

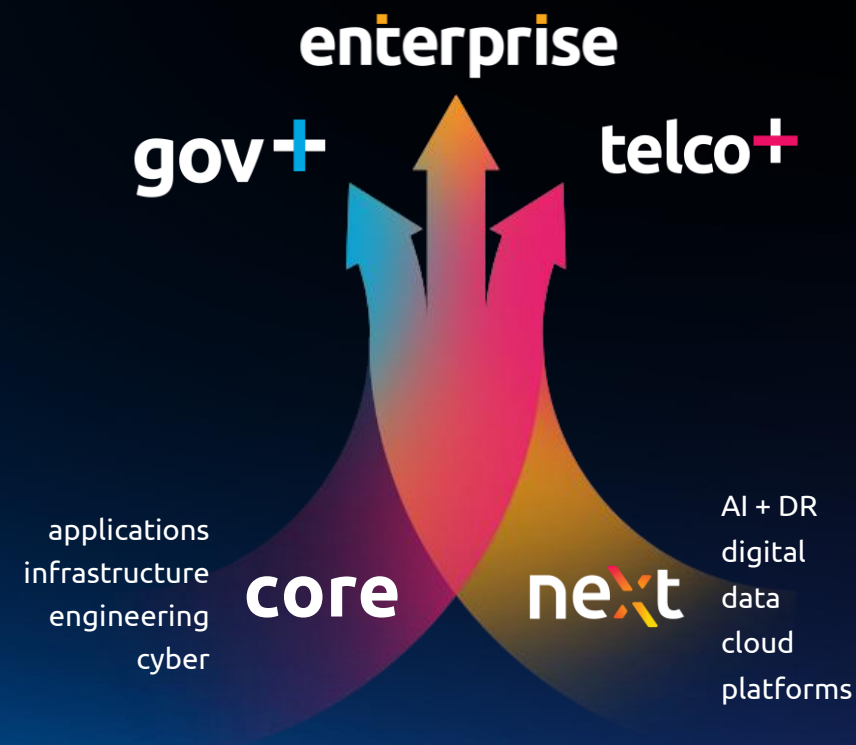


Singtel Investor Day

28 August 2025

NCS is anchored in APAC to drive growth

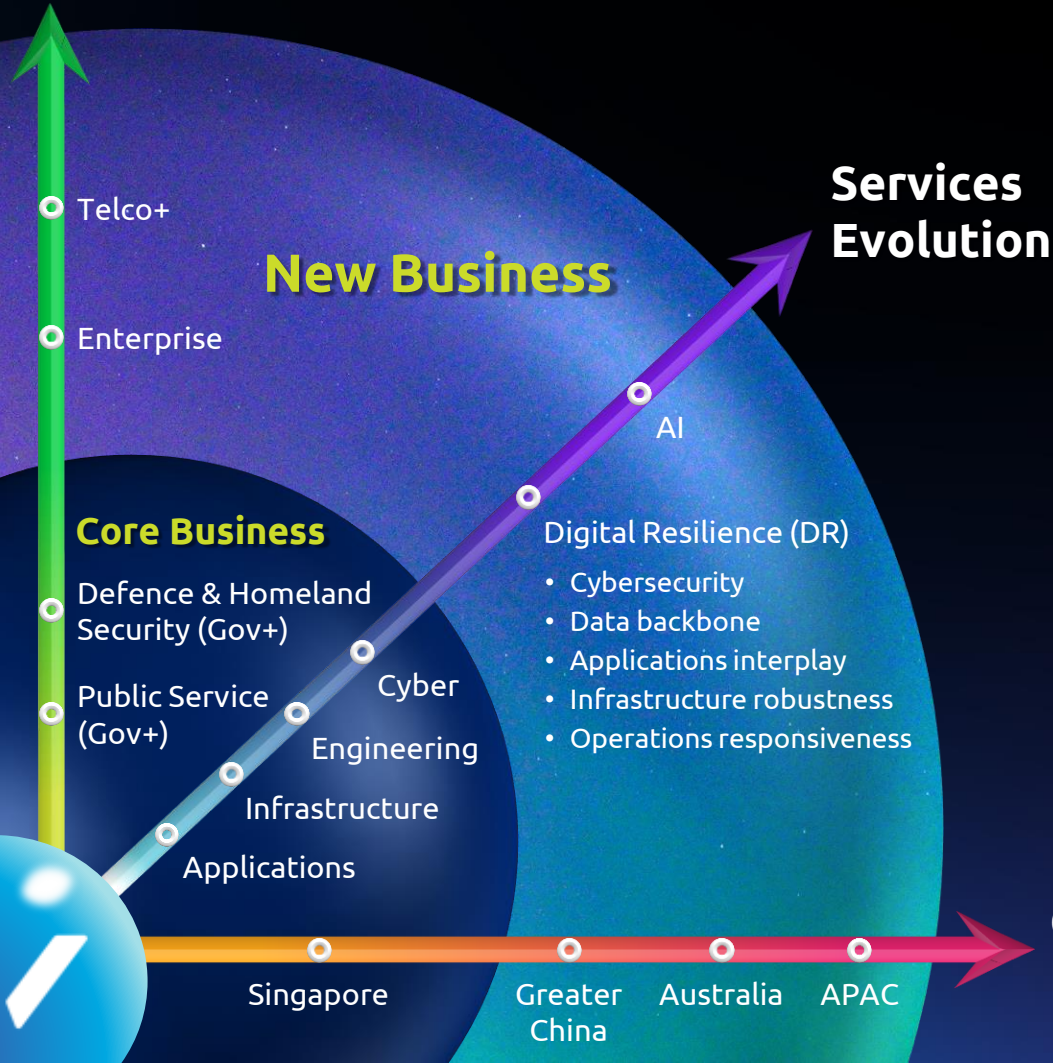
#1	S\$3.0B	53%	>13,000	>4,000	>20
in IT services in Singapore and Southeast Asia ¹	FY25 Group Revenue ²	Rev in digital, data, cloud, platforms and cyber services ²	Headcount	Active projects	Cities in APAC



1) NCS ranks #1 in market share based on vendor revenue in the IDC Worldwide Semiannual Services Tracker 2H 2024. 2) Financial Year Ended 31 Mar 2025.

We continue to scale across the 3 axes, strengthening our core business while accelerating our new business

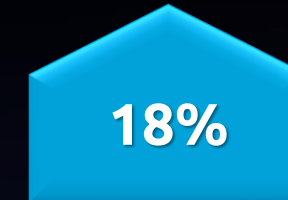
Industry Diversification



FY22-FY25 Revenue CAGR (%)



Core business



New business

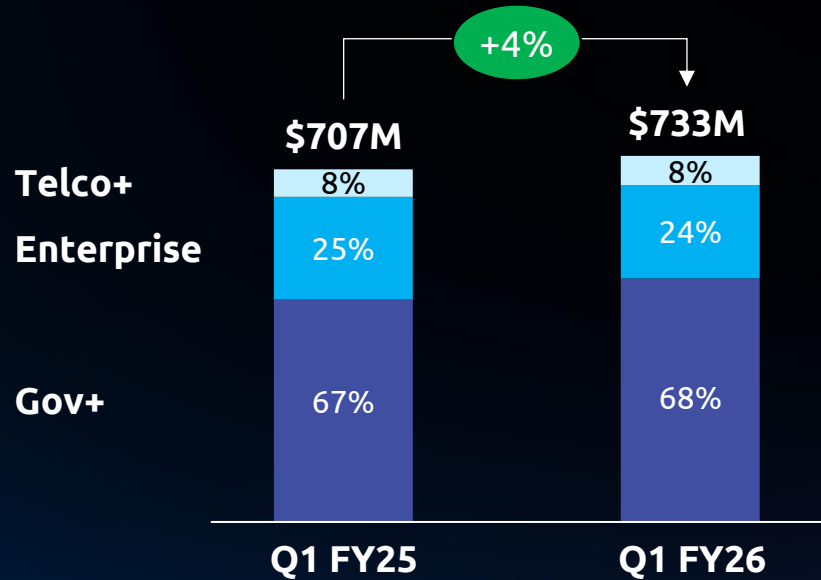


Total

Note: 'Core business' includes Singapore Gov+ (Public Service and Defence and Homeland Security). 'New business' includes Singapore Enterprise and Telco+ and business beyond Singapore.

In FY26 Q1, we achieved margin expansion across all business groups with healthy bookings building a foundation for future

REVENUE



EBITDA **S\$97M** 16% YoY
13% margin

EBIT **S\$79M** 22% YoY
11% margin

Bookings **S\$732M** Book-to-bill 1.0

- Revenue growth amid economic headwinds, especially overseas
- Well positioned to support AI and digital resilience
- Healthy bookings with book-to-bill of 1.0
- Strong EBITDA and EBIT growth due to better delivery and cost management

Horizon 1 built our foundation; Horizon 2 will fulfill our vision as the leading pan-APAC tech services firm



- Revenue grew **55% to \$2.8B**
- Team grew from 7,000 to 13,000
- Expanded into **Australia** and **Greater China**
- GTM with 3 unique business groups: **Gov+, Enterprise, Telco+**
- Built up digital arm **NCS NEXT**
- Scaled up **Global Delivery Network (GDN)**
- Invested in **NCS Dojo**, our learning organisation

- Become a **Pan-APAC leader**
- Be a **significant player** in SEA, Australia, Greater China
- Innovate and **lead with AI**
- Trusted to deliver **complex** and **quality work**
- **Inspiring culture** based on our Purpose and Beliefs
- **Strong corporate governance** to support value release

In Horizon 2, we will navigate the new era of AI with 3 game-changing catalysts

1

INTELLIGENCE//TISATION

Drive **AI-led transformation**;
Embed intelligence into business
processes, government workflows,
and human experiences

Sunshine.AI

Suite of **AI tools and accelerators**:
Sunshine.Coder | Sunshine.Operations |
Sunshine.Productivity

AI + Digital Resilience

Cybersecurity | Data backbone | Applications
interplay | Infrastructure robustness |
Operations responsiveness

2

INTERNATIONALISATION

Collaborate across borders;
Enable **regional AI capabilities**
and deployments

Strategic partnerships with global tech players



3

INSPIRATION

Pursue AI to uplift **people**,
build **hyperlocal** technology
and advance **communities**

Advancing hyperlocal AI ecosystem

Key industry partner of AI Singapore's **SEA-LION**
Founding member of the **MERaLiON** Consortium
Contributes to IMDA's **AI Verify Foundation**

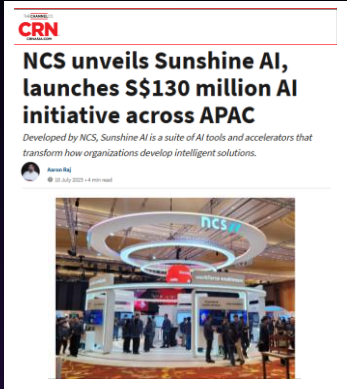
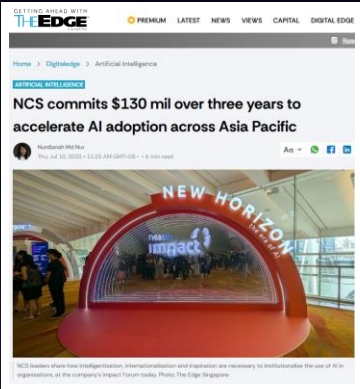
Uplifting an entire workforce

>10,000 AI-enabled
>1,000 professionals certified across major cloud
platforms

NCS to invest S\$130M to drive AI transformation across APAC

\$130M investment will be used in 3 areas:

- 1 Building assets**
Build up AI and Digital Resilience assets and solutions, e.g. Sunshine.AI suite, hyperlocal AI assets and Industry Business Solutions (IBS)
- 2 Investing in our people**
Upskill our workforce to become AI-enabled, AI practitioners and AI experts
- 3 Strategic AI projects with clients**
Co-create with clients across different industries and geographies





make extraordinary happen