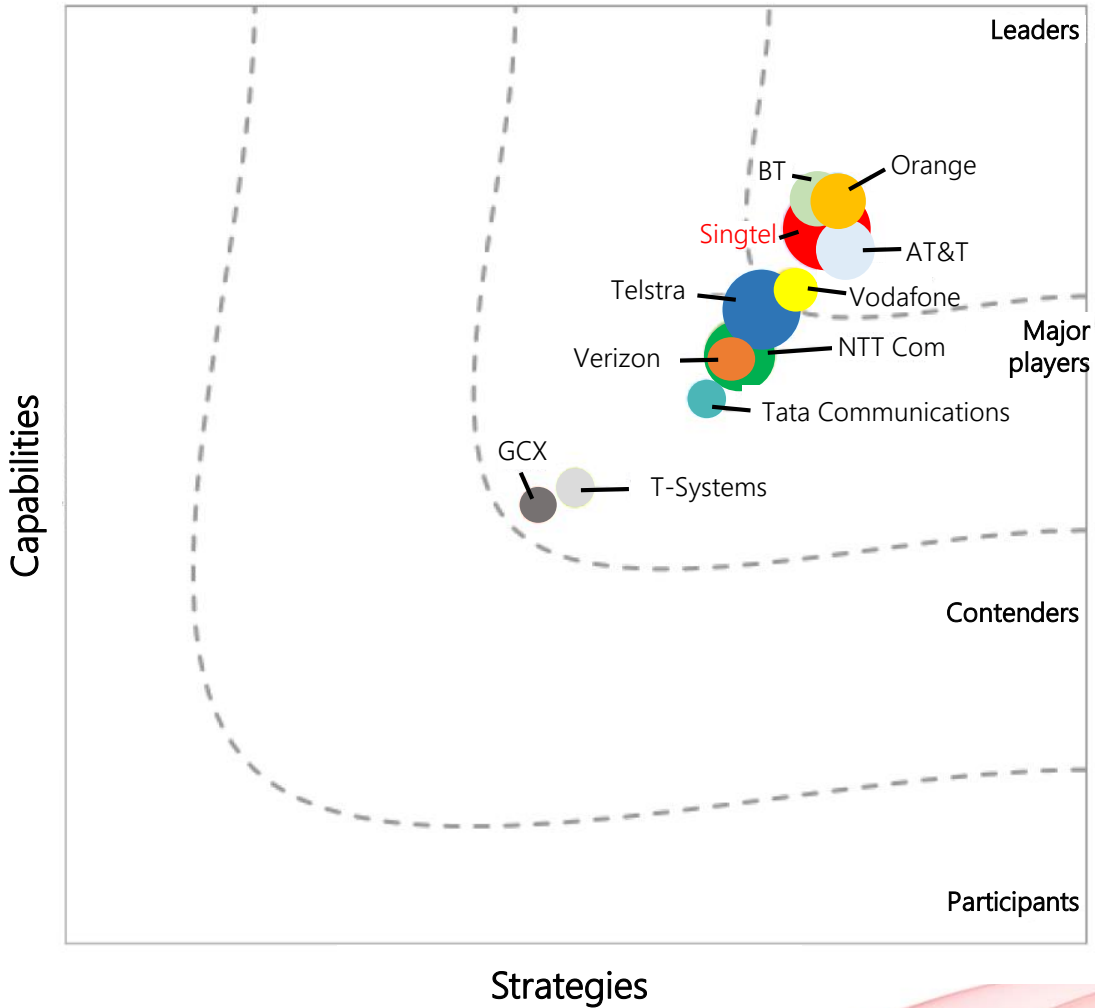
Growth Drivers

Cyber security

Smart nation

Cloud services

Recognised leader in ICT services in APAC¹



1. IDC MarketScape: Asia/Pacific Next-Generation Telcos: Telecom Services 2018.



Scaling cyber security to the next level

Global managed security services leader



Progress global organisation



Drive operational synergies



Accelerate path to scale

1. 2018 Gartner "Magic Quadrant for Managed Security Services, Worldwide".

Establishing leading ad tech platform

AMOBEE



Best technology platform



Working with
>2,000 advertisers



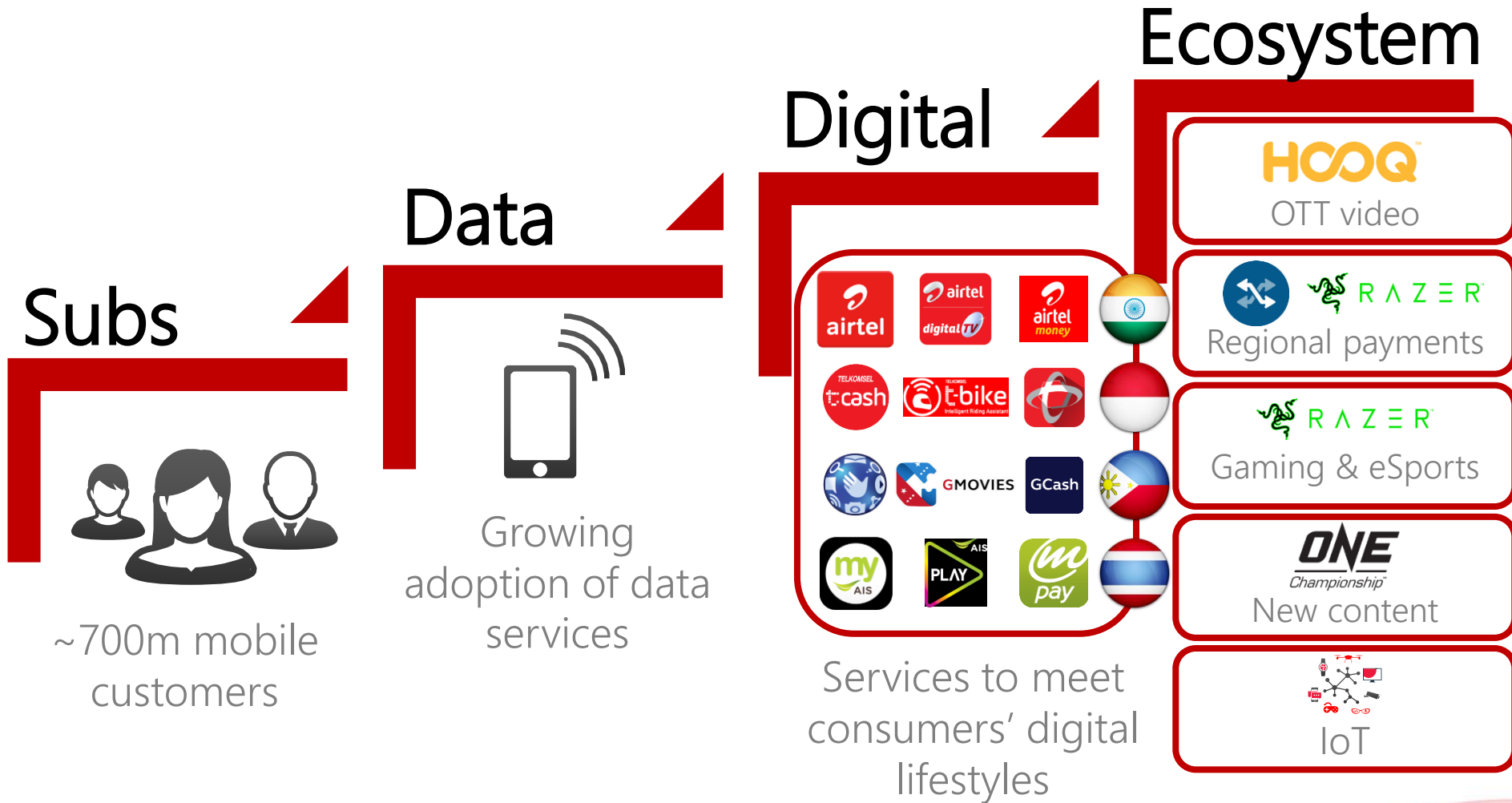
Revenue
>\$1b

EBITDA
+ve

Gain scale

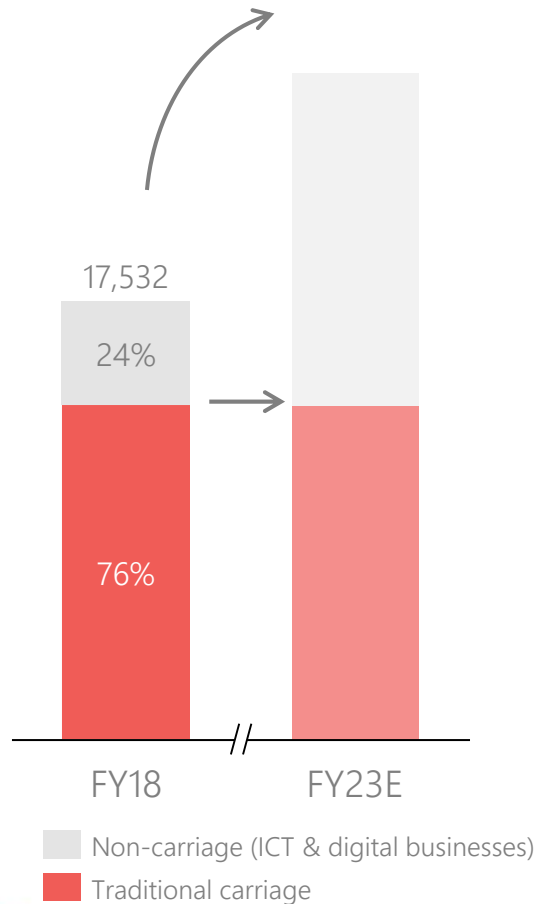
Grow profitability

Harnessing scale of our associates



Advancing our transformation

Reshaping our revenue



'Best in class' execution

Accelerate growth in ad-tech & cyber security

Digital services partnerships

New business & capabilities

Delivering shareholder value

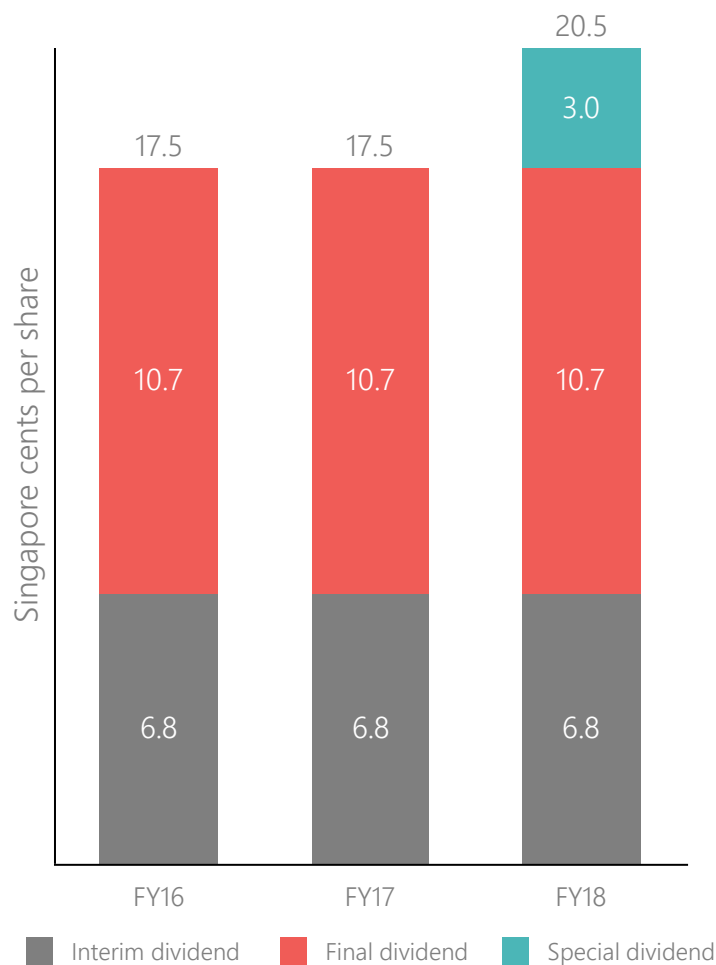
Robust financial position

S\$9.8b net debt¹

24.9% net debt gearing²

1.3x net debt: EBITDA & share of associates' pre-tax profits

Expect to maintain 17.5 cents payout for FY19 & FY20



1. Gross debt less cash and bank balances adjusted for related hedging balances.
2. The ratio of net debt to net capitalisation. Net capitalisation is the aggregate of net debt, shareholders' funds and minority interests

