



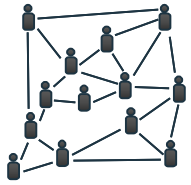
26th Annual General Meeting

Chua Sock Koong
Group CEO
24 July 2018

Our strategy

We are enabling people & businesses...

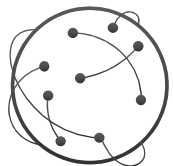
Connectivity



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



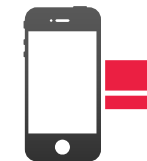
Lean cost structure



Growth engines



Cyber security



Digital marketing



OTT video

Changing telco landscape



Technology disruption

- Voice to data substitution
- OTT providers



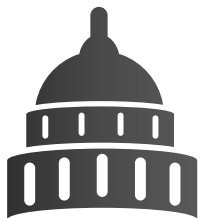
Rising competition

- New mobile entrants
- Mobile virtual network operators



Increasing capital requirement

- Capex and network investment

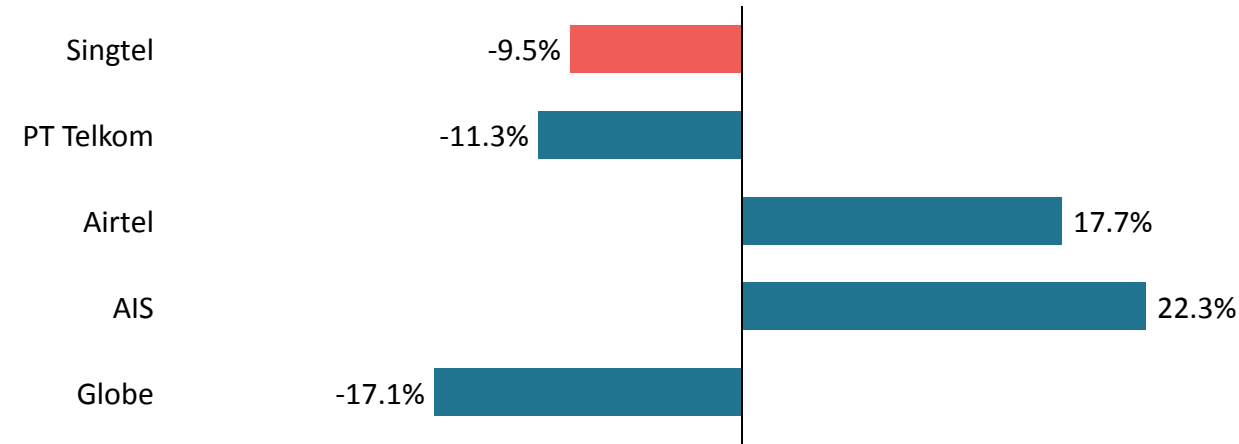


Regulatory challenges

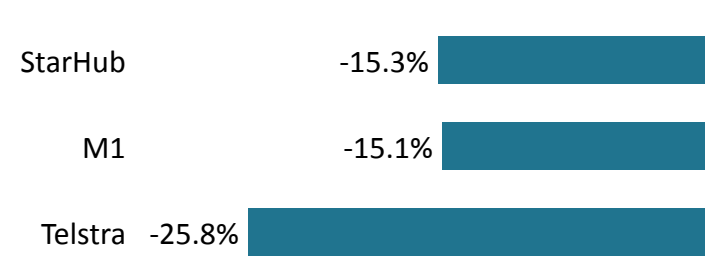
- Spectrum auctions
- Interconnection rates

1 year total shareholder return¹

Singtel Group of companies



Key competitors

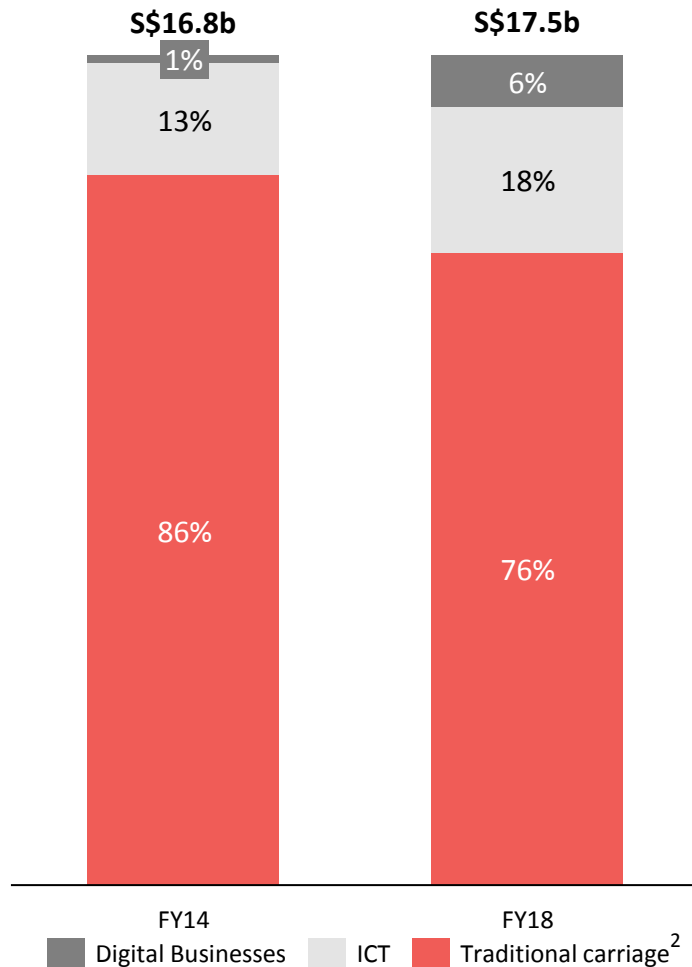


Key indices



We have made good progress with our strategy¹

Revenue diversification



Robust growth in ICT

8% CAGR³ in ICT revenue

S\$530 million in cyber security revenue

Scale in digital

61% CAGR³ in digital business revenue

>S\$1 billion in digital marketing revenues

Decline in traditional carriage² business

-2% CAGR³ in traditional carriage² revenue

Data services as a % of mobile revenues

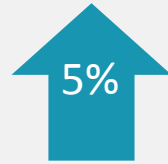
- 62% in Singapore
- 79% in Australia

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.

Record earnings on NetLink Trust divestment gains

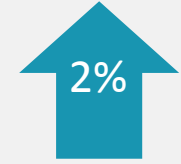
Strong core execution and growth in digital services

S\$17,532m



OPERATING REVENUE

S\$5,089m



EBITDA

S\$2,304m



**SHARE OF REGIONAL ASSOCIATES'
EARNINGS**

S\$3,544m



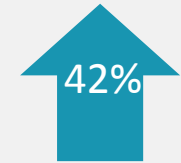
UNDERLYING NET PROFIT

S\$3,606m



FREE CASH FLOW

S\$5,451m

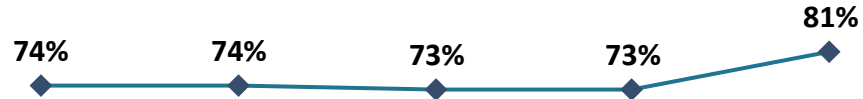


NET PROFIT

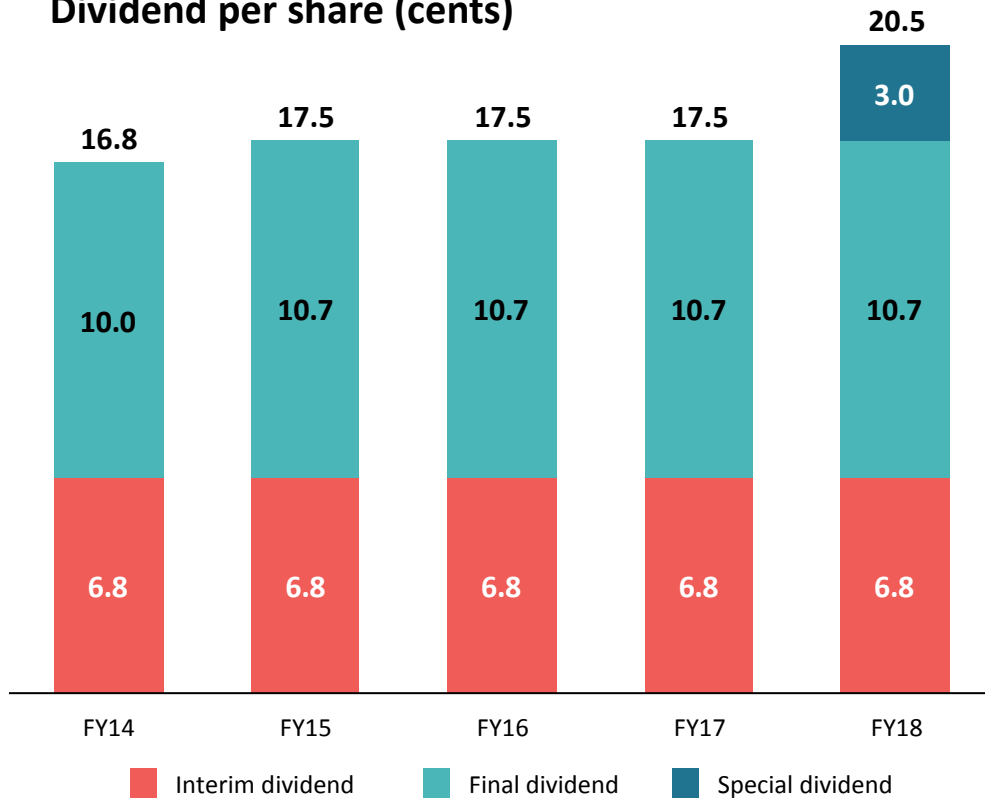
1. All figures based on FY18.

Delivering sustained returns¹

Ordinary dividend as % of underlying net profit



Dividend per share (cents)



Dividend policy:

60-75% of underlying net profit

FY18:

17.5c ordinary dividend + **3c** special dividend

FY19 & FY20:

Maintain 17.5c payout

Robust financial position

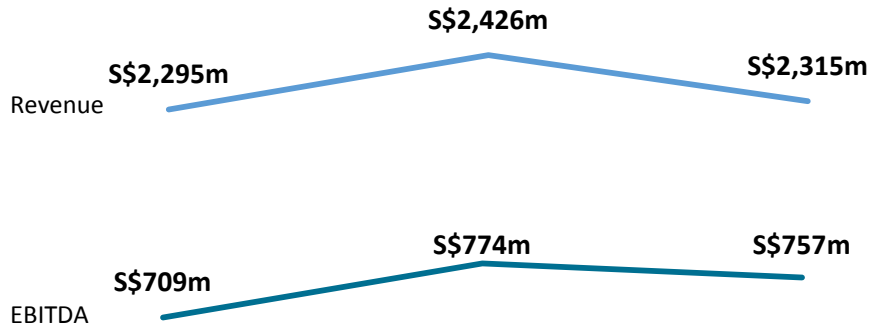
S\$9.8b net debt² **1.3x** net debt²: EBITDA & share of associates' pre-tax profits

1. All figures based on FY18 unless otherwise stated.

2. Gross debt less cash and bank balances adjusted for related hedging balances.

Serving the digital customer in Singapore

Singapore Consumer



Excite customers with digital services

DATA INFINITY
Be anyone. Do anything. Go anywhere.

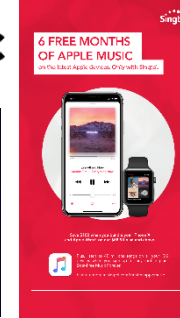


Big data offers

SINGTEL MUSIC



Digital content



SINGTEL NEWSSTAND



Digital lifestyle

Singtel connected things

Omni-channel shopping experience



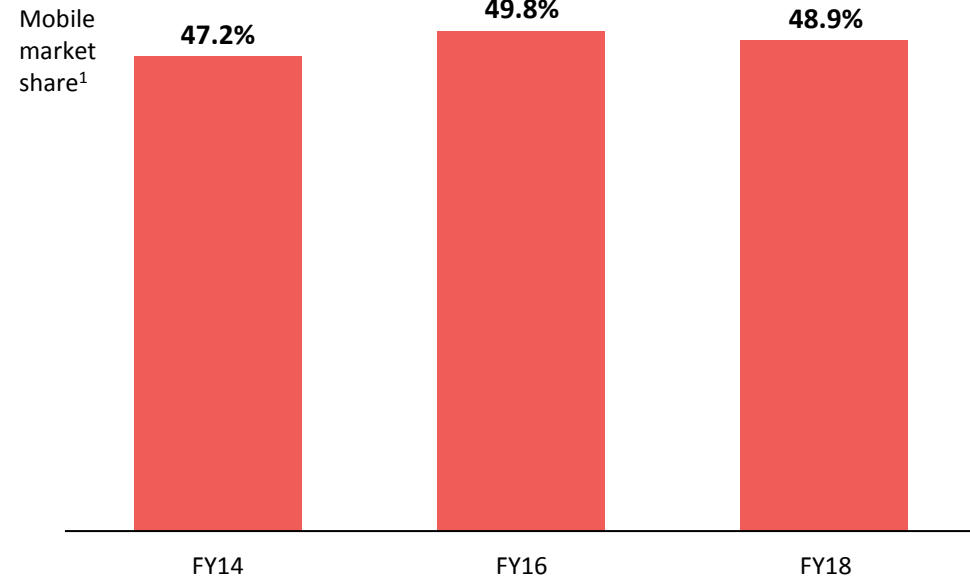
Unmanned shops



E-shop



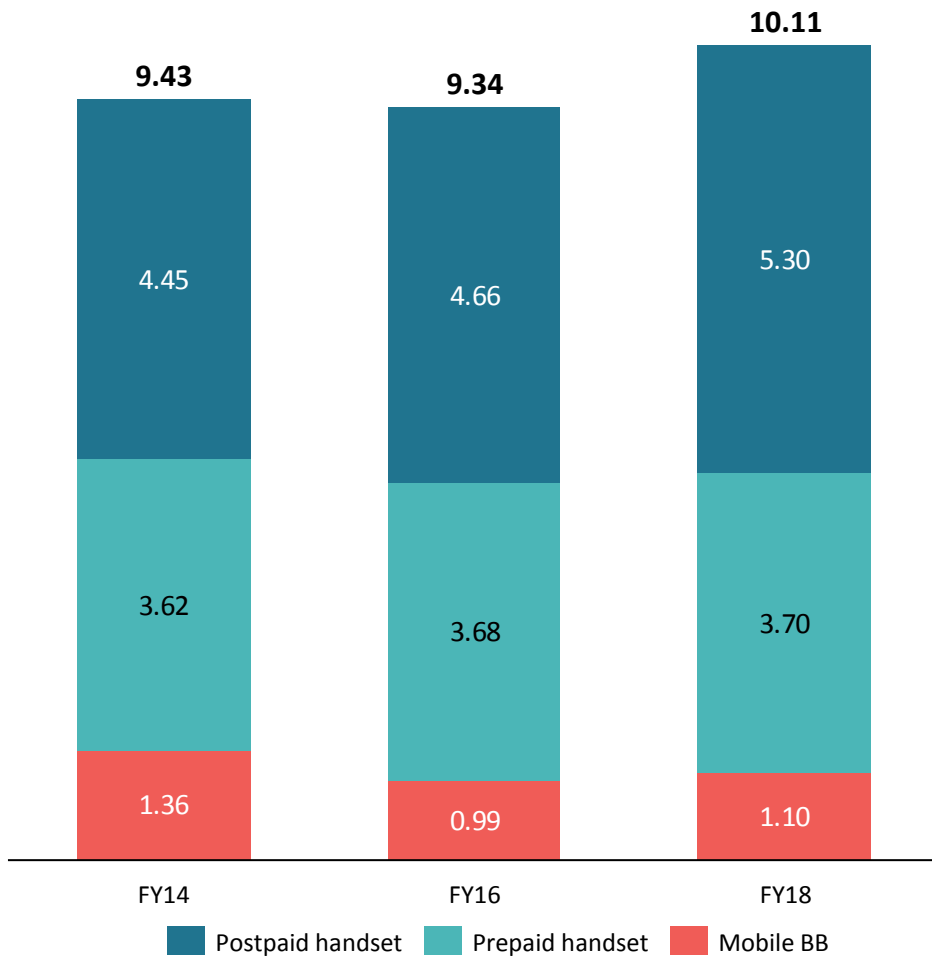
Revamped shops



1. Mobile market share was based on Telco operators' published results.

Positioned for growth in Australia

Australia mobile customers ('m)



Lead in customer experience

- My Optus app
- Revamped store
- Big data analytics
- Doubling of SMB footprint

Lead in mobile networks

- Best** in test in Australia¹
- A\$1b** in rural & regional Australia
- 5G** fixed wireless commercial launch in 2019

Differentiate with exclusive premium content

- OPTUS SPORT
- FIFA WORLD CUP RUSSIA 2018
- Gold Coast 2018
- NATIONAL GEOGRAPHIC
- OPTUS STADIUM
- Premier League

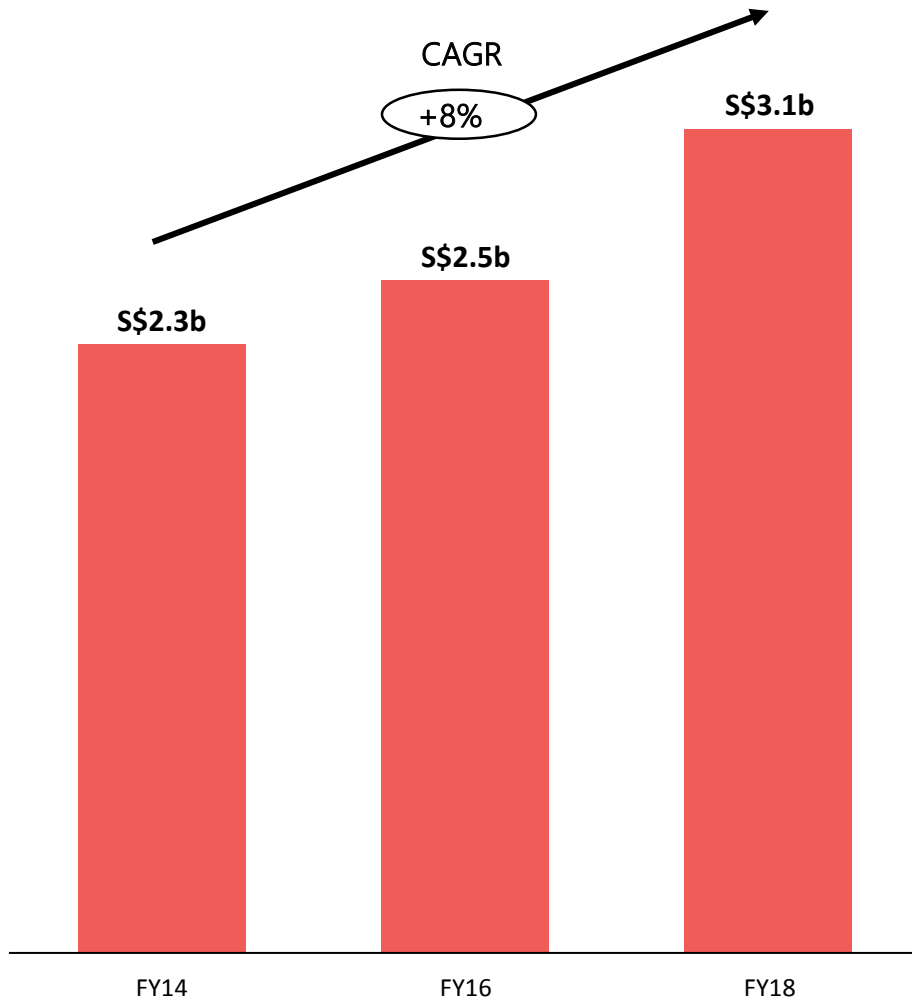
Lead in business productivity

- Operational excellence BOTS
- Lean & agile organisation
- Simplify process & products

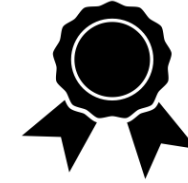
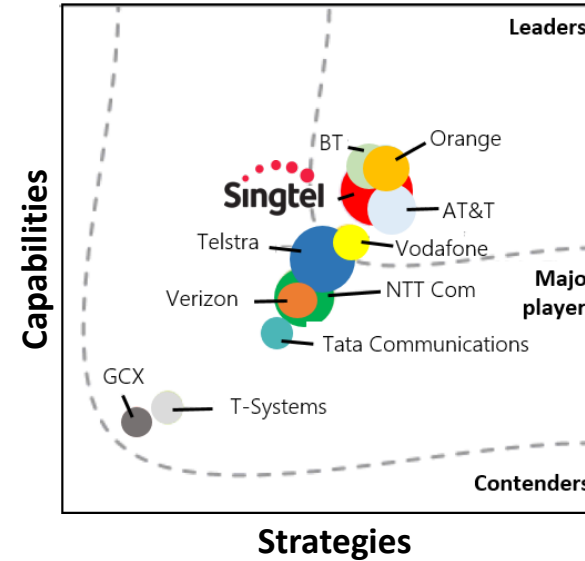
1. Based on P3 test in December 2017. P3 is a global company which performs independent measurement of mobile network performance.

Empowering enterprise & government digitalisation

Group Enterprise ICT revenue



Recognised leader in ICT services in APAC¹



#1 ICT Provider in Singapore²

#1 Market Leadership³ APAC Enterprise Data Services

#1 International IPVPN in APeJ

Cyber security



Top 5 global cyber security service providers among Telcos

Smart nation



Largest Smart Nation ICT Partner in Singapore

Cloud services

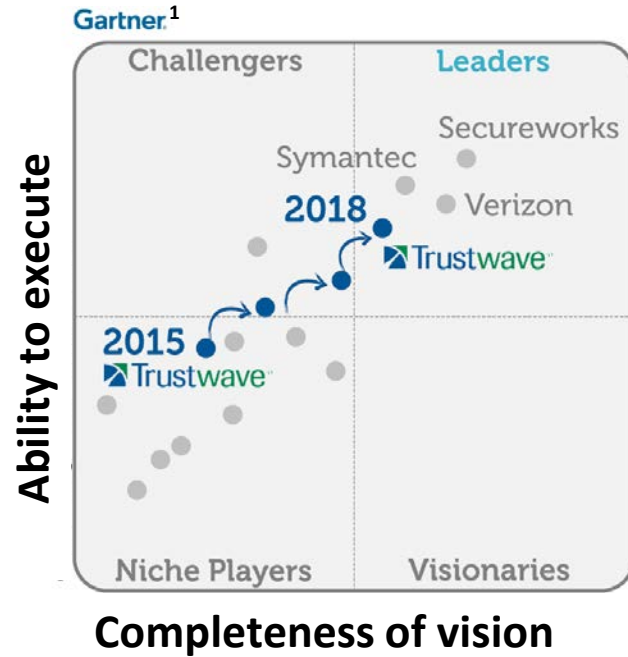


Best Telco Cloud Provider in APAC⁴

1. IDC MarketScape: Asia/Pacific Next-Generation Telcos: Telecom Services 2018.
2. Gartner IT Services, Apr 2017.
3. IDC Telecom Services Database Asia-Pacific 1H2017, Jan 2018.
4. Frost & Sullivan 2016 Asia Pacific Telco Cloud Service Provider of the Year.

Scaling cyber security to the next level

Global managed security services leader



Progress global organisation

Drive operational synergies

Accelerate path to scale

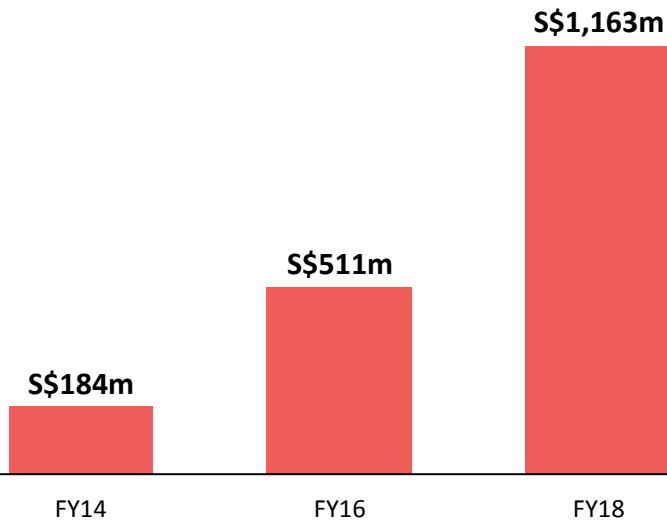

10 Advanced security ops centres


>2k Cyber security experts

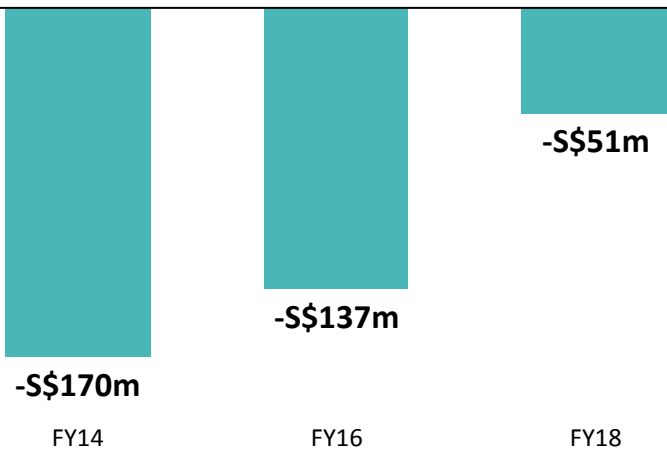
1. 2018 Gartner "Magic Quadrant for Managed Security Services, Worldwide".

Creating new growth engines

Group Digital Life revenue



Group Digital Life EBITDA



AMOBEE

900+
Employees

2,000
Advertisers

23
Offices

\$1B
Revenue

HCOQ™

5 markets
in Asia

>20m
downloads

#1
in Indonesia

DataSpark

Mobility
Genome™

data to actionable insights

Applications



Retail



Transport



Telecoms

1. All figures based on FY18 unless otherwise stated.

Harnessing scale of associates

Subs



>650m mobile customers

Data



Growing adoption of data services

Digital



Services to meet consumers' digital lifestyles

Ecosystem

HOOQ
OTT video

RAZER
Regional payments

RAZER
Gaming & eSports

ONE
Championship
New content

IoT

Creating value for our community

Accolades



#1 in Singapore Governance and Transparency Index 2017

#1 in ASEAN Corporate Governance Scorecard 2018 for Singapore

Special Recognition Award for Board Diversity at Singapore Corporate Awards 2017

Global 100 Most Sustainable Corporations in the World 2018

World's Most Ethical Companies 2018

Top Singapore company on Forbes Top Regarded Companies 2017

Responsible Corporate Citizen



We invested **S\$31m** in learning and development to train staff in Singapore and Australia and our staff clocked a

total of **627,000** training hours

We contributed **S\$17m** to the community, and spent

27,628 hours in staff volunteering

ReCYCLE, our e-waste recycling programme with SingPost, collected

9,677kg (net weight) of e-waste since its launch in Singapore in June 2017,

250% more than in previous years

