

FROST & SULLIVAN
BEST PRACTICES



2026
APAC 5G
ENTERPRISE

COMPANY OF THE YEAR



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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 APAC 5G enterprise space.

RECOGNITION CRITERIA	
<i>Visionary Innovation & Performance</i>	<i>Customer Impact</i>
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

Singapore-headquartered Singtel is addressing critical enterprise segment needs for low-latency, reliable connectivity and flexible technology adoption by integrating AGIBOT's AI-powered robots with its 5G network, enabling seamless remote operations and rapid digital transformation. In March 2026, Singtel partnered with AGIBOT, the robotics firm headquartered in Shanghai, China, as its first collaboration with a mobile operator outside of China. This alliance aims to accelerate enterprise robotics adoption through advanced 5G connectivity and AI-powered automation. The two companies will integrate AGIBOT's embodied AI technologies with Singtel's mobile network capabilities to support robotic applications and connected intelligent systems that will ultimately drive growth of the embodied robotics industry across the APAC region.

Enterprises deploying advanced robotics, such as humanoids and quadrupeds, require instantaneous communication between robots and control systems. Remote operators need split-second responsiveness to safely control units during complex tasks or emergency interventions. To meet this demand, Singtel offers enterprises a dedicated network slice that prioritizes critical data requirements. This isolated data pathway ensures real-time control and eliminates lag during high-stakes tasks.

In high-consequence sectors like smart logistics, warehousing, and security, a dropped connection can lead to operational downtime, financial loss, or safety hazards. The solution offered secures the entire data pathway from the robot to the cloud using robust end-to-end security, safeguarding sensitive corporate environments. To guarantee maximum uptime, the architecture features built-in resiliency; if the primary connection path fails, the system instantly switches to a backup network fallback strategy.

Furthermore, connected intelligence allows enterprises to harvest real-time data insights to optimize workflows on the fly.

Singtel's robotics-as-a-service business model disrupts traditional barriers to entry to use of robotics by allowing local enterprises to lease AGIBOT robots directly, shifting high risk upfront costs to a predictable operational expense (OpEx) framework. By blending AGIBOT's embodied AI with Singtel's 5G network, these robots can execute complex workloads autonomously with minimal local programming. This plug-and-play model accelerates digital transformation, lowers barriers to entry, and minimizes adoption risk—ultimately empowering mid-sized enterprises to deploy humanoid technology without large, costly AI development teams.

At The GEAR by Kajima—the company's regional headquarters for APAC, global R&D facility, and open innovation hub—traditional, labor-intensive construction processes often make workflows time-consuming, costly, and prone to safety risks. Historically, communication delays and slow data transfers

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– Mei Lee Quah
Senior Director, ICT Research

constrained development cycles, bottlenecking the pace of innovation. Furthermore, seamless multi-robot orchestration demands ultra-low-latency connectivity that legacy networks cannot deliver.

To overcome these challenges, Singtel deployed a purpose-built dedicated 5G campus network that transforms the facility into a connected robotics ecosystem. This low-latency, high-bandwidth environment enables rapid iteration cycles, real-time telemetry adjustments, and the accelerated deployment of built-environment innovations. Crucially, researchers anywhere in the world can now remotely control

autonomous machinery and test prototypes in real time, elevating The GEAR into a truly global innovation hub. By automating hazardous workflows and optimizing data pipelines, this solution minimizes safety risks while significantly driving productivity and operational excellence. By delivering low-latency 5G network slicing and flexible robotics-as-a-service business models, Singtel helps the enterprise segment eliminate connectivity lags and high capital barriers, empowering enterprises to safely deploy and remotely manage advanced AI-driven robots like those from AGIBOT and Kajima.

Visionary Scenarios Through Megatrends

Singtel CUBE serves as a unified orchestration platform that drives Singtel's connected intelligence initiative, bridging physical hardware, network infrastructure, and cloud software to automate enterprise operations and accelerate digital growth across Singapore. Launched in October 2023 as a network-as-a-service (NaaS) suite, the platform has since evolved significantly to address infrastructure bottlenecks that prevent companies from scaling advanced technologies. By integrating advanced 5G capabilities—such as network slicing and high-performance mobility—with scalable cloud and AI workloads, CUBE provides unified, secure, edge-to-edge cloud connectivity. This architectural ecosystem harnesses 5G+, AI, AV, and robotics to deliver end-to-end cloud intelligence. It unifies fragmented enterprise environments into highly responsive, data-driven networks while offering centralized management across the entire ecosystem. Through intelligent routing, the platform optimizes data paths for critical business

applications, while dynamic network slicing safely isolates traffic for connected devices, autonomous vehicles, robotics, and real-time monitoring.

This year, Singtel CUBΣ has extended its capabilities to deliver an AI-ready intelligent network through the introduction of AI Studio, a low-code platform natively powered by agentic operations. AI Studio leverages AI agents to understand intent, make autonomous decisions, and generate predictive insights, enabling enterprises to deploy and operationalize AI more effectively at scale. Within this updated architecture, dedicated AIOps agents handle continuous performance assurance, rapid root cause analysis, and

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automated system remediation. In the next few months, digital twin agents will be introduced to build real-time environmental models, allowing organizations to run complex simulations and predictive what-if analysis. By combining this low-code software capability with an underlying mobile network that handles intense AI data workloads at ultra-low latency, the framework helps enterprises overcome traditional deployment hurdles and shift directly into practical, automated workflows.

The rollout of this offering is expected to deliver real-time system self-healing, automated workflows, and optimized resource management across industries. On a national scale, this initiative

accelerates Singapore's transition into a premier global AI and technology hub.

Leadership Focus

Singtel establishes a powerful competitive advantage in the APAC region by shifting from traditional mobile network provision to an infra-lite edge ecosystem that creates and captures demand in a completely uncontested market. By launching the 5G+ mobile workspace, Singtel completely redefines the hybrid work experience, moving away from complex infrastructure setups to offer a seamless, all-in-one subscription package that combines enterprise-grade devices, zero-touch device provisioning, native SIM services, and 24/7 end-user support. Technically, this architecture leverages the low latency, high bandwidth, and 5G network slicing capabilities to extend a security-by-design perimeter straight to the edge device. By routing traffic through secure, localized cloud infrastructure, it bypasses unstable public internet routes, eliminates last-mile connectivity gaps, and addresses legacy management blind spots through unified, centralized control.

Financially, this subscription-based model transforms volatile, high-maintenance costs and heavy upfront CapEx into a predictable, scalable OpEx. Enterprises drastically reduce their total cost of ownership (TCO) by removing the need for fragmented vendor licenses, hardware lifecycles, and dedicated in-house troubleshooting. Furthermore, by automating friction-heavy onboarding and mitigating perimeter-less security risks, enterprises protect themselves against costly data leaks and downtime. Singtel's technical sophistication and financial optimization transform mobile infrastructure into an agile, secure utility, unlocking digital productivity and setting a new benchmark for the future of enterprise workspaces.

Customer Ownership Experience

Singtel has consolidated its position as a regional technology leader through consecutive, high-impact innovations in enterprise security, public safety, and consumer connectivity. In March 2026, Singtel combined its regional 5G connectivity with Zscaler's cloud-native zero trust architecture, enabling secure, seamless cellular IoT and operational technology (OT) deployments across Southeast Asia. Singtel introduced app-based network slicing for iPhone and iPad in May 2025 to elevate enterprise connectivity. It established a new global benchmark with Singtel 5G+, utilizing the 700 MHz spectrum to deliver superior mobile network speeds and built-in protection directly to consumers.

In April 2026, Singtel became the first ASEAN mobile operator to co-develop and launch SG Alert, Singapore's first telco-enabled mass emergency broadcast service. Driven by resilient cell broadcast technology, the framework distributes real-time crisis notifications for terror threats or major fires to millions of devices without risking network congestion or compromising personal data privacy. Singtel served as a core national security partner, providing technical design and joint planning to pioneer the world's first 4-language emergency broadcast capability before anchoring the Singapore Civil Defence Force (SCDF) islandwide testing rollout in May 2026.

In September 2025, the company launched the world's first commercial 5G network slicing deployment for cloud gaming in partnership with Tencent Games for Honor of Kings · Cloud. This nationwide, always-on infrastructure utilizes User Equipment Route Selection Policy (URSP) technology to isolate gaming data traffic, eliminating performance jitters and guaranteeing ultra-low latency below 30 milliseconds so that high-performance, cloud-processed games stream seamlessly to mobile devices.

Branding Equity

Singtel maintains its elite position as Singapore's leading telecom provider by commanding significantly higher competitor pricing satisfaction scores over other local market participants. Central to its ongoing commercial success in the market landscape is the "Premium Willingness to Pay" phenomenon, driven heavily by strategic investments in cutting-edge high-tech infrastructure, artificial intelligence, and regional data centers. This expanded digital capability shifts consumer psychology, prompting enterprises and retail customers to link the brand with unmatched mobile network stability and data integrity. This high-value perception makes them highly willing to pay a premium price tag compared to lower-cost alternatives. This strategic execution allows Singtel to hold an elite global standing inside the Top 10 strongest telecom brands worldwide with a robust Brand Strength Index (BSI) score of 86.5 out of 100. By leaning heavily into digital services and advanced enterprise infrastructure, Singtel safely insulates its domestic market share. In contrast, other market participants face severe pressure on their brand values due to structural service interruptions and declining mobile revenues.

This premium positioning was heavily validated throughout 2025 by exceptional ratings from both Ookla and Opensignal. According to Ookla's Speedtest Awards for Q3–Q4 2025, Singtel was named the market leader for 5G mobile network speed, posting a dominant Speed Score of 70.87 alongside an impressive median 5G download speed of 402.16 Mbps. Ookla also highlighted Singtel's operational excellence by ranking it as the Top-Rated Mobile Network based on consumer sentiment scores and acknowledging its superior 5G Availability at 79.9%. Concurrently, Opensignal's December 2025 Mobile Network Experience

Report crowned Singtel with the overall "Best Network" title in Singapore, sweeping both the Consistent Quality and Reliability Experience categories. Singtel's dominance on the international stage was acknowledged by Opensignal with the 2025 5G Global Mobile Network Experience Awards as a world leader for both 5G Coverage and 5G Games Experience, proving that its premium consumer pricing maps directly to class-leading, real-world utility.

Conclusion

Singtel successfully maximizes its value proposition in Singapore's hyper-competitive market by bundling high-utility assets—such as prioritized 5G+ network performance, security tools, and regional roaming—effectively reframing higher plan costs as essential reliability insurance. Singtel drives Singapore's growth by providing the underlying autonomous, reliable mobile network infrastructure that is needed.

With its strong overall performance, Singtel earns Frost & Sullivan's 2026 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 megatrends 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 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)

