Our Strategy and Progress

PURPOSE

Empower Every Generation — Harnessing technology to empower people and businesses and create a more sustainable future

VISION

To be a leading communications and digital services provider

We have made significant strides in the two years since setting a new direction to drive new growth and value in the 5G era. We are reinvigorating our core businesses with our 5G leadership, and consolidating our consumer and enterprise units to optimise synergies and deliver better customer outcomes. Our growth engines – NCS, data centre and digital banking businesses – are growing in

scale while our newly-created standalone infrastructure unit, Digital InfraCo, will boost efforts to unlock value from our assets and capture opportunities from the accelerated digitalisation. These efforts are underpinned by our commitment to contribute to a better world by empowering our people to be their best, tackling environmental challenges and digital gaps.

OUR DIFFERENTIATORS

(5G)

5G leadership



Extensive scale and reach



Our brand



Our people



Data insights



Infrastructure

OUR STRATEGIC PILLARS



Reinvigorating the core

15% EBIT growth from core businesses (1)

Leveraged 5G leadership to commercialise services

Consolidating consumer and enterprise businesses in Singapore and Australia to drive growth and synergies

15% increase in regional associates' profit before tax (2)



Developing new growth engines

Regional data centre business expanded to Thailand and Indonesia; capacity to more than double to 155MW in 3 years

Digital InfraCo established to capture new growth

NCS expanding regionally, accelerating enterprise and digital business growth

GXS launched in Singapore; provides loan and deposit products to underbanked population



Active capital management

Unlocked S\$2.8b from asset recycling, largely from divestment of 3.3% Airtel stake

Financial flexibility with \$\$2.6b of free cash flow

Solid balance sheet with \$\$3.2b of cash and low gearing



Championing sustainability and people

11% reduction in scope 1 and 2 absolute emissions

S\$32m community investment in Singapore and Australia

S\$22m training investment in Singapore and Australia

> 840,000 people gained digital skills and access since 2015



OUR

STAKEHOLDERS

Customers



Investors



Communities



Employees



Regulators and governments

MACROTRENDS SHAPING OUR INDUSTRY



Rise of digital economy



Technology and platform proliferation



Increased dependence on critical infrastructure



Global ESG action

Notes:

- (1) Comprising Optus (excluding NBN migration revenue), Group Enterprise and Singapore Consumer businesses.
- ⁽²⁾ On constant currency basis.