



INVESTOR DAY, 14 AUG 2023

Driving digital connectivity

Mr Manjot Singh Mann
CEO, M1



Changing Singapore's way of telecommunications



1

A digital 1st Telco with made-to-measure offerings and enhanced customer experience

2

nd largest mobile operator in Singapore as customer base grew 12.5% year on year

Wins from M1's multi-year digital transformation journey...

Highly-
personalised
services

Monetising 5G
growth

Enterprise
focused

Asset light

We have moved as part of Keppel to being an agile organisation which engages and empowers everyone.

M1's first-of-its-kind digital platform

An innovative and customer-centric service model that improves customer acquisition and lowers the cost to serve

Subscribers migration

- 1,000,000+ subscribers migrated successfully to date

Omnichannel consumer experience

- Stronger customer engagement with all physical and digital touchpoints upgraded
 - Connected system to capture 360-degree of customer
- Data pipelines are automated into a single data lake to improve efficiency



Retail stores



Call centre



My M1+ app



Website

75%

of sales are done
online; enabling retail
footprint reduction

85%

of chat sessions are
handled solely by
ChatBot

63%

of cost savings from
service channels

Empowering industries and consumers with 5G

Driving 5G applications

- Nationwide 5G coverage and 5G SA offshore coverage for Southern Coast of Singapore
- Introduced 5G solution-in-a-box to boost 5G adoption and deployment
- Over 50 5G use cases and partnerships across maritime, energy, utilities and smart estate vehicles

Cloud native digital platform

- Migrating customers to new platform, which allows subscribers to enjoy 5G plans, and cloud services, as well as improves customer acquisition and lowers cost to serve



**Amplify borderless
experience with 5G-
powered metaverse**



**Reimagined national
museums and heritage
institutions**



**5G-powered
telemedicine services
and surveillance systems**

Fast tracking enterprise business through M&As

Key considerations for strategic target acquisitions



Existing customer base

Access to M&A target's customer base across regions to expand reach



Specialised capabilities

Access to M&A target's talent pool would improve internal operations



Ecosystem of M&A targets

Access to M&A target's technical partners to leverage their expertise

Growing enterprise business

Acquisition and regional expansion

Acquisition of AsiaPac and Glocomp extends M1's hybrid multi-cloud competencies, and increases focus on technologies such as 5G, digital and the IoT.

2018

asiapac from M

ICT solutions provider with >33 years of experience

Key strengths:

- Data centre modernisation
- Multi-cloud/ hybrid cloud
- Intelligent edge computing

2021

glocomp from M

Malaysia-based digital solutions provider with >25 years of experience

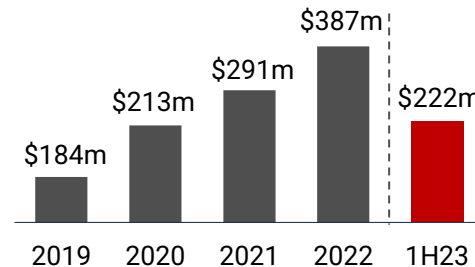
Key strengths:

- Computing & information management
- IP communications
- Security & privacy and automation
- Analytics & AI
- Cloud & technology services

1 Strong synergies with Keppel's Data Centres & Networks Division

- Creating hybrid cloud solutions for enterprise with Keppel Data Centres
- Bundling of enterprise services for co-location data centre clients

2 Strong enterprise revenue growth



25% CAGR from 2019 to 1H23

Enterprise services contributed
37% of 1H23 revenue

Harnessing synergies as **one**Keppel

Synergistic projects

**Winning key
strategic projects
as OneKeppel**

**Cross selling and
support for
consumer business**



Digital workplace transformation
& business process automation



Hybrid multi-cloud enterprise
infrastructure platform



Secured Data Management-as-a-
Service



Enterprise helpdesk managed
services



Multi-access edge computing
with 5G connectivity to deliver
real-time AV experiences



Showcasing group capabilities in
major strategic digital
transformation initiatives



M1 advanced billing and contact
centre services for Keppel Electric



Bundled consumer product
offerings for multiple Keppel
services



We are a cloud native connectivity platform, driving growth through providing best-in-class 5G solutions for consumers and enterprises.

Disclaimer

NOT FOR RELEASE, PUBLICATION OR DISTRIBUTION, IN WHOLE OR IN PART, IN, INTO OR FROM ANY JURISDICTION WHERE TO DO SO WOULD CONSTITUTE A VIOLATION OF THE RELEVANT LAWS OF THAT JURISDICTION. THIS PRESENTATION SHALL NOT CONSTITUTE AN OFFER TO SELL OR A SOLICITATION OF AN OFFER TO SELL, SUBSCRIBE FOR OR BUY SECURITIES IN ANY JURISDICTION, INCLUDING IN THE UNITED STATES.

This presentation is for information purposes only and does not have regard to your specific investment objectives, financial situation or your particular needs. Any information in this presentation is not to be construed as investment or financial advice and does not constitute an invitation, offer or solicitation of any offer to acquire, purchase or subscribe for securities or other financial instruments in Keppel Corporation Limited ("Keppel"). The past performance of Keppel is not indicative of the future performance of Keppel. You should exercise judgment in your own financial decisions. If in doubt, please consult with your professional advisers.

Unless explicitly indicated otherwise, all monetary values denoted as '\$' within this presentation are to be interpreted as referring to Singapore dollars.