Riding the digital wave
Singtel Investor Day • 13 June 2018

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Group Chief Executive Officer
The following presentation contains forward looking statements by the management of Singapore Telecommunications Limited ("Singtel"), relating to financial trends for future periods, compared to the results for previous periods.

Some of the statements contained in this presentation that are not historical facts are statements of future expectations with respect to the financial conditions, results of operations and businesses, and related plans and objectives. Forward looking information is based on management's current views and assumptions including, but not limited to, prevailing economic and market conditions. These statements involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those in the statements as originally made. Such statements are not, and should not be construed as a representation as to future performance of Singtel. In particular, such targets should not be regarded as a forecast or projection of future performance of Singtel. It should be noted that the actual performance of Singtel may vary significantly from such targets.

“S$” means Singapore dollars, "A$" means Australian dollars and “US$” means United States dollars unless otherwise indicated. Any discrepancies between individual amounts and totals are due to rounding.
Our Strategy

We are enabling people & businesses...

.. underpinned by significant investments...

.. as we transform ourselves to drive sustainable growth in the digital era.
We have made good progress with our strategy  

Revenue diversification

- **Decline in traditional carriage**
  - $2\%$ CAGR in traditional carriage revenue
  - Data services as a % of mobile revenues:
    - 62\% in Singapore
    - 79\% in Australia

- **Robust growth in ICT**
  - 8\% CAGR in ICT revenue
  - Growth drivers:
    - Cyber security
    - Smart nation
    - Cloud services

- **Scale in digital**
  - 61\% CAGR in digital business revenue
  - $\geq$S$1$ billion in digital marketing revenues

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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.
Deepen telco digitalisation

Services

Self-serve

Omni-channel

Delighting the customer

Higher efficiency & lower operating costs

Livebots/ chatbots

My Singtel/ My Optus apps

Unmanned store

E-shop

Revamped shops
Extend ICT leadership

Group Enterprise ICT revenue

<table>
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<th>Year</th>
<th>CAGR</th>
<th>S'$b</th>
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A leader in ICT services in APAC

IDC MarketScape: Asia/Pacific Next-Generation Telcos: Telecom Services 2018

Growth Drivers

- Cyber security
- Smart nation
- Cloud services

Source: IDC, 2018

Scaling cyber security to the next level

A leader in global managed security services\(^1\)

[Diagram showing the Gartner Magic Quadrant for Managed Security Services, Worldwide.]

1. 2018 Gartner “Magic Quadrant for Managed Security Services, Worldwide”.
Establishing leading ad tech platform

**AMOBEE**

- Best technology platform
- Working with >2,000 advertisers
- Revenue >S$1b
- EBITDA +ve

**Gain scale**

**Grow profitability**
Harnessing scale of our associates

Subs

~700m mobile customers

Data

Growing adoption of data services

Digital

Services to meet consumers’ digital lifestyles

Ecosystem

OTT video
Regional payments
Gaming & eSports
New content
IoT
Advancing our transformation

Reshaping our revenue

‘Best in class’ execution

Accelerate growth in ad-tech & cyber security

Digital services partnerships

New business & capabilities
Delivering shareholder value

Robust financial position

- **S$9.8b** net debt\(^1\)
- **24.9%** net debt gearing\(^2\)
- **1.3x** net debt: EBITDA & share of associates’ pre-tax profits

Expect to maintain 17.5 cents payout for FY19 & FY20

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

2. The ratio of net debt to net capitalisation. Net capitalisation is the aggregate of net debt, shareholders’ funds and minority interests.