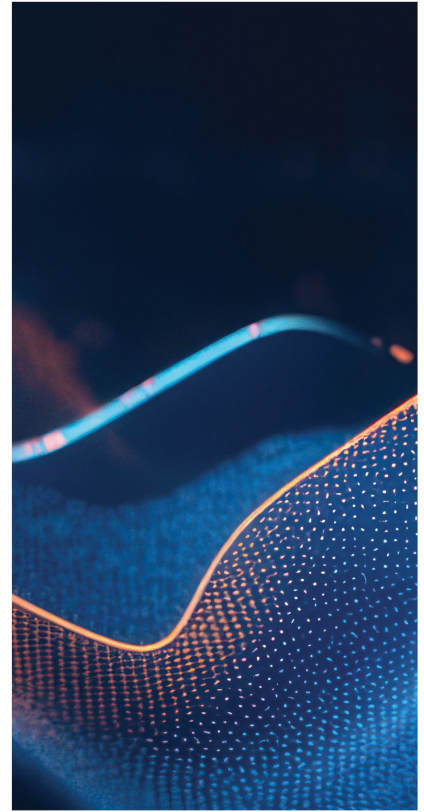
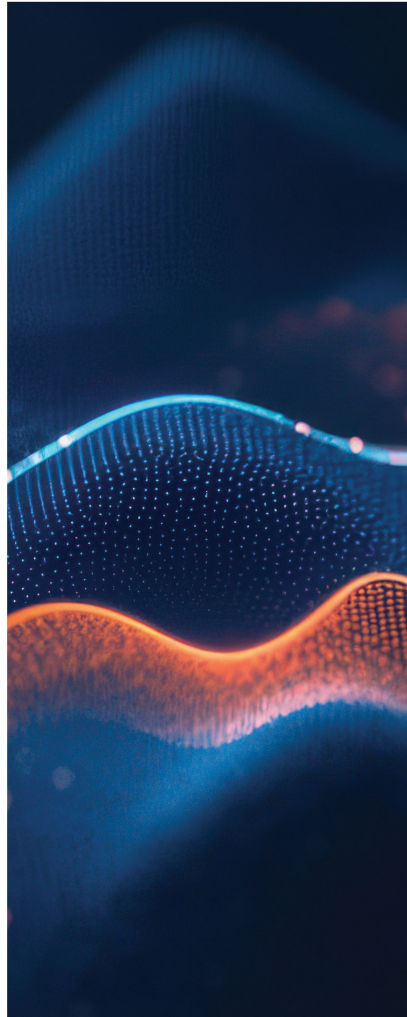


FROST & SULLIVAN
BEST PRACTICES



2026

SINGAPORE NETWORK
TRANSFORMATION

**CUSTOMER VALUE
LEADERSHIP**



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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 network transformation space.

RECOGNITION CRITERIA	
<i>Business Impact</i>	<i>Customer Impact</i>
Financial Performance	Price/Performance Value
Customer Acquisition	Customer Purchase Experience
Operational Efficiency	Customer Ownership Experience
Growth Potential	Customer Service Experience
Human Capital	Brand Equity

The Transformation of the Network Transformation Industry

Singtel's Network Transformation Initiatives

Singtel is a leading Asia-based communications technology group providing connectivity, cloud, cybersecurity, and digital infrastructure services to over 800 million customers worldwide.

Through its Network Transformation strategy, Singtel delivers AI-enabled, cloud-centric solutions such as Singtel CUBΣ (CUBE), a unified network-as-a-service platform that integrates connectivity, security, and automation. This enables enterprises like Nestlé to modernize legacy networks, achieve real-time visibility, improve resilience, and scale AI-driven operations efficiently across global environments.

Intelligent Operations Orchestration Excellence

Singtel has delivered exceptional operational efficiency for Nestlé by transforming its global network infrastructure through the CUBΣ platform, a unified, cloud-native orchestration environment that integrates multiple network technologies, including multi-protocol label switching, private 5G, broadband, and satellite connectivity. This consolidation enables a single-pane-of-glass approach to monitoring, security management, and traffic control, significantly reducing operational complexity across Nestlé's extensive footprint of over 1,700 sites and 350 factories worldwide.

By embedding AI-driven observability and automation into the network core, Singtel enables real-time performance insights and proactive fault detection, allowing potential issues to be identified and resolved

before they impact business operations. This results in reduced downtime, improved factory uptime, and consistent service delivery across even the most remote or challenging environments.

Furthermore, centralized orchestration minimizes manual intervention, optimizes resource allocation, and enhances workforce productivity by allowing IT teams to focus on higher-value strategic tasks rather than routine maintenance. The seamless integration of network, security, and analytics functions ensures that data flows efficiently across procurement, manufacturing, and distribution processes, directly supporting operational continuity and business agility. Through this advanced level of automation and unified control, Singtel not only improves day-to-day efficiency but also creates a scalable foundation for future enterprise expansion and digital innovation.

Adaptive Value Optimization Leadership

Singtel delivers compelling price/performance value to Nestlé by leveraging the CUBΣ NaaS model, which fundamentally transforms how enterprises consume and manage network capabilities. Instead of relying on traditional capital-intensive infrastructure, Nestlé benefits from a flexible, usage-based pricing model

“Singtel delivers compelling price/performance value to Nestlé by leveraging the CUBΣ NaaS model, which fundamentally transforms how enterprises consume and manage network capabilities. Instead of relying on traditional capital-intensive infrastructure, Nestlé benefits from a flexible, usage-based pricing model that aligns costs directly with business demand. This approach significantly reduces upfront capital expenditure while enabling dynamic service scaling as operational needs evolve.”

– Kenny Yeo
Director

that aligns costs directly with business demand. This approach significantly reduces upfront capital expenditure while enabling dynamic service scaling as operational needs evolve.

In addition, Singtel integrates advanced AI-driven analytics and automation into the platform, allowing enterprises to optimize network utilization, predict capacity requirements, and improve overall efficiency. These capabilities reduce operational waste and ensure that resources are allocated precisely where they deliver the greatest business impact. The platform also enhances resilience and performance through predictive maintenance and automated incident response, minimizing costly disruptions in manufacturing and supply chain operations. By accelerating deployment timelines and enabling rapid

provisioning of new services, Singtel further reduces time-to-value for enterprise initiatives. The convergence of cost efficiency, operational optimization, and high-performance network delivery creates a strong return on investment for Nestlé.

Compared to legacy network architectures, which are often rigid and resource-intensive, Singtel’s integrated, on-demand service model offers a more agile, efficient, and economically advantageous solution, positioning it as a superior choice in the competitive landscape of network transformation.

Seamless Service Assurance Excellence

Singtel provides superior customer service experience by delivering comprehensive, end-to-end managed network services through its CUBΣ platform. Acting as a single, trusted partner, the company simplifies the complexity of managing multi-vendor, multi-network environments by offering a centralized

operational model that covers consultation, design, deployment, monitoring, and ongoing support. This integrated service approach ensures that Nestlé benefits from consistent, high-quality service delivery across all locations, including remote production sites and geographically dispersed facilities.

The platform incorporates proactive monitoring, AI-driven incident detection, and automated response mechanisms, enabling rapid identification and resolution of potential network issues before they escalate into service disruptions. Additionally, Singtel provides continuous performance insights and user experience monitoring, ensuring that network performance always aligns with business requirements.

“By supporting applications like NesGPT, Singtel helps accelerate AI adoption at scale, empowering thousands of employees to work more efficiently and unlock new productivity gains. The ability to seamlessly scale network resources also ensures that Nestlé can expand into new markets or increase production capacity without significant infrastructure constraints.”

– Kenny Yeo
Director

The availability of a single point of accountability significantly reduces operational friction for Nestlé’s IT teams, allowing them to engage with confidence while avoiding the complexity of coordinating across multiple service providers. This streamlined service model enhances responsiveness, improves transparency, and ensures high availability and reliability across mission-critical operations.

By prioritizing accessibility, speed, and consistency, Singtel creates a stress-free service environment that enables Nestlé to maintain uninterrupted business processes and focus on strategic innovation rather than day-to-day network management challenges.

Future-Ready Customer Co-Innovation Excellence

Singtel achieves customer ownership excellence by delivering a highly adaptive and future-ready platform that evolves in tandem with Nestlé’s digital transformation journey. The CUBΣ platform is designed with a modular and scalable architecture, enabling Nestlé to seamlessly integrate new technologies, expand network capabilities, and support emerging use cases without requiring disruptive infrastructure overhauls. This flexibility is particularly critical as Nestlé accelerates its adoption of artificial intelligence applications such as NesGPT, which relies on real-time data access and high-performance connectivity across global operations.

Singtel ensures that its solutions remain aligned with Nestlé’s long-term strategic objectives by continuously enhancing platform capabilities through AI, automation, and advanced security features. The single integrated environment allows Nestlé to maintain full visibility and control over its network ecosystem, fostering a strong sense of ownership and operational confidence.

Furthermore, the ability to tailor services according to specific business requirements ensures that the platform remains relevant and valuable as organizational needs evolve. This continuous alignment with customer growth not only enhances satisfaction but also reinforces the long-term value of the partnership.

By embedding adaptability, scalability, and innovation into its service delivery, Singtel ensures that Nestlé derives sustained benefits from its investment, creating a strong foundation for continuous improvement and long-term digital success.

AI-Driven Business Expansion Enablement

Singtel demonstrates strong growth potential by enabling Nestlé to transform its network infrastructure into a strategic driver of innovation and business expansion. Through the deployment of CUBΣ, Nestlé gains access to a cloud-centric, AI-ready platform that supports rapid deployment of new applications, services, and digital capabilities. This flexibility allows the company to respond quickly to changing market demands, launch initiatives faster, and optimize operations across the entire value chain. The enhanced connectivity and real-time data capabilities enable advanced use cases such as predictive analytics, demand forecasting, and intelligent supply chain management, thereby improving decision-making and operational agility.

By supporting applications like NesGPT, Singtel helps accelerate AI adoption at scale, empowering thousands of employees to work more efficiently and unlock new productivity gains. The ability to seamlessly scale network resources also ensures that Nestlé can expand into new markets or increase production capacity without significant infrastructure constraints. This positions the network not just as a support function but as a catalyst for business growth and competitive differentiation.

Through its forward-looking architecture and innovation-driven approach, Singtel strengthens its role as a strategic partner, enabling Nestlé to capitalize on emerging opportunities while maintaining a resilient and future-proof digital foundation.

Trusted Digital Transformation Leadership

Singtel significantly enhances its brand equity through the successful execution of complex, large-scale network transformation projects such as its partnership with Nestlé. By delivering the CUBΣ platform as a unified, AI-enabled solution that integrates connectivity, security, and automation, Singtel demonstrates its ability to address the evolving needs of global enterprises. The successful deployment across thousands of locations highlights Singtel's expertise in managing mission-critical infrastructure at scale while maintaining high levels of performance, reliability, and security. This achievement reinforces Singtel's reputation as a trusted provider of advanced network solutions and a leader in digital transformation.

The company's integration of cutting-edge technologies, such as AI-driven analytics, SD-WAN, and private 5G, into a cohesive and user-friendly platform further underscores its commitment to innovation. These capabilities strengthen customer confidence and enhance brand recognition in the enterprise market.

Additionally, the high-profile collaboration with a global industry leader such as Nestlé serves as a powerful validation of Singtel's capabilities, enhancing its visibility and credibility across industries. By consistently delivering measurable business outcomes and superior customer experiences, Singtel builds long-term trust and loyalty, positioning itself as a preferred partner for organizations seeking to modernize their digital infrastructure and achieve sustainable growth.

Conclusion

Singtel distinguishes itself in the Singaporean network transformation market by effectively addressing the growing complexity of enterprise digital infrastructure and the need for AI-ready, resilient connectivity. Through its CUBΣ platform, integrated managed network services, and NaaS model, Singtel delivers enterprise-grade solutions that unify connectivity, security, and orchestration across hybrid environments. By transforming legacy architectures into cloud-centric, intelligent networks, Singtel enables global organizations such as Nestlé to achieve real-time visibility, higher availability, and seamless scalability across geographically distributed operations.

With its outstanding overall performance, Singtel earns Frost & Sullivan's 2026 Singapore Customer Value Leadership Recognition in the network transformation industry.

What You Need to Know about the Customer Value Leadership Recognition

Frost & Sullivan's Customer Value Leadership Recognition identifies the company that offers products or services customers find superior for the overall price, performance, and quality.

Best Practices Recognition Analysis

For the Customer Value Leadership Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Business Impact

Financial Performance: Strong overall business performance is achieved in terms of revenue, revenue growth, operating margin, and other key financial metrics

Customer Acquisition: Customer-facing processes support efficient and consistent new customer acquisition while enhancing customer retention

Operational Efficiency: Company staff performs assigned tasks productively, quickly, and to a high-quality standard

Growth Potential: Growth is fostered by a strong customer focus that strengthens the brand and reinforces customer loyalty

Human Capital: Leveraging innovative technology characterizes the company culture, which enhances employee morale and retention

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.

STEP		VALUE IMPACT	
		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 fueled 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)**

