



# H2FY21 : Exceptional charges of S\$839m<sup>1</sup>

Mainly comprising :



S\$589m  
(US\$438m)

- Ongoing operational challenges linked to Covid-19, with certain customer segments (FMCG, automotive & travel) taking longer to recover
- Pivoting to programmatic & connected TV
- Industry challenges



S\$336m  
(US\$250m)

- Significant challenges in North American markets
- Commoditisation of legacy products
- Pivoting product development towards cloud-platforms



S\$204m  
(A\$197m)

- Mainly impairment of legacy fixed access networks with completion of NBN rollout

S\$101m  
(A\$98m)

- Undertaking a programme to review its staff compensation
- Exceptional charge relates to payroll adjustments, professional fees & remediation of Optus' systems & processes

1. Includes other exceptional gains/losses. Refer to Singtel's Announcement of Unaudited Net Exceptional Losses dated 14 May 2021 for more information.

2. Refers to the Singtel Group's global cyber security business.

# Learnings from our digital investments



Co-invest with partners & be willing to take significant minority positions

Pivot & scale rapidly in response to industry shifts

Focus on digital opportunities in Asia, leveraging our customer base

# Commencing strategic review of Amobee & Trustwave



## Background & Scope

Address declining performance, arising from operational & industry challenges, as well as Covid-19

---

Holistic review to explore & consider all options, including :

- restructuring of product or business segments
  - full or partial divestment of the businesses in parts or entirety
  - business combinations with other industry players
- 

Open to strategic investors who have complementary strengths & bring synergies to drive growth for the businesses

# Key drivers of strategic review

## Reposition Amobee & Trustwave to:

Sharpen focus to capture growth opportunities

---

Attract strategic partners with complementary capabilities

---

Reset the business & execute successfully



## In turn allow Singtel to:

Reshape portfolio to ensure optimal allocation of resources

Maintain strong proposition in high-growth ICT sector, with cyber security as a key product offering to enterprise customers

Focus on value creation

# Unveiling our strategy soon...

## Delivering sustainable growth



Re-invigorate  
the core



New growth  
engines



Reallocate  
capital, unlock  
value



New ways of  
working

More details will be provided during FY2021 results announcement on 27 May 2021

