



Group Consumer

MARKET TRENDS

The volume and variety of data carried through telcos' networks continue to grow rapidly.

Customers are consuming and co-creating an increasing amount of information, photos and videos on the internet. Emerging trends – such as connected appliances, big data and cloud computing – will fuel demand for data services across both fixed-line and mobile platforms.

Telcos are competing for customers with better coverage, faster internet speeds and improved services. Much investment is necessary to maximise customer experience. Only telcos with sustainable pricing models and differentiated services will be able to continually make these investments.

STRATEGIC PRIORITIES

To capture the growing data demand, Group Consumer is focused on delivering the best customer experience with faster speeds, greater coverage, and innovative and useful products. We are also committed to help our regional mobile associates build necessary data-centric capabilities and create better data products and operating models.

In FY 2015, we invested more than S\$3 billion in network infrastructure and spectrum across Singapore and Australia.

In India, Airtel secured precious wireless spectrum for more than 290 billion Indian Rupees, or more than S\$6 billion. Our associates in other markets have similarly made significant investments in their networks and spectrum.

We will continually review our business models and pricing structures to ensure fair returns for our investments.

OUR ASSETS/ STRENGTHS

As a group, we serve over 550 million mobile customers in Asia, Australia and Africa, encompassing developed and emerging markets. This creates benefits in several ways:

- **Scale benefits:** We enjoy economies of scale in areas such as procurement, technology deployment and marketing, as business partners work with us as a collective group.
- **Shortened learning curve:** As individual companies go through different stages of market development, we gain experiences that could be useful for other companies in the Group. By sharing our knowledge and insights, we help one another shorten the learning curve, navigate common challenges and be more effective against competition.

We have strong positions in our markets.

In Singapore, Singtel is the market leader in mobile and consumer home services, which are delivered over modern networks and with creatively bundled content and price plans.

In Australia, Optus is the second-largest telecommunications group with a strong brand that stands for great customer experience, simple products and a fast, reliable network.

Our regional mobile associates are leading mobile operators in Thailand (AIS), India (Airtel) and Indonesia (Telkomsel), and number two in the Philippines (Globe). Through Airtel, we also have a presence in 17 African countries. Our associates have been actively upgrading their mobile networks and are poised to capture the growth in mobile data services.



Singtel maintained its strong leadership position in the Singapore telco market in FY 2015. It served 4.1 million mobile customers⁽¹⁾, 588,000 fixed-line broadband customers⁽¹⁾ and 423,000 pay TV customers as at 31 March 2015.

We are well-placed to build on our leadership in an evolving and increasingly competitive market where consumers:

- continue to embrace over-the-top (OTT) communications and video services,
- increasingly turn to mobile apps to take care of everyday needs and simplify their lives, and
- demand always-on and seamless connections to the internet wherever they are – at home, at work and on the move.

These behaviours and expectations have driven rapid growth in mobile data services and customers' need for faster internet speeds at home. Our customers have been actively migrating to fibre broadband services and almost three-quarters of them have already made the transition.

Singtel has the fastest and most extensive network in Singapore. According to the Infocomm

Development Authority (IDA) reports, we have the most complete 4G coverage in the country⁽²⁾.

We have a history of pushing the boundaries in telecommunications, and are committed to deliver better network and technologies, innovative products and outstanding customer experiences to our customers.

DELIVERING A BETTER NETWORK

Our market-leading network underpins our products, services and innovations, so we continued to drive infrastructure upgrades to improve the coverage, reliability and speed of our network in FY 2015. Customers expect uninterrupted coverage – whether indoors, outdoors or commuting – and quality performance to enjoy videos, games and other high-bandwidth applications.

In FY 2014, Singtel became the first telco to launch a nationwide dual-band 150Mbps 4G service. We raised the bar again in FY 2015, becoming the first telco in the region to introduce a 300Mbps 4G service. Powered by state-of-the-art Long-Term Evolution (LTE) Advanced technology, our 300Mbps service delivers an unrivalled experience for consumers as they access rich multimedia content and communications on the move.



4.1m

MOBILE
CUSTOMERS⁽¹⁾



588,000

FIXED-LINE
BROADBAND
CUSTOMERS⁽¹⁾



423,000

PAY TV
CUSTOMERS

Notes:

⁽¹⁾ These figures include both enterprise and consumer customers.

⁽²⁾ IDA survey on nationwide 4G outdoor service coverage, Jan - Mar 2015.



CASE STUDY: COMBO PLANS OFFER THE BEST OF 4G AND WIFI

Singtel is always looking for new ways to unlock more value for our customers, which is why we launched our Combo plans in FY 2015. These mobile plans fully integrate our 3G and 4G services with our new high-speed WiFi network, which is being rolled out in high-traffic locations such as shopping malls and underground MRT stations.

Our Combo plans are differentiated from competitors', underpinned by complementary mobile and WiFi networks, to provide substantial capacity in congestion-prone locations. Our Singtel WiFi network also delivers premium performance, offering up to five times the speed of public WiFi services.

Combo plan customers enjoy a seamless mobile experience, as their handsets automatically switch between the Singtel 3G, 4G and WiFi networks without a manual password login. To meet consumers' growing appetite for data, Combo plans include unlimited WiFi for a limited time in addition to their 4G data allowance.

We are expanding our WiFi network, having already deployed over 400 hotspots as at 31 March 2015. The combo plans have attracted more than 400,000 customers and the majority of them are already using the WiFi service.

To enable customers to take advantage of these increasing speeds, we also launched relevant services such as the world's first commercial full-featured Voice over LTE (VoLTE) service, in collaboration with Samsung and Ericsson. With our 4G ClearVoice service, calls are connected up to five times faster than conventional mobile calls. The voice quality is also significantly better, with richer and more accurate sound, and noticeably reduced background noise.

BUILDING THE NETWORK OF THE FUTURE

In-building and hard-to-reach areas, such as Mass Rapid Transit (MRT) tunnels, often present coverage issues for mobile operators. We have enhanced 4G coverage in all underground MRT tunnels and stations to offer customers a seamless surfing experience.

To meet the increased demand for data-heavy applications, we enhanced our mobile data offerings with complementary WiFi data usage on Singtel's premium high-speed WiFi network. Customers who sign up for our new Combo mobile plans receive extra data allowance on our WiFi network, which is five times faster than the speed of public WiFi and is available at crowded locations such as shopping malls and MRT platforms. Singtel WiFi is currently available in 20 MRT platforms and this number will continue to grow in the coming months.

In pursuit of even faster speeds, we have also started our rollout of Tri-band Carrier Aggregation, a technology that combines bandwidth from three of Singtel's spectrum bands to improve download speeds and improve the quality of video streaming.

Finally, we moved a step closer to making 5G a reality, with the promise of advanced applications such as multi-person video calls. As a member of the global Next Generation Mobile Network (NGMN) Alliance, Singtel contributed to the recently published NGMN 5G white paper, which defines operator requirements ahead of 5G's anticipated release in 2020.

We launched a 5G Joint Innovation Programme with Huawei to conduct research into next-generation mobile broadband technologies, and signed a memorandum of understanding with Ericsson to study the future of 5G networks and its applications for both consumers and enterprises.

Singtel and Ericsson are also partnering for Singapore's first WiFi calling trial this year. This technology will allow our customers to make and receive calls via their home or public WiFi networks, effectively extending the coverage of Singtel's mobile services. The solution provides seamless call handover between 4G and WiFi, ensuring customers' calls are uninterrupted.

CREATING INNOVATIVE CUSTOMER EXPERIENCES

We differentiate ourselves from competitors with innovative services and outstanding customer experiences. We upgraded the My Singtel app to allow customers to easily perform functions such as topping up their prepaid cards and paying bills.

Our online virtual agent, "Shirley", was introduced to answer common queries, providing customers with a fast and convenient alternative to calling our hotlines. Since its introduction in November 2014, "Shirley" has replied to more than a quarter million questions from customers, with an accuracy rate of more than 85%.

We launched a new brand promise in January 2015, reiterating our commitment to improve customer experience. As part of this promise, we introduced a series of service improvements. Customers can book their preferred appointment times with Singtel shops via our website and My Singtel app. They can also schedule a call-back at a convenient time from Singtel customer care representatives, eliminating wait times and avoiding missed calls. Customers with service appointments at home or at the office can expect the Singtel installation team to arrive within 30 minutes of their appointment time, the shortest wait time in the market. Delivery options were also enhanced, with convenient 24/7 self-collection points – SingPost POPStations – situated throughout the island.



DEVELOPING NEW-GENERATION MOBILE SERVICES

Singtel continued to introduce new-generation mobile services, ranging from banking to entertainment in FY 2015. We also keep in mind that each customer is different and we must constantly lift our game to meet their diverse needs.

Innovative products such as our Combo plans offer customers WiFi usage in addition to their mobile data bundle. Customers can also customise their own mobile plans with our Easy Mobile plan. They can choose how much talk time, SMS and data allocation they want to purchase from month to month. This gives maximum flexibility and choice to customers.

We ventured further into the area of financial services with new initiatives such as mRemit, a self-serve remittance service that allows customers to use their mobile phones to instantly and securely transfer money to bank accounts in India, Indonesia and the Philippines.

We introduced our award-winning mobile banking and payments app, Dash, in partnership with Standard Chartered Bank. A first-of-its-kind collaboration between a bank and a telco, Dash integrates mobile banking, payments and shopping into one convenient app.

ENTERTAINING OUR CUSTOMERS

Our pay TV service, Singtel TV, plays a vital role in our consumer strategy, complementing our suite of communications and entertainment services for mobile devices, TVs and computers.

We boosted our suite of TV content with more than 20 new channels from partners such as Turner International, TransTV and NBCUniversal, including CNBC, CNN International, Cartoon Network and E! Entertainment. We also added a range of ethnic channels to cater to different races and ethnic communities. Singtel TV is now host to the largest number of high-definition channels in Singapore.

We entrenched our reputation as the “home of sports”, as the main broadcaster of the Barclays Premier League and key sporting events such as the 2014 FIFA World Cup, Commonwealth Games, Youth Olympics and Asian Games. All events except the World Cup were made available for free viewing to all Singtel TV customers.

Customers of our World Cup package were able to catch all the games from wherever they were via the Singtel TV GO mobile app. Football fans could watch the matches for free at community centres around the island, and had access to four key matches via the Singtel TV GO mobile app at no charge.

To further improve customers’ sports-viewing experience, we continue to trial new technologies such as LTE Broadcast. It will enable us to cost-effectively stream sporting events and other live TV to customers’ mobile devices. Our first LTE Broadcast trial was conducted at the 28th Southeast Asian Games in June 2015.



Optus 10

PROVIDES
BROADCAST,
VOICE AND DATA
CONNECTIVITY
TO RURAL AND
REMOTE PARTS
OF AUSTRALIA



MapBlaster

OFFERS
COVERAGE
MAPS, NETWORK
EXPERIENCE
DETAILS AND
UPDATES ABOUT
LIVE OR PLANNED
OUTAGES



86%

OPTUS 4G
NETWORK
COVERS 86%
OF AUSTRALIAN
POPULATION

Optus' three-year business transformation yielded encouraging results during the financial year. In Australia, data usage is accelerating and outpacing that of voice and SMS services. Optus has embraced this trend by making important changes to its operations and investments over the past three years.

We were therefore well-positioned to benefit from the growth in data consumption, which has come with the widespread adoption of smartphones, video streaming and other OTT services. This trend will gather pace as Australians continue to adopt new internet-based entertainment services.

We are delivering on our "Yes" brand promise to consumers, by offering a great customer experience, simple products and services, and a fast, reliable network.

EXPANDING OUR NETWORK

As Australia's second-largest telecommunications group, Optus knows that providing a great customer experience starts with a great network. This year we continued to expand our mobile, fixed-line and satellite services.

We accelerated the rollout of our multi-band 4G network, expanding coverage to 86% of Australia's population, as at 30 April 2015.

During the year, we gained access to the LTE 2600MHz and 700MHz spectrum that we purchased from the Australian Federal Government in the previous year.

With the low-frequency 700MHz band, we expanded our mobile network to more places throughout

the vast Australian continent, bringing Optus 4G coverage to many more customers.

The extra high-frequency 2600MHz spectrum enabled us to expand our coverage in regional and selected metropolitan areas.

To show customers exactly how our mobile network is expanding, Optus launched MapBlaster. This online tool offers coverage maps, network experience details, and updates about live or planned outages. Customers can check coverage at their house or any travel destination within Australia. They can see when 4G is coming to their community and what devices are compatible with our 4G network.

We also launched Optus 10 in September 2014, expanding our satellite fleet to six. Optus is the only Australian company to own and operate a satellite fleet. Optus 10 provides backhaul and connection services for regional and remote sites across the Optus mobile network. This enables Optus to further leverage its telecommunications infrastructure, providing broadcast, voice and data connectivity for consumers and enterprise customers in rural and remote parts of Australia.

We intensified our efforts in the fixed-line broadband market. Optus reached an agreement with nbn to transfer ownership of our Hybrid Fibre Coaxial (HFC) network to the operator of the National Broadband Network (NBN).

This will help accelerate the rollout of Australia's NBN, which potentially opens up the Australian fixed-line broadband sector to greater competition, more choice for consumers and opportunities for Optus to gain market share.



To this end, we fast-tracked our NBN customer acquisition strategy by increasing our direct and local marketing in key communities, and providing retail staff with additional training on the NBN to assist customers with the connection process.

IMPROVING CUSTOMER EXPERIENCE

Optus launched a number of other initiatives to improve the customer experience in our brick-and-mortar

stores, digital channels and from our contact centres. In 2013, we began reshaping our retail strategy, rebranding the shopfronts and remodelling them with an innovative design. As a result, our stores are more open and boast friendly spaces where customers can interact easily with products and service staff. The new design is popular with customers and won a gold for the best store design in Australia and New Zealand at the 2014 awards run by POPAI, the global association for retail marketing.



CASE STUDY: UNLIMITED BROADBAND BUNDLES

Optus' goal is to "own the home" as an integrated telecommunications and entertainment provider. It is positioning itself to gain share in the highly competitive fixed-line market through localised marketing and value-driven broadband bundles that give consumers the freedom to choose plans that suit their lifestyles.

In FY 2015, we lifted our market share in Australia's fixed-line broadband market by:

- making disruptive offers that deliver great value to consumers, and
- transforming into a multimedia business through partnerships with premium entertainment brands such as Netflix.

New video-streaming services and other OTT services are transforming consumers' broadband needs. In December 2014, we announced a tactical discount on our unlimited cable plans. Due to strong demand, we extended this offer to all our unlimited data plans in February 2015.

Our unlimited plans offer a range of bundled services, including domestic and international call inclusions or entertainment packs such as Optus TV with Fetch. The plans are designed to give customers the freedom to use as much data as they want, however they want to use it, whether they are watching video, downloading large files or staying connected with family and friends.



Having redesigned the Optus website in 2013, we shifted our focus to trial a "chat to voice" feature that allows customers on web chat to easily call an operator. Customers responded very positively to this trial.

We further improved the My Optus App and My Account web portal to help customers better manage their plans and control their expenses. The My Optus App allows mobile customers to keep track of their calls and data, manage features such as international roaming and get help with Live Chat.

Optus continued to invest in technology and contact centre capabilities to achieve our goal of ensuring every interaction with a customer is tailored to their expectations and needs. We carefully track our Net Promoter Score (NPS) in our efforts to provide an outstanding customer experience. Optus continues to have the best NPS score of any tier

one Australian telco. It ended the year with an NPS of +4.

SIMPLIFYING PRODUCTS AND SERVICES

We continued to simplify our products and services, delivering better value and greater certainty for customers.

Two years ago, Optus introduced My Plan to help protect customers from bill shock by providing automatic and affordable top-ups instead of charging high fees for excess data and voice usage. In June 2014, we took that a step further by allowing data sharing through our new My Plan Plus service.

My Plan Plus allows customers to share their mobile phones' included data, with up to five other mobile broadband devices, such as a SIM-ready tablet, pocket WiFi or USB modem. Customers no longer have to chase WiFi hotspots or use battery-draining tethering on their smartphones.



Optus expands awareness of its "Live More Yes" brand campaign

We are the only Australian telco that charges once for data sharing. Our customers pay an affordable set-up fee for each device – there are no additional ongoing charges. They also have peace of mind knowing that if they exceed their data allowance, the automatic top-up costs just A\$10 per 1GB.

We also simplified our prepaid plans, so customers only pay for the days they use. Optus responded to customers who wanted longer credit expiry and the option to roll over any unused credits before the expiry date, without having to top-up additional credits. We offer two plans, My Prepaid Daily and My Prepaid Daily Plus, to suit different usage needs.

To make it easy for our customers to replace damaged, lost or stolen mobile devices, we introduced My Cover. This simple insurance plan covers any mobile phone or tablet sold by Optus, including accessories.

We doubled our efforts to increase our fixed-line broadband market share. We added a new unlimited data plan, the Big Home Bundle, and introduced lower promotional prices for our unlimited data bundles to meet consumers' growing appetite for services delivered over the internet. Customers also have the freedom to bundle their internet connection

with a range of telephony and entertainment services that suit their lifestyle.

Broadband data usage is being fuelled by OTT services such as video streaming. We have partnered with Fetch TV to provide internet-based subscription television to our customers for nearly four years. In March 2015, we added Netflix to our portfolio, offering three and six-month subscriptions for new prepaid, broadband and postpaid customers.

Optus is paving the way for an entertainment revolution by giving customers the freedom to view as much entertainment as they want.

DELIVERING ON OUR "YES" COMMITMENT

We renewed our focus on marketing in the financial year, ensuring a year-round presence in the market with the Optus "Live More Yes" campaign. The campaign underpinned all of our on-air, outdoor, direct marketing and online marketing efforts, creating a distinct brand awareness across Australia.

Importantly, our upgraded network, customer experience initiatives and simplified products and services are ensuring Optus is delivering on its brand commitment to "Yes".



Group Consumer **Regional Mobile** **Associates**



The digital revolution is bringing tremendous opportunities for our regional mobile associates as millions of customers embrace mobile data and the convenience modern internet brings.

In our markets of India, Indonesia, Thailand and the Philippines, many customers are experiencing the internet for the first time through their mobile devices. Fixed broadband infrastructure is either unavailable or prohibitively expensive. Mobile data technology meets an urgent and untapped market. Telcos are rolling out advanced mobile data networks, while handset manufacturers are also shipping an increased variety of smartphones at affordable prices.

More than a third of our customers in the emerging markets now use mobile data services. Indonesia is now one of the social media capitals of the world going by the nation's prolific use of Twitter and Facebook, while Manila has been identified by Time magazine as the city where the most "selfies" are taken globally. All of our associates experienced double-digit growth in mobile data revenue last year.

With only one in three people owning smartphones – compared to as high as 72% in Singapore and Australia – demand for mobile data services is expected to climb further.

Our associates are investing heavily in mobile infrastructure to expand their networks to meet the rising demand for mobile data. They are also collaborating with popular application and content providers to create useful and affordable data bundles to entice first-time users to try out mobile data services.

As a long-term strategic investor, we work closely with our associates to proactively plan for responses to industry trends and market challenges. As a collective group,

we generously share our experiences and expertise to help each member in their home market.

INVESTING TO BUILD TOMORROW'S NETWORKS

As the demand for data services increases, our associates are expanding their 3G and 4G, or LTE, network capabilities.

Collectively, our regional mobile associates invested S\$13 billion in capital expenditure in FY 2014 and FY 2015. A significant portion of these funds were spent on building mobile data networks. The associates will be investing S\$9 billion in capital expenditure collectively in FY 2016.



CASE STUDY: SINGTEL GROUP-SAMSUNG REGIONAL MOBILE APP CHALLENGE

The Singtel Group-Samsung Regional Mobile App Challenge is a great example of how we harness the Group's reach to work with start-ups, and bring innovative mobile apps to our 550 million mobile customers around the region.

Through a Group regional partnership with Samsung, Singtel, Optus and our regional mobile associates, candidates with innovative mobile apps were shortlisted through a series of local competitions. Winners then competed at the regional challenge in November 2014.

We have since been working with the winners to launch their apps. The winning apps help customers in various domains from documenting their precious memories to sharing files with people around them. In April 2015, India's Catch It, Indonesia's Jepret Story and Singapore's Fiuzu were made available to our associates' customers using the new Samsung Galaxy S6. The apps will be rolled out to other Samsung devices in an effort to boost smartphone penetration and mobile apps in our markets.





Winners pitch their products at the Singtel Group-Samsung Regional Mobile App Challenge



Singapore's Minister of Communications and Information, Dr Yaacob Ibrahim, Singtel's management and other invited guests present prizes to the regional winner, Wattcost

CEOs of the Singtel Group comprising AIS, Airtel, Globe Telecom, Optus, Singtel and Telkomsel together with the finalists of the Singtel Group-Samsung Regional Mobile App Challenge



In Thailand, AIS has the highest number of 3G customers and its network covered 97% of the population as at 31 March 2015. Currently, 93% of its customers are on the 3G network. AIS is also leveraging fibre optics built for its 3G network to offer fixed broadband services. It intends to drive increased penetration of home broadband services.

India offers great growth opportunities with its relatively low mobile data adoption, particularly in rural areas. Our associate, Airtel, already holds 3G and 4G spectrum in most of the mobile service areas in the country. It was the first to offer 4G in India, and its high-speed network is now available in 19 cities.

In March 2015, the company acquired additional 111.6MHz mobile spectrum for 291.3 billion Indian Rupees, which gives it a 20-year leading platform to provide mobile data to its customers.

Across the African continent, softening global oil and commodity prices, as well as weakness in key trading partners, moderated its economic growth in FY 2015. Nevertheless, Airtel Africa's mobile data customer base grew by 36% to 30.4 million, accounting for 40% of its total customer base as at 31 March 2015. The telco has 3G licences in all 17 countries it operates in. It has expanded its 3G network footprint, with 3G sites

accounting for 53% of its total sites of 18,819, a marked increase from 39% a year ago. Airtel signed four agreements to divest telco tower assets across 13 countries in Africa. The divestments will drive industry-wide cost efficiencies by promoting infrastructure sharing and further accelerate the growth of telco services in the African continent.

The Philippines was Asia's second-fastest growing economy in 2014. Household incomes and consumer spending continue to rise. As with other developing markets in Asia, the country's consumers are quickly adopting the digital way of life. Our associate, Globe, is well positioned to benefit from data

Group Consumer Regional Mobile Associates

growth with the completion of its network transformation programme in FY 2014.

Globe offers nationwide 3G coverage and was the first operator to commercially launch 4G in the Philippines. It is further improving its network performance in FY 2015 by deploying single self-organising network technology. This technology intelligently manages complex networks and redirects traffic to achieve optimum coverage, capacity and quality, delivering a more consistent customer experience.

In Indonesia, smartphone penetration and data adoption have overtaken customer growth as key market drivers. With increased competition from new and existing players, Telkomsel is differentiating itself through new digital services, better customer experience and continuous network expansion. In December 2014, Telkomsel became the first mobile operator to launch LTE in Jakarta and Bali. As at 31 March 2015, it had also installed more than 42,000 3G mobile base stations across the country, representing 47% of its base stations, and achieved population coverage of about 60% for its 3G network.

PROMOTING THE GROWTH OF MOBILE DATA

Smartphone and mobile data adoption are still in the early stages of growth in many of our associates' markets. There are many first-time users who need reassurance and guidance to use smartphones and mobile data. Singtel and its associates have introduced innovative products and services and simple price plans to enable customers to fully experience the digital world.

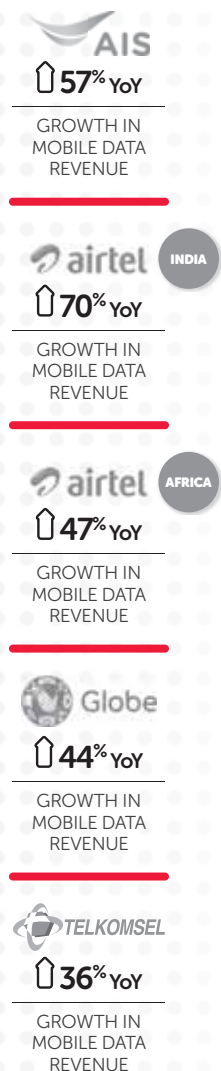
In January 2015, Singtel established HOOQ, a premium OTT video service that allows customers to watch their favourite Hollywood and Asian

movie and TV series on any device, anytime, anywhere. Our associates' customers enjoy priority access and affordable plans that bundle HOOQ with the operators' mobile and fixed-line broadband services. HOOQ was launched in the Philippines in March 2015, Thailand in May 2015 and India in June 2015. More information on HOOQ is available on page 40.

In Thailand, AIS' suite of TV apps, comprising AIS Live TV, AIS Movie Store and AIS on Air, have gained momentum. AIS Live TV, which allows customers to watch cable and satellite TV on their mobile devices, has been downloaded more than three million times since it hit the market. More than 2.7 million movies and TV shows were downloaded from the AIS Movie Store. Customers also enjoyed all 64 matches of the 2014 FIFA World Cup on AIS on Air, a mobile app that enables customers to watch live TV, highlights and news.

In November 2014, Airtel India launched One Touch Internet, a web portal that helps millions of first-time users in India access the internet. Available on prepaid mobile plans, customers can try out a range of popular services such as social networking, videos, online shopping and travel bookings, through tutorial videos and trial packs. Since its release, One Touch Internet has received about 53 million page views.

Airtel Africa launched the first affordable, customised smartphone across Africa with Qualcomm for US\$53 in February 2015. The device has a user-friendly interface and layout, and provides customers in 17 countries quick and simple access to the internet. Airtel hopes to encourage existing and new customers using traditional feature phones to migrate to smartphones and accelerate data adoption in Africa.





"Singtel, Optus and our associates are stronger as part of the Singtel Group. All members share insights and initiatives that speed up the time to market for new products and services. This helps each member compete more effectively in the respective markets."

Globe rewrote the rule book with a landmark partnership with Facebook in October 2013. Globe gave its customers free unlimited access to the social media site and app for six months. The promotions helped first-time users overcome anxieties with using paid browsing services and weaned them off WiFi. With overwhelming demand from its customers, Globe relaunched its Facebook promotion in October 2014, which was extended to May 2015. The various digital initiatives undertaken by Globe resulted in double digit growth in its mobile data revenue in 2014.

Indonesia's Telkomsel Android smartphone programme, or TAU, encourages feature phone users to make the switch to smartphones. Launched in December 2014, the programme bundles low-cost Android smartphones, data and unlimited usage of popular messaging services at an affordable rate. Existing and new smartphone users can also activate the bundle immediately on their

phone. Telkomsel is working with 17 device manufacturers to expand the programme.

FOSTERING CLOSER COLLABORATION

Singtel, Optus and our associates are stronger as part of the Singtel Group. All members share insights and initiatives that speed up the time to market for new products and services. This helps each member compete more effectively in their respective markets.

Through the regional Centres of Excellence set up in FY 2014, our associates have acquired new capabilities, resulting in better network quality and a greater range of apps and smartphones. We also shared lessons on how to create and promote sustainable pricing levels for data plans for customers.

We introduced new technologies and capabilities to help our associates enhance and optimise their network and gain more accurate insights

into their customers' network experience. This has enabled them to serve their customers more effectively.

We held our first Singtel Group-Samsung Regional Mobile App Challenge to seek innovative start-ups and developers in the region and bring their apps to life. We also worked with device partners, such as Samsung and India's LAVA, to introduce a wider range of entry-level and affordable smartphones to the market.

Globe's GoSAKTO and Optus' My Plan inspired our associates to roll out similar plans in their markets. These personalised plans give customers the freedom to select the ideal combination of voice, data and SMS that suit their lifestyle needs.