



Singtel Investor Day 2023

Laying the foundation for growth

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Recent trends that have shaped telcos

Tailwinds

- Market repair with industry consolidation in many Asian markets
- Post-COVID recovery on roaming

- Growth in Enterprise
- FBB new growth engine

- Asset recycling

- Significant increase in enterprise digitalisation
- Growing demand for AI services

Headwinds

- Some markets still face intense price competition
- 5G yet to realise full potential

- Mobile penetration peaking

- 5G & fixed infrastructure capital intensity

- Rising rate environment

- Disruptive technologies



Profitability



Growth



Funding



Transformation

Riding on the tailwinds

Price ups from market consolidation

4 out of 6 markets we operate in have consolidated



Feb 2022



Jun 2021



Jun 2021



Dec 2020



Aug 2018



Mar 2017

Positive industry trends



Roaming revenues¹ up **33%** in SG; **65%** of pre-COVID levels



Raising prepaid prices & legacy plan migration in AU



Accelerating pace of enterprise digitalisation

Reshape our core business



Integrate enterprise & consumer businesses



Continuous focus on cost management



>3K employees reskilled to new roles

1. In Q1FY24.

Leveraging 5G for enterprise transformation

Driving adoption

30 trials & **4** live deployments

5G@SENTOSA



Partnerships to drive innovation



Edge Compute incubator



Azure MEC solutions



Edge computing solutions

Commercialisation of 5G services across industries

Manufacturing



Meta Factory

Healthcare



Holomedicine

Security



Integrated
Command Centre

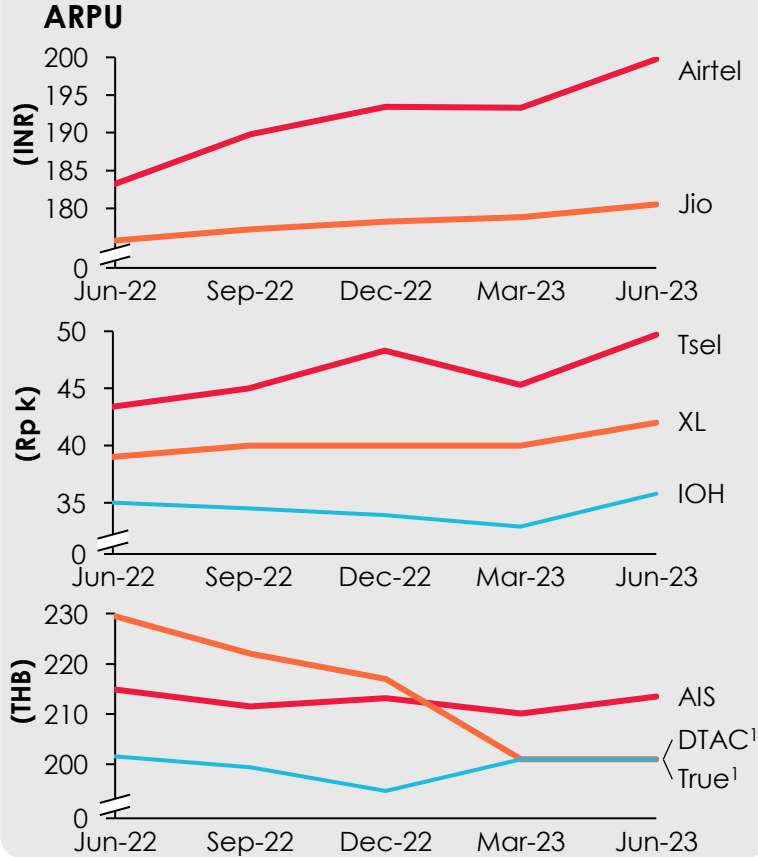
Transportation



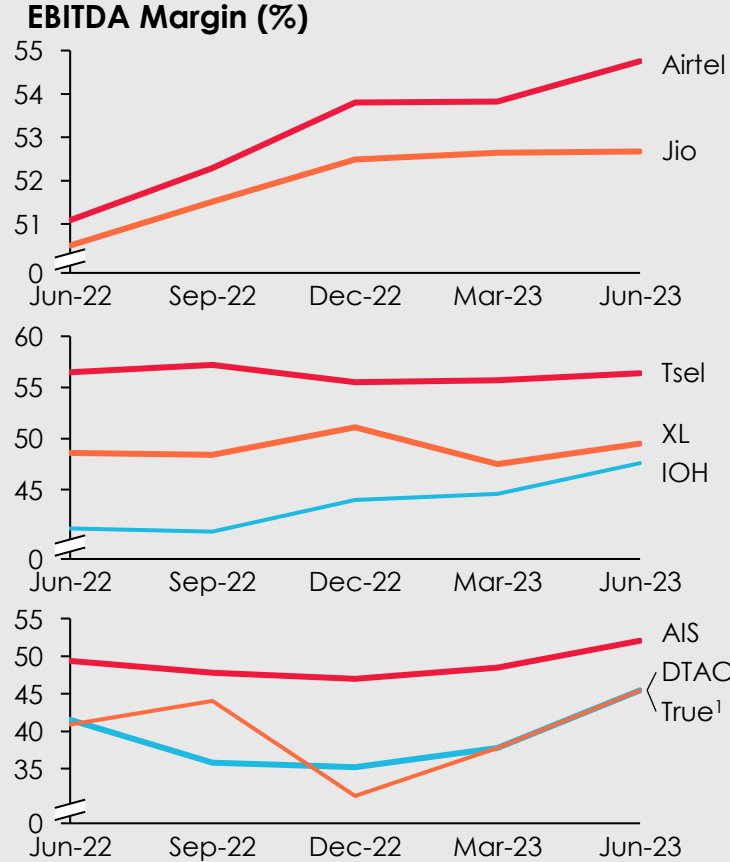
5G Aviation Testbed

Regional associates gaining momentum after consolidation

Leading market repair



Focus on profitable growth



Strong FCF for investments & returns

FCF (Latest FY)

US\$1.4B

US\$2.2B

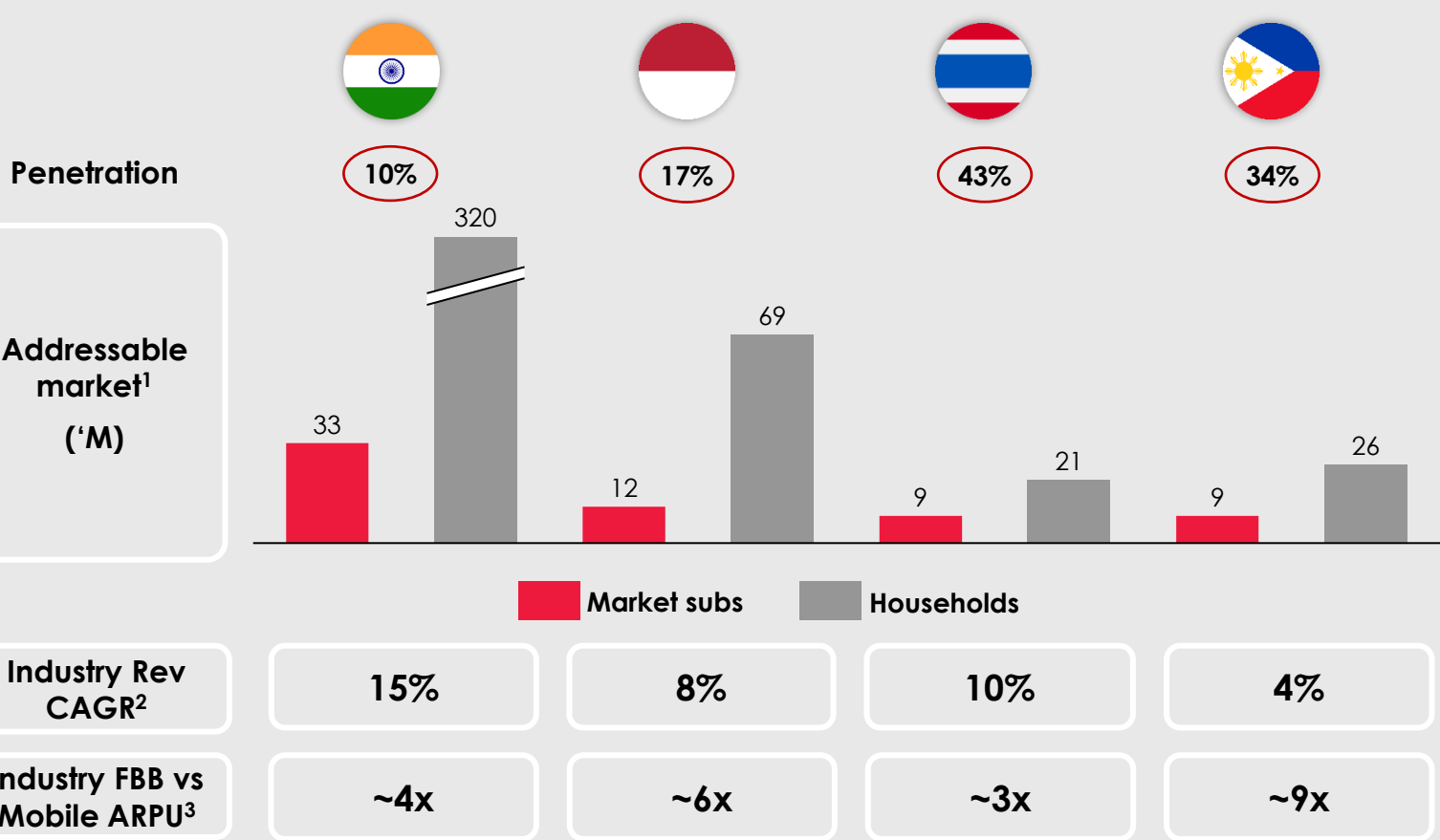
US\$1.1B

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

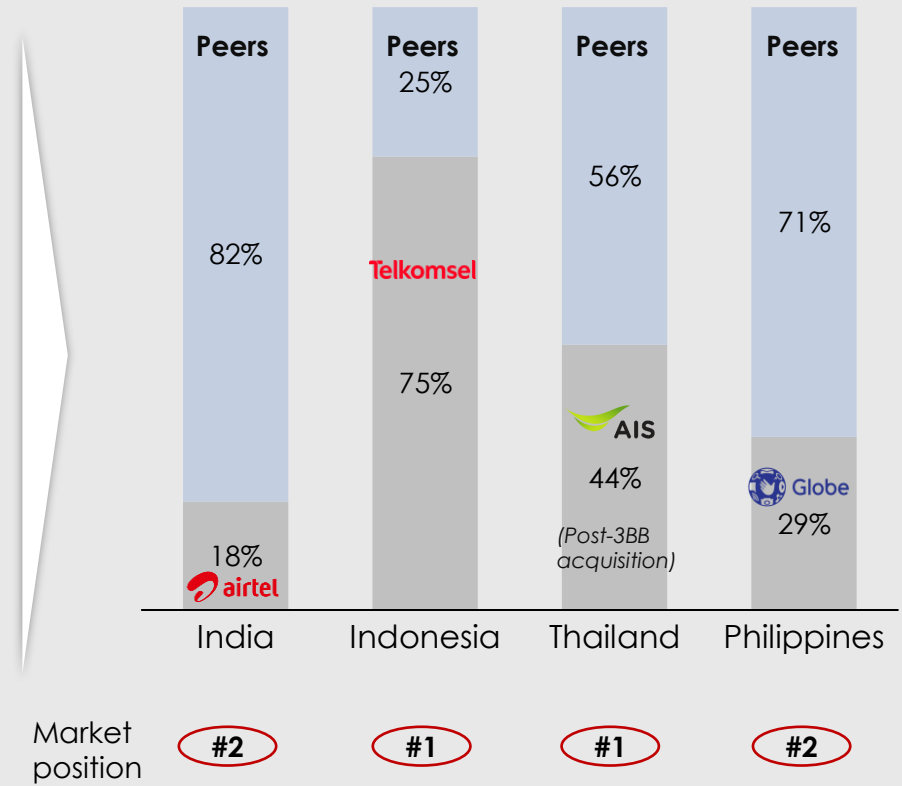
1. Post DTAC & True merger in Mar-23.

Capturing the regional broadband opportunity

Sizeable untapped opportunities in Regional Associates' (RAs) markets .. that RAs are well-positioned to capture



(Customer market share¹)



1. World Broadband Information Series data dashboard, publicly available sources & Singtel's internal estimates as of Dec-22.
 2. CY basis for SEA and FY for India.
 3. Based on Dec-22 quarter.

Executing our strategic reset

empower every generation

Reinvigorate the core



Trusted digital services provider

Capitalise on growth trends



Sustainable growth and value

Recycle capital to unlock value



Best in class returns

Champion people & sustainability



Employer of choice

CORE C-O-M-M-I-T VALUES

Growth engines executing to plan

RDC¹

Empowering digital economies

Building regional scale



60MW to **155MW** Capacity in FY26



14.5%² Asset yield

Exploring opportunities



NCS

Continuing strong momentum

Executing to its 3-axis strategy



+16% to **S\$2.7B²** Revenue



49% to **51%²** Digital business³



26% to **33%²** Enterprise³



5% to **15%²** Outside SG³

1. Regional data centre platform.
 2. In FY23.
 3. Of revenue.

New digital businesses scaling well

Exporting Paragon¹ globally



- 1 Telco in Asia deployed
- 1 Telco in North America doing trial deployment
- 3 Telcos in Asia & EU deploying soon

Expanding further into EMEA & North Asia

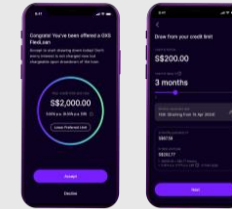
GXS Creating a differentiated digital offering



Live since **Aug 22**



GXS Savings Account



GXS FlexiLoan



Target launch by **end 23**

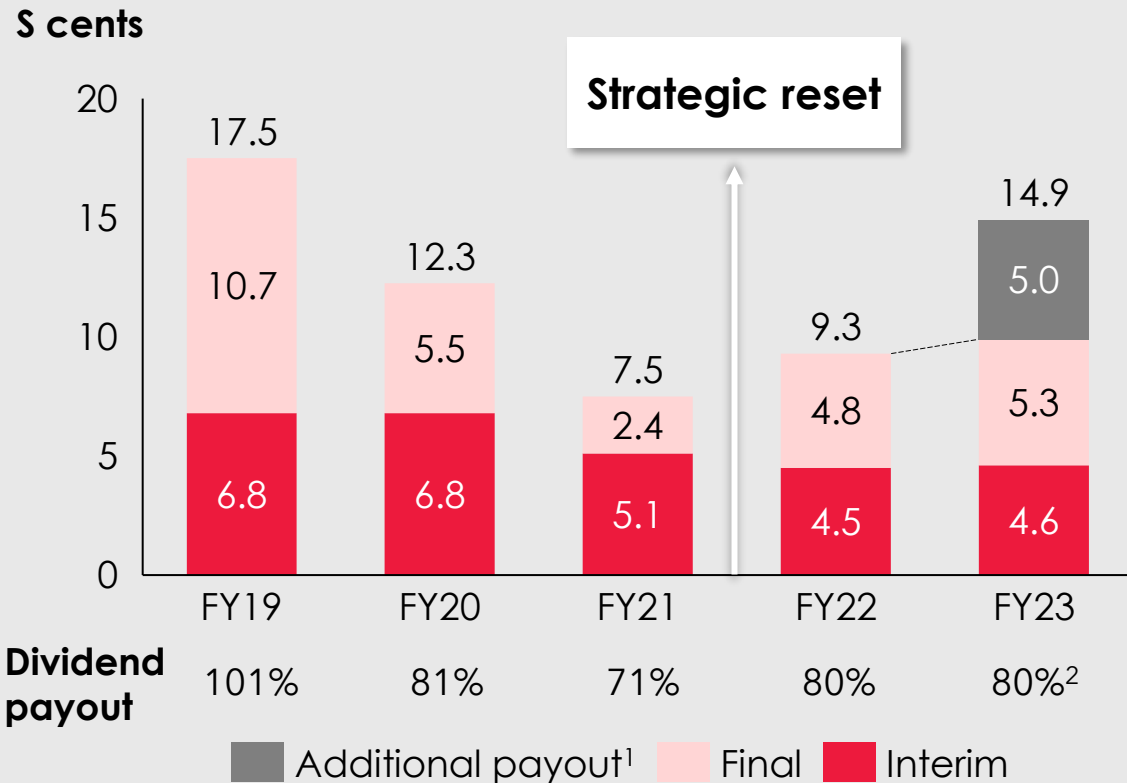


EBITDA Breakeven by **FY26**

1. The industry's first all-in-one platform for 5G network, edge computing & services orchestration.

Maintain attractive shareholder returns

Dividend per share



Holistic approach to dividends

FY23 Total dividends **14.9 cents** (▲ 60%)

Dividend yield **6.4%³**

Dividend policy

Between 60% & 80% of underlying NPAT



Any excess proceeds from capital recycling
after funding growth & repaying debt

1. Additional payout supported by excess proceeds from capital recycling after funding growth initiatives & repaying debt.
2. Ordinary dividend as percentage of FY23 underlying NPAT.
3. Based on Singtel closing share price of S\$2.32 on 22 August 2023.

