



Singtel Investor Day 2023

Capital Management and Value Creation for Growth

Arthur Lang, Group CFO

24 August 2023

Key business units



Core business



Growth engines



Digital InfraCo



Strategic portfolio
of Associates



On track to creating more shareholder value



**ROIC needs to
keep improving**



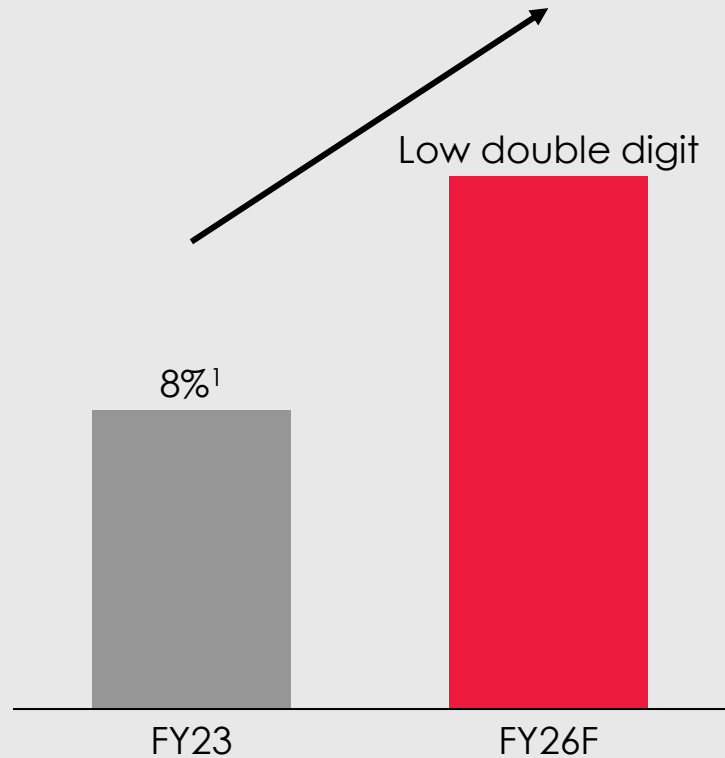
**Growth engines
a key focus**



**Value creation
opportunities
still significant**

Low double digit ROIC¹ by FY26

Target Group ROIC



Increasing efficiencies for Optus & Singtel SG



Sale/closure of loss-making businesses



Reduced capital intensity



Airtel improvement

1. Excluding Optus goodwill.

Key drivers of ROIC

Key drivers

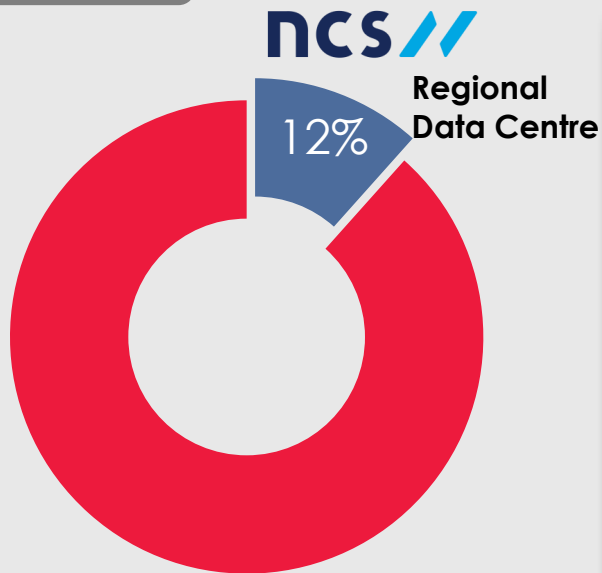
ROIC > WACC	Regional Associates	<ul style="list-style-type: none"> ▪ Capture fixed opportunity ▪ Focus on market repair & cost management
	Singtel Singapore	<ul style="list-style-type: none"> ▪ Accelerate 5G monetisation ▪ Capitalise on enterprise digital transformation ▪ Integration of consumer & enterprise to drive growth & cost synergies
	NCS	<ul style="list-style-type: none"> ▪ Grow international & enterprise business ▪ Cost-to-serve optimisation ▪ End-to-end digital proposition
ROIC < WACC	Optus	<ul style="list-style-type: none"> ▪ Build on rational market competition & customer gains ▪ Scale integrated consumer & enterprise business to drive growth ▪ Focus on cost management to mitigate inflation pressures
Negative ROIC	Trustwave	<ul style="list-style-type: none"> ▪ Complete strategic review ▪ Continued focus on cost efficiencies
Asset yield	RDC ¹	<ul style="list-style-type: none"> ▪ Ride wave of demand for cloudification & AI adoption ▪ Stabilised yield in mid-teens ▪ Leverage strategic partnerships to scale

1. Regional Data Centre.

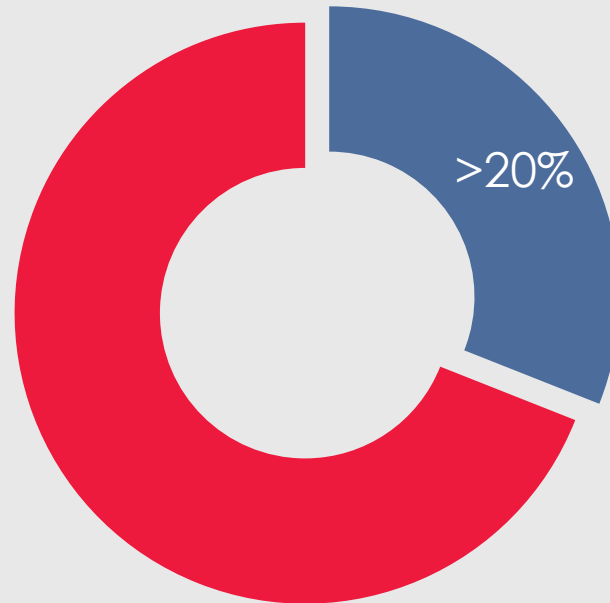
>20% of EBITDA from growth engines by FY28

Growth engines¹ % of Group EBITDA

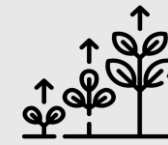
FY23A



FY28F



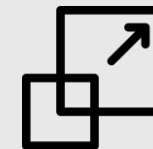
Drivers



Growth through organic potential & inorganic transactions



Funded through asset recycling & third-party capital



Ability to scale

1. Includes NCS & Regional Data Centre.

Leveraging third-party capital across our businesses



**Illuminate value
of assets**

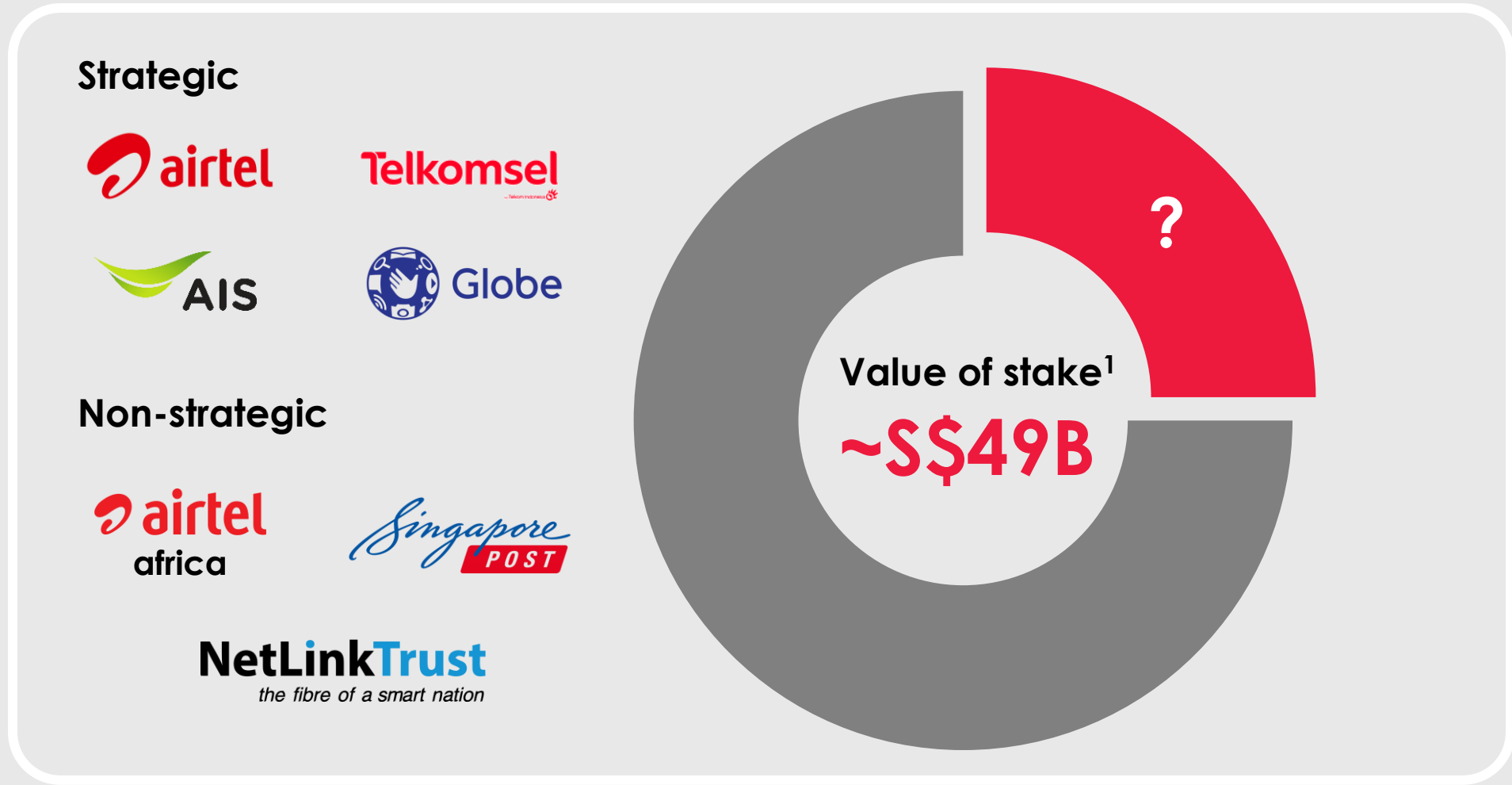


**Co-investor to
alleviate funding
needs**



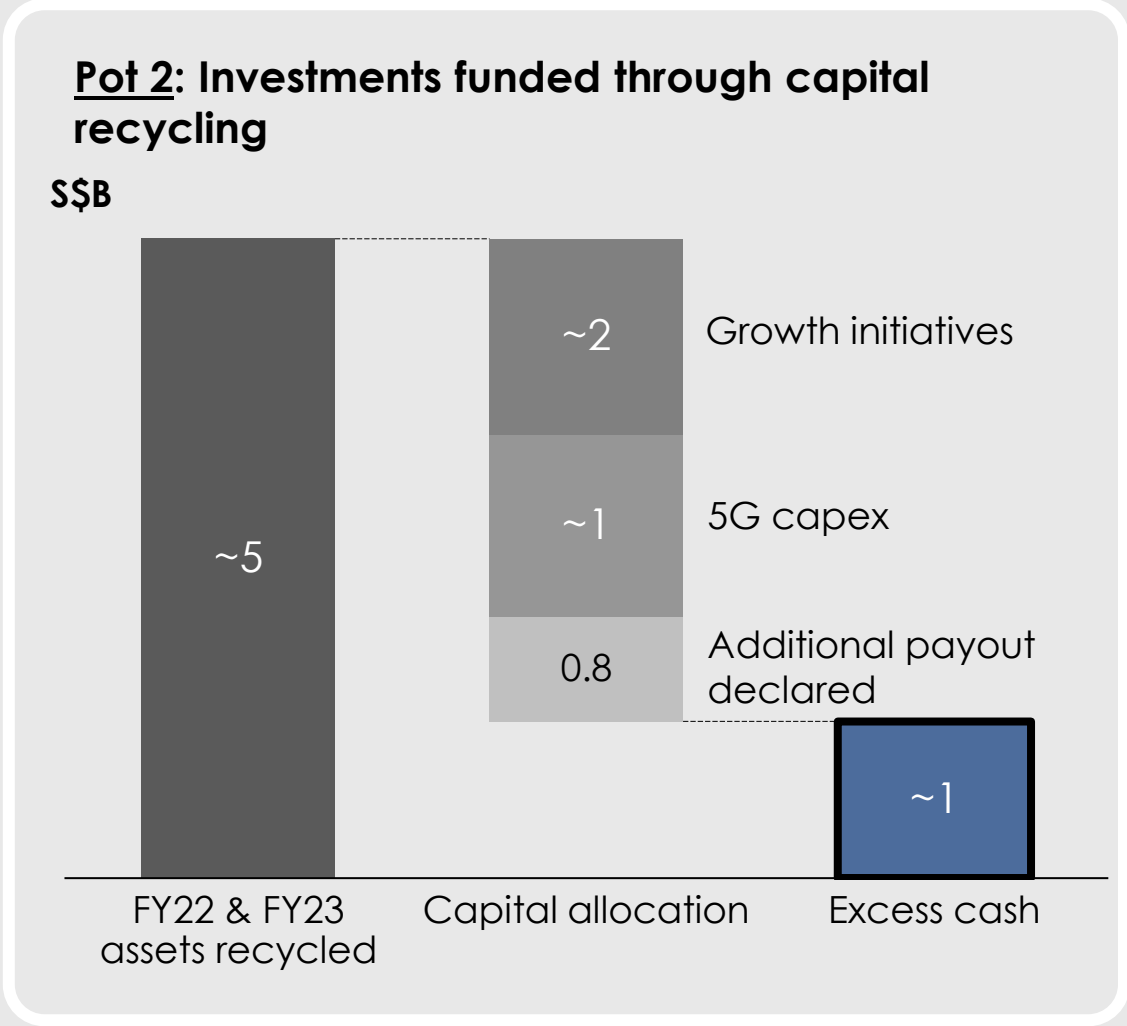
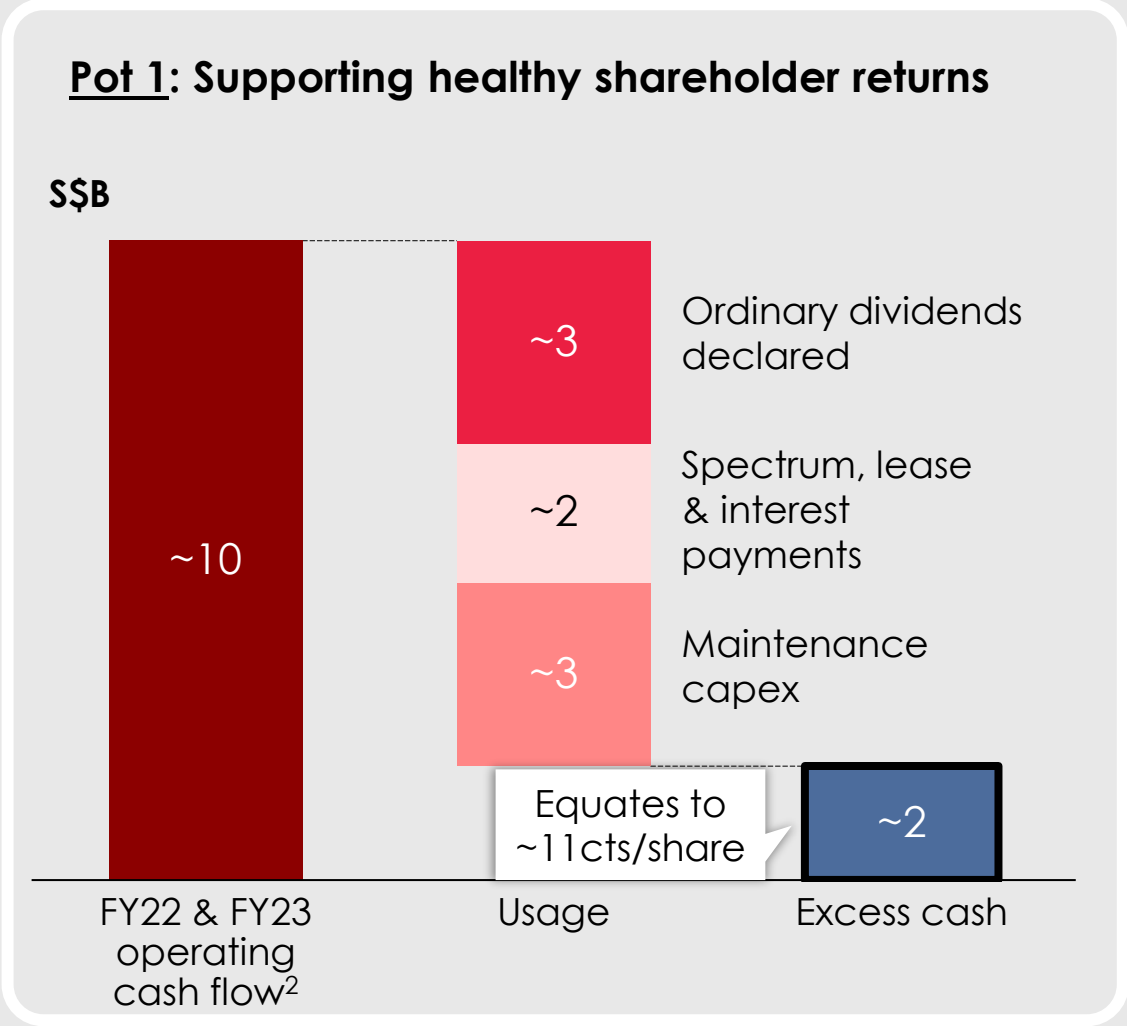
**Provide industry
expertise & networks**

Highly valuable stakes in our associates



1. Thomson Reuters, Bloomberg as of 31 July 2023 (Internal estimation for Telkomsel).

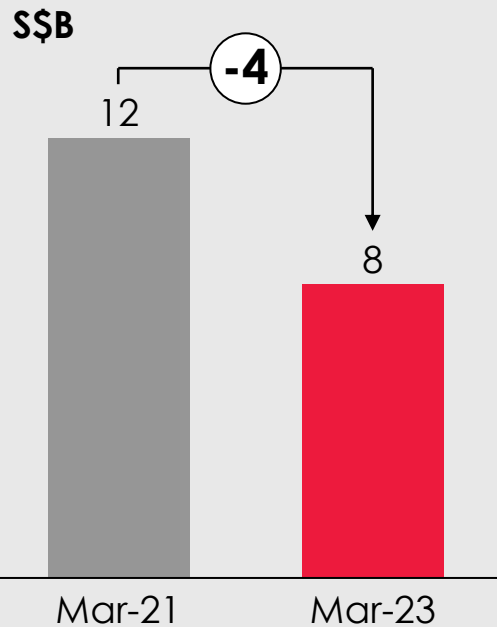
Successful capital management framework with \$3B cash reserves¹ (after paying \$4B of dividends)



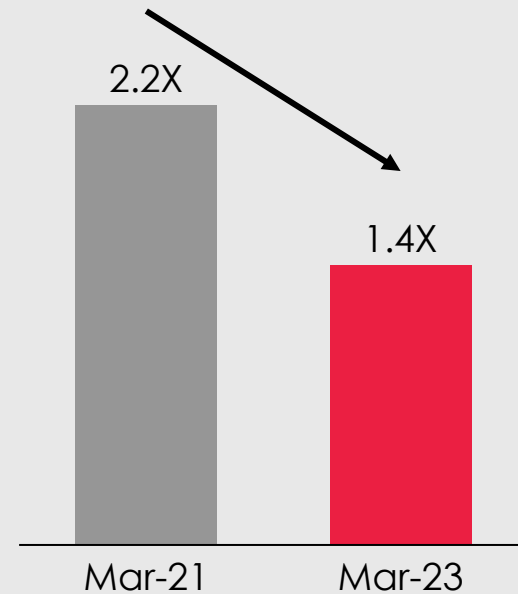
1. As of 31 March 2023.
 2. Includes dividends from associates.

Robust balance sheet with ~S\$4B debt headroom¹ after successful capital recycling initiatives

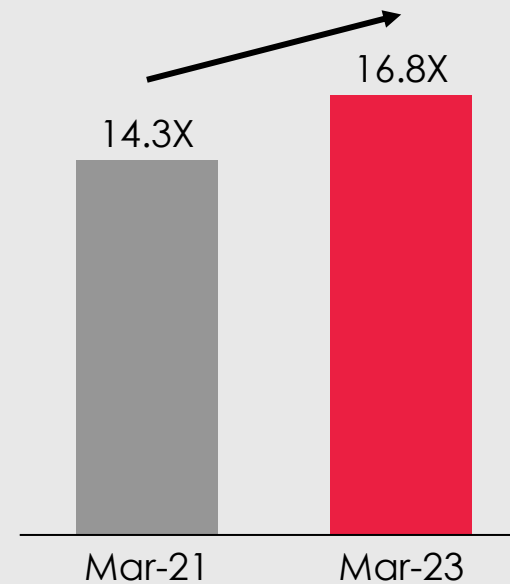
Net debt



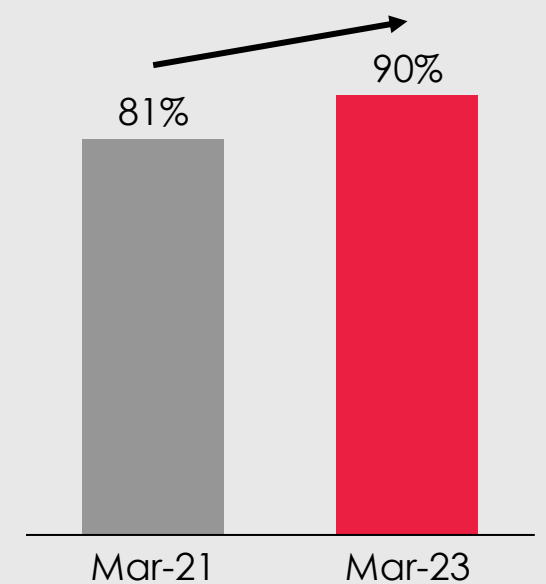
Net debt to EBITDA & assoc PBT



Interest cover



Fixed rate debt



1. Based on S&P Net Debt/EBITDA ratio trigger, position as of 31 March 2023.

Key focus areas



**Drive opex synergies
from consumer &
enterprise business
integration in Singtel
SG & Optus**



**Measured 5G rollout
in Australia to keep
pace with demand
& use cases**



**Expand funding
sources to grow
dividends
sustainably & support
profitable growth**



**Develop pipeline of
assets for
monetisation
opportunities**

