ncs

Singtel Investor Day

24 August 2023

NCS Overview

#1
Market leadership in IT services in SG and SEA

S$2.7B
FY23 Group Revenue

51%
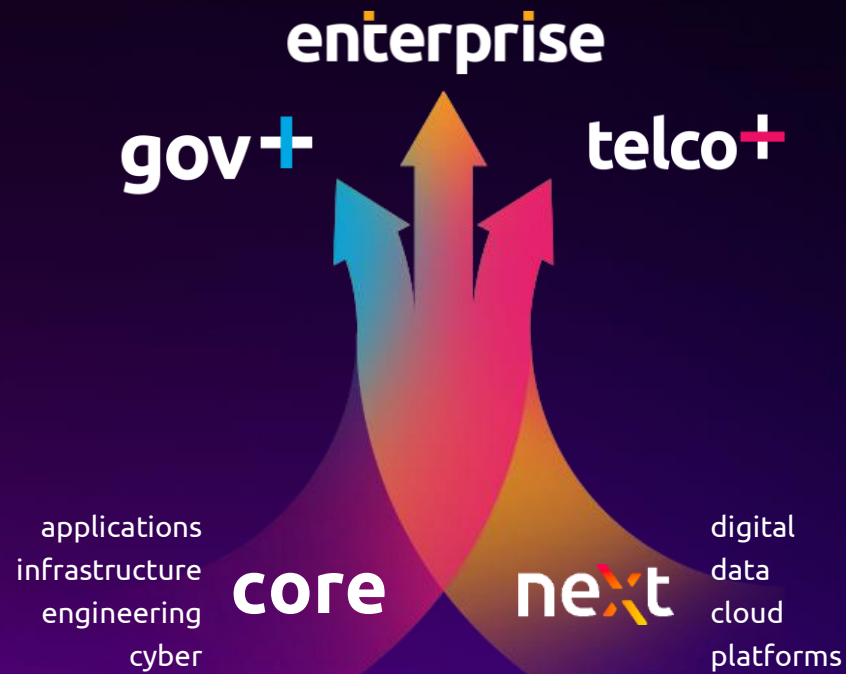Rev driven by digital, cloud, platforms and cyber services

12,000
Headcount

>4,000
Active projects

>20
Cities in APAC

enterprise

gov+

telco+

applications
infrastructure
engineering
cyber

core

next

digital
data
cloud
platforms

Greater China
~1600

Chengdu

Guangzhou

Pune

Hanoi

Manila

IT "Talent Arc"
(Global Delivery Network)

Singapore &
Southeast Asia
~8000

Innovation Centres
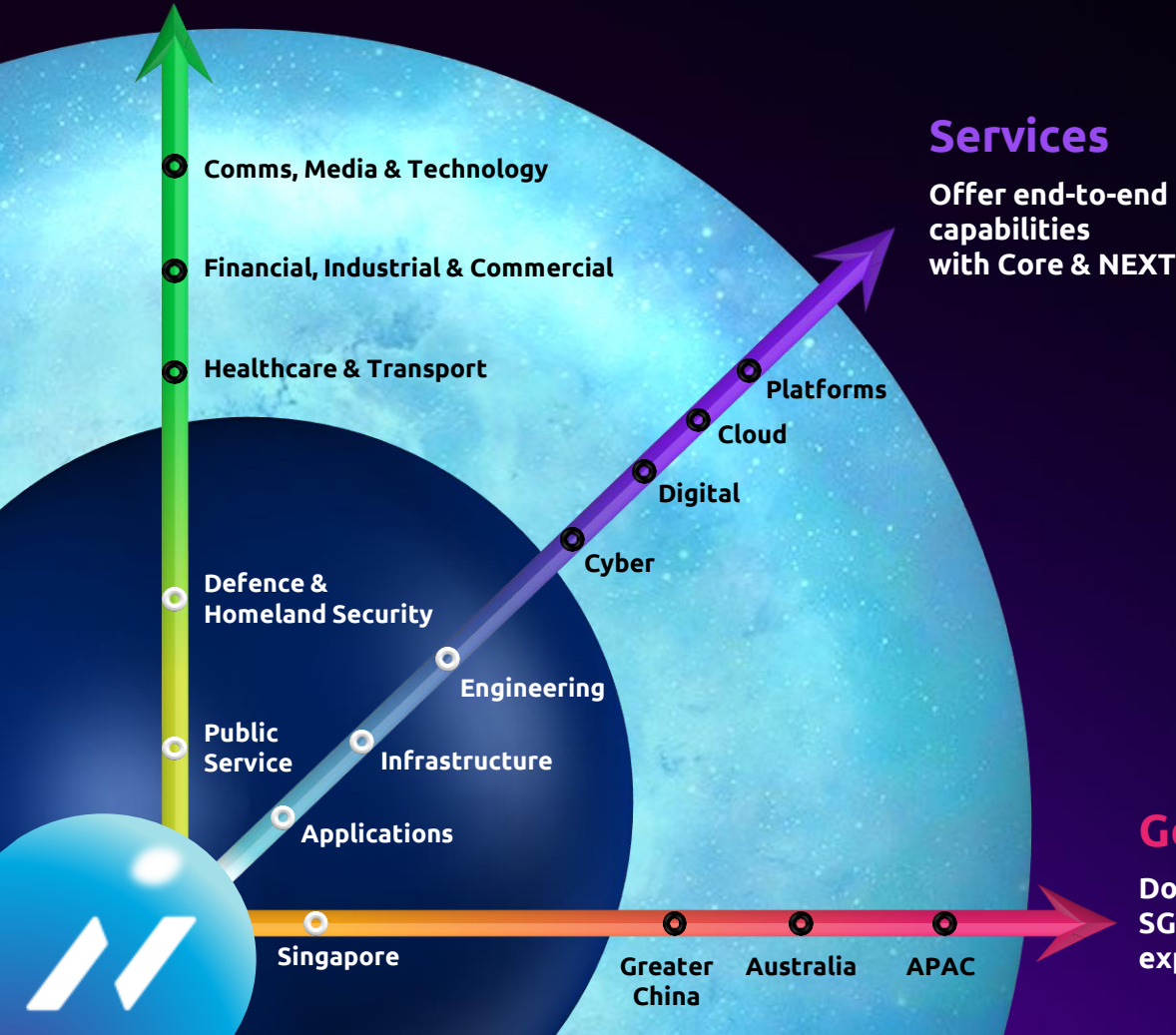Singapore | Melbourne | Shenzhen

Australia
~1600

Our Growth Strategy: 3 axes of growth for a regionalising NCS

Riding the post-pandemic wave of digitalisation across APAC

Client Industries

Reinvent public sector business & expedite enterprise business

- Comms, Media & Technology
- Financial, Industrial & Commercial
- Healthcare & Transport
- Defence & Homeland Security
- Public Service

Services

Offer end-to-end capabilities with Core & NEXT

- Platforms
- Cloud
- Digital
- Cyber
- Engineering
- Infrastructure
- Applications

Geographies

Double down on SG business & expand beyond SG

- Singapore
- Greater China
- Australia
- APAC

NCS operates in the fastest-growing region

APAC market size forecasted to be comparable to Europe in 2027

NCS Operating Regions	2023-2027 CAGR[1]	2027 IT Services Market Forecast (US$bn)[1]
APAC	+13%	550
SG & Southeast Asia[2]	+13%	60
Greater China[3]	+16%	200
Australia	+8%	40
Vs Other Regions		
Europe	+11%	590
North America	+9%	890

(1) Source: Gartner, Inc., "Forecast: IT Services, Worldwide, 2021-2027, 2Q23 update", Srujan Akurathi et al., 30 Jun 2023.
(2) Southeast Asia = Singapore, Malaysia, Thailand, Indonesia and Rest of Emerging Asia Pacific.
(3) Greater China = China, Hong Kong, Taiwan

3

Differentiator 1: Unique SBGs with full colours of NCS

GTM with end-to-end digital proposition through 3 unique strategic business groups

Strategic Business Groups

ncs// client service	gov+		Enterprise		telco+	
	Public Service	Defence & Homeland Security	Healthcare & Transport	Financial, Industrial & Commercial	Communications, Media & Technology	
ncs// applications						
ncs// infrastructure						next
ncs// engineering						digital data cloud platforms
ncs// cyber						
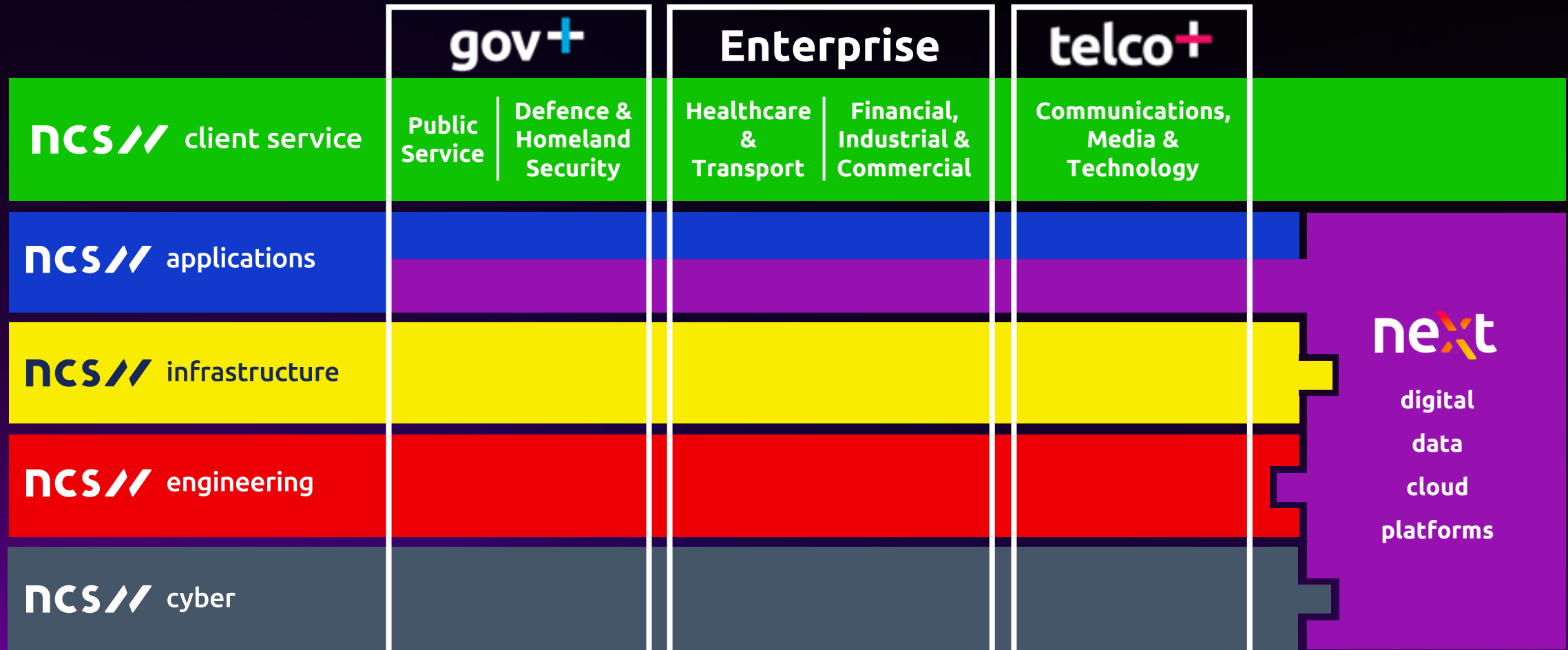
Differentiator 2: Sustained value delivery with innovation & trust

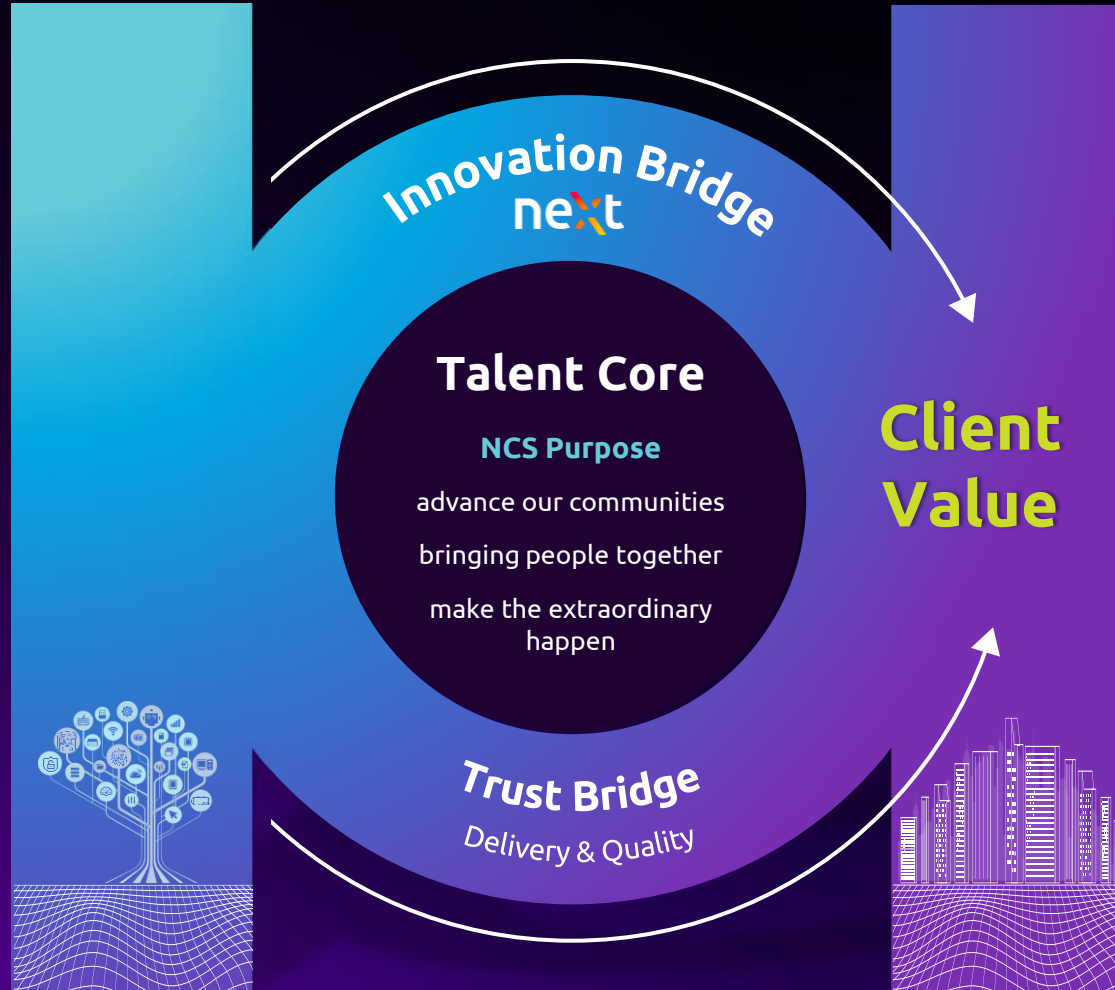## 101 model – Igniting possibilities and harnessing technology for targeted markets

Technology Gate

Market Gate

Evolving Technology Areas

Generative AI

Sustainability

Metaverse

Digital Trust

Ecosystem Partners

AUTOMATION ANYWHERE · aws · C3.ai · CISCO · SAP
DELL Technologies · Microsoft · Hewlett Packard Enterprise · Red Hat
Google · HUAWEI · IBM · ORACLE
paloalto NETWORKS · servicenow · salesforce · SAS
tableau · UiPath · vmware · PEGA
Qlik · TREND MICRO · FORTINET · CLOUDERA · HCL technik

Innovation Bridge
next

Talent Core

NCS Purpose

advance our communities

bringing people together

make the extraordinary happen

Client Value

Trust Bridge
Delivery & Quality

gov+

"Rekindle the Spirit of 1981"

Public Service   Education

Defence & Homeland Security

enterprise

"A refreshing alternative in a diverse market"

Healthcare   Transport

Financial Services   Industrial & Commercial

telco+

"Digitalising telcos from the inside"

Communications   Media & Tech

Differentiator 3: Right scale & diverse talent in a growing APAC market

Building strong local teams in each market complemented by our global delivery network and innovation centres

Chengdu

Guangzhou

Pune

Hanoi

Manila

Greater China
~1600

IT "Talent Arc"
(Global Delivery Network)

Singapore & Southeast Asia
~8000

Innovation Centres

Singapore | Melbourne | Shenzhen

Australia
~1600

Our Growth Story

Becoming the leading pan-APAC tech services company
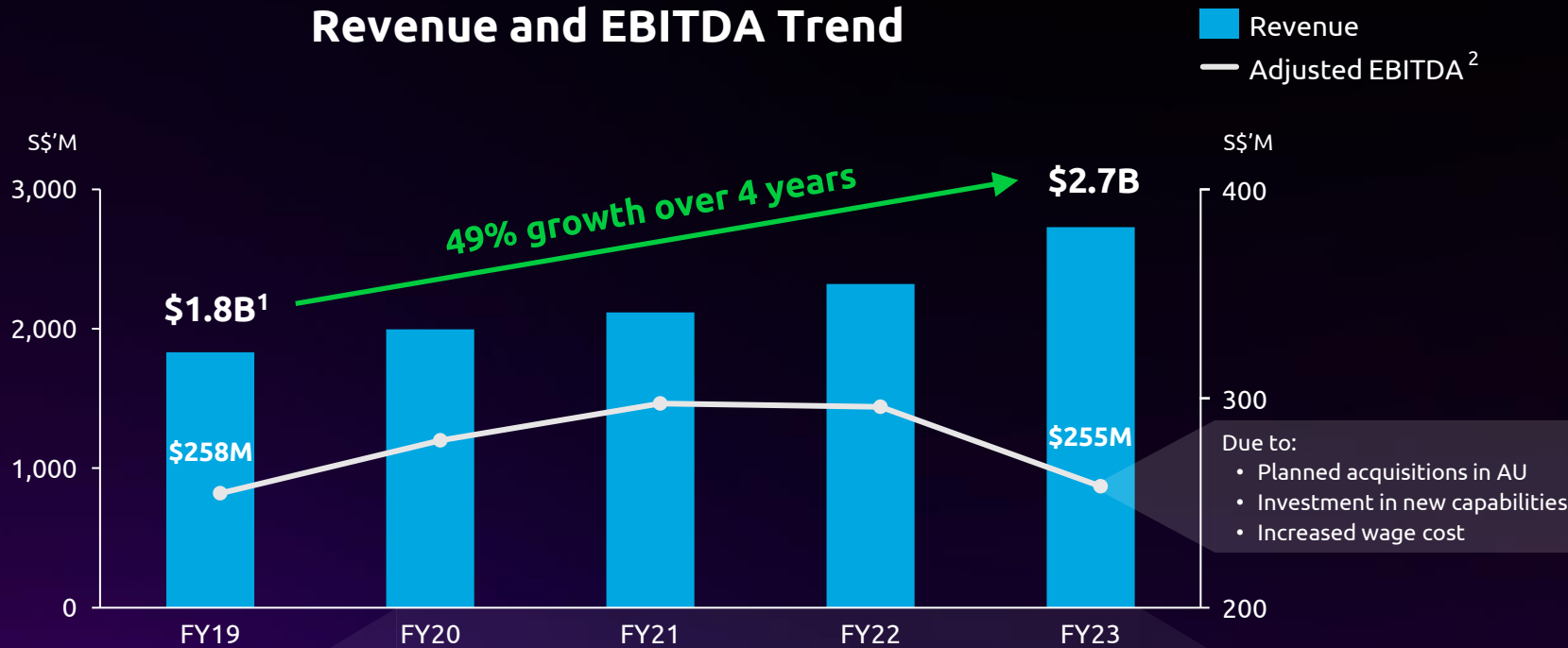
FY19

$1.8B[1]
revenue

<7,000
talents

95 : 5
SG : Non SG

75 : 25
Gov : Enterprise

65 : 35
Core : Digital

Revenue and EBITDA Trend

■ Revenue
— Adjusted EBITDA[2]

49% growth over 4 years

$1.8B[1] $2.7B

$258M $255M

Due to:
• Planned acquisitions in AU
• Investment in new capabilities
• Increased wage cost

S$'M — 3,000 / 2,000 / 1,000 / 0
S$'M — 400 / 300 / 200

FY19   FY20   FY21   FY22   FY23

FY23

$2.7B
revenue

~12,000
talents

85 : 15
SG : Non SG

67 : 33
Gov : Enterprise

49 : 51
Core : Digital

Our transformation journey...

next — Created one global digital **NEXT** & expanded our presence in **APAC**

doJo — Elevated the learning experience through investment in **Dojo**, a new learning organisation

ncs// — Rebranded NCS with a new **purpose and beliefs**

gov+ enterprise telco+ — Pivoted to **Strategic Business Group (SBG)** model with Gov+, Enterprise & Telco+

Expanded our **global delivery network** (India, Philippines, Vietnam, China)

NCS FY24 Q1 Scorecard
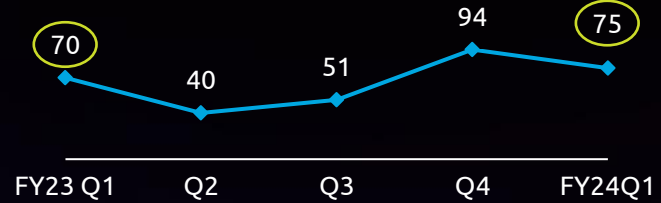
REVENUE
$681M
▲ **+14%** YoY

EBITDA
$75M (11%)
▲ **+7%** YoY

EBIT
$51M (8%)
▲ **+7%** YoY

EBITDA trending ($M)

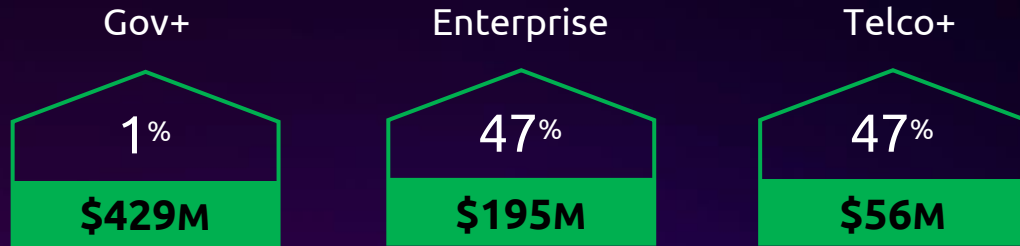| FY23 Q1	Q2	Q3	Q4	FY24Q1
70	40	51	94	75

BOOKINGS
$691M
Book-to-bill 1.02

Strategic Business Groups revenue & YoY

Gov+	Enterprise	Telco+
1%	47%	47%
$429M	**$195M**	**$56M**

Enterprise & Telco+

37%
$250M
▲ **+46%** YoY

Beyond Singapore

15%
$100M
▲ **46%** YoY
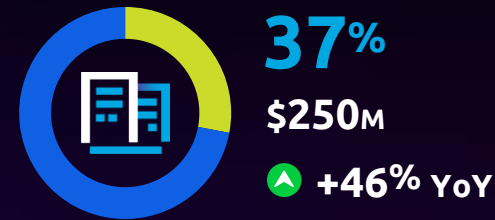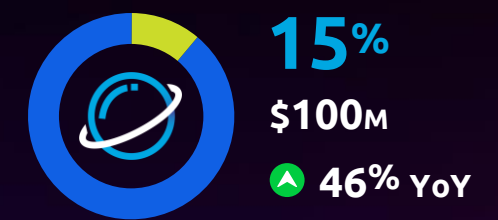
Line of Business revenue & YoY

Applications	Infrastructure	Engineering	Cyber
28%	Flat	40%	9%
$296M	**$287M**	**$43M**	**$55M**
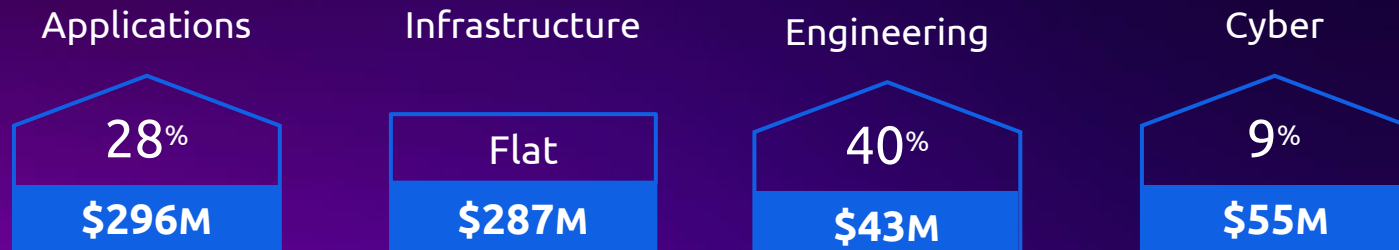
Digital | Data | Cloud | Platforms | Cyber

51%
$344M
▲ **+20%** YoY

8

Advancing communities by uplifting lives through every moment of life

Business segments gov+

🏛️ **Public Service** 🇸🇬	🛡️ **Defence & Homeland Security** 🇸🇬	🌏 **Global Business**

Evolution of Gov+

How we started ...

INFRA & NETWORK

NCB / ncs making IT happen

where we are now ...

SG GOVERNMENT STRATEGIC TECH PARTNER

ncs// gov+

where we will be ...

REGIONAL TECH & DIGITAL GOVT SPECIALIST

Established tech partner of > 42 years for Singapore public sector across applications, infrastructure, network, engineering, cyber, digital, mobility, cloud, AI, robotics, analytics

Cradle to grave

Digital & Operating Env for Schools	Collection Platform for Taxation	IoT Sensors for Housing Estates	Robotics for Public Safety	Data Analytics for Tourism

ncs// enterprise

Building confidence for an enterprising future while solving grand challenges for future cities

HEALTHCARE

Largest Public Healthcare SI in SG

- Robots in Healthcare
- World-Class Outpatient Pharmacy Automation System
- Disease Outbreak Management

TRANSPORT

~40 Years Combined Experience

- Next-Gen Toll, Vehicle Registration & Licensing
- Marine DigitalPort
- Runway Foreign Object Detection

FINANCIAL SERVICES

Largest Payment SI in SG

- Payment Hub
- First Mover in Enterprise Metaverse in Singapore

INDUSTRIAL & COMMERCIAL

Refreshing Alternative

- Smart Metering
- Energy Management Solutions
- Sustainability
- SAP & Microsoft Play

What differentiates us?

Productisation of World-class Solutions | **Domain Experts** | **Talent Regionalisation** | **Client Innovation Roadmap**

ncs // telco+

Empowering telcos to shift from the age of connectivity to the age of more

a shift from a digital telco to a digital enterprise

a telco digitally transformed

Network and spectrum

Legacy BSS

Scalability issues

Data held hostage in silos

Focused on cost reduction

a digital company with telco assets

Transformed business operations

Monetisable data

Drive value from 5G and beyond

Accelerated journey to cloud

that's why we built telco+

telco+ **born in Singtel, in the industry with APAC DNA**

Born in Singtel

ncs// neXt
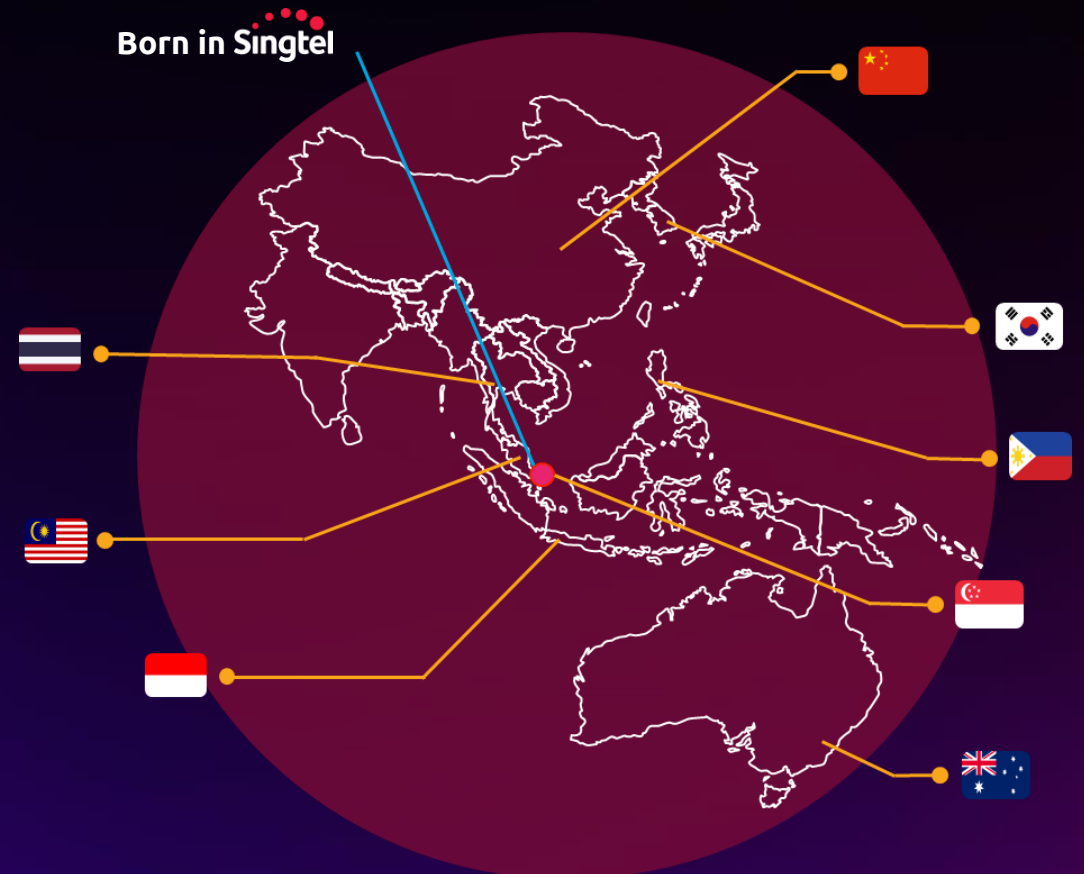
Innovating with a practitioner's mindset | Achieving agility with scale

Xdigital

Experience led CX and business operations transformation

Immersive experience with AR portal

Xdata

Intelligence driven decision making with data and AI

Data marketplace with AI model as a service

Xcloud

Cloud powered innovation to deliver business agility

Large scale adoption of cloud native services

Xplatforms

Digital platforms to optimise, automate and augment operations

Fleet management and orchestration

One Global NEXT team with digital specialists across Asia

design thinkers
problem solvers
strategists
innovators
architects
analysts
designers
developers
engineers
data scientists

ncs //

make extraordinary happen