



**20
25** | **COMPANY
OF THE YEAR**
Driving impact across the customer value chain

*RECOGNIZED FOR BEST PRACTICES IN THE
APAC 5G ENTERPRISE INDUSTRY*

F R O S T & S U L L I V A N

Table of Contents

Best Practices Criteria for World-class Performance	3
Addressing Unmet Needs	3
Visionary Scenarios Through Megatrends	4
Leadership Focus	5
Customer Purchase and Ownership Experience	6
Brand Equity	6
Conclusion	7
What You Need to Know about the Company of the Year Recognition	8
Best Practices Recognition Analysis	8
Visionary Innovation & Performance	8
Customer Impact	8
Best Practices Recognition Analytics Methodology	9
Inspire the World to Support True Leaders	9
About Frost & Sullivan	10
The Growth Pipeline Generator™	10
The Innovation Generator™	10

Best Practices Criteria for World-class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each recognition category before determining the final recognition recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Singtel excels in many of the criteria in the APAC 5G enterprise space.

RECOGNITION CRITERIA	
Visionary Innovation & Performance	Customer Impact
Addressing Unmet Needs	Price/Performance Value
Visionary Scenarios Through Megatrends	Customer Purchase Experience
Leadership Focus	Customer Ownership Experience
Best Practices Implementation	Customer Service Experience
Financial Performance	Brand Equity

Addressing Unmet Needs

Singtel Group, headquartered in Singapore, is Asia's leading communications technology group with a presence spanning Asia, Australia and Africa. It provides a portfolio of services including next-generation connectivity, digital infrastructure and digital services) to customers comprising the consumer, enterprise, and government segments. Singtel’s enterprise footprint spans 362 cities with 428 points of presence.

“The current stage of development has made Singtel’s patented Paragon platform, with its cloud orchestration and edge computing capabilities, increasingly indispensable for enterprises. This is because it enables the seamless deployment of cloud-native applications and services across industries.”

– Mei Lee Quah
Senior Director, ICT Research

Together with a portfolio of services that includes Information and Communications Technology (ICT) services with NCS Group and data centers with Nxera, Singtel Group enables enterprises to scale across APAC, with consistent service quality powered by its regional scale and local expertise.

Its 5G enterprise service offerings meet several previously unmet needs in Singapore, both for enterprises navigating digital transformation and seeking greater operational efficiency, and government agencies seeking to improve public services and enhance national security. The company’s 5G technology is a critical enabler of enterprise

innovation because it unlocks capabilities that bandwidth, latency, and network flexibility previously limited. It enables real-time data processing close to the source, relieves network congestion during high-demand scenarios, and enables enterprises to remain competitive while investing in emerging technology for more advanced capabilities. Singtel’s Paragon platform has enabled the enterprise segment to

overcome legacy challenges. Offering seamless connectivity at scale, the platform integrates 5G with edge computing and cloud orchestration and enables real-time decision-making close to the source. This provides valuable support for industries such as manufacturing and healthcare in deploying AI-driven automation and analytics.

Singtel in Singapore consistently ranks high in download/upload speeds and latency, making it ideal for real-time applications, such as gaming, video conferencing, and industrial automation. The task of providing uninterrupted service at large-scale events for consumers, which had remained insurmountable for many years, has been successfully achieved. Unlike its competitors that rely on shared 5G networks, Singtel invests heavily in its own nationwide 5G standalone network with the goal of helping enterprises deliver cost-efficient innovation with more data and better performance.

Visionary Scenarios Through Megatrends

Singtel has put its 5G enterprise service offerings into action across industries and use cases in Singapore, leveraging megatrends (e.g., artificial intelligence [AI], automation, internet of things [IoT], and immersive experiences) to accelerate enterprise transformational growth. Many of these use cases have delivered headliners for Singtel, its ecosystem partners and Singapore. For example, the recent partnership with Tencent Game in September 2025 has attracted attention for how it has enabled an industry shift in cloud gaming that was long in coming. As industry digital transformation and cloud migration continue, an increasing number of companies are shifting to cloud-native architectures and digital-first operations. Frost & Sullivan observes that 2025 has become the year in which the commercialization of 5G technology is increasingly translating into tangible impact, convincing even more enterprises to undergo transformation. The long anticipated radical changes triggered by incorporation of 5G technology are slowly but surely becoming reality and demonstrating the value of 5G to industry.

It is within this context that Singtel's patented Paragon platform, with its cloud orchestration and edge computing capabilities, is working hard to support enterprises with seamless deployments of cloud-native applications and services across industries. With smart infrastructure and an edge cloud, latency is reduced, and scalability is improved, especially for smart city applications, traffic management, and energy optimization.

Riding on the rising adoption of AI within enterprises for predictive analytics, automation, and decision-making, Singtel's enhanced 5G+ network, combined with its Paragon platform and leveraging the newly introduced 700 MHz spectrum, enables the low latency and edge computing necessary for real-time AI applications, such as autonomous systems, smart factories, and smart retail. Superior indoor coverage with the new 700 MHz spectrum is a useful addition that can drive improved reliability.

Furthermore, the company's 5G+ Priority service uses network slicing to dynamically distribute resources according to the needs of individual users, ensuring uninterrupted, high-speed, and prioritized connectivity for critical applications like video conferencing and real-time data processing. The predetermined requirements for latency and reliability are delivered by allocating 2x or 4x Radio Resource to traffic on its 5G mobile network per user. Singtel's robust 5G infrastructure supports IoT deployments and reliability, ideal for smart cities, logistics, and industrial automation. Its 5G+ Enterprise Velocity plans

support IoT deployments in smart factories and logistics hubs with enhanced indoor coverage using 700 MHz spectrum to enable real-time monitoring, predictive maintenance, and autonomous operations.

Just like how the addition of 700 MHz spectrum can reinforce and improve the robustness of solutions, Singtel's Security-as-a-slice capability that underpins its Enterprise Mobile Protect offers added protection even for customers who do not have security apps (such as antivirus) installed on their devices and while customers are roaming. This capability can extend to IoT devices regardless of the platforms or operating systems they run on.

With increasing technological advancements, immersive and hyper-personalization technology are expected to feature in the next few years as market demand shifts to place more emphasis on immersive, high-quality digital experiences and tailored digital experiences. Through network slicing, Singtel is positioned to offer differentiated connectivity for specific applications, ensuring optimal performance for mission-critical tasks.

The company demonstrated this capability during the New Year Countdown and National Day Parade, where slices were reserved for public safety, crowd control, and video streaming, effectively overcoming congestion and ensuring smooth, buffer-free experiences even during peak usage caused by thousands of spectators simultaneously streaming live content. Singtel's 5G+ mobile network enhances 4K streaming, AR/VR, and interactive media experiences with low latency, making it ideal for entertainment, education, and retail sectors.

Singtel has established multiple market deployments across various enterprise verticals, showcasing the versatility and impact of its 5G capabilities. Within healthcare specifically, Singtel's 5G and network slicing services support AR/MR devices and mobile robots for remote diagnostics and telemedicine. This development enhances healthcare delivery in underserved areas by enabling high-quality video consultations and remote equipment control. Besides healthcare, Singtel also provides 5G+ connectivity to transform a port in Singapore into a fully automated and highly efficient container terminal.

Leadership Focus

Singtel's 5G leadership in the telecoms industry includes achieving nationwide 5G mobile network coverage ahead of committed regulatory targets, leveraging emerging technology to facilitate enterprise transformation, and developing integrated digital services. Setting the scene for earlier trials and proof of concepts with a sandbox effectively brought forward the timeline for use case commercialization and its corresponding positive outcomes, e.g., improvements in efficiency and profitability for customers. In 2025, Singtel further enhanced 5G mobile network coverage with the deployment of 700 MHz spectrum as a value add to customers that is also an advantage over competitors that rely on the 3.5GHz and 2.1 GHz bands.

Its Singtel28 strategy delivers sustained value through enhanced business performance, digital growth, and sustainable practices. With nationwide 5G coverage, Singtel has positioned Singapore as a sandbox for global innovation, attracting leading global enterprises to develop and transform their businesses, which will fuel growth for its enterprise segment business. Its Paragon platform is supported by a carefully curated ecosystem powered through partnerships that help to position Singtel as a technology partner.

Collaborations with industry players, application developers, and solution providers help develop industry-specific 5G use case solutions that are fit for purpose.

Customer Purchase and Ownership Experience

Singtel's Singtel28 growth plan emphasizes empowering enterprises through 5G, AI, and cloud services to enhance customer experience and achieve sustained value creation. The company invested heavily in 5G infrastructure, digital services, and innovation to maintain its leadership in the enterprise segment. Going beyond connectivity, its 5G enterprise service offerings deliver substantial value to customers, especially those seeking performance, innovation, customization, and reliability. Singtel believes customer experience is not just about speed, but also encompasses intelligent service delivery, proactive support, and operational simplicity. The company strives to provide best-in-class value to customers across multiple dimensions.

Its 5G+ Priority service offers speeds up to 4X faster than standard connections, with enhanced indoor coverage via the 700 MHz spectrum. This ensures consistent, high-quality connectivity even in complex

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environments like high-rise buildings, underground facilities, and large-scale events, which translates to fewer dropped connections and better service continuity for enterprise users. 5G+ Priority ensures that essential apps such as Microsoft Teams and Zoom are prioritized, receiving guaranteed bandwidth, minimizing lag and downtime, which is valuable for hybrid workforces and mobile teams that rely on real-time collaboration and mobile communication. Together with its Paragon platform, which empowers enterprises to launch AI, IoT, and immersive applications with less complexity and

minimal friction, and the Empower portal, which enables service management, including self-activation of services, fleet management tools with expense control, inventory monitoring, and performance observability through real-time dashboards, enterprises are adequately enabled to focus on their tasks at hand.

Brand Equity

Singtel is consistently ranked among the world's strongest and most valuable telecoms brands, with its strength index placing it in the top 10 globally in 2025. Within the telecoms industry, its brand is recognized for its commitment to digital innovation, leadership in 5G technology, investments in digital infrastructure, high brand familiarity and recall, and commitment to customer experience and value.

Its brand equity continues to grow over the years, as seen through the consistent achievement of its AAA brand rating from Brand Finance and its brand value reaching US\$4.1 billion in 2025. The consolidation of its consumer and enterprise segments into a single operating entity helped to streamline its brand and enhance brand clarity. Its branding emphasizes value for money, consistent customer experience, and cutting-edge 5G capabilities, which resonate well with enterprise customers seeking reliability and future-proof solutions. Innovation-led messaging appeals to tech-forward industries. The company's messaging around “best-in-class digital experiences” and “empowering transformation” appeals to decision-makers

in industries undergoing digital disruption. Its proven 5G leadership differentiates Singtel from regional competitors.

Conclusion

Driving strong value across multiple dimensions in the telecoms industry in APAC, Singtel has proven its worth to consumers who appreciate the seamless customer experience it provides and to enterprises navigating digital transformation and seeking performance, innovation, customization, and reliability. Becoming indispensable to enterprises at the start of the 5G technology commercialization journey signals great things to come for Singapore and APAC, with Singtel leading the way.

With its strong overall performance, Singtel earns Frost & Sullivan's 2025 APAC Company of the Year Recognition in the 5G enterprise industry.

What You Need to Know about the Company of the Year Recognition

Frost & Sullivan's Company of the Year Recognition is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Recognition Analysis

For the Company of the Year Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Visionary Innovation & Performance

Addressing Unmet Needs: Customers' unmet or under-served needs are unearthed and addressed to create growth opportunities across the entire value chain

Visionary Scenarios Through Megatrends: Long-range scenarios are incorporated into the innovation strategy by leveraging mega trends and cutting-edge technologies, thereby accelerating the transformational growth journey

Leadership Focus: The company focuses on building a leadership position in core markets to create stiff barriers to entry for new competitors and enhance its future growth potential

Best Practices Implementation: Best-in-class implementation is characterized by processes, tools, or activities that generate consistent, repeatable, and scalable success

Financial Performance: Strong overall business performance is achieved by striking the optimal balance between investing in revenue growth and maximizing operating margin

Customer Impact

Price/Performance Value: Products or services offer the best ROI and superior value compared to similar market offerings

Customer Purchase Experience: Purchase experience with minimal friction and high transparency assures customers that they are buying the optimal solution to address both their needs and constraints

Customer Ownership Excellence: Products and solutions evolve continuously in sync with the customers' own growth journeys, engendering pride of ownership and enhanced customer experience

Customer Service Experience: Customer service is readily accessible and stress-free, and delivered with high quality, high availability, and fast response time

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty, which is regularly measured and confirmed through a high Net Promoter Score®

Best Practices Recognition Analytics Methodology

Inspire the World to Support True Leaders

This long-term process spans 12 months, beginning with the prioritization of the sector. It involves a rigorous approach that includes comprehensive scanning and analytics to identify key best practice trends. A dedicated team of analysts, advisors, coaches, and experts collaborates closely, ensuring thorough review and input. The goal is to maximize the company's long-term value by leveraging unique perspectives to support each Best Practice Recognition and identify meaningful transformation and impact.

VALUE IMPACT			
STEP		WHAT	WHY
1	Opportunity Universe	Identify Sectors with the Greatest Impact on the Global Economy	Value to Economic Development
2	Transformational Model	Analyze Strategic Imperatives That Drive Transformation	Understand and Create a Winning Strategy
3	Ecosystem	Map Critical Value Chains	Comprehensive Community that Shapes the Sector
4	Growth Generator	Data Foundation That Provides Decision Support System	Spark Opportunities and Accelerate Decision-making
5	Growth Opportunities	Identify Opportunities Generated by Companies	Drive the Transformation of the Industry
6	Frost Radar	Benchmark Companies on Future Growth Potential	Identify Most Powerful Companies to Action
7	Best Practices	Identify Companies Achieving Best Practices in All Critical Perspectives	Inspire the World
8	Companies to Action	Tell Your Story to the World (BICEP*)	Ecosystem Community Supporting Future Success

*Board of Directors, Investors, Customers, Employees, Partners

About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at <http://www.frost.com>.

The Growth Pipeline Generator™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™.

[Learn more.](#)

Key Impacts:

- **Growth Pipeline:** Continuous Flow of Growth Opportunities
- **Growth Strategies:** Proven Best Practices
- **Innovation Culture:** Optimized Customer Experience
- **ROI & Margin:** Implementation Excellence
- **Transformational Growth:** Industry Leadership



The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- **Megatrend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**

