34th Annual General Meeting



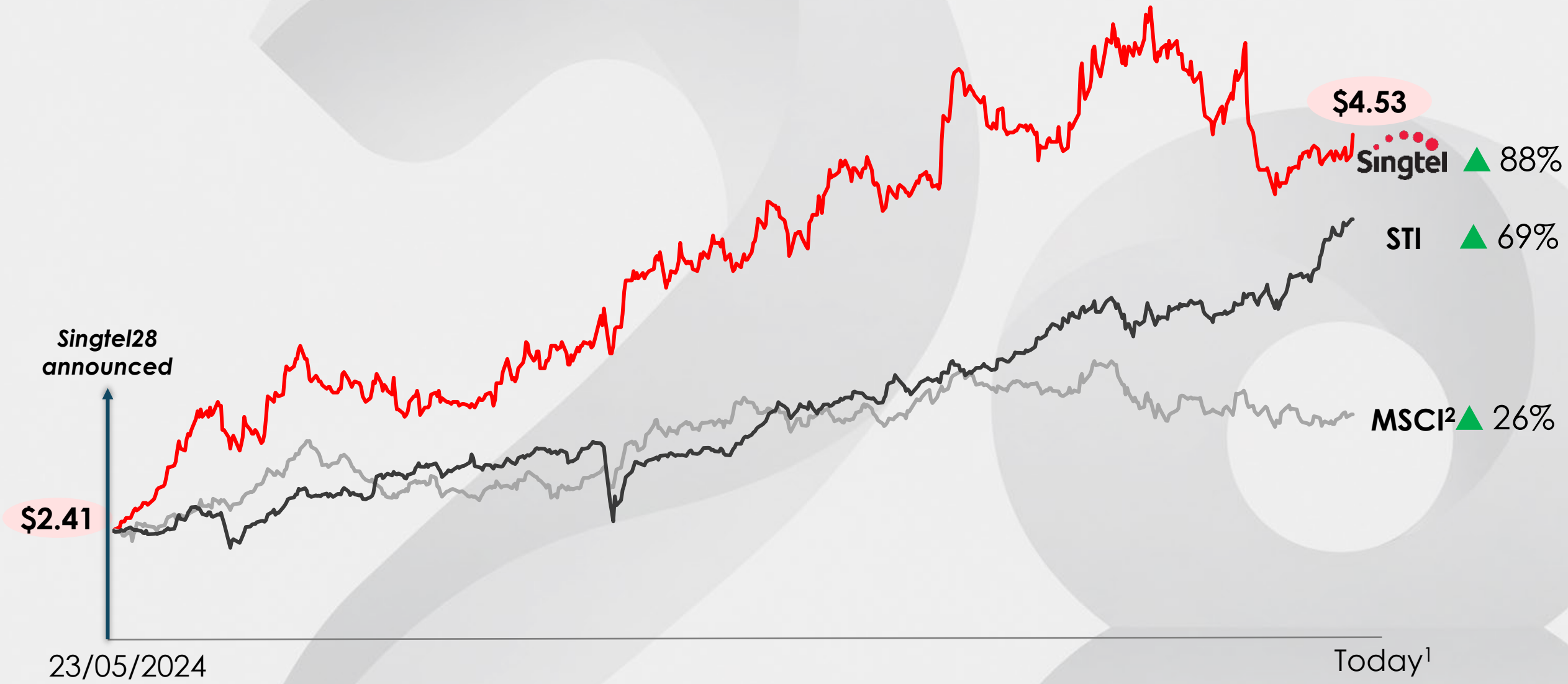
SINGTEL28

ADVANCING INTELLIGENCE

Yuen Kuan Moon, Group CEO

29 July 2026

Delivering market outperformance



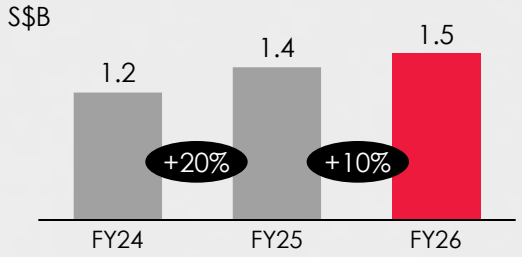
1. As of 28 July 2026.
2. MSCI AC Asia x JPN Telecom Service.

Executing to Singtel28

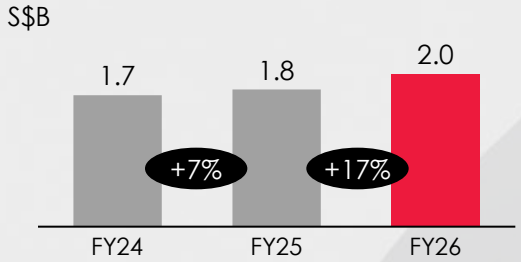
FY25 FY26 FY27 SINGTEL 28

Lift business performance

Robust OpCo EBIT momentum



Sustained regional assoc growth



+

Active capital management

75% of S$9B mid-term asset recycling target unlocked

S$6.8B

recycled since FY24

41% of S$2B value realisation share buyback (VRSB) deployed

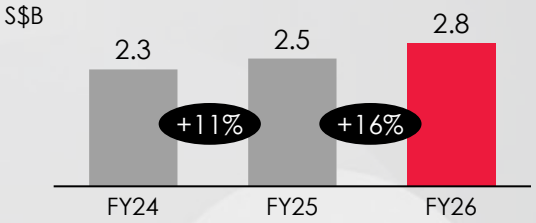
~S$0.8B[2]

shares bought back

=

Sustained value realisation

Strong underlying NPAT growth



Record FY ordinary dividend

18.5cts[3] (▲ 9%)

ROIC[4] target met

11.1%

1. All % changes are on a YoY constant currency basis.
2. As of 28 July 2026.
3. Comprising 13.4cts core & 5.1cts value realisation dividend (VRD).
4. Underlying ROIC (excluding Optus goodwill & exceptional items). Low double digit mid-term ROIC target set in FY23.

FY26 key financial highlights

Operating revenue

S$14.3B

Stable (▲ 2%[1])

EBITDA

S$3.8B

▲ 2% (▲ 3%[1])

OpCo EBIT

S$1.5B

▲ 9% (▲ 10%[1])

Regional associates' PAT

S$2.0B

▲ 11% (▲ 25%[1,2])

Underlying net profit

S$2.8B

▲ 12% (▲ 21%[1,2])

Net profit

S$5.6B

▲ 40% (▲ 27%[1,2])

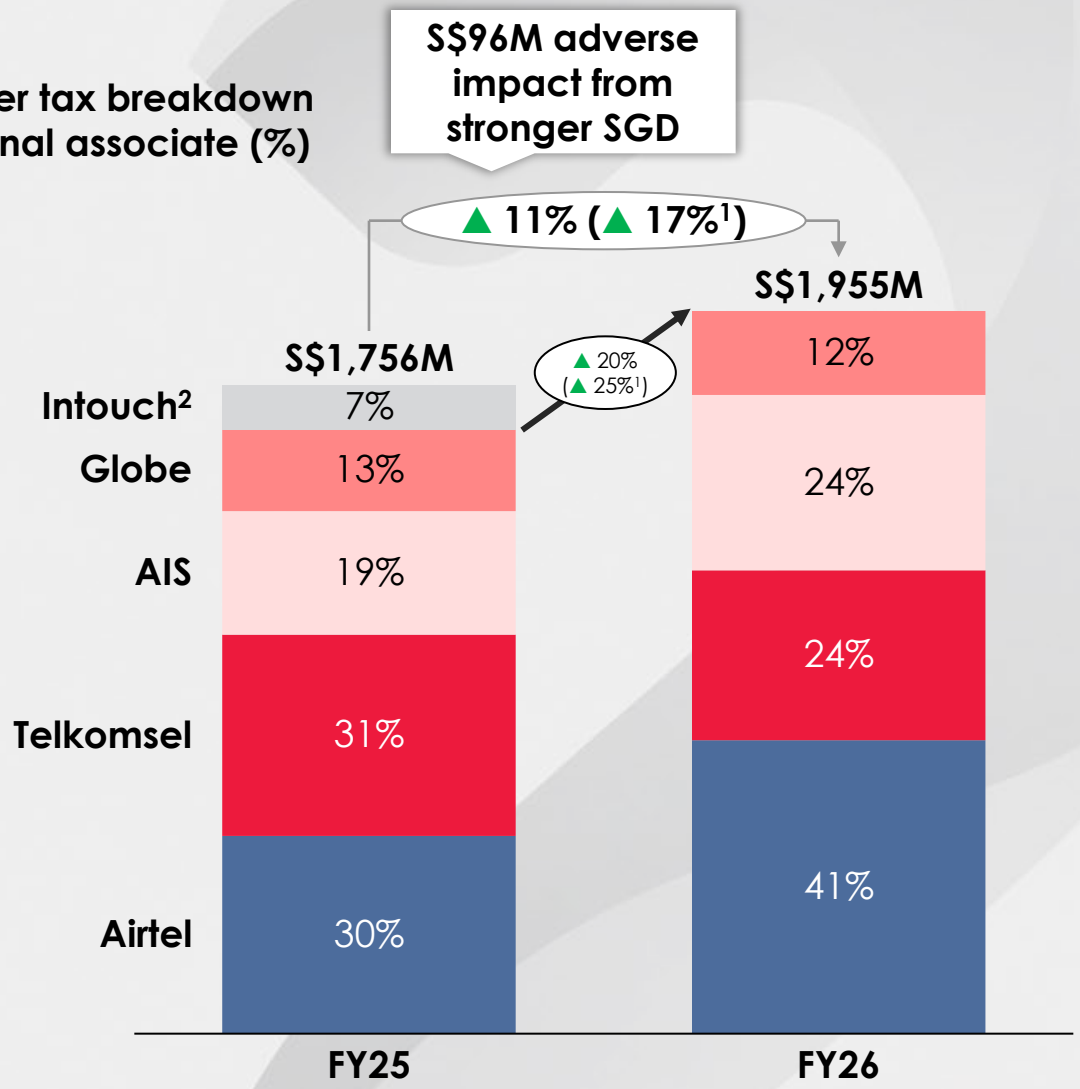
ROIC[3] target met

6.8% (FY22) → **9.1%** (FY24) → **11.1%** (FY26)

1. On constant currency basis.
2. Excluding Intouch's contributions last year (which ceased in April 2025 following its merger with Gulf Energy to form Gulf Development).
3. Underlying ROIC (excluding Optus goodwill & exceptional items).

Regional associates' profit after tax

Profit after tax breakdown by regional associate (%)



- **Higher PAT driven by India & Thailand**
- **Capturing long-term growth in fixed broadband & enterprise**
- **Sizeable dividend contribution of S$1.1B**

1. On constant currency basis.
2. Intouch's contribution ceased in April 2025, following its merger with Gulf Energy to form Gulf Development, of which Singtel holds an equity interest of 7.7% and has been accounted as a "Fair Value Through Other Comprehensive Income" investment.

Robust balance sheet

Net debt

S$8.7B

Mar 25: S$9.4B

Net debt to EBITDA & assoc PBT

1.3x

Mar 25: 1.5x

Interest cover

19.0x

Mar 25: 18.1x

Fixed rate debt

87%

Mar 25: 88%

Cash balance

S$3.7B[1]

Average cost of debt

~3.5%

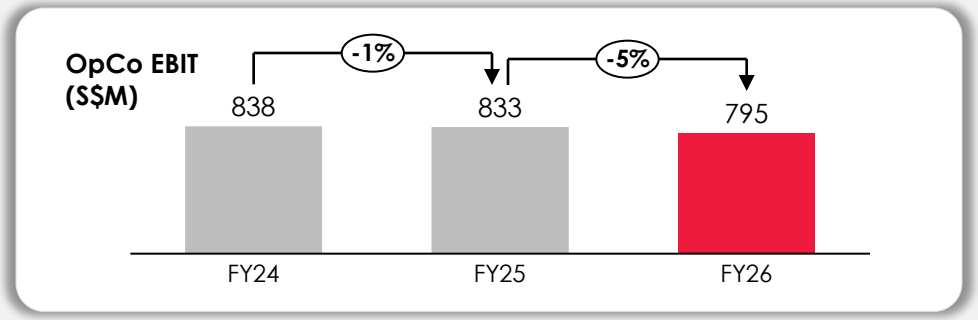
Average debt maturity

~ 4 years

1. Comprised cash & bank balances & fixed deposits as at 31 Mar 2026.

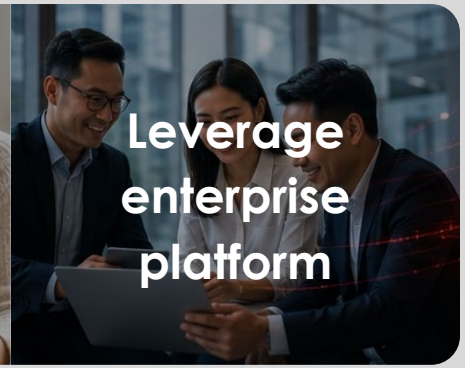
Building momentum in core connectivity

Singtel SG

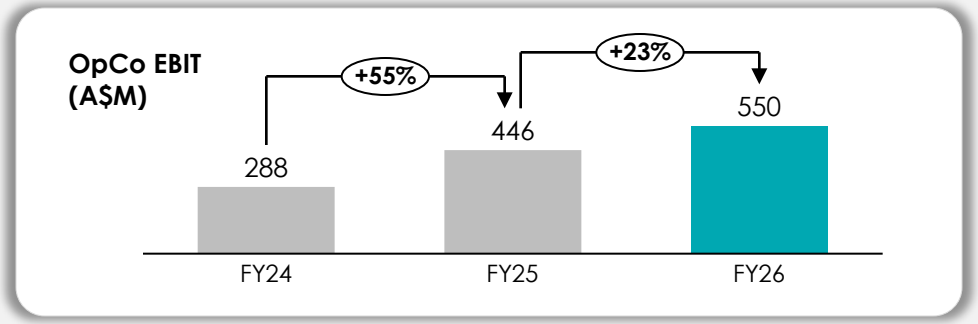


Redefine customer proposition



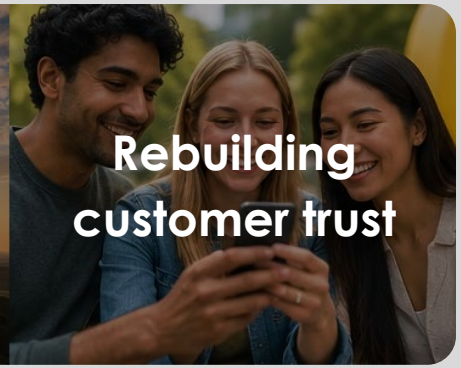


OPTUS



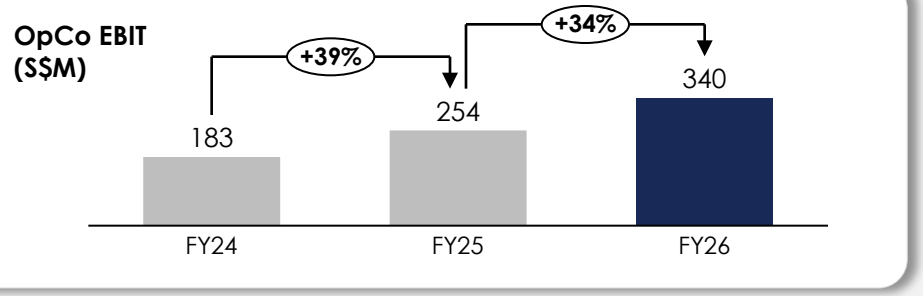
Become leading challenger telco





Growth engines ride AI demand

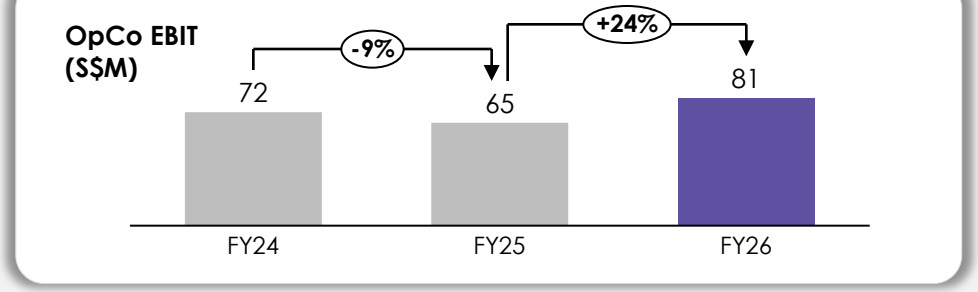
ncs



Transform into AI-led tech services company



Digital InfraCo



End-to-end digital infrastructure ecosystem

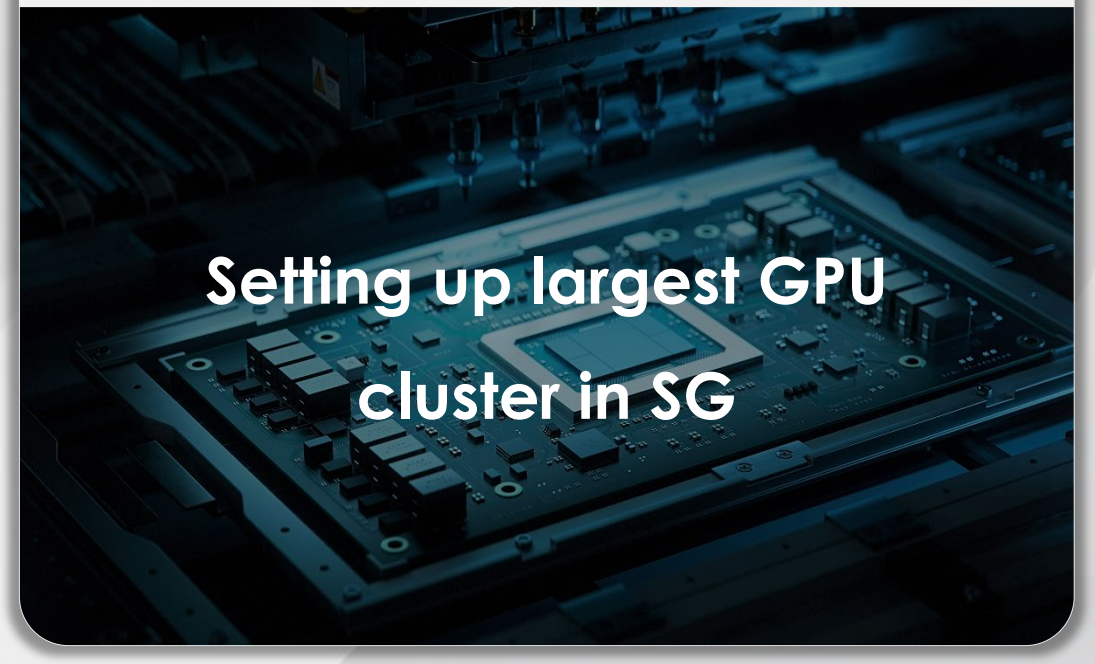


Expanding our digital infrastructure ecosystem

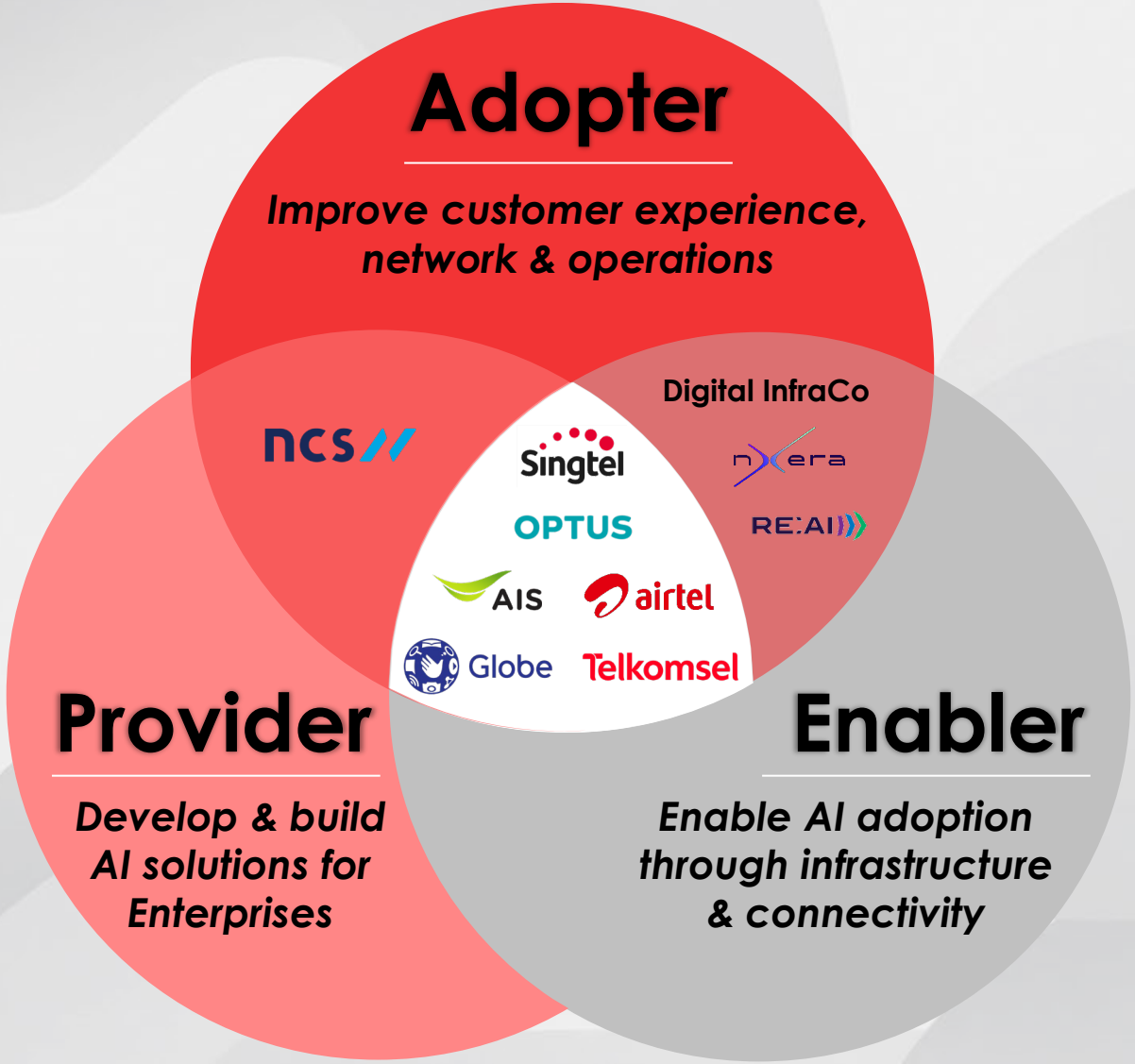
STTelemedia Global Data Centres



RE:AI



Strategically positioned to capitalise on AI



3-pronged approach to deliver higher returns

Core dividend

Between
70% - 90%
of underlying NPAT

FY26: 13.4cts/share[1]

(80% payout of underlying NPAT)

+

Programmatic Value Realisation Dividend (VRD)

3-6cts per share annually till FY30

FY26: 5.1cts/share[1]

+

Value Realisation Share Buyback (VRSB)

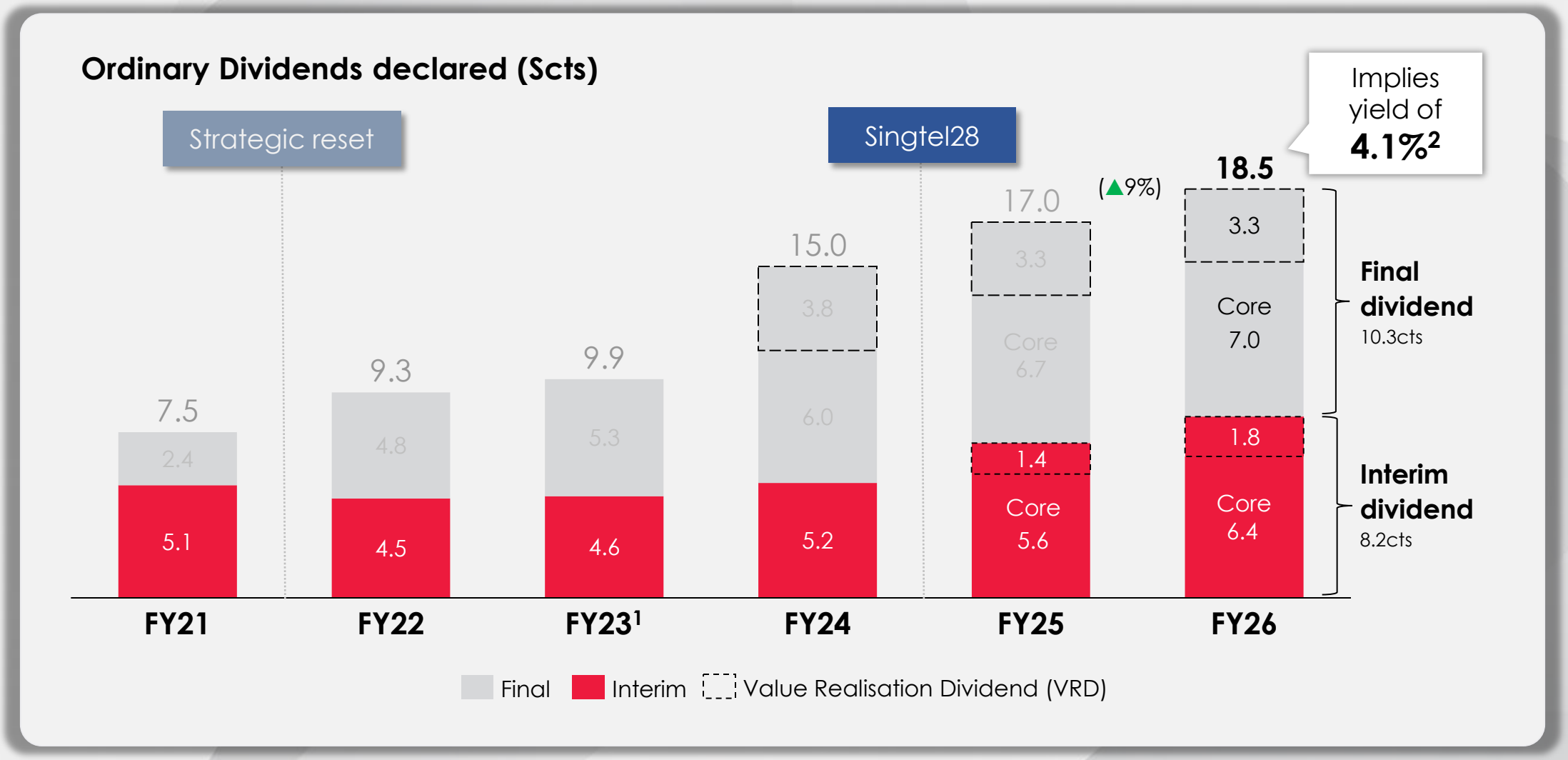
3-year programme of **up to S$2B**

~S$0.8B shares bought back[2]

Permanent c.3% EPS accretion[3]
Higher EPS & DPS trajectory

1. Subject to shareholder approval at Singtel's 34th Annual General Meeting.
2. As of 28 July 2026.
3. Upon full execution of S$2B VRSB.

5th year of progressive dividend growth

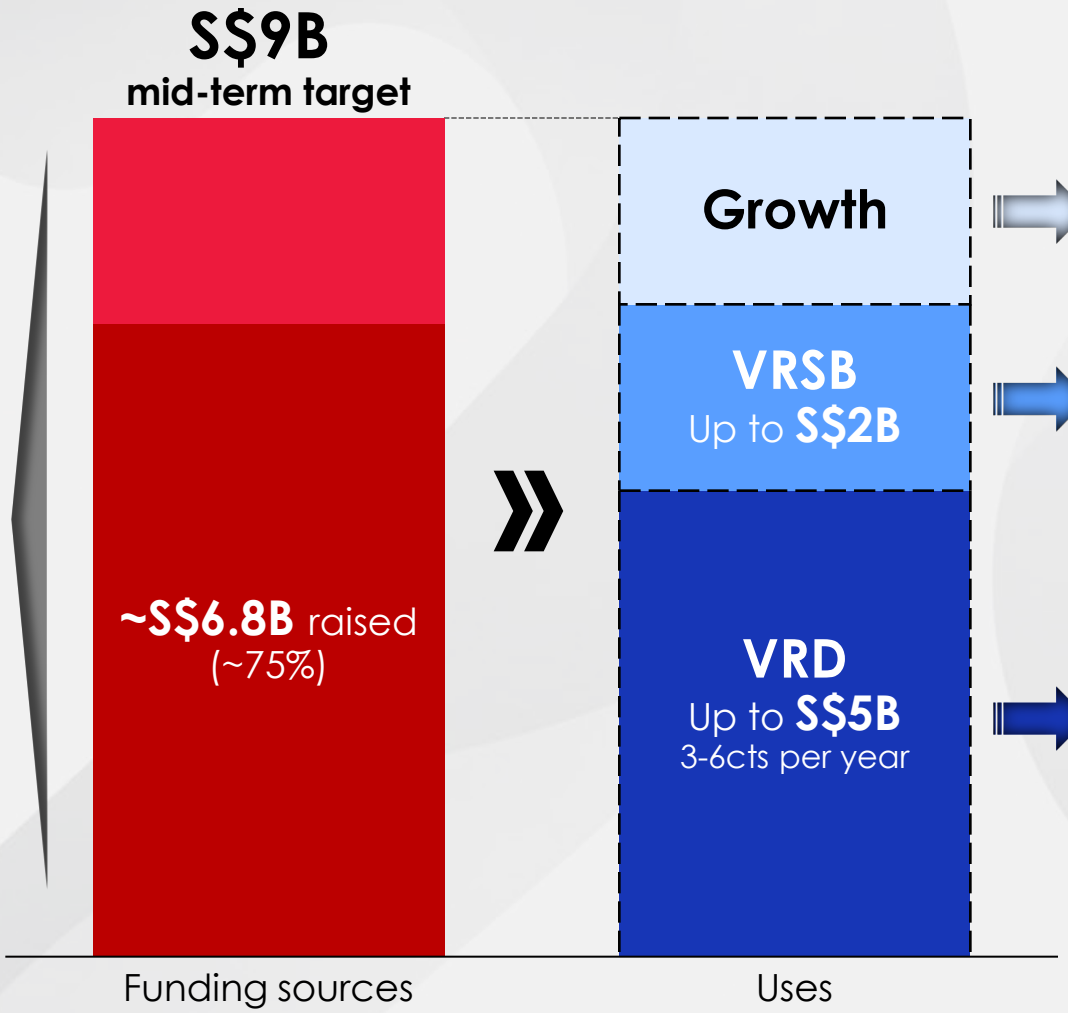


1. Excludes 5cts/share special dividend declared in FY23.
2. As of 28 July 2026.

Proven asset recycling supporting shareholder returns

Proven asset recycling model

- ✓ Non-core investments & properties
- ✓ OpCo stakes



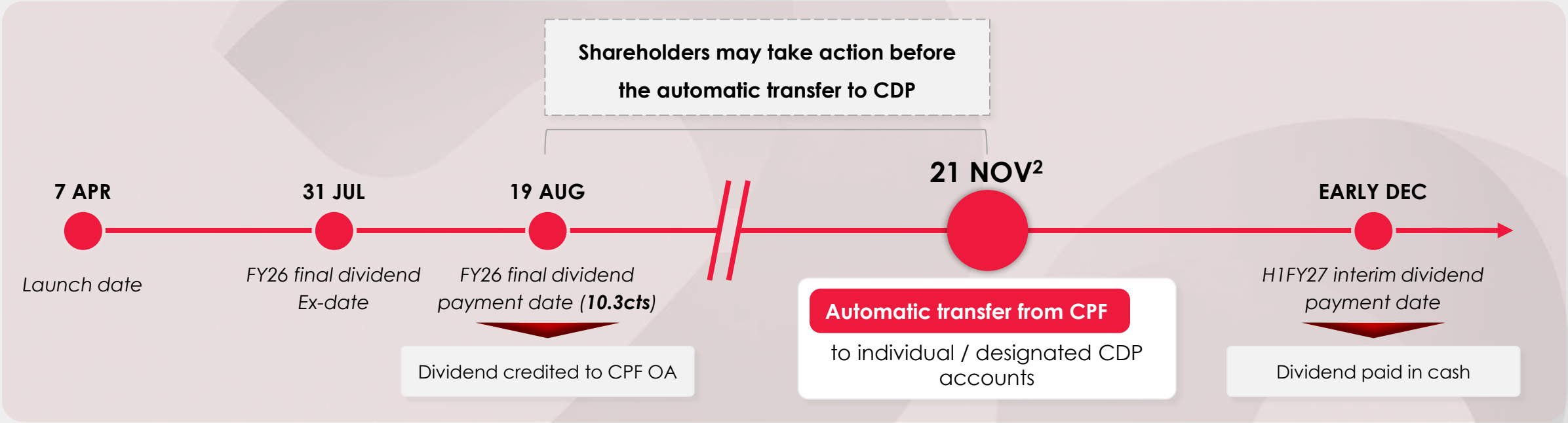
Data centres / GPUaaS / Subsea cables

Bought back ~S$0.8B, up to ~S$1.2B remaining by FY28

Paid out ~S$1.7B[1], up to ~S$3.3B remaining till FY30

1. Does not include the FY26 3.3cts Final VRD declared.

Singtel SDS[1] transfer: Automatic transfer on 21 Nov 2026



Key updates[3]

~170M SDS sold
~24% of total SDS

~153K SDS holders sold
~25% of total SDS holders

1. Special Discounted Shares.
2. No transactions allowed for all SDS holders only from 19-21 Nov to facilitate the transfer of Singtel SDS.
3. As of 26 July 2026.

Refreshed sustainability framework



Underpinned by strong sustainability governance and stewardship

For the environment



11.3% YoY reduction in Scope 1 & 2[1] emissions

'A' score CDP Climate Change assessment for the third year

'A' score CDP Supplier Engagement Assessment for the fourth year

1. Market-based.

For our customers and suppliers



Published **Responsible AI Framework and Policy**

PLATINUM Top 1% ecovadis Sustainability Rating APR 2026

Places Singtel among the **top 1%** of companies assessed globally

>30M scam calls

>20M scam SMS

blocked each month

For our people



S$22M training investment, averaging ~25 training hours per employee

>90% of employees trained in foundational AI

Attained **Great Place to Work certification 2026**

For our community



S$27M Community contribution

>42,600 staff volunteering hours

>2,400 students attended Singtel Carnival, Singapore's largest private-sector event for special needs students

Strong investment proposition

Focus on shareholder returns

Sustainable growth in dividends supported by operational improvements & asset recycling

Riding on AI growth

End-to-end digital infrastructure ecosystem supporting AI value chain

Multiple growth drivers

Improving connectivity business, rapid scaling of growth engines & regional associate new revenue pools

Robust balance sheet

Well-hedged debt, SGD-backed asset strength & improving interest rate conditions


Singtel