



**Amazing things
happen when we
dream big.**

Group Digital L!fe

SingTel Investor Day

3 June 2014

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CEO Group Digital L!fe

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Agenda – boldly creating value by focusing on 3 opportunities in mobile internet

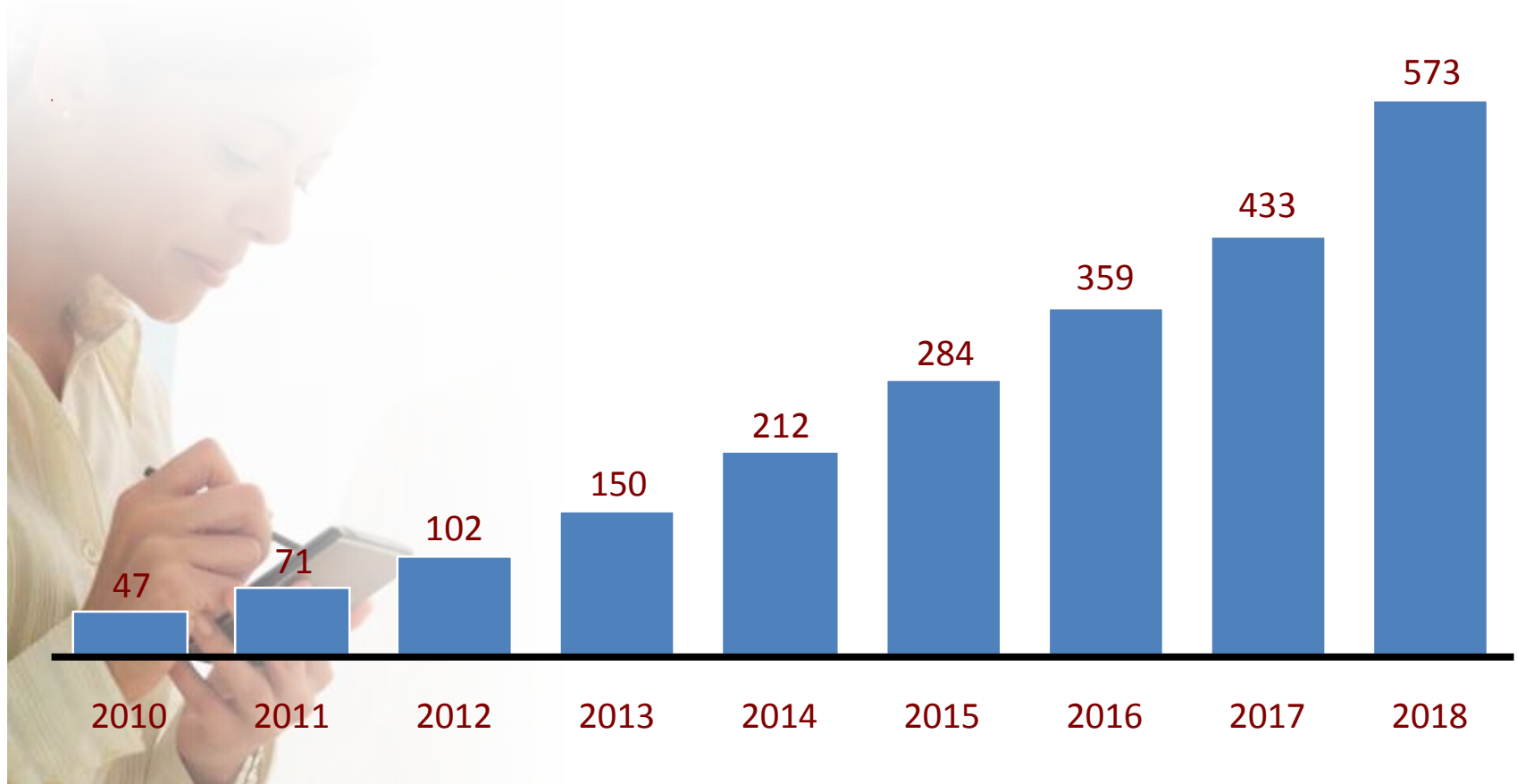


1 Access to mobile continues to advance at a rapid pace

Smartphones in SingTel footprint¹

Mn phones

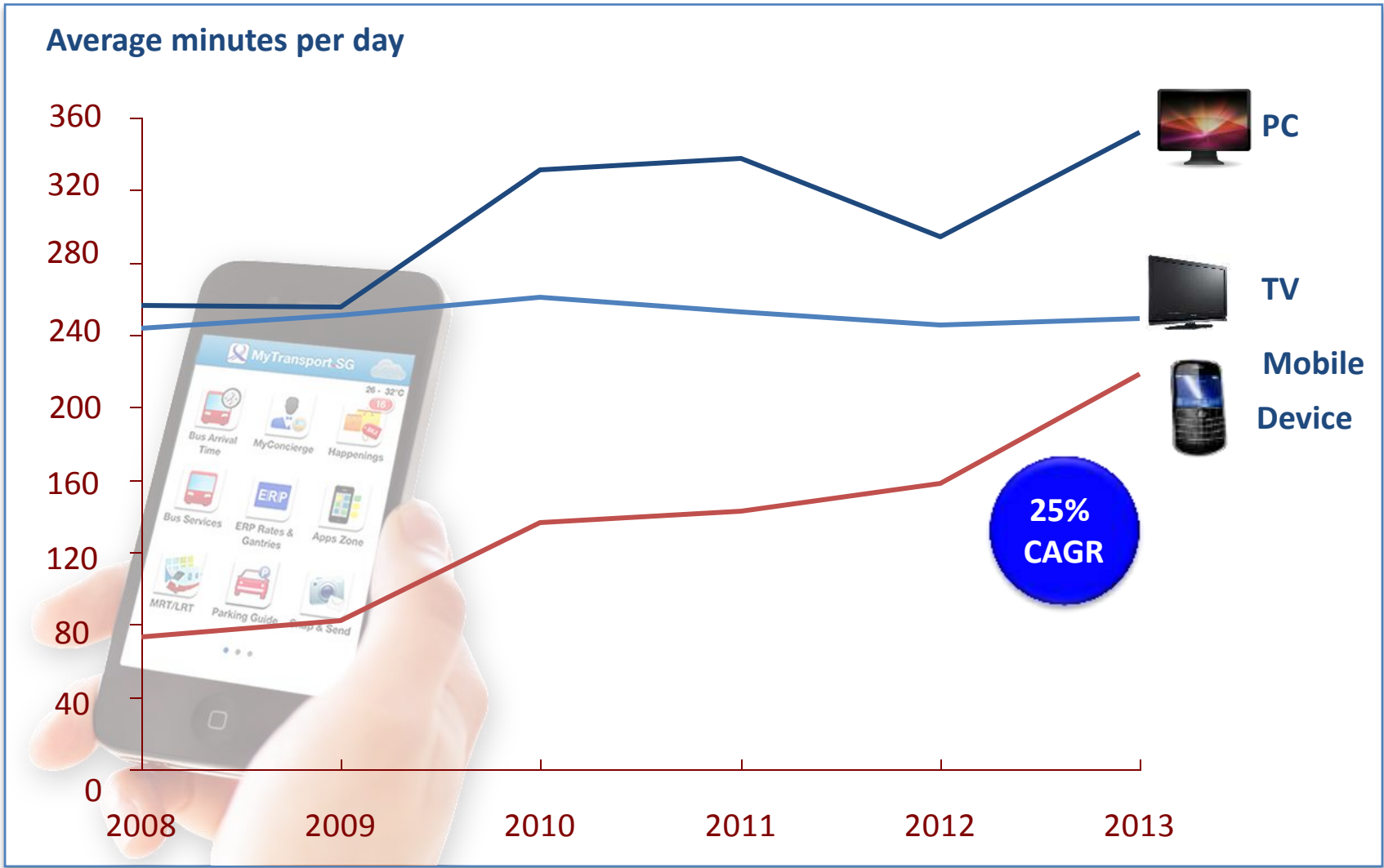
Overall SingTel



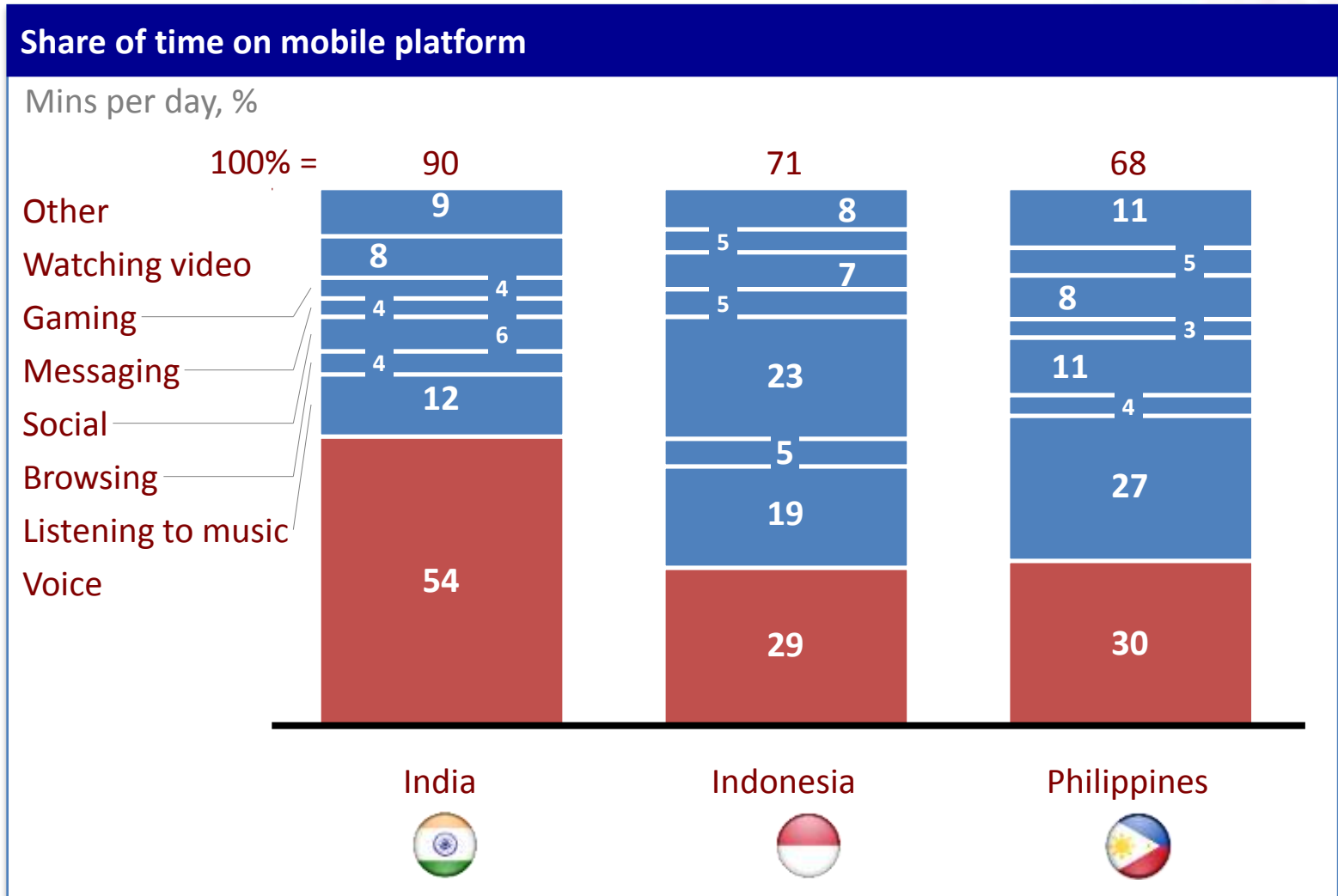
¹ Includes Indonesia, India, Philippines, Singapore, Australia and Thailand

SOURCE: Strategy Analytics, SingTel

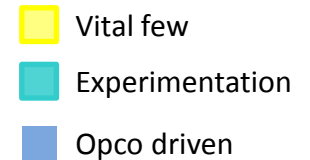
1 Mobile usage is the fastest growing usage type



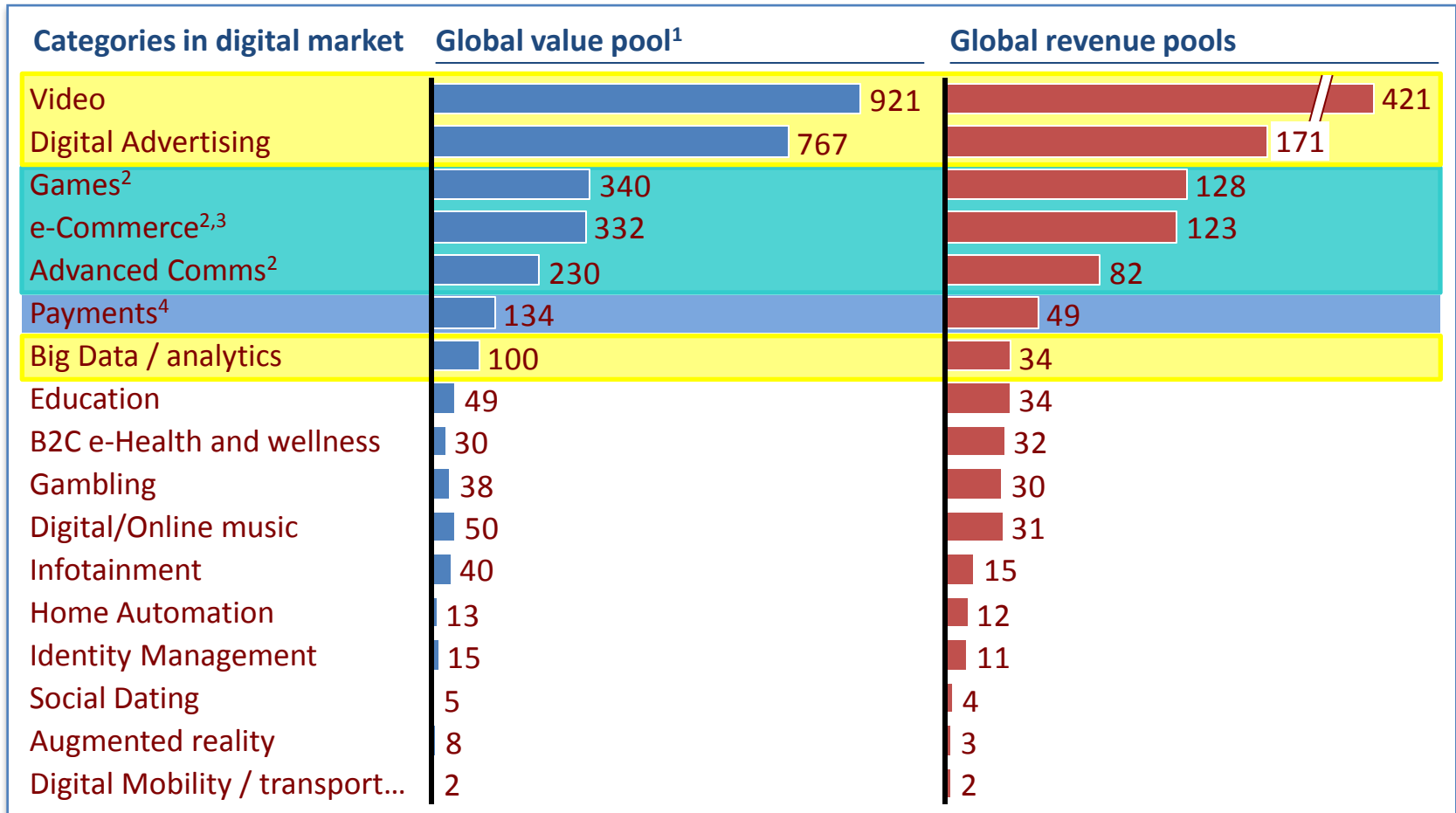
1 Consumers are spending a significant portion of their time on mobile, particularly on non-voice activities



2 We want to target the most relevant value & revenue pools



USD billions, 2017



1 Value pool is calculated via EV/Rev multiples benchmarked using companies that operate primarily in that segment

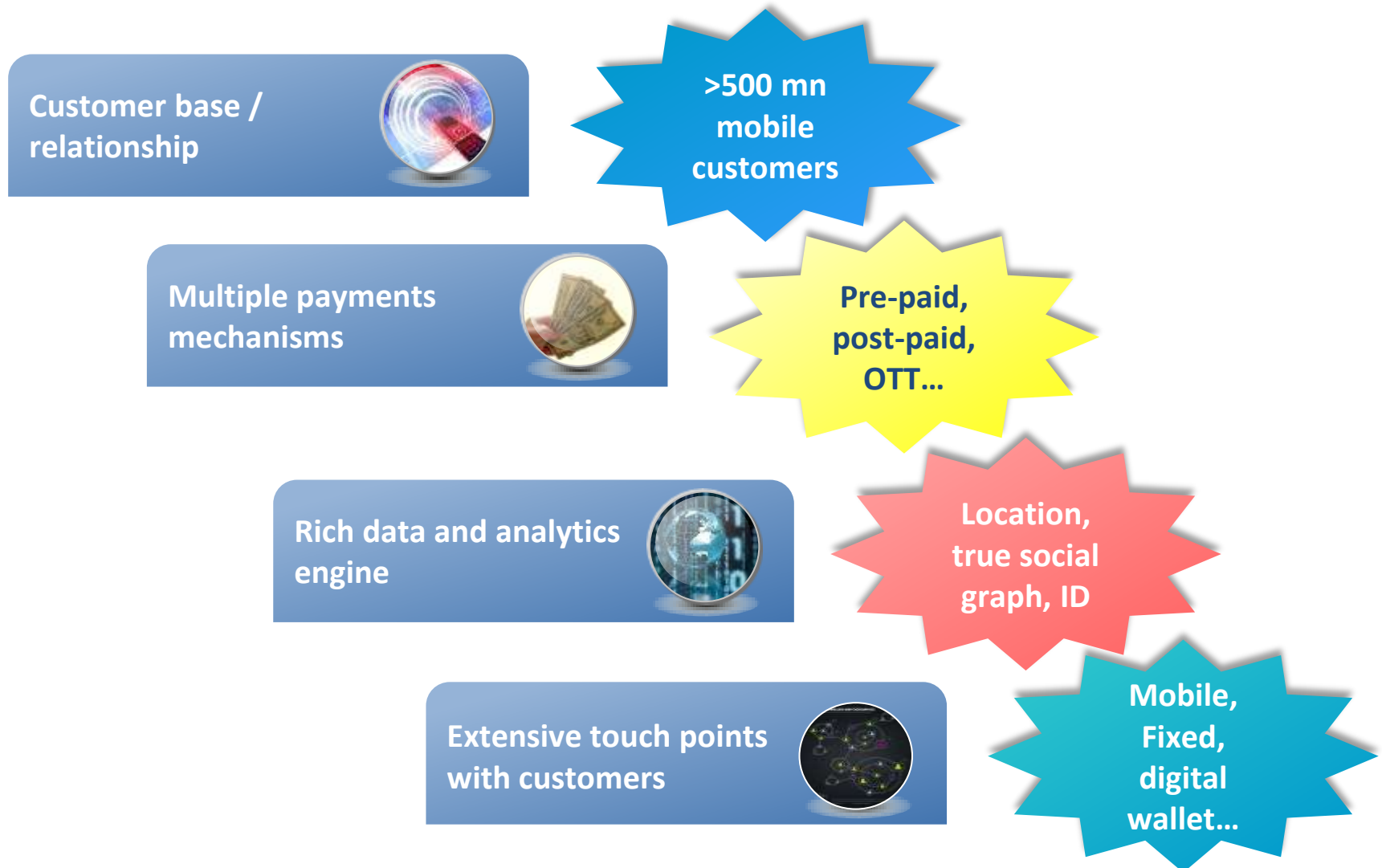
2 Insufficient insights / unproven business models

3 Not included 1.5 trillion of additional ecommerce of physical goods

4 Opcos already in this space

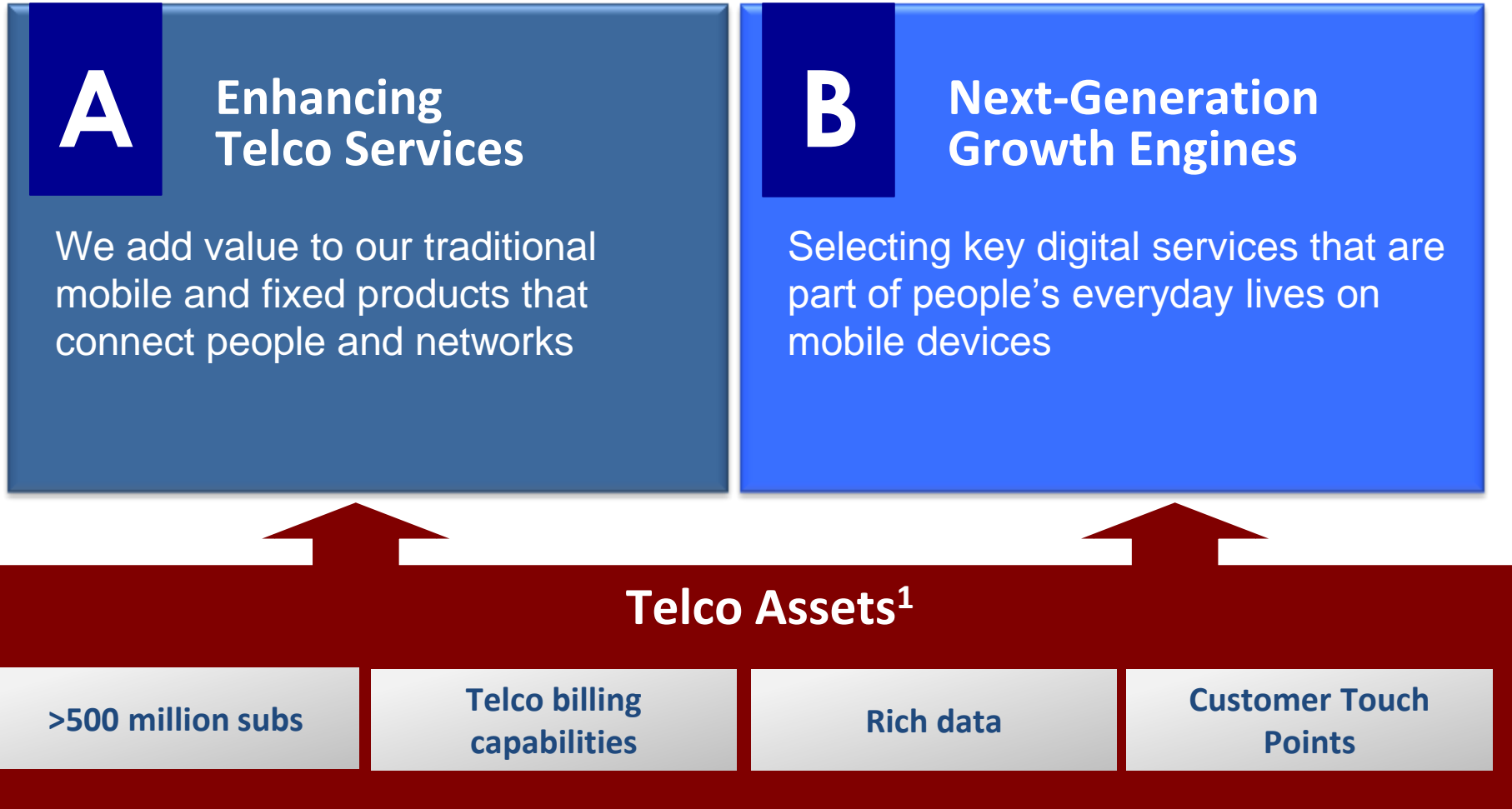
SOURCE: PWC, Goldman Sachs, Pyramid, Gartner, IDC, McKinsey Global Banking pools database, Capital IQ, Press search

2 We are playing in the digital ecosystems that can best benefit from our assets



Note: Other relevant assets such as our network or our reach with our point of sales can also help us win

2 GDL can create value for SingTel in two different ways:



¹ Other assets such as our distribution capabilities or customer care can also be leveraged

2 Innovation is a critical element of our business which we are driving through two initiatives

SingTel
innov8

External equity linked partnerships



42 investments in
8 countries

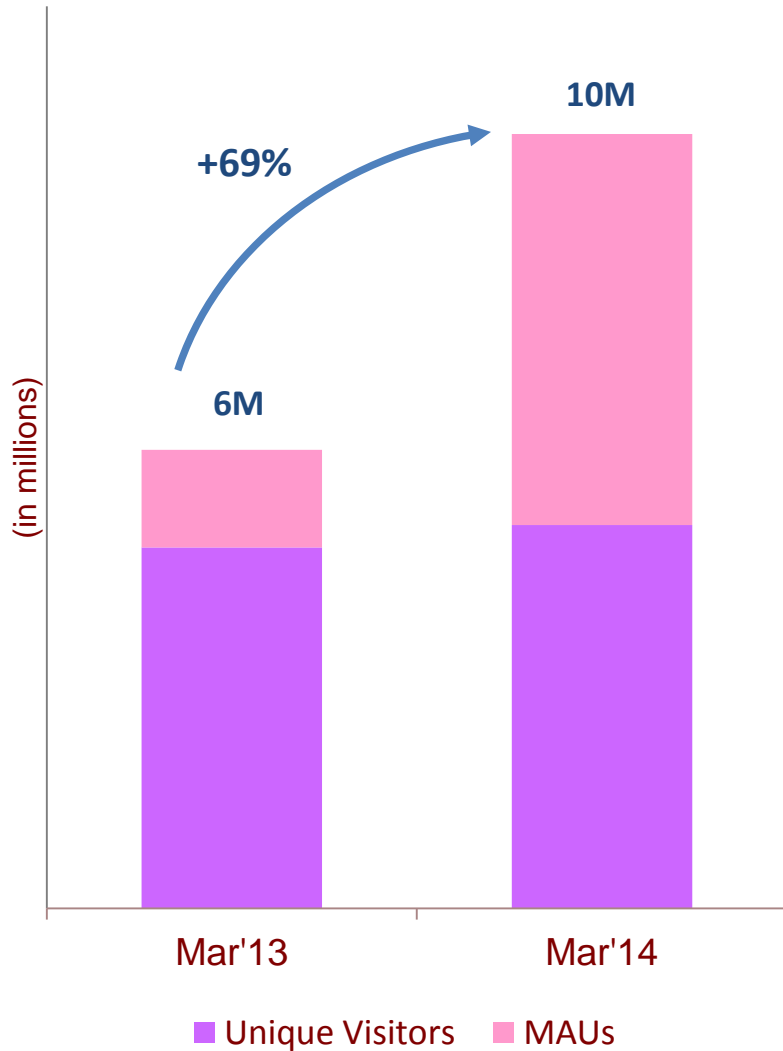
LifeLabs

Sourcing disruptive technologies & experimenting



4 innovation centers

3 Engaging customers in our footprint and worldwide



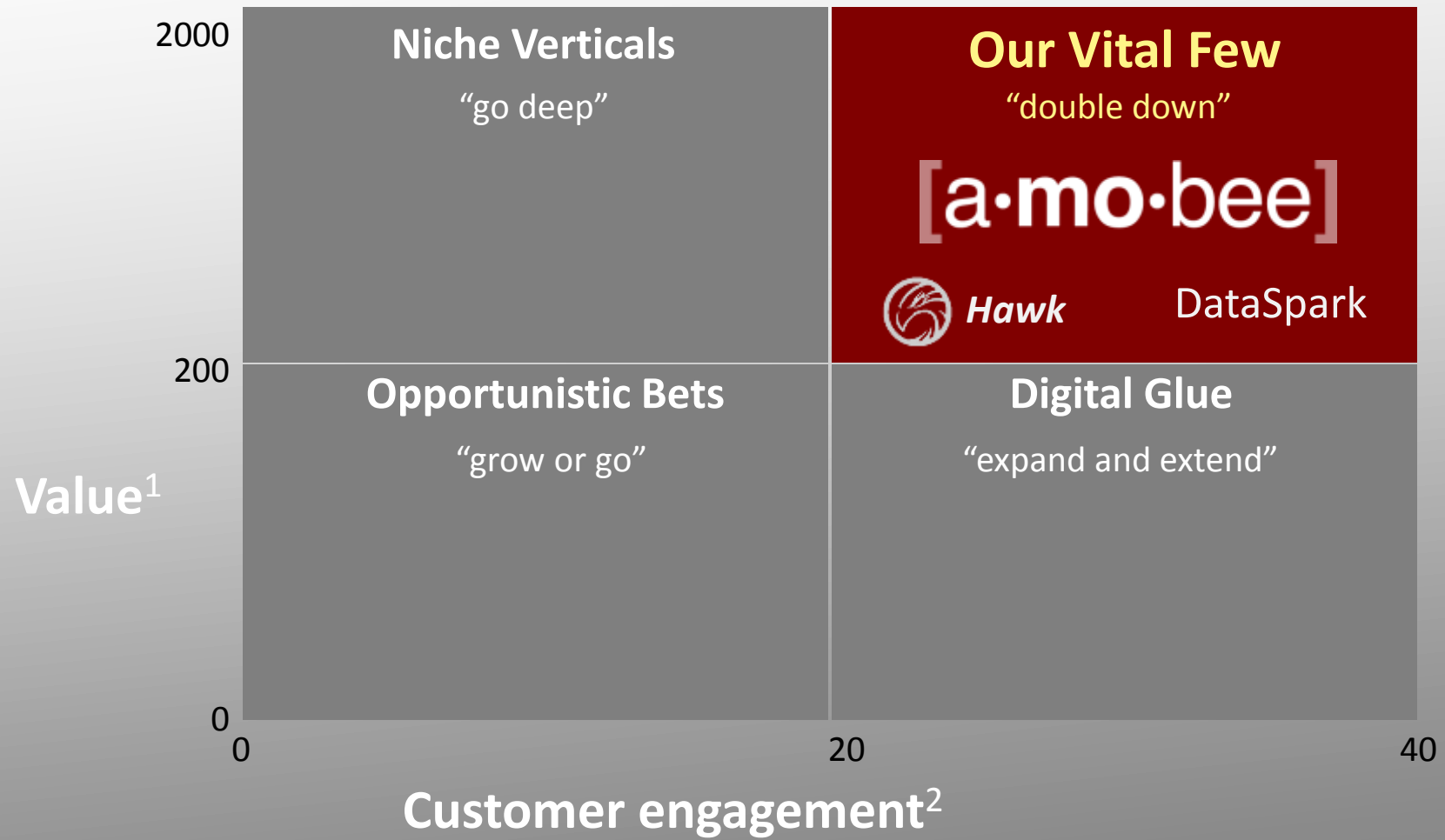
MAU – Monthly Active Users

SOURCE: SingTel

Key strategic digital services (Owned)

Key strategic investments (Investment)

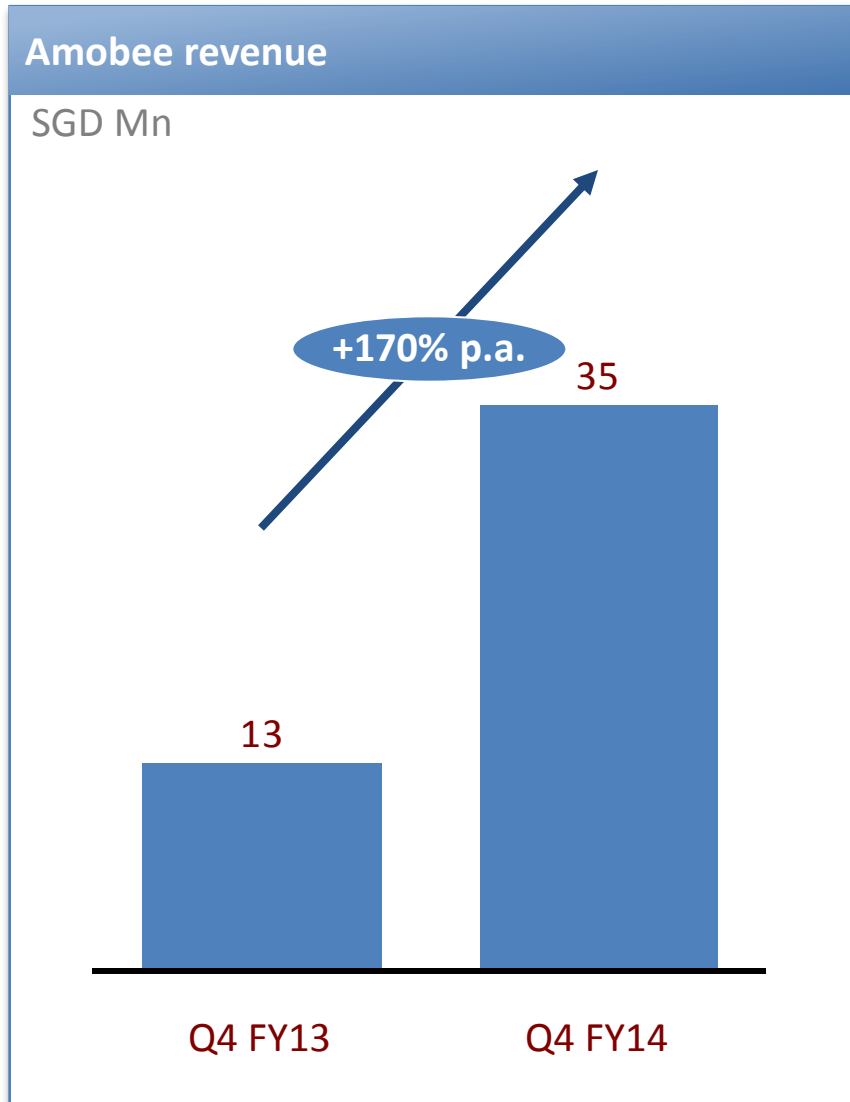
We are addressing the opportunities with a portfolio approach



1 Million SGD by 2017

2 Average time spent per sub per day (indirect effect equivalencies for B2B2C)

3 Amobee has been outgrowing the mobile advertising market



[a·mo·bee]

- Q4 FY14: strong revenue growth +170%

- Outperformed global mobile advertising growth of 65 to 85% in FY2014
- Strong growth in Asia Pacific
 - Contributes more than 40% of FY2014 revenue (FY2013: ~7%)
 - Key markets : Australia, Singapore, China
- Key customers



3 Amobee continues to differentiate itself through new capabilities

Pulse 3D

- Cutting edge technology
- Successful campaigns in automobile, consumer electronics and travel industry



Advanced analytics and real time bidding (RTB)

- Margin expansion through increased spend on programmatic ad placements
- Allows multi-tier contextual & behavioral targeting
 - 580m mobile users profiles
 - Increasing at 2-3m / day
- Expand from US to EMEA and APAC



3 DIGITAL ADVERTISING: SingTel's aspiration is to be a global digital advertising managed services player

Digital advertising



Outlook

SGD30bn global market opportunity in FY2018



Managed services platform serving **multiple ad units**



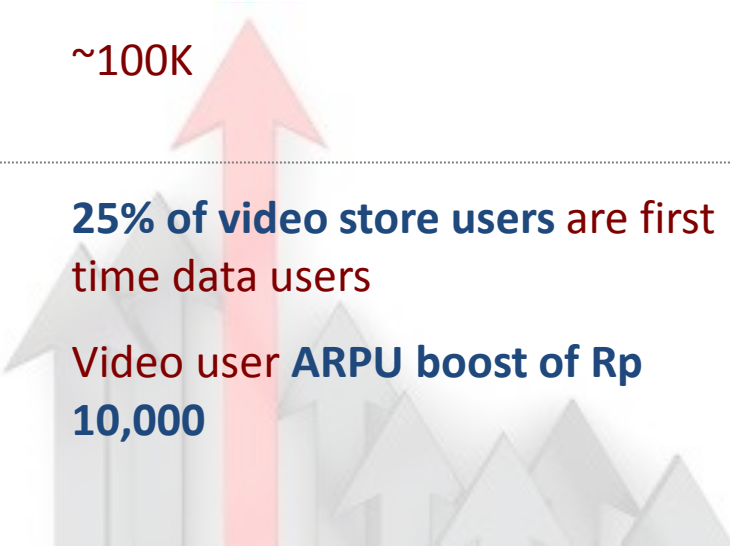
Integrated solution with a strong data and technology back end



One global sales force

3 Our investment in Vuclip has helped us achieve positive results with several of our associate telcos

	 Airtel	 Telkomsel
Service	Rs 1 video store <i>Launched April 2013</i>	Rp. 500 video store <i>Launched December 2013</i>
Paying subs	~800K	~100K
Value to Telco through driving data usage	50% of all new data users since launch attributable to video service Overall mobile customer ARPU boost of INR15	25% of video store users are first time data users Video user ARPU boost of Rp 10,000



3 Premium mobile-led video service: SingTel's aspiration is to be the leading mobile video service in the SingTel footprint

Premium mobile-led video



Outlook

>SGD1.2bn market opportunity in our footprint¹ in FY2018



Offer **local and international** content



Win first in mobile, then provide ubiquitous delivery



Seamless **integration with SingTel associates** using their billing systems and bundling with 3G data services



Disrupt market through **low service pricing (<US\$3)**

¹ SingTel footprint includes India, Indonesia, Thailand and Philippines

SOURCE: Team analysis

3 We have extensive experience in analytics from our internal use cases

Customer Acquisition & Retention

Broadband Sign-ups

Better bundle discounts/promos

20%

Slow internet/downloading speed

19%

Have existing services with SingTel

15%

Want to subscribe to mio TV

14%

Recommended by SingTel/D2D promo

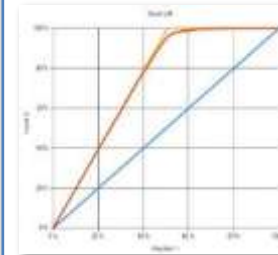
13%

To enjoy multi-line discount

12%

Keep close to the **pulse of the consumer** every week

SingTel Churn Prediction Model



Analyzes **behavioral attributes** to discover churn predictors

Network improvement



Optimize network configuration and operational cost through traffic analytics

Monetising Roaming Opportunities

14 Mn

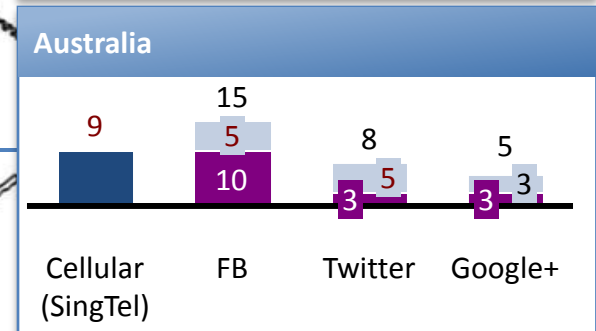
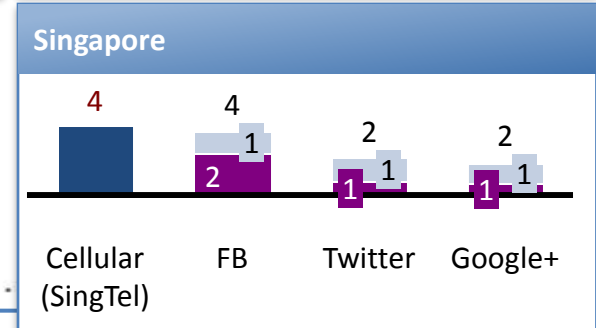
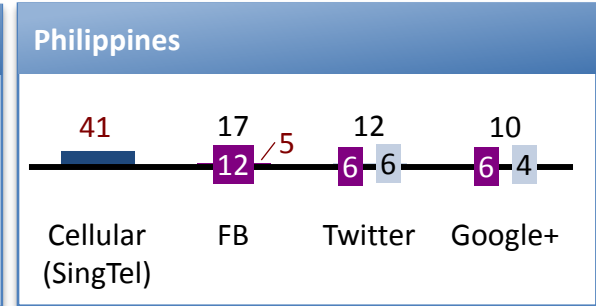
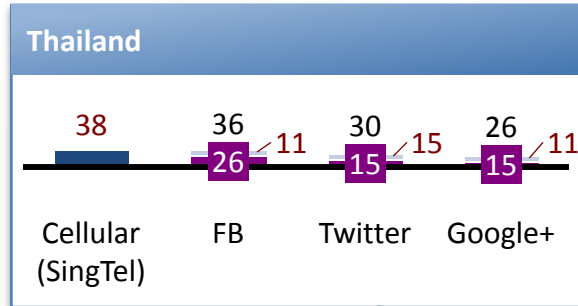
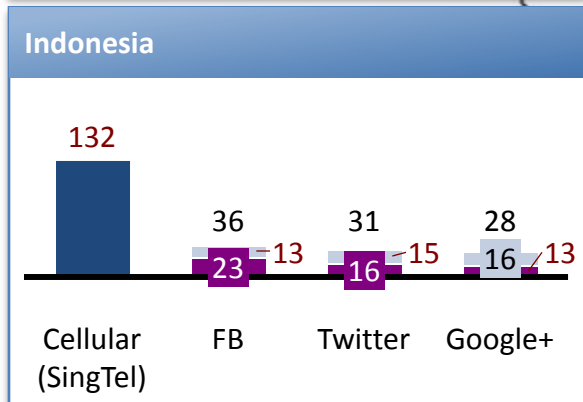
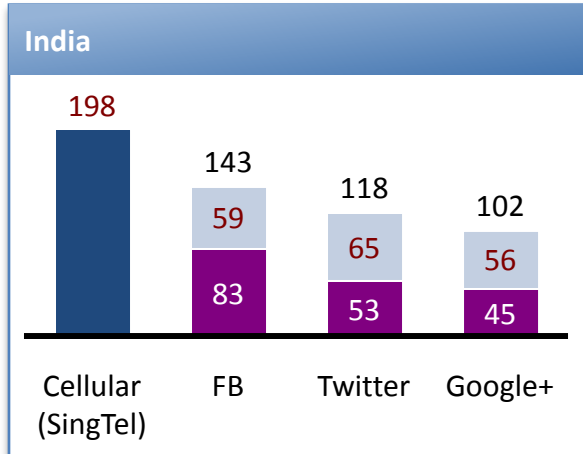
Outbound Travels Per Year

“We can predict customers who are going to travel **even before they tell us**”

3 Although digital usage is becoming prevalent, cellular location data still dominates in coverage and continuity

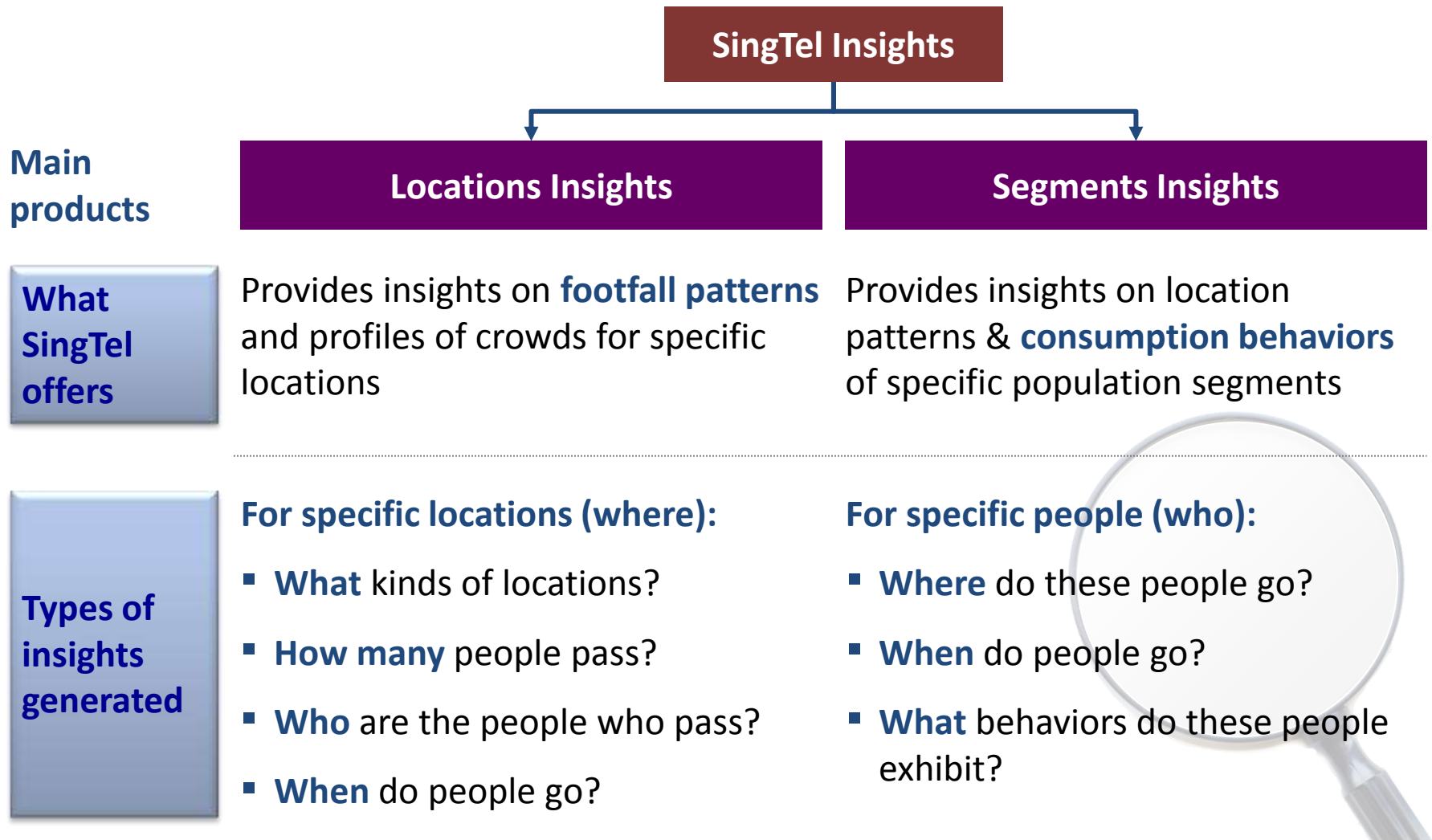
Million subs

■ Non-active account owners
■ MAU



Telcos are still in strongest position to conduct precise identification of subscriber location at scale

3 We are launching 2 main Geo-analytics products



3 DataSpark: SingTel's aspiration is to become the regional leader in innovative use of Big Data for marketing applications

DataSpark



Outlook

SGD1.2bn market opportunity in FY2018



Use telco **“always on”** data to track consumer behavior over time



Build on position with consumer as **trusted custodian** of data



Work with carriers to launch in-country businesses

4 Our Execution Model – balancing risks and rewards

Financial discipline

- Track record of strong financially disciplined approach to acquisitions
- Focus on monetization, financial margins, ability to scale, competitive advantage through telco assets
 - Amobee – faster growth than market. Guiding for lower losses in this FY
 - Innov8 – very strong portfolio with some early successful exits (e.g., Viki, Maker, Ruckus Wireless)

Aligned with industry practices

- SingTel allocated up to SGD 2bn for investment by FY2016; in line with similar moves from other leading telcos
- Some of them are making major moves in adjacent markets (e.g., AT&T recent offer to acquire Direct TV, Verizon recent acquisitions of Uplynk and Edgecast)



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