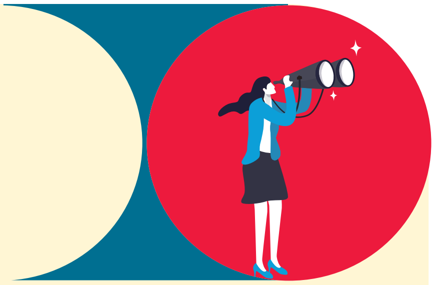
SINGTEL28

ADVANCING INTELLIGENCE

SUSTAINABILITY REPORT 2026



Content

About This Report

Singapore Telecommunications Limited (Singtel Group) reaffirms its sustainability commitment through our 12th annual Group Sustainability Report (SR2026) issued on 30 June 2026. This report sets out our Environmental, Social and Governance (ESG) strategies, commitments, initiatives and targets across our global operations.

Information in SR2026 relates to the Singtel Group's operations for the financial year from 1 April 2025 to 31 March 2026 (FY2026). Unless stated otherwise, entities included in the scope of SR2026 align with those included in the Singtel Annual Report 2026 (AR2026) scope. These entities are Singtel Singapore (data includes IDS and Corporate Centre), Digital InfraCo and wholly-owned subsidiaries NCS and Optus, collectively known as our operating companies (OpCos[1]).

Group level figures are presented in Singapore dollars using an exchange rate of A$1 to S$0.8525. Quantitative data is disaggregated by OpCos where relevant and available. We continue to work towards refining our data collection processes to provide a comprehensive OpCo breakdown across all data sets.

Restatements made for selected 2025 figures are elaborated in our methodology on pages 70-73.

This report should be read together with Singtel sustainability and SR2026 webpages, AR2026, Optus SR2026 and NCS Sustainability Progress Report 2026. Singtel Group's charters and policies can be found here.

Reporting standards

This report has been prepared with reference to the globally recognised GRI Universal Standards 2021. It complies with SGX Listing Rule 711 (A) and (B) and includes SGX's 27 Core ESG Metrics. We have also incorporated in our AR2026 the Climate-related Financial Disclosures required under SGX Practice Note 7.6 Sustainability Reporting Guide. The details can be found under the Supplementary Climate-related Financial Disclosures section of AR2026 from pages 241 - 248.

This report also includes disclosures guided by the SASB Standards for Telecommunications Services (Industry Standard Version 2023-12) and Software & IT Services (Industry Standard Version 2023-12), as well as the ESG Metrics for Mobile issued by the GSM Association (GSMA).

External assurance

KPMG LLP has provided limited assurance for a selection of our key ESG disclosures. The assurance statement outlines the material topics covered, the assurance standards applied and the procedures, methodologies and assumptions used. The independent limited assurance statement can be found on pages 90 to 93.

Feedback

As part of our commitment to addressing the expectations of our stakeholders, we invite feedback on this report, directed to the Group Chief People and Sustainability Officer at **sustainability@singtel.com.**

1. Optus (Singtel Optus Pty Ltd) and NCS (NCS Pte Ltd) are wholly-owned subsidiaries of Singtel, while Singtel Singapore and Digital InfraCo are major operating business units. They are collectively referred to as OpCos.

Key Highlights for FY2026

For the environment

11.3% YoY reduction in Scope 1 and 2 (market-based) emissions, **28.3%** below FY2023 SBTi baseline, remain on track to meet our 2030 SBTi targets

29.5% of electricity consumption backed by renewable sources

Achieved **'A' score** in the CDP 2025 Climate Change assessment for the third year

Achieved **'A' score** in the CDP 2025 Supplier Engagement Assessment for the fourth year

Invested **~S$449 million** in climate mitigation and adaptation to address climate risks

~11,400 mobile devices traded in by Singtel customers, a 2.8x increase from previous year

For our customers and suppliers

Achieved the **EcoVadis Platinum Medal** placing Singtel among the top 1% of companies assessed globally

Engaged **194** key suppliers for CDP Supply Chain Programme

Zero fatalities and no high-consequence injuries across all contractor operations

Published the **Singtel Group Responsible AI Framework and Policy** and **Trade Compliance Statement**

Blocked **>30 million** scam calls and **>20 million** scam SMS from reaching our customers

For our people

Signing of Company Training Committee (CTC) 3.0 agreement, reinforcing our commitment to **workforce development**

Invested **S$21.8 million** in training, with **~25 training hours** per employee

Empowering long-term employability of about **4,000 employees** through Professional Conversion Accelerator since FY2021

>90% of employees completed training in foundational AI knowledge

Attained **Great Place to Work certification 2026**

For our community

Community investment of **S$27.1 million**

Over **42,600** staff volunteering hours

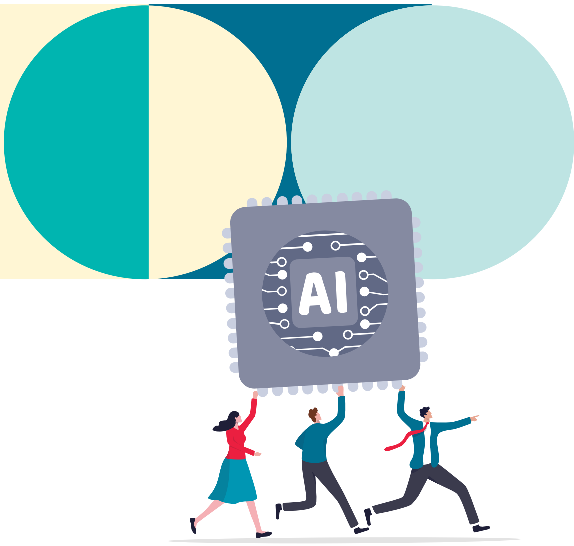
Received the **2025 Community Chest Pinnacle Award** for contributions to the social sector and inclusive employment

Launched **cyber wellness video** series for primary schools targeting to reach more than 20,000 students in 2026

Committed **S$10 million** donation to Singtel Touching Lives Fund (STLF) over three years as part of SG60 celebrations

Singtel Charity Golf raised a record **S$1.54 million** from our business partners during the year, contributing to a total of **S$63 million** raised for STLF since 2002

Chairman and Group CEO's message



Singtel Group has entered the next phase of our sustainability journey with a refreshed sustainability framework and new 2030 targets informed by a comprehensive double materiality assessment and stakeholder engagement process. These reflect the evolving expectations of our stakeholders and reinforce our commitment to creating long-term value through responsible business practices, strong governance and sustainable growth.

Guided by our corporate purpose, Empower Every Generation, we continue to integrate sustainability across our business as a driver of resilience, innovation and long-term value creation. Amid geopolitical tensions, market fragmentation and accelerating technological change, we remain focused on strengthening our businesses while contributing positively to the communities and markets we serve.

This 12th Singtel Group Sustainability Report, externally assured and endorsed by our Board and Management, outlines our progress in embedding sustainability across the Group and advancing our 2030 sustainability goals.

Embedding sustainability into long-term growth

Singtel adopted a decentralised operating structure in 2021 to empower our businesses to drive growth through commercial synergies and shared capabilities. Each operating company (OpCo) has its own governance structure and is responsible for integrating sustainability into its business strategy, operations and decision-making processes. At the Group level, we provide stewardship through common frameworks, policies, tools and coordination to support alignment, capability sharing and consistent governance across the Singtel Group, while enabling each OpCo to advance its own sustainability priorities and initiatives.

As we execute our Singtel28 strategy, sustainability remains central to how we manage risks, capture opportunities and strengthen long-term business resilience. Our most recent Group-wide double materiality assessment, aligned with the GRI 2021 Standards and IFRS Sustainability Disclosure Standards, considered both the financial implications of sustainability-related risks and opportunities, as well as the impacts of our business on the economy, environment and communities.

The outcomes of this process have shaped our refreshed sustainability framework, priorities and future targets. Many of our sustainability initiatives and community programmes have been developed and supported over the long term, allowing us to better understand and measure the outcomes and value created over time. As a result, we are progressively enhancing our disclosures with a growing focus on impact reporting and decision-useful insights that demonstrate the longer-term value created through our initiatives, partnerships and programmes.

Advancing workforce transformation and responsible AI

Rapid advances in artificial intelligence continue to reshape industries, business models and workforce expectations. In this environment, our ability to remain competitive depends on how effectively we leverage and scale these technologies, while continuing to strengthen our human capital and foster a strong sense of purpose and an inclusive culture built around Belonging, Impact and Growth (BIG).

We are advancing a future-ready workforce strategy that brings together Human Intelligence (HI), Artificial Intelligence (AI) and Culture Intelligence (CI) to support innovation, strengthen organisational resilience and create sustainable workforce and business outcomes.

During the year, we introduced secure enterprise-grade AI assistant solutions across the Group to help our people work more effectively and productively. We also continued investing in AI capabilities and strategic partnerships to support innovation, digital transformation and new growth opportunities across our businesses.

Beyond the workplace, we are helping communities build digital confidence and awareness around emerging technologies, including incorporating AI into selected digital literacy programmes for seniors and the community to support greater digital inclusion and readiness.

As we expand the use of AI across the Group, responsible deployment and governance remain a priority. During the year, we published the Singtel Group Responsible AI Framework and Policy to guide the ethical, secure and accountable use of AI across our operations and ecosystem.

Investing in online safety and cyber security

As digital technologies become increasingly embedded in everyday life, trust, online safety, privacy and cyber security remain fundamental to our responsibilities as a communications technology group. During the year, we continued strengthening cyber resilience, enhancing governance and controls, and working with industry, government and community partners to help customers and communities navigate an increasingly complex digital environment safely and confidently.

Accelerating climate action and strengthening resilience

The urgency of climate action continues to grow as businesses and communities face increasingly complex physical and transition risks. We continued to operationalise the Singtel 4D Environmental Sustainability Strategy - Defend, Decarbonise, Dematerialise and Deliver - across our businesses and operating companies. Our efforts to improve energy efficiency and transition towards renewable energy contributed to further emissions reductions, with Scope 1 and 2 (market-based) emissions now 28.3% below our FY2023 baseline, reinforcing our trajectory towards our 2030 goals.

In line with Singapore's designation of 2026 as the Year of Climate Adaptation, we have also begun refreshing our climate scenario analysis across our major businesses in Singapore and Australia to strengthen our understanding of climate-related risks, opportunities and business resilience across our operations and value chain. These consolidated results will support the development of our inaugural climate transition plan, which will be published in the coming year.

Strengthening governance, accountability and trust

Strong governance and operational resilience remain fundamental to maintaining the trust of our customers, employees, investors and communities. During the year, we strengthened our governance frameworks and published the Singtel Group Trade Compliance Statement, while also updating our Human Rights Statement and launching the Singtel Group Responsible Procurement Policy.

However, we also experienced network service incidents during the year that did not meet the expectations of our customers in Australia and Singapore. These incidents reinforced the importance of operational resilience, accountability and maintaining the trust placed in us by our customers and communities. We have taken steps to review our end-to-end network design resilience and continue reinforcing a strong customer-first culture and focus on service reliability across the Group.

Looking ahead

As the world around us continues to evolve, we recognise both our responsibility and opportunity to create positive impact through our businesses, operations and leadership on issues that matter to our stakeholders.

While challenges will continue to emerge in an increasingly complex operating environment, we remain committed to strengthening resilience, upholding trust and delivering sustainable long-term value for our stakeholders.

The diversity and resilience of the Singtel Group, together with the strength of our OpCos, associates and strategic partnerships, continue to underpin our ability to adapt and create sustainable value in a rapidly changing environment. Supported by the collective efforts of our people and ecosystem partners, we remain confident in our ability to navigate future challenges while continuing to strengthen stakeholder trust and long-term competitiveness.

We remain focused on progressing our sustainability ambitions with discipline, accountability and purpose. We thank all our stakeholders for their continued trust and support as we continue this journey together.

Lee Theng Kiat
Chairman

Yuen Kuan Moon
Group CEO

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Our Sustainability Approach

The Singtel Group has embarked on a new chapter in our sustainability journey, building on the progress we have made over the years. We have updated our sustainability framework and set new 2030 targets to advance our efforts towards a more sustainable world.

We continue to be guided by our corporate purpose, Empower Every Generation, and our six core values: Cultivate a growth mindset, Operate with integrity, Make customers first, Maximise teamwork, Innovate with a challenger spirit and Take ownership, which form the mnemonic COMMIT.

Singtel's formal sustainability journey began in 2010 when we set up a dedicated sustainability function. That year, we published our inaugural sustainability report covering our Singapore operations and subsequently expanded to include our Australia operations from 2015. Since 2012, our reports have also been subject to external limited assurance.

We conducted our inaugural materiality assessment and stakeholder engagement in 2014. This has been reviewed every three to five years, and we adopted the principles of double materiality in our most recent assessment. Through this process, we ensured our sustainability priorities, strategy and efforts align with our stakeholders' expectations and key concerns.

Target setting and reporting

Having achieved Singtel Group's five-year 2025 sustainability targets and reported in last year's sustainability report, we have introduced a new set of targets that charts the course of our next sustainability chapter.

The target setting process was informed by our double materiality assessment and stakeholder engagement, taking into consideration sustainability-related risks and opportunities, as well as environmental and social impact beyond the Group. Our 2030 targets are underpinned by a refreshed sustainability framework that guides our sustainability focus. We have been early adopters of numerous reporting frameworks, including the GRI Standards, SBTi and most recently the climate-related disclosures under IFRS S1 and S2. We continue to monitor evolving sustainability-related regulatory developments globally for their potential impact on the Group.

Aligning management and business

Our early adoption of strong governance structures and practices has laid the foundation for the integration of sustainability across the Group and our OpCos. The Board's Risk, Sustainability and Technology Committee (RSTC) ensures that our sustainability strategy aligns with Singtel Group's purpose, strategic goals and long-term resilience of our businesses.

Recognition over the years

Singtel Group's sustainability efforts have been recognised through various local, regional and global awards over the years. Some of our accolades include:

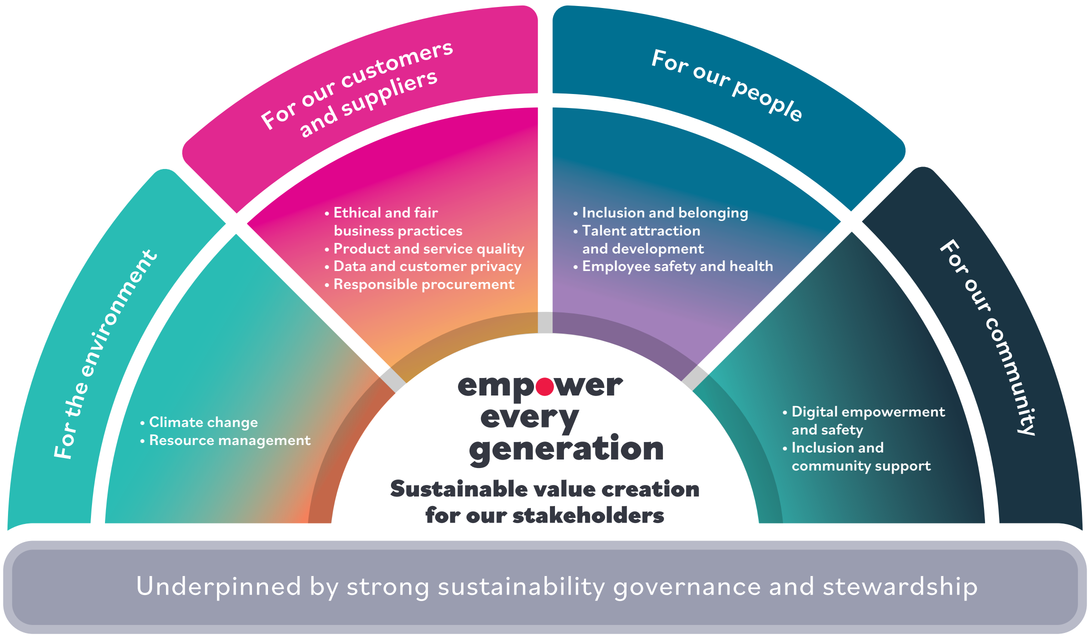


Figure 1. Singtel Group's sustainability framework

Our sustainability approach

During the year, we refined Singtel Group's sustainability framework (see Figure 1) to incorporate the results of our double materiality assessment while adopting a stakeholder-centric approach. This refreshed framework comprises four sustainability pillars: For the environment, For our customers and suppliers, For our people and For our community. These pillars guide our approach to create sustainable value for all our stakeholders, underpinned by our commitment to strong sustainability governance.

Singtel adopted a decentralised operating structure in 2021 to empower businesses to drive growth through commercial synergies and capabilities. Each OpCo has its own governance structure and is responsible for integrating sustainability into its business strategy and operations. At the Group level, we provide stewardship through frameworks, tools and coordination to support alignment and capability sharing across the Singtel Group, while enabling each OpCo to advance its own sustainability priorities and initiatives.

As a signatory of the United Nations Global Compact since 2007, we support its Ten Principles and the 2030 UN Sustainable Development Goals (SDGs). We also actively participate in various GSMA sustainability working groups and contribute to its global sustainability initiatives for the industry.

Stakeholder engagement

We recognise the importance of engaging our internal and external stakeholders through regular dialogue. Stakeholders are identified based on their influence on the Singtel Group and the extent they are affected by our actions. We address a wide range of matters, using multiple platforms and feedback channels to achieve clear and consistent communication.

Embedding sustainability across our business operations

- Incorporating sustainability considerations into Board committee charters, Director nominations and Board performance evaluations.
- Regular training for Directors and ongoing learning and engagement programmes for staff to build sustainability knowledge and capabilities.
- Group-wide Top Executive ESG Key Performance Indicators (KPIs), with shared targets contributing 20% of long-term incentive plans, to guide sustainability priorities across the Group, while each OpCo remains responsible for implementation in its own respective operations.
- Our Group's sustainable financing programme, Olives, launched a S$750 million sustainability-linked revolving credit facility in 2021 and published the Singtel Group Sustainability-Linked Bond Framework, a first in Asia Pacific for our sector.
- Using internal carbon pricing (ICP) to guide capital expenditure decisions and vendor selection, using an emissions-weighted average cost of carbon (e-WACC) at S$50 per tonne of CO_2e.

Ongoing engagement provides insight into our stakeholders' priorities and expectations, ensuring our strategies and initiatives can effectively address their evolving needs and concerns. For example, we communicate with our investors on a regular basis to update them on our sustainability goals, plans and progress, and to seek their views on how ESG matters influence their investment decisions.

During the year, we conducted additional engagement with a broad spectrum of stakeholders to solicit their perspectives as part of our double materiality assessment.

We reached out to academia, banks, customers, investors, industry bodies, media, suppliers, non-profit organisations and charities, special education schools and regulators. Besides soliciting their perspectives on our material topics, we sought to understand their views on the strategic considerations and trade-offs arising from sustainability-related impacts, risks and opportunities.

Their inputs provided valuable insights into stakeholder priorities and helped validate our sustainability approach, including how we balance short-term financial returns with long-term sustainability goals that may influence future profitability. More information on our stakeholders is available on our sustainability webpage.

Sustainability pillars	Material topics
For The Environment	• Climate change • Resource management
For Our Customers and Suppliers	• Ethical and fair business practices • Product and service quality • Data and customer privacy • Responsible procurement
For Our People	• Inclusion and belonging • Talent attraction and development • Employee safety and health
For Our Community	• Digital empowerment and safety

Figure 2. Double materiality assessment process

Double materiality assessment

Conducted with the support of PwC Singapore and aligned with the GRI 2021 Standards and the IFRS Sustainability Disclosures Standards, our double materiality assessment built on the interim materiality assessment conducted in 2023.

The assessment incorporated both financial and impact materiality, and considered the interaction between them. Through a financial lens, we assessed Singtel Group's material sustainability-related risks and opportunities, including those within our control and those arising from our business relationships.

Through an impact lens, we considered Singtel Group's actual and potential, positive and negative impacts on the economy, environment and people, both within our own operations and across our value chain. We also considered how these impacts may give rise to sustainability-related risks and opportunities over the short, medium and long term.

The assessment was conducted at OpCo level, taking into account the specific circumstances and nuances of each OpCo. The results were synthesised to provide a consolidated view of the Group's material topics, enabling a clearer evaluation of our business resilience and impacts, and how they are connected. Through this process, we identified ten material topics grouped under our four sustainability pillars.

Step 1 – Mapping Singtel Group's value chain and stakeholders

Our first step involved identifying the activities and actors across our value chain, securing a comprehensive understanding of how our operations and business relationships may give rise to sustainability-related impacts, risks and opportunities (IROs). This was supported by desktop research and peer benchmarking to ensure our mapping used current information. The value chain mapping also created a stakeholder engagement plan to ensure that we consult relevant stakeholders throughout the assessment.

Step 2 – Identifying and assessing IROs

The second step was to identify Singtel Group's IROs. For sustainability-related risks and opportunities, we considered SASB Standards disclosure topics and other relevant sources of guidance. For impacts, we considered how our business activities and relationships impact the economy, environment and people.

We then assessed the identified IROs in line with Singtel Group's Enterprise Risk Management (ERM) methodology and rating. To determine the significance of risks and opportunities, we looked at magnitude and likelihood. For each actual or potential positive or negative impact, we considered severity (scale, scope and remediability) and likelihood.

Step 3 – Engaging our stakeholders

Based on the preliminary topics from the IROs assessment, we consulted internal and external stakeholders to understand their views on the relative importance of a preliminary list of material topics.

We engaged various departments from across our OpCos and Singtel Group, including Strategy, Risk and Finance as well as our top executives. External stakeholders were engaged via a survey to rank the relative importance of a preliminary list of material topics and identify any topics that may be missing.

Step 4 – Determining a final list of material topics

As a final step, we consolidated our findings from the IROs assessment and the inputs gathered by stakeholders to arrive at a final list of material topics. This involved synthesising OpCo-level considerations to ensure our material topics are representative for the Singtel Group. These topics were then validated with Singtel Group Management Committee and RSTC.

Our results

The results reaffirmed the importance of Singtel Group's existing material sustainability topics, which have been reorganised under our refreshed sustainability framework to better reflect the priorities of the Group and our stakeholders. We have set 2030 sustainability targets for our material topics, ensuring accountability for driving progress in the areas where we have significant influence while enhancing our business resilience.

Sustainability governance at Singtel

The Board provides oversight of Singtel Group's sustainability strategy, including sustainability and climate-related risks and opportunities. It approves the Group's material topics and sustainability targets, and monitors progress towards those targets, including climate targets such as our SBTi commitment.

At least twice a year, senior executives provide regular updates to the Board on our sustainability priorities and performance. The Board also reviews the Group's annual sustainability report, ensuring transparent disclosure of performance across material topics.

The RSTC, which met five times during the year, supports the Board to provide oversight of the Group's sustainability strategy. It plays a critical role in assessing sustainability-related risks, including climate-related risks, and their implications. This enables the Board to assess trade-offs and make informed strategic decisions. The OpCos, under the oversight of their respective Board or ExCom, are responsible for company-level implementation, day-to-day controls and execution of their sustainability strategies in alignment with the Group's sustainability strategic objectives.

ESG considerations are also integrated throughout other Board committees. The Executive Resource and Compensation Committee (ERCC) includes ESG KPIs in short- and long-term incentive schemes for senior executives.

The Finance and Investment Committee (FIC) oversees sustainability-linked financing frameworks and evaluates related financing decisions. Since last year, the Audit Committee oversees climate-related financial disclosures in the Annual Report, ensuring compliance with IFRS Sustainability Disclosure Standards requirements.

Table 1. Singtel Group sustainability governance

Governance body	Roles and responsibilities	Meeting and reporting cadence
Board of Directors	The Board oversees the overall sustainability and climate-related strategies, approves the material topics and targets which include climate-related topics, reviews the progress and performance of the Group's sustainability commitments, and approves disclosures in the Annual Report and Sustainability Report.	Twice a year for sustainability matters.
Audit Committee (AC)	AC takes on the additional role to oversee the various sustainability-related financial disclosures in the Annual Report.	At least four times a year.
Executive Resource and Compensation Committee (ERCC)	ERCC reviews and approves executive and management's compensation structure, and long- and short-term incentives. ESG KPIs comprise 20% of these incentives, with climate-related KPIs representing one in four targets for both groups.	Twice a year to review KPIs and performance.
Finance and Investment Committee (FIC)	FIC approves sustainability-linked financing and associated ESG KPIs.	Sustainability-related topics as required.
Risk, Sustainability and Technology Committee (RSTC)	RSTC assesses sustainability risks and opportunities, including climate-related ones, and their impact on the Group's business, ensuring alignment with sustainability policies, strategies and resources to achieve the long-term sustainability commitments and targets.	At least three times a year for sustainability and climate-related matters.
Group Chief Executive Officer (GCEO)	GCEO, a Board member and Chairperson of the Management Committee, provides the Board with recommendations pertaining to sustainability and climate-related matters, including strategy, performance, risk management and disclosures.	Full participation at Main Board, OpCo Boards, Singtel Singapore ExCom and Singtel Group Management Committee.
Management Committee (MC)	MC, comprising all C-level senior executives, plans, reviews and approves Singtel Group's sustainability and climate strategies, and other ESG decisions and investments across all operations.	Monthly participation.
OpCo Board Committee or OpCo ExCom	Each OpCo has a separate Board committee or ExCom which is accountable for the overall implementation and progress of its respective sustainability strategies.	At least once a year for sustainability-related risk, including climate-related risk.
Group Chief Financial Officer (GCFO)	GCFO oversees climate-related financial disclosures, assessments of climate-related financial effects, and matters relating to sustainable financing and funding. GCFO also supports the integration of sustainability and climate considerations into financial planning, investment evaluation and reporting processes.	Regular participation.
Group Chief People and Sustainability Officer (GCPSO)	GCPSO has overall accountability for the management of sustainability and is supported by the Vice President of Group Sustainability. Both of them work with and provide guidance to the OpCos on sustainability matters, including climate-related issues. GCPSO makes recommendations to GCEO and MC.	Regular participation.
Energy Transition Steering Committee (ETSC)	ETSC provides strategic direction, governance and oversight for Singtel Group's energy transition agenda, guiding efforts to secure resilient, cost-competitive and lower-carbon energy supply that supports business growth and advances our 2045 net-zero ambition. Co-chaired by GCCO and GCPSO.	At least twice a year.
Workplace Safety and Health Steering Committee (WSHSC)	WSHSC provides oversight of the Group's workplace safety and health framework, including reviewing policy effectiveness and compliance, recommending improvements, overseeing incident investigations, supporting implementation, and reporting to the RMC and RSTC on key developments and approvals. Co-chaired by GCPSO and CTO.	At least four times a year.

Board skills and competencies

Singtel Group has a Board Diversity Policy to ensure an appropriate balance of perspectives, skills and experience on the Board. In reviewing Board composition and succession planning, the Corporate Governance and Nominations Committee (CGNC) considers the benefits of all aspects of diversity, including gender, age, ethnicity and skillsets. In particular, four Directors provide valuable knowledge and experience in the corporate sustainability space.

The Board places strong emphasis on continuous learning and capability building. All Directors are expected to undergo regular training to remain effective in their roles and stay abreast of key developments.

To further strengthen the Board's ability to oversee sustainability matters, the RSTC has engaged external advisers with deep expertise. They include Ms Goh Swee Chen, former Chairperson of Shell Singapore and a recognised sustainability leader, and members of the Low Carbon Advisors Group who bring specialist knowledge in climate transition strategy and decarbonisation.

In line with Singapore Exchange (SGX) requirements, all Directors have completed mandatory sustainability training. The Board also receives regular briefings on key sustainability developments.

Management structure

The Singtel Group Management Committee implements our sustainability strategy, managing sustainability and climate-related risks and opportunities across the Group.

The Committee is supported by the Group Sustainability function, led by a Vice President who reports to the Group Chief People and Sustainability Officer. The function collaborates closely with cross-functional steering committees and working groups across the OpCos to align and deliver on initiatives related to our material sustainability topics.

Our Group Risk and Compliance function, together with Group Sustainability, plays a key role in evaluating sustainability, climate-related and emerging risks as well as reviewing if appropriate mitigation measures and response plans are in place.

Each OpCo has its own Board Committee or ExCom, responsible for the company's sustainability strategy. These committees provide strategic direction, monitor progress toward sustainability goals and ensure alignment to Group-wide commitments, while tailoring their approach to each OpCo's unique business context and regulatory landscape.

Management of ESG KPIs

We have incorporated collective ESG targets into the KPIs of our top executives, in addition to their short- and long-term incentive plans, to promote accountability for our sustainability goals.

20% **of our top executives' long-term incentive plans are tied to specific, time-bound ESG KPIs**

10% **of our Management Committee's annual balanced scorecard performance relates to ESG outcomes and is linked to their short-term incentive plans**

These KPIs cover the following four areas, with the focus and weighting calibrated to reflect each executive's level of influence and their functional responsibilities:

01 Climate change, measured through GHG emissions reduction in line with SBTi trajectory

02 ESG performance and governance, assessed through MSCI ESG rating

03 Social impact, focusing on digital empowerment and safety, and employee volunteering

04 People and talent, focusing on BIG culture and employee engagement

To ensure that sustainability accountability is further cascaded throughout our business units and departments, individual performance bonuses and incentives are aligned with our sustainability priorities, and operational ESG KPIs are assigned to relevant employees.

Risk management

Singtel Group's Risk Management Framework sets out the governance structure for risk oversight, our management approach, including risk philosophy, appetite and tolerance thresholds, and key risk categories. This Framework ensures a proactive and systematic approach to risk identification, assessment and management.

Sustainability is one of Singtel Group's ten key enterprise risks, with climate change risk recognised as a critical subset. It is prioritised alongside other strategic operational risks such as human resources, information technology and cyber security.

Our Enterprise Risk Management (ERM) methodology and rating are applied to evaluate the impact and likelihood of sustainability risks, including climate-related risks. This is supplemented by regular review of these risks and opportunities across our value chain through stakeholder engagement and formal materiality assessments, as well as our refreshed climate scenario analysis. See 'Climate-related Risks and Opportunities' section on page 16 for details.

Each OpCo and business unit maintains its own risk register and corresponding action plans. These are embedded into annual business planning and budgeting cycles. At Optus, for example, natural disaster risks such as cyclones, floods and bushfires are assessed for their potential impact on network infrastructure, with the Network team overseeing the necessary mitigation.

Key enterprise risks, including sustainability and climate-related risks, are monitored and addressed through mitigation strategies and internal controls. OpCo CEOs submit annual reports outlining key risks, controls and indicators to their respective OpCo Board Committee or ExCom for discussion. These reports are subsequently reviewed by RSTC and feed into a Group-wide risk assessment, which consolidates the risk portfolio across the Singtel Group to ensure alignment and effective oversight.

Ethics and compliance

Singtel Group fosters a culture of integrity, corporate governance and ethical conduct through a governance framework that includes leadership accountability, corporate culture, robust controls, clear policies, effective risk management and ongoing employee training. We maintain a zero-tolerance stance towards fraud, bribery, corruption and any form of unethical behaviour.

The Board of Directors adheres to the Singtel Group Code of Business Conduct and Ethics, all employees abide by the Singtel Group Code of Conduct, and suppliers are expected to comply with the Singtel Group Supplier Code of Conduct. Every employee, including contract staff, is required to complete mandatory annual online training on the Singtel Code of Conduct, Anti-Bribery and Corruption, Data Protection and Governance, and Information Security. In addition, employees must declare any potential conflict of interest on an annual basis.

The Singtel Group Policy Management Framework, launched last year, standardises the approach for the development and management of our key Group policies, including documentation, review protocols and an authority matrix for policy approvals.

Singtel Group's governance practices earned the third place ranking in the 2025 Singapore Governance and Transparency Index, up one spot from last year. The annual study evaluates and ranks listed companies based on their corporate governance practices (e.g. Board effectiveness, shareholder rights, stakeholder engagement, internal accountability etc.) and disclosure practices.

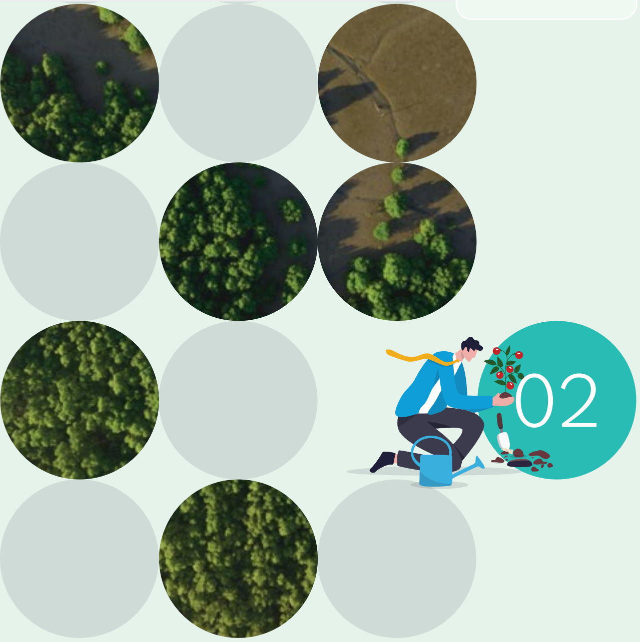
For more information about our policies and controls, refer to the Corporate Governance section of our Annual Report.

Sustainability reporting

We are progressively moving towards impact reporting, shifting from activity-based metrics to disclosing the value created through our initiatives and community programmes. Many of these efforts are designed with a long-term perspective and have been sustained over several years, enabling us to better assess and report their outcomes and impact over time.

2026 sustainability goals and progress

Pillar	Material topics	2030 Targets	FY2026 performance	Relevant pages
For The Environment	• Climate change • Resource management	• SBTi Scope 1, 2 (55%) and 3 (40%) reduction achieved against 2023 baseline. • At least 50% of our electricity consumption to be backed by renewable sources.	Scope 1 and 2 (market-based) emissions reduced by 28.3% from 2023 baseline to 315,727 tCO_2e. Scope 3 emissions under SBTi target categories reduced by 41.7% from 2023 baseline to 2,113,300 tCO_2e. Refer to Table 1 on page 24 for the explanation of year-on-year changes to all 15 Scope 3 categories. 29.5% of electricity consumption was backed by renewable sources, increasing from 20.4% a year ago. Including mandatory Large-scale Generation Certificates (LGCs), the coverage reached 41.3%. Achieved 'A' score in the CDP 2025 Climate Change assessment. We met our Sustainability Performance Target (SPTs) for our sustainability-linked financing.	Pages 14, 18–22
For Our Customers and Suppliers	• Ethical and fair business practices • Product and service quality • Data and customer privacy • Responsible procurement	• 100% compliance to responsible procurement policy by top suppliers covering over 80% of spend and emissions. • Zero major incident relating to ethical and fair business practice, customer data privacy and network services.	We engaged 194 emissions-intensive suppliers through the CDP Supply Chain Programme. Supplier participation rate of 46.9%. We also joined the Joint Alliance for CSR (JAC) to strengthen ethical and sustainable supply chain practices across the ICT sector. One substantiated corruption-related case resulted in the termination of the employee involved and the relevant business partner relationship. The matter was investigated in accordance with the Group's ABC framework, and relevant controls and processes were strengthened where appropriate. Network service disruptions in Australia and Singapore, with immediate corrective actions implemented to strengthen resilience and reduce recurrence risk.	Pages 30–34
For Our People	• Inclusion and belonging • Talent attraction and development • Employee safety and health	• Training investment of S$90 million between 2026 and 2030. • Annual staff engagement score of 75% (BIG Index).	S$21.8 million 77%	Pages 40–42
For Our Community	• Digital empowerment and safety	• Digitally empower one million persons and small and medium-sized enterprises annually.	>1 million persons and SMEs	Pages 52–54



For The Environment

Our strategy and commitment

The global climate agenda saw mixed progress against a backdrop of deceleration in climate leadership and geopolitical shifts at the 30th United Nations Climate Change Conference (COP30) in Belém, Brazil.

We adhere to our [Singtel Group Climate Statement] which articulates our commitments and intention in driving climate action, in addition to our Singtel Group Environmental Policy. Singtel Group also remains committed to net-zero emissions across our value chain by 2045, balancing climate ambition with long-term value creation for our stakeholders.

As a business with extensive networks and energy-intensive digital infrastructure, managing environmental impacts, risks and opportunities (IROs) is critical to our operational resilience. In line with evolving global developments and our business transformation, we have begun refreshing our climate scenario analysis to update our assessment of climate-related risks and opportunities to further strengthen our strategy. This work is aligned with Singapore's designation of 2026 as the Year of Climate Adaptation and the results will be published in the coming year.

Our net-zero target, brought forward from 2050 to 2045, was revalidated by SBTi in December 2023 under the Corporate Net-Zero Standard, aligned with a 1.5°C pathway. The target is based on a cross-sectoral methodology and covers all seven greenhouse gases in the GHG Protocol, with an updated base year of FY2023 to reflect recent business conditions. It applies to Scope 1 and 2 emissions, as well as selected Scope 3 categories, including purchased goods and services, capital goods, use of sold products, downstream leased assets and investments.

Back in 2024, Singtel was recognised as the first Southeast Asian telecommunications company to achieve the highest rating in CDP's Climate Change assessment. Through our sustained efforts to embed climate considerations into business planning, investment decisions and our operations, we have maintained an 'A' score for three consecutive years.

During the year, Singtel Singapore, Digital InfraCo and NCS maintained ISO 14001 Environmental Management System (EMS) certification. With Singtel Shop AMK achieving BCA Green Mark Retail (Version 1) Platinum, three out of six Singtel Shops in Singapore are now Green Mark Platinum certified.

There were no environmental-related sanctions or legal actions against Singtel Singapore, NCS, Digital InfraCo or Optus during the year. In our Singapore operations, one case of mosquito breeding resulted in fines of under S$2,000. All affected areas were promptly addressed and rectified to prevent recurrence.

We are developing our inaugural climate transition plan and expect to publish it in the coming year. We will be referencing the GSMA Climate Transition Planning Guidance for Telecommunication Companies, building on the Transition Plan Taskforce (TPT) Disclosure Framework to provide sector-specific interpretations for mobile network operators. Through this plan, we will provide our stakeholders with further insight into how Singtel Group is aligning with a low-carbon economy, alongside the results of our updated climate scenario analysis.

4D Environmental sustainability strategy

Our 4D environmental sustainability strategy sets the Group's strategic direction and ambition to manage environmental impacts, mitigate climate-related risks and drive sustainable value creation. Informed by the results of our double materiality assessment, which identified climate change and resource management as material topics, the strategy guides our actions to drive progress across four pillars – Defend, Decarbonise, Dematerialise and Deliver – supported by three key enablers:

1. Equipping and engaging our organisation to strengthen sustainability awareness and reinforce the role each employee plays. Through learning programmes, our people develop green capabilities relevant to their work, promoting more sustainable choices in day-to-day operations.

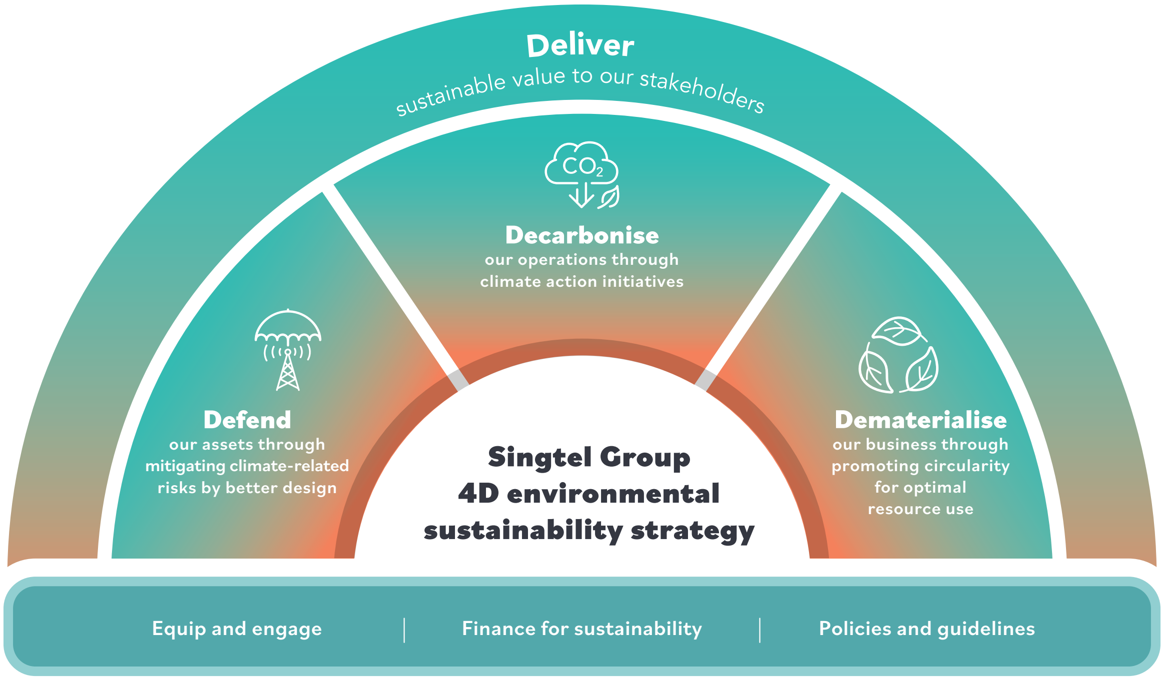
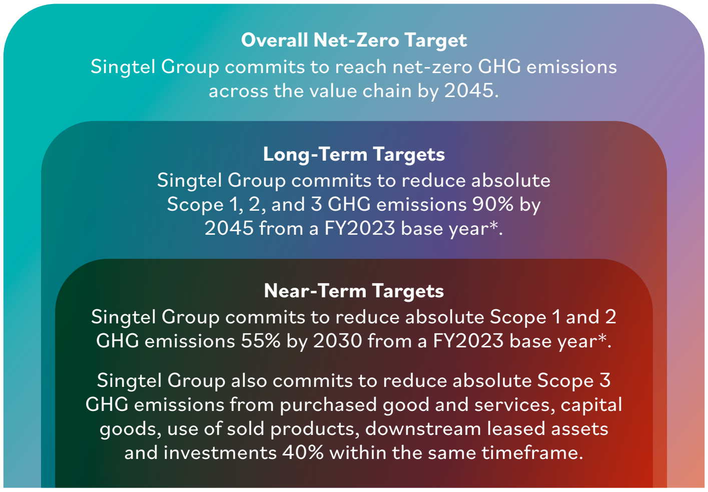


Figure 1. Singtel Group 4D environmental sustainability strategy

2. Financing for sustainability through financial levers such as internal carbon pricing and sustainable finance instruments. These tools ensure that decisions incorporate the long-term implications of environmental impacts.
3. Strengthening policies and guidelines to weave in environmental-related aspects where applicable. One example is the inclusion of the Singtel Group Responsible Procurement Policy within the Procurement Policy, ensuring that operating procedures and sourcing decisions consistently support our long-term sustainability objectives.

Figure 2. Singtel Group SBTi targets based on FY2023 baseline



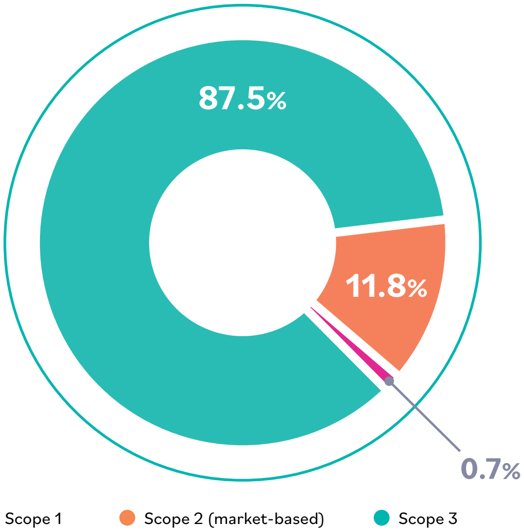
*The target boundary includes land-related emissions and removals from bioenergy feedstocks

FY2026 environmental performance

In FY2026, Singtel Group generated 2,516,330 tCO_2e across Scope 1, 2 (market-based) and all 15 Scope 3 categories. This represents a reduction of 334,433 or 11.7%, compared to FY2025. Under the scope of our SBTi targets, Singtel Group's FY2026 total for Scope 1, 2 and the relevant Scope 3 categories was 2,429,027 tCO_2e, representing a 12.0% decrease from the previous year.

Against the SBTi Scope 3 baseline in FY2023, the relevant Scope 3 categories showed a decrease of 41.7%. Figure 3 shows the breakdown of Singtel Group's Scope 1, 2 and 3 emissions.

Figure 3. FY2026 Singtel Group Scope 1, 2 and 3 GHG emissions



Climate change

Climate-related risks and opportunities

In 2022, we conducted a climate scenario analysis in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). The results of the climate scenario analysis were summarised in SR2025 (pages 25-28) with full results presented in our standalone TCFD Report.

This year, we performed an updated climate scenario analysis to assess the implications for our climate resilience arising from changes to our businesses, operating environment and improved climate data. The analysis examined climate-related risks and opportunities across Optus, Singtel Singapore, NCS and Digital InfraCo, based on current operational and financial data.

Each OpCo has been assessed individually to reflect the distinct nature of their operations and exposure to climate-related risks and opportunities, as well as their strategic priorities. The consolidated results for the Singtel Group are expected to be published next year as part of our inaugural climate transition plan.

Strategy to address climate-related risks and opportunities

Since the last climate scenario analysis, climate-related risks and opportunities have been integrated into our annual business planning and budgeting process. Sustainability considerations are embedded in decision-making, including through sustainability requirements in our Procurement Policy and ESG due diligence for new acquisitions.

In 2024, the Group launched the 4D environmental strategy (refer to page 15) to guide our transition to a low-carbon economy. The strategy sets out the mitigation and adaptation measures Singtel Group is undertaking to address identified physical and transition risks, while enabling us to capture climate-related opportunities. These initiatives include strengthening resilience against extreme weather events, decarbonising our operations in line with our SBTi targets, and improving the sustainability performance of new and existing projects.

Since 2023, we have allocated resources through a dedicated green budget to support our OpCos in investing in carbon efficiency projects. During the year, as part of a KKR-led consortium, we announced the signing of definitive agreements to fully acquire ST Telemedia Global Data Centres (STT GDC), subject to customary closing conditions, including regulatory approvals. ESG-related due diligence formed one of the core workstreams supporting the transaction assessment.

In addition, Singtel Group sets common expectations and provides tools to support engagement with key suppliers on emissions reduction and implementation of the Singtel Group Responsible Procurement Policy. The OpCos lead supplier selection, contracting and day-to-day implementation, and are responsible for local compliance and business outcomes. Singtel Group also supports customers in reducing emissions through greener product offerings.

Taken together, our current strategy and related initiatives to address climate-related risks and opportunities strengthen Singtel Group's resilience to the effects of climate change.

We retain adaptive capacity given our financial position and the strategic allocation of resources to support network upgrades, adaptation efforts and further operational efficiencies. This is supported by our ability to redeploy financial and operational resources, where necessary, to support long-term service provision and business resilience.

Current and anticipated financial effects

Singtel Group has a portfolio of sustainable financing instruments, including sustainability-linked loans (SLLs), sustainability-linked bonds (SLBs) and green loans, with outstanding borrowings of S$1.4 billion at the end of the financial year.

The terms of these sustainable financing instruments are linked to the achievement of pre-determined sustainability targets. The sustainability performance targets associated with the SLBs were assessed and satisfied in prior reporting periods and there are no further ongoing climate-linked targets associated with the bonds. Based on current performance trends and secured renewable energy supplies, the Group anticipates meeting its SLLs and green loans targets. Should the Group fail to meet these targets, it would forgo certain sustainability credentials. We do not anticipate any resulting cost differences to have a material impact on our financial performance or cash flows.

We are also committed to emission reduction activities as part of our climate mitigation plans, including reaching net-zero greenhouse gas emissions across the value chain by 2045. The financial effects of the Group's Scope 3 greenhouse gas emission targets over the short, medium and long term are subject to a high level of measurement uncertainty.

This is due to the evolving nature of Scope 3 accounting methodologies and data, as well as the dependence on the emissions pathways of various participants across our value chain. In addition, uncertainty remains for Scope 1 and Scope 2 greenhouse gas emissions over the medium to long term, given the existence of multiple transition pathways and the evolving nature of our business, including the growth of our data centre operations.

Table 1. Investments in climate adaptation (physical risks) and mitigation (transition risks)

Amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities	FY2026 (S$ million)	FY2025 (S$ million)
Investment in climate adaptation measures	**9.6**	1.5
Investment in climate mitigation measures*	**439.6**	333.1

*Excluding net carbon-pricing related charges

The financial impact from meeting Scope 1 and 2 short-term targets is not expected to be material to the Group's cash flow. Singtel Group incurred S$451.2 million in aggregate capital and operational expenditures for adaptation, mitigation and net carbon pricing-related charges to address climate-related risks.

The increase from the previous year was primarily due to the timing of expenditure associated with the construction of the DC Tuas data centre. At this stage, the financial effects of climate-related opportunities on Group revenue cannot be separately identified from broader business drivers and are therefore not disclosed separately.

Defend our assets

A core part of our 4D Environmental Sustainability Strategy focuses on adapting our design and infrastructure to mitigate climate-related risks and prevent disruptions by future-proofing our assets and strengthening our network resilience. With the rising frequency and intensity of extreme weather events, it is essential to embed climate resilience into our planning to sustain operations at Singtel Group's corporate offices, exchanges and data centres.

Network resilience and disaster response

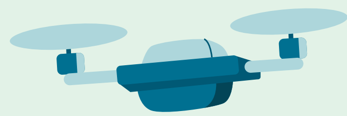
Ensuring network resilience across Singapore and Australia remains a central focus for the Singtel Group. We are taking steps to address the climate-related risks identified in our scenario analysis to minimise operational disruptions and downtime for our customers and the communities.

Figure 4. Approach to climate resilience

Enhancing connectivity resilience to extreme weather events through drone technology

During the year, Optus strengthened its network resilience by continuing to invest in innovative technology, including a partnership with Nokia that involved developing and testing drone-based solutions to support customer and community connectivity after extreme weather events.

A telecommunications solution was developed using a Tether Drone System, engineered and manufactured by Melbourne-based technology company XM2. Powered from a ground station, the solution can operate for up to 24 hours without needing to land and recharge, which makes it ideal for emergency response and recovery operations in remote areas. The solution delivers 4G and 5G coverage, including voice and SMS services, across an approximate 2km radius with potential data speeds of up to 100 Mbps.



As a telecommunications service provider, we recognise our responsibility to keep customers and communities connected during disasters and extreme weather events. As the impacts of climate change intensify, including floods and bushfires, our network teams continue to strengthen the resilience of our infrastructure and emergency response capabilities.

In Singapore, NCS worked with specialised vendors to implement a multi-layered flood defence strategy at their Bedok building. Measures included deploying road barriers, water-filled aluminium shield barriers ('water snake') and inflatable bags to divert water away from the building entrance, given its low-lying location.

In Australia, Optus continued to invest in community adaptation initiatives to enhance network and community resilience during disasters. During the year, it deployed 147 new portable generators and installed permanent generators at ten hard-to-access sites to improve operational continuity during extreme weather events.

Optus also strengthened its emergency disaster response capabilities through innovative, rapidly deployable connectivity solutions designed to restore communications when communities need them most. These include compact small-cell systems ('Fly Away Kits') equipped with Low Earth Orbit (LEO) satellite backhaul, enabling fast and resilient network coverage even when traditional terrestrial links are unavailable.

This complements Optus' growing fleet of Cell on Wheels (COW) units, which can be quickly transported and activated in affected areas to restore mobile services. Together, these solutions help ensure that first responders, emergency services and impacted communities maintain critical connectivity during natural disasters and major incidents.

Figure 5. Approach to decarbonisation

Scope 1 and 2 decarbonisation levers

Order of priority

Levers	
Replacement and electrification • Electrify vehicles and backup equipment • Utilise carbon-free refrigerants **Decommissioning and consolidation** • Decommission outdated tech and equipment • Rationalise network / server / DC deployment	**Reduce demand**
Optimisation and upgrading • Optimise operational processes • Refresh older, inefficient technology regularly	**Improve energy efficiency**
Renewables transition • Source renewable energy • Explore alternative low-carbon tech e.g. hydrogen fuel cells	**Deploy renewables** **Local RECs and offsets**

Scope 3 decarbonisation levers

Sustainable procurement	• Develop responsible procurement strategy and policy • Facilitate supplier engagement and capacity building
Associates engagement	• Engage associates on sharing of best practices • Collaborate on regional decarbonisation projects
Sustainable business innovation	• Develop green DCs and circular offerings • Provide green enterprise offerings for customer enablement • Adopt green coding practices and energy efficient design interfaces in system integration work

Future-proofing our business

To prepare Singtel Group and the OpCos for more extreme weather conditions and the transition to a low-carbon economy, we are strengthening how we design, build and upgrade our infrastructure to enhance resilience, efficiency and long-term performance. Beyond meeting certification standards, we continuously review and improve our assets and operations to support evolving business and environmental needs.

Decarbonise our operations

Our decarbonisation strategy guides our efforts to reduce Scope 1, 2 and 3 emissions through targeted climate action initiatives. For Scope 1 and 2 emissions, we focus on four key elements of the Singtel Group decarbonisation hierarchy: replacement and electrification; decommissioning and consolidation; optimisation and upgrading; and renewable energy transition. Our Scope 3 efforts focus on responsible procurement, engagement with associates and sustainable business innovation.

We support our OpCos and associates by sharing tools, training and best practices, while each of them independently manages the implementation and oversight of its own programmes and controls in accordance with applicable laws and regulations.

FY2026 GHG emissions performance

Singtel Group Scope 1 and 2 emissions

Scope 1 emissions increased by 42.4% in FY2026, and market-based Scope 2 emissions decreased by 13.3% from the prior year. For Scope 1 and 2 combined, Singtel Group recorded 315,727 tCO_2e, achieving an 11.3% reduction from FY2025. Against our 2023 SBTi baseline of 440,600 tCO_2e, this reflects a 28.3% decrease.

These improvements allowed us to meet the Sustainability Performance Target (SPTs) of our SLLs and to achieve the targeted SBTi trajectory for the year.

DC Tuas

DC Tuas is the largest and most energy efficient data centre of Digital InfraCo. Through consolidating five legacy-generation data centres into this new hyperscale campus, DC Tuas targets a Power Usage Effectiveness (PUE) of 1.25, outperforming Green Mark 2024 Platinum requirements.

This move improves land efficiency nearly ten-fold relative to the combined footprint of the sites it replaces and is estimated to avoid 8.2 GWh of electricity use and 3.3 $ktCO_2e$ per megawatt of IT load each year.

We do not report ozone-depleting gases or other minor greenhouse gases, including perfluorocarbons, nitrogen trifluoride and sulphur hexafluoride, given their negligible significance within our operations.

Figure 6 illustrates the year-on-year performance of Scope 1 and 2 emissions, along with our interim and net-zero targets. Our market-based Scope 2 emissions for FY2026 was 296,891 tCO_2e with reductions driven by more renewables deployed and increased retirement of Energy Attribute Certificates[1] (EACs) across both local and overseas operations. Scope 1 increased mainly due to higher release of fire suppressant in our operations.

Renewable energy remained a core component of our broader decarbonisation efforts, with 29.5% of our electricity consumption backed by renewable sources, up from 20.4% last year. At the same time, total electricity consumption across our operating companies increased by 5.0% from FY2025, driven by business growth, including the expansion of RE:AI and the new DC Tuas data centre.

1. EACs represent a category of renewable electricity certificates, such as Renewable Energy Certificates (RECs), Large-scale Generation Certificates (LGCs) and other region-specific certification schemes.

Figure 6. Scope 1 and 2 SBTi targets

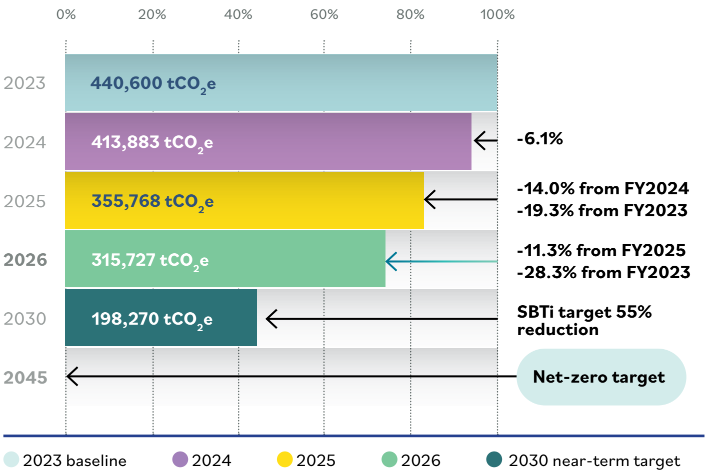
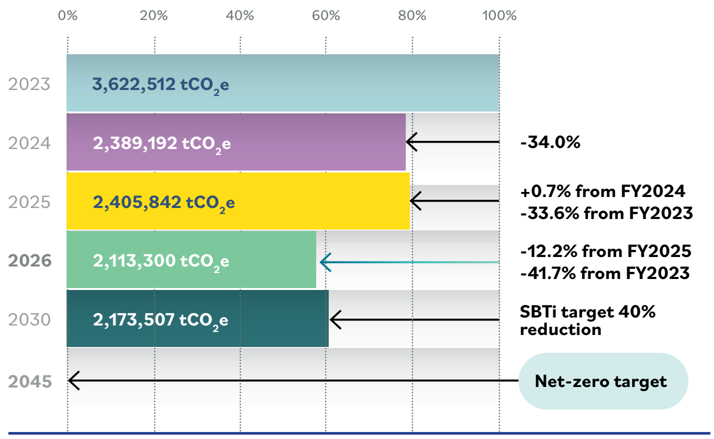


Figure 7. Scope 3 SBTi targets (Cat 1, 2, 11, 13, 15)



Singtel Group Scope 3 emissions

The Group's Scope 3 emissions amounted to 2,200,603 tCO_2e in FY2026. Of this, 2,113,300 tCO_2e related to the Scope 3 categories covered under our SBTi-validated target (Categories 1, 2, 11, 13 and 15). This represents a 41.7% reduction compared with our FY2023 SBTi baseline of 3,622,512 tCO_2e.

The overall decrease in Scope 3 emissions was primarily driven by reductions in Category 1 (Purchased goods and services). As shown in Table 2, Category 1 emissions declined by 23.6% despite increased expenditure on purchased goods compared to FY2025. We restated FY2025 Category 1 due to an improvement in data extraction method which gave us even more comprehensive data.

This reduction was mainly due to updates to our Industry Emission Factors (IEF) and Company Emission Factors (CEF), which resulted in lower calculated emissions. In addition, we expanded the use of Product Carbon Footprints (PCF) by applying them to two additional product categories.

Category 2 (Capital goods) emissions increased by 19.9%, mainly due to construction activities related to DC Tuas. Excluding this impact, Category 2 emissions would have decreased by 24.6%, driven by lower IEF, CEF and the expanded use of PCF to one product category. Category 11 (Use of sold products) emissions decreased by 45.6%, largely due to updated consumption assumptions based on supplier-specific data, which lowered estimated power consumption per modem in Australia. Category 15 (Investments) emissions decreased by 2.1%, driven by higher deployment of renewable energy, divestment of towers and fleet electrification.

Throughout the year, we continued to strengthen our emissions accounting approach through several methodological improvements. These included expanding the use of PCF data for devices and laptops, updating our IEF to the latest version, increasing the use of emission factors from the Singapore Emissions Factor Registry, and broadening the reporting scope for selected categories.

Figure 8. FY2026 Singtel Group Scope 3 emissions breakdown

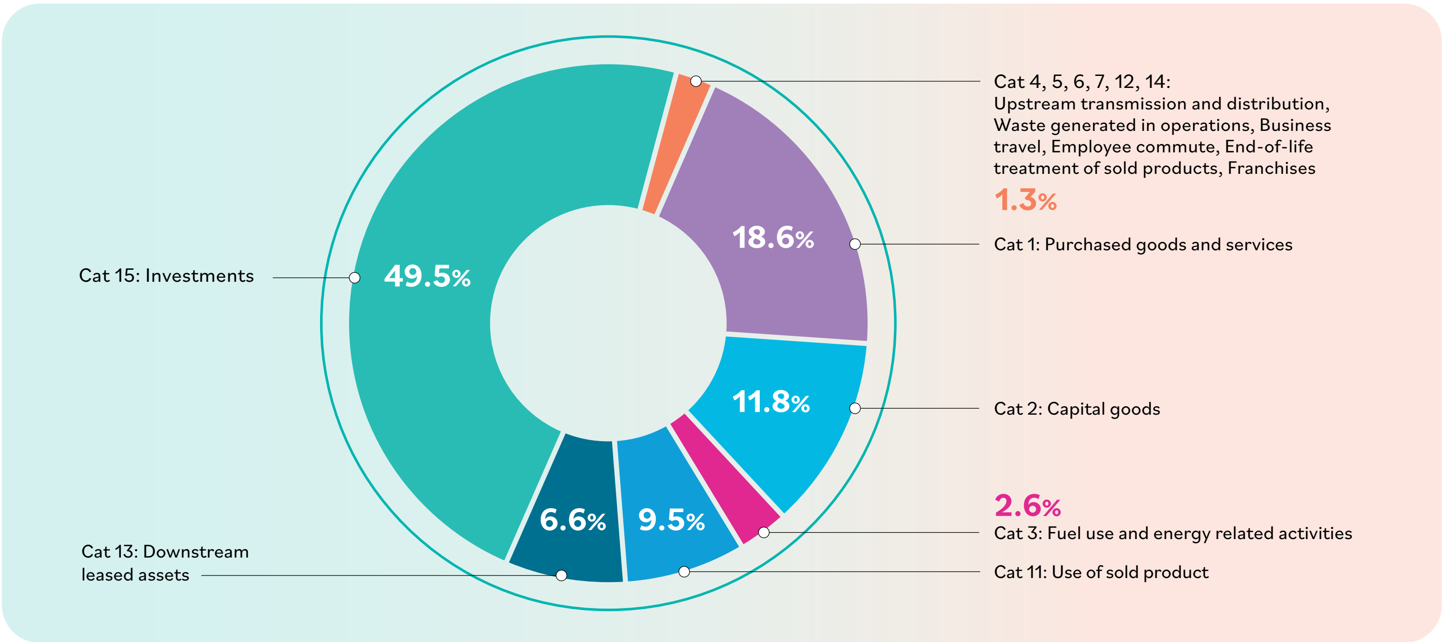


Table 2. Singtel Group Scope 3 emissions

Category	FY2026 (tCO_2e)	FY2025 (tCO_2e)	% change from FY2025		Reasons for emissions change from FY2025
Total Scope 3 emissions	2,200,603	2,494,996*	↓	-11.8%	
1: Purchased goods and services	409,739	536,055*	↓	-23.6%	Decrease due to lower updated Industry Emission Factor (IEF), continued use of Company Emissions Factor (CEF), and increased usage of Product Carbon Footprint (PCF) to include an additional mobile phone and computer brand.
2: Capital goods	259,475	216,331*	↑	19.9%	Included one-off construction of our new DC Tuas which constituted 37.2% of Category 2. Excluding the one-off impact, there would be a 24.6% decline driven by lower updated IEF, continued use of CEF and increased usage of PCF to include an additional computer brand.
3: Fuel use and energy related activities	57,818	58,329	↓	-0.9%	Decrease due to lower usage of mobile diesel.
4: Upstream transportation and distribution	2,878	4,168	↓	-31.0%	Decrease due to reduced spend with our logistics providers in Australia.
5: Waste generated in operations	2,046	2,798*	↓	-26.9%	Decrease due to use of lower EF from Singapore Emission Factor Registry (SEFR), where applicable.
6: Business travel	8,167	10,203	↓	-20.0%	Decrease due to lower flight emissions per km travelled and more economy class flights. No carbon credits were retired this year.
7: Employee commuting	13,436	9,057	↑	48.3%	Increase due to expanded coverage with new commuter survey in Australia.
11: Use of sold product	209,478	384,994*	↓	-45.6%	Decrease mainly due to updated consumption assumptions made with supplier specific data, bringing down the power consumption per modem in Australia.
12: End-of-life treatment of sold products	1,215	2,188*	↓	-44.5%	Decrease due to use of lower EF from SEFR, where applicable.
13: Downstream leased assets	144,287	154,686*	↓	-6.7%	Decrease due to decommissioning of one data centre and lower number of set-top box subscribers in Singapore.
14: Franchises	1,743	2,411	↓	-27.7%	Decrease due to Optus in-sourcing of retail stores back from franchisees.
15: Investments+	1,090,321	1,113,777*	↓	-2.1%	Decrease due to higher deployment of renewable energy, divestment of towers and fleet electrification.

* Restated figures. For more information, please see the Environmental Performance Indicator in the Appendix.
+ Material emissions from investees treated as passive investments are disclosed separately for informational purposes. This amounts to 955,782 tCO_2e.

Scope 1 and 2 decarbonisation levers

Replacement and electrification

Fleet electrification plays a critical role in reducing Scope 1 emissions as part of our decarbonisation agenda. During the year, Singtel Singapore added 28 electric vehicles (EVs), bringing the total number of EVs in its fleet to 114, representing 78.1% of the overall fleet. We aim to transition the remaining vehicles to electric models by 2028.

Similarly, NCS added eight EVs during the year, increasing the proportion of its electric fleet to 19%. Together, these 36 vehicle conversions avoided approximately 118.8 tCO_2e emissions across Singtel Singapore and NCS.

NCS EV fleet

Decommission and consolidation

Through continual reviews and decommissioning of legacy equipment and platforms, we ensure our operations and energy consumption are optimised to reduce overall energy demand. During the year, we have decommissioned the majority of 3G systems and decommissioned older, less energy-efficient KC1 data centre. This actively facilitated customers to migrate to newer, more efficient facilities.

Optimisation and upgrading

Optimising and upgrading our infrastructure is one of four key components in our decarbonisation hierarchy. During the year, we launched a five-year strategic programme to modernise and consolidate Singtel Singapore's fixed transport networks across multiple domains, reducing legacy platforms and streamlining infrastructure through technology refreshes.

Digital InfraCo undertook optimisation initiatives to reduce PUE. At DC West, PUE fell from 1.57 to 1.51 and at KC2 from 1.79 to 1.75. In parallel, enhanced refrigerant monitoring was introduced to strengthen leak detection and manage Scope 1 emission risks. Table 3 shows the list of energy efficiency initiatives that were completed during the year.

Scope 3 decarbonisation levers

Singtel Group is exploring the use of further carbon credits to address residual emissions. Should carbon credits be used to achieve our SBTi targets, we will adhere to SBTi's guidelines that offsets should not exceed 10% of total target emissions. We will also endeavour to align with the Claims Code of Practice (CCP) by Voluntary Carbon Markets Integrity Initiative (VCMI), verifying offsets using international standards approved by the Integrity Council for the Voluntary Carbon Market (ICVCM).

Impact feature

Our low-carbon transition journey with renewable energy

With energy efficiency measures in place, our next focus is increasing the share of renewable energy across our operations. Our efforts are guided by the Singtel Group renewable energy approach outlined in Figure 9.

Since we started our renewable energy transition in 2021, we have installed 8,856 kWp of on-site solar photovoltaic (PV) systems across locations in Singapore and Australia. Since then, we have retired 595,099 EACs to offset electricity drawn from the grid, including 241,704 EACs that we voluntarily retired across the Group during the year. As a result, the proportion of electricity backed by renewable sources increased from 5.7% in 2022 to 29.5% in 2026 (41.3% including mandatory LGCs).

During the year, we further developed our energy transition plan to better assess long-term energy demand and support major business developments, including the expansion of our data centre capacity and the growth of RE:AI. These businesses are expected to materially increase electricity demand and Scope 2 emissions, which we are actively addressing through the implementation of our decarbonisation strategy.

As part of the broader expansion of solar infrastructure at the Bedok campus, NCS installed a new solar PV system in the open field. The new panels are 17.2% more energy efficient than the earlier rooftop installation and are expected to generate 256.8 MWh annually.

Digital InfraCo's DC Tuas was also developed with a 235.2 kWp rooftop solar PV system, expected to generate approximately 268.8 MWh annually.

Solar PV installation at NCS Bedok

Table 3. Energy reduction initiatives in FY2026

Energy reduction initiatives in FY2026	Description	Estimated annual electricity savings (MWh)[1,2]	GHG emissions avoided (tCO_2e)[3]
CRAH Optimisation strategy at DC West	Digital InfraCo reduced energy use at DC West by running cooling fans only as needed, and adjusting fan speeds to avoid over-cooling and excessive airflow. This lowers electricity consumption, reduces operating costs and extends equipment lifespan.	6,902.1	2,774.7
KC2 Cooling System Improvements	Digital InfraCo carried out efficiency enhancements to the KC2 cooling system, including optimising Computer Room Air Handler (CRAH) units by adjusting fan speeds, load balancing among operating chillers, and installing a Deston device to reduce blowdown and scaling in the chillers.	2,932.3	1,178.8
Chiller Efficiency Enhancement at NCS	NCS optimised an Air Handling Unit (AHU) through EC fan replacement. Together with chiller software enhancements, this is projected to achieve reduction in AHU electricity use and energy savings from chiller optimisation.	554.3	222.8
LTE Deep Sleep Energy Optimisation at Optus	Optus implemented Nokia's LTE CSM Deep Sleep feature to reduce radio power consumption. It uses Deep Sleep Mode (DSM) and Extreme Deep Sleep Mode (xDSM), together with Cell Switch-Off, to power down components during low-traffic periods and improve energy efficiency.	192.4	77.3
Chiller Plant Load Reduction Through Independent Variable Refrigerant Volume (VRV) Installation at Serangoon North	Singtel Singapore improved chiller plant efficiency at the Serangoon Hub by installing independent VRV systems. Previously, the entire chiller plant was used for cooling during weekends and after office hours. The new units reduce energy use and lower costs by replacing the need for full plant operation during these periods.	185.1	74.4
Smart Lighting Enhancements at NCS	NCS also implemented smart lighting enhancements across two facilities, including the installation of new smart lighting systems, supported by upgraded power cabling and sensors.	73.5	29.6
Replacement Of SSPA at Seletar Satellite Earth Station	Digital InfraCo upgraded the Solid-State Power Amplifier (SSPA) systems at Seletar Satellite Earth Station. This improves uplink reliability and supports a shift to more energy-efficient technology, with the goal of phasing out obsolete equipment.	55.2	22.2

Figure 9. Renewable energy strategy and approach

Guiding principles

- **Renewables in consideration: Solar PV, wind, hydro**
- **Renewable energy should be procured local or as near to operations as possible**
- **Additionality is preferred – promote new renewable energy projects where possible**

Most preferred

Proximity to operations

	Singapore	Australia	Global Offices
	Overall RE% is 18.3%.	Overall RE% is 34.6% excluding mandatory LGCs.	Overall RE% is 96.2%.
On-site renewables	Added 456 kWp of renewable capacity in FY2026. A total of 2,527 kWp solar PVs installed across all sites[4].	Added 1,986 kWp of solar rooftop across various exchange sites nationwide in FY2026.	
RE Power Purchase Agreement (PPA) (including imported)	Consumed a total of 34,726 MWh of renewable-backed electricity. Secured a total of 40 GWh of RE PPA from 2026 to 2033.	Consumed a total of 109,693 MWh of renewable-backed electricity.	
Local EACs	Retired 13,750 RECs for FY2026. Secured 73,565 RECs for FY2027 and FY2028.	Retired 80,300 RECs for FY2026.	**Malaysia** Retired 1,374 RECs for FY2026. **India** Retired 779 RECs for FY2026. **China and HK** Retired 1,057 RECs for FY2026. **Philippines** Retired 25 RECs for FY2026.
Overseas EACs	We have not retired any overseas RECs for our respective operations.		

1. Total estimated annual savings is 10,895 MWh.
2. Estimated savings are calculated using FY2025 as the baseline, except for the KC2 Cooling System Improvements initiative, which uses FY2024 as the baseline.
3. Total GHG emissions avoided is 4,380 tCO_2e.
4. Reclassified some on-site solar to RE PPA.

Carbon rating agencies will be engaged to ensure credits are high quality, with a preference for nature-based solutions focused on removal or avoidance, and offering co-benefits such as conservation and community developments. We have not retired any carbon credits for the year.

Equipping and engaging our people

Singtel Group continues to drive organisation-wide alignment on our net-zero ambition through initiatives that engage employees in collective decarbonisation efforts.

During the year, we conducted targeted briefings and training sessions tailored to different levels of knowledge. More in-depth technical training was provided to data owners to ensure accurate and comprehensive data submission, while high-level sessions and webinars were open to all staff to build general awareness of energy, climate and broader sustainability topics. Our Fundamentals of Sustainability e-module achieved 96.6% completion rate.

Reflecting the efforts made at SingPost Centre office to create a sustainable environment through adaptive reuse and low-carbon design, our office was recognised with the Singapore Good Design (SG Mark) under the Sustainable Design category. In addition to reducing our environmental footprint by repurposing furniture, our office supports agile workstyles and incorporates collaborative zones, biophilic elements and wellness-focused amenities.

Through a combination of these features, our offices at SingPost Centre, City South and Serangoon Hub achieved Green Mark for Healthier Workplaces Platinum certification.

Finance for sustainability

Olives, our sustainable financing framework, supports Singtel Group to achieve mid- to long-term sustainability goals and net-zero goal by 2045. Singtel refinanced a S$500m sustainability-linked revolving credit facility in February 2026 and will continue to engage our joint venture partners and associates to embark on sustainable financing where relevant.

Internal carbon pricing

Singtel Group's business units have incorporated internal carbon pricing (ICP) into expenditures exceeding 100 tonnes of carbon over their lifecycle since July 2023, with the objective of embedding sustainability considerations into decision-making. ICP was applied to 25 tenders during the year. Using an emissions-weighted average cost of carbon (e-WACC) of about S$50 per tonne of CO_2e, ICP is applied throughout the development of business case and tender process. Incorporating the cost of carbon into the total cost of ownership results in a more holistic cost of ownership (HCO).

A dedicated centralised green budget was deployed to support lower-carbon initiatives across the Group. A total of five projects were approved last year. About S$4.9 million was approved for drawdown to fund initiatives such as the transition from diesel to electric vehicles and energy efficiency improvements, including chiller optimisation upgrades and the implementation of smart lighting systems at NCS.

Resource management

Dematerialise our operations through circularity

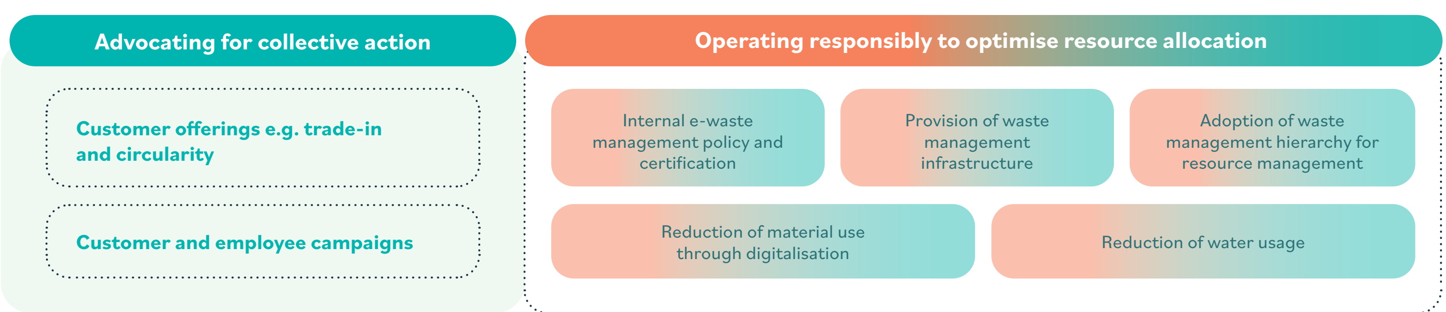
Singtel Group continues to responsibly manage resources as part of our environmental strategy, guided by principles of circularity, particularly in electronic waste and packaging. Since last year, we have committed to taking back at least 20% of new mobile devices (handsets and tablets) distributed directly to customers by 2030 through our take-back and e-waste recycling programmes.

The Singtel Group Environmental Policy outlines our commitment to continuous improvement, efficient resource use and the promotion of reuse and recycling across our operations. Compliance with the National Environment Agency's Extended Producer Responsibility (EPR) framework for e-waste management further strengthens this commitment, ensuring that Singtel Singapore and NCS fulfil their obligations for e-waste recovery and treatment. All materials diverted from landfill are processed offsite by licensed waste management vendors for recycling, supporting responsible end-of-life management and a more circular use of resources.

Singtel Group's resource-related impacts primarily arise from waste generated through our operations, including construction and demolition waste. Downstream, these impacts also extend to consumers through product packaging and paper bills for customers who are not on e-billing.

Over the past two years, the move-out from Comcentre contributed to a reduction in operational waste. Recycling rates also continued to improve during the year as we introduced additional e-waste recycling bins and food waste recycling in offices, and increased the recovery of materials from sub-sea cable activities.

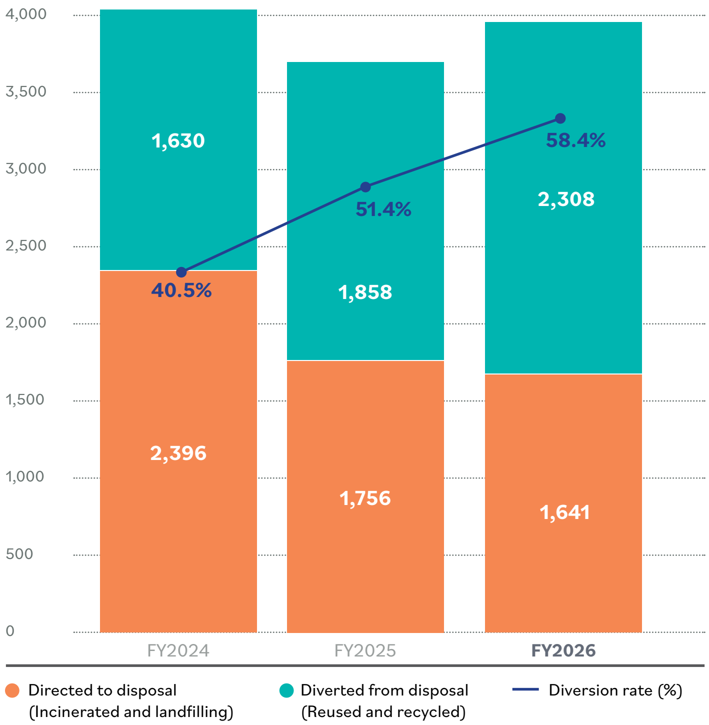
Figure 10. Dematerialisation strategy



At the same time, we continued to generate high volumes of construction waste due to the development of our new Comcentre headquarters, which accounted for 94% of total waste generated during the year.

This increase was largely driven by initiatives to refresh and modernise our assets to improve efficiency and support evolving technology needs, and is expected to be a one-off impact. Refer to Figure 11 below.

Figure 11. Overall waste diversion weight and rate, excluding construction waste and toxic waste (tonnes, %)



E-waste management

Driven by our commitment to dematerialisation, Singtel Group is expanding and deepening our e-waste management programmes across multiple channels. We marked International E-waste Day with e-waste spring cleaning initiative across network exchanges, collecting 1.35 tonnes of e-waste for responsible recycling. This effort earned Singtel Group a place among the top ten corporates in ALBA's International E-waste Day Competition. An employee awareness campaign was also rolled out across our Singapore offices, focusing on proper e-waste disposal and recycling practices, with about 850 employees completing the quiz.

To support responsible end-of-life management of ICT equipment, Singtel Singapore provides avenues across all touchpoints for customers to return their e-waste for proper handling and recycling. As a result of improved accessibility and convenience, trade-in volumes more than doubled, increasing from 4,010 to 11,368 devices. A new trade-in partner was onboarded across all Singtel-owned shops and the online e-shop, alongside the introduction of in-store trade-in counters and on-the-spot options for e-shop deliveries.

Beyond direct customer touchpoints, Singtel Singapore also fulfils its Producer Responsibility Scheme (PRS) obligations by contributing an annual fee to support the expansion of public e-waste disposal via ALBA's nationwide bins and collection events. During the reporting year, ALBA collected 13 tonnes of CPE e-waste on behalf of Singtel Singapore, 6.3 tonnes more than the previous year.

For our Enterprise customers, we launched a pilot corporate device take-back initiative, offering bill discounts to companies that commit to returning end-of-life devices. As a result of these efforts, we reached a 3% take-back rate for new mobile devices (handsets and tablets) distributed directly to customers.

Optus continued its 28-year partnership with the MobileMuster product stewardship programme, enabling customers to recycle end-of-life devices via drop-off points at its retail stores or reply-paid recycling satchels. During the year, Optus customers recycled 9.2 tonnes of e-waste, a 7.3% increase from the previous year.

We reached 1,000 households and collected 828 kg of e-waste in Sunrise and Cactus landed estates, more than triple the amount collected last year. This effort was supported by a combined team of 36 Singtel volunteers and 32 Nanyang Polytechnic students. The initiative was designed to address e-waste accessibility gaps in communities that lack convenient access to communal recycling points.

Engagement with community stakeholders indicated that private housing estates have a greater need for e-waste collection support. Among the items collected, nine mobile phones, one monitor and one desktop will be refurbished and redistributed to families in need, extending device lifespans and supporting vulnerable communities.

Reducing material use through digitalisation

To reduce the use of materials, e-bills are set as the default option for all new and re-contracted customers, with paper bills available for a fee. During the year, the proportion of paperless accounts among consumers increased from 87.8% to 88.1%. E-bill adoption among corporate customers increased from 82.1% in February 2025 to 84.6% in March 2026.

Reducing product packaging

We continue to drive packaging reduction efforts across our product portfolio and retail operations. We reduced packaging weight by 5.1% year-on-year to 75.1 tonnes under Singapore's Resource Sustainability Act (RSA), supported by targeted 3R (Reduce, Reuse, Recycle) initiatives and annual reporting to the National Environment Agency, in line with our EPR obligations. Consumer eSIM adoption reached 14% of the mobile base, up from 4% in the previous year, eliminating about 1.7 tonnes of plastic from physical SIM card packaging materials.

For GOMOBiz, we reduced the use of polymailer bag usage by encouraging bulk purchases, consolidating multiple SIM cards into a single polymailer, replacing individual SIM packaging with bundled formats, and promoting eSIM adoption to reduce reliance on physical packaging.

Our Singtel-managed WiFi 7 router, launched during the year, achieved a 52% reduction in packaging weight compared with the previous WiFi 6 model.

Figure 12. Singtel e-waste performance

Customers

- **Multi-channel e-waste collection touchpoints** — **420 tonnes** of e-waste collected (FY2023-FY2026)
- **Customer awareness and engagement campaign** — **>142,000 customers** engaged (FY2024-FY2026)
- **Trade-in and delivery take-back** — **>38,000 mobile devices** collected (FY2023-FY2026)

Internal

- **Network equipment recovery programme** — Decommissioned network equipment recovered responsibly with Ericsson
- **Employee awareness and collection drive** — **>900 employees** engaged and **5.6 tonnes** of e-waste collected (FY2023-FY2026)
- **Permanent e-waste collection bins** — **>8 tonnes** of e-waste collected (FY2023-FY2026)

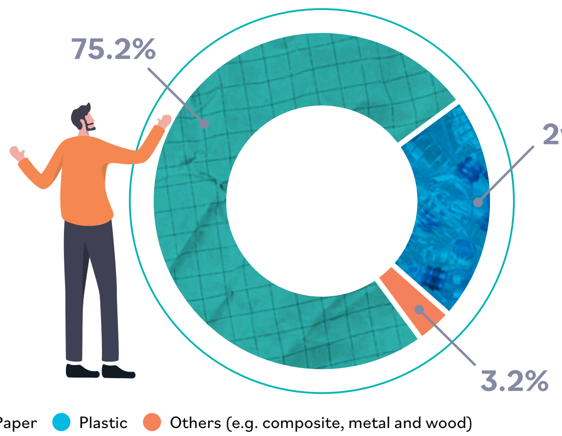
Community

- **Community e-waste collection drives** — **>1 tonne** of e-waste collected across 3,000 households (FY2025-FY2026)
- **Partnership with ecosystem stakeholders** — **~20 stakeholders** engaged across the public, private and non-profit sectors
- **Participation in Producer Responsibility Scheme** — **>30 tonnes** of e-waste collected (FY2022-FY2026)

Over the last four years, Singtel has implemented various e-waste initiatives to encourage responsible recycling among our people, customers and communities.

Each year, Optus reports to the Australian Packaging Covenant Organisation (APCO) on design and procurement, recycled content, recoverability, disposal labelling and waste. Optus also supports the implementation of the Australasian Recycling Label (ARL) on products, providing clear recycling instructions to customers and enhancing kerbside recovery efforts in Australia. During the year, Optus achieved a 'leading' APCO reporting score of 62%.

Figure 13. Singtel and NCS packaging materials by weight (tonnes) for 2026



At the community e-waste collection event with Nanyang Polytechnic students

Water management

Water is a material resource in our operations and is managed under our Environmental Management System (EMS), particularly as we expand our data centre footprint. We recognise water as a limited shared resource and are committed to using it responsibly.

Across the Group, water consumption is primarily associated with cooling systems in our buildings, including data centres and exchanges. To reduce reliance on potable water, we increasingly use alternative water sources. Nearly two-thirds of the water used across our operations comes from recycled or alternative sources, including NEWater in Singapore and rainwater harvested by Optus, with the remaining one-third sourced from potable water supplies.

Deliver sustainable value

Through our focus on defending, decarbonising and dematerialising, we aim to embed sustainability into every part of our business and deliver meaningful value to all stakeholders. Our key targets include:

- **Sustainable offerings for customers:** Increase the share of sustainable offerings, including products and services with lower emissions and that support customers to adopt more sustainable lifestyles.
- **Meaningful experiences for employees:** Create meaningful opportunities for employees to learn about, engage with and co-develop sustainability initiatives that enable them to make a positive impact.
- **Sustainable partnerships with suppliers and regional associates**: Partner with suppliers and regional associates to reduce value-chain emissions through innovation and strengthen investment in sustainable products and business models.
- **Positive impact on communities:** Support communities by sharing expertise and resources, enhancing environmental outcomes, and uplifting both local communities and the wider industry.

Sustainable offerings for customers

Promoting responsible behaviours among customers

Driving eSIM adoption among customers

During the year, Singtel Singapore continued to drive eSIM adoption among existing customers. The 5G NSA network closure was leveraged to migrate customers on 4G physical SIMs (pSIMs) to 5G eSIMs.

In addition, under the 5G Priority Communications programme, eligible customers were encouraged to adopt eSIM as the preferred replacement option, ensuring a smoother upgrade path and improved user experience. This included customers on non-5G or 4G eSIMs and those who were re-contracting. As a result, eSIM adoption rate for Consumer and Enterprise customers rose from 4% to 13% over the year.

The launch of EcoWiFi

Recognising growing demand for sustainable digital choices, Singtel Singapore launched EcoWiFi, an energy-efficient feature available on our Singtel-managed WiFi 7 router at no extra cost. Managed through the Singtel app, the feature empowers Singtel broadband customers to pause unused frequency bands during periods of low demand, such as at night or when residents are away, while maintaining essential connectivity.

Singtel Home Protect

To support more sustainable living, we introduced a 'Green Home – Build Back Greener' benefit across all Singtel Home Protect insurance policies. This benefit provides additional coverage of up to 10% of the insured amount when customers choose to repair, replace or rebuild their homes using environmentally sustainable products and methods after a covered incident.

Eligible green improvements include energy-efficient technologies such as LED lighting and certified energy-saving appliances, certified water-saving fittings, sustainable landscaping and environmentally preferable building materials such as reclaimed wood. Through this enhancement, we aim to encourage more environmentally responsible rebuilding choices and support the adoption of greener household practices in line with our broader sustainability ambitions.

Empowering enterprise customers

Singtel SPEED Programme

Singtel Singapore initiated the 15-month SPEED Programme and conducted its inaugural sustainability workshop during the year. Standing for Smart technologies, Purpose-driven innovations, Enhanced capabilities and Effective Digital transformation, SPEED is a training and readiness programme designed to equip local SMEs with the tools and expertise to advance their sustainability goals.

Conducted in partnership with Nanyang Polytechnic and Ernst & Young, the workshop introduced participants to fundamental sustainability concepts and terminology, established sustainability baselines for participating companies and provided recommendations on next steps. It also offered guidance on addressing sustainability-related requirements in tenders and procurement processes.

Following the workshop, participating SMEs will implement decarbonisation solutions to improve energy efficiency. A follow-up evaluation session will be conducted after six months to assess progress and measure improvements.

Singtel SPEED inaugural sustainability workshop

IT Asset Disposition (ITAD) services for data centre clients

Digital InfraCo and NCS launched ITAD services to help customers minimise e-waste, recover asset value and demonstrate measurable environmental impact. By embedding ITAD capabilities into data centre and end-user support operations, the solution provides secure, audit-ready reporting, strengthens circular economy and enhances governance efficiency by reducing operational handoffs.

Engaging suppliers and associates

Singtel Group recognises that engaging suppliers across our value chain can amplify our ability to deliver sustainable impact by encouraging more environmentally responsible practices. The steps we are taking are outlined in the 'Supplier Conduct and Engagement' section on page 33. In recognition of these efforts, Singtel Group achieved an 'A' score in the CDP Supplier Engagement Assessment.

Our Regional Sustainability Forum brought together more than 20 sustainability professionals from across our regional associates and OpCos, including Digital InfraCo, NCS, Optus, Airtel, AIS, Globe and Telkomsel.

The forum explored key developments in the sustainability landscape, including the growing importance of ESG-driven value creation and risk management, as well as the development of a Group-wide Sustainable Revenue Taxonomy. The programme concluded with a Scope 3 bootcamp which aimed to strengthen emissions accounting and reporting practices across markets.

Positive impact and thought leadership

Throughout the year, Singtel Group participated in and launched initiatives aligned with key global and industry events to share perspectives on priority sustainability topics.

In May 2025, Singtel Singapore, in collaboration with WWF Singapore, hosted a 'Leadership Dinner with Paul Polman' for key customers and partners as part of our sustainability engagement with stakeholders. Paul Polman, a prolific thought leader, shared his experience and insights on how purpose-driven companies could lead through values and impact to create a net positive future. The session was attended by 50 senior stakeholders.

Our sustainability senior leadership team continued to share our experience and thought leadership through representation at external organisations such as APEC Business Advisory Council, Singapore Business Federation and UN Global Compact Network Singapore.

At the Leadership Dinner with Paul Polman hosted by Singtel Singapore, in collaboration with WWF Singapore

Meaningful employee engagement

Local vegetable promotion

In support of the Singapore Green Plan, Singtel Group piloted a three-month subscription-based local produce programme in collaboration with the Kranji Countryside Association and local farms. This allowed employees to pre-order pesticide-free vegetables grown locally, with consolidated orders distributed bi-weekly to Singtel offices. In addition, as part of SG60 celebration, we partnered GreenPhyto to distribute 1,000 packets of pesticide-free vegetables to employees. Beyond supporting local farmers, these two initiatives raised awareness for the local agri-food community, and increased recognition of the SG Fresh Produce (SGFP).

Distribution of locally grown vegetables at Singtel Serangoon Hub

Plant-A-Tree Day 2025

Plant-A-Tree Day 2025 was successfully held at Pulau Ubin Balai Quarry, engaging 130 staff volunteers across three sessions. Collectively, volunteers planted 200 tree saplings. The event with the strong support of our employees reflected our commitment to environmental stewardship, bringing our cumulative contribution to 2,075 trees planted since 2009. Participant feedback was positive, with many highlighting the meaningful nature of the activity and the opportunity to connect across teams.

Tree planting at Pulau Ubin

Learning journey to Virogreen E-Waste Visitor Centre

Singtel Group partnered Virogreen to conduct a learning journey to the Virogreen E-waste Visitor Centre, giving employees a first-hand look at e-waste treatment processes, material recovery and regulatory compliance in Singapore. The session was attended by 35 colleagues from Singtel and NCS, helping to deepen awareness and strengthen advocacy of responsible e-waste recycling practices.

An engaging session at the e-waste facility

03

For Our Customers and Suppliers

Our strategy and commitment

The Singtel Group has been a signatory to the UN Global Compact since 2007 and continues to support its Ten Principles. Guided by the UN Guiding Principles on Business and Human Rights, we take a proactive approach to addressing salient human rights issues throughout our value chain and operations. We are committed to upholding ethical business practices, safeguarding customer data and privacy, and advocating for equitable treatment of all workers.

This commitment extends across our own operations and throughout our value chain, as we promote responsible behaviour to deliver sustainable business, environmental and social impact.

Ethical and fair business practices

Singtel Group is committed to upholding the highest standards of honesty, transparency and ethical conduct across all our business activities. We maintain a zero-tolerance approach to bribery, corruption, fraud and unethical behaviour, recognising that integrity and fair business practices are fundamental to long-term success. These principles are reflected in our core values of Operate with Integrity and Make Customers First. All employees, partners and third-party representatives are required to comply with our Anti-Bribery and Corruption (ABC) Policy and Code of Conduct.

Our governance approach is guided by a comprehensive framework that embeds strong leadership, policies and internal controls, a values-driven culture and effective risk management. The OpCos strengthen their respective governance frameworks through close collaboration with Group functions such as Group Risk and Compliance, People and Sustainability, Internal Audit and Procurement, which provide Group-level governance stewardship, frameworks and guidance. Employees have access to our Central Policy Library that houses all policies to support uniform understanding and consistent ethical business conduct.

Anti-bribery and corruption

During the year, we strengthened the Singtel Group's ABC framework with an enhanced Group ABC Policy. The updated policy adopts a principles-based, risk-proportionate approach, moving beyond prescriptive rules to provide employees with clearer guidance for ethical decision-making in complex business scenarios. This includes structured considerations of whether actions are appropriate, reasonable and proportionate in context. It also formalises key elements of the Group's ABC programme framework, including risk assessment, training and communication, record keeping and speaking-up mechanisms.

The scope of the refreshed policy has been enhanced and expanded to address key risk areas, including conflicts of interest, charitable contributions, sponsorships and facilitation payments. These areas are now supported by clearer definitions, practical guidance and examples to promote consistent interpretation and application across the Group.

Recognising the increasing importance of third-party ecosystem integrity, we strengthened our third-party risk management practices, including risk-based due diligence and lifecycle monitoring for counterparties, intermediaries and engagements involving public officials.

The policy is underpinned by a strong tone from the top, with leadership reinforcing our core value of operating with integrity and our zero-tolerance stance on bribery and corruption. It also emphasises accountability across all levels of the organisation. Collectively, these enhancements are aimed at helping Singtel Group meet evolving regulatory and stakeholder expectations, and support our broader commitment to responsible and ethical business conduct.

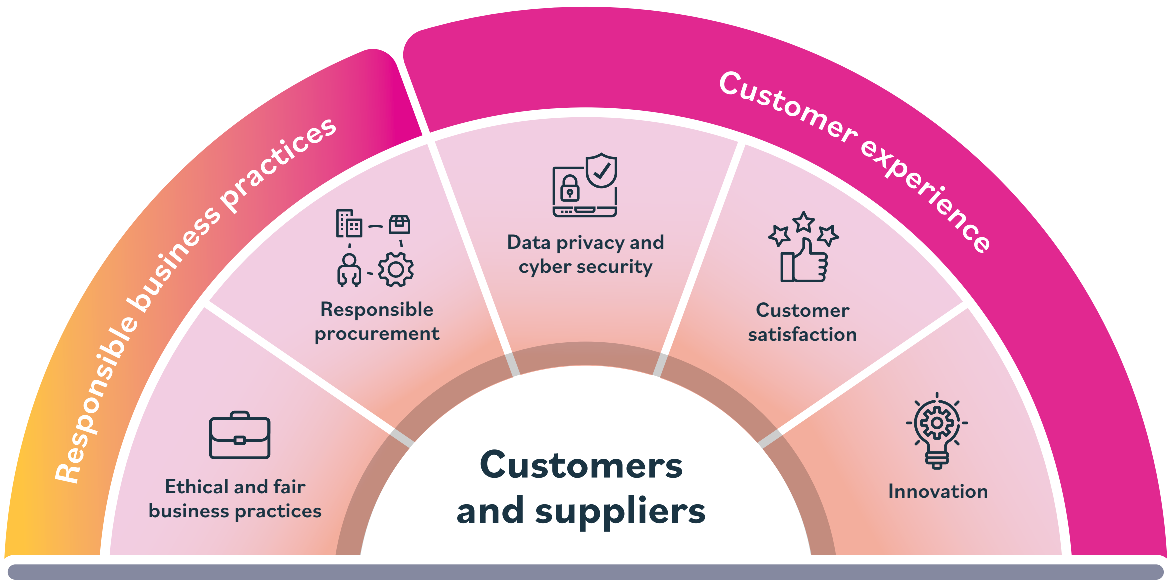


Figure 1. Singtel Group sustainable value creation framework for customers and suppliers

Speaking up

Our whistleblower programme provides a secure and confidential channel for employees and external stakeholders to report, in good faith, any suspected misconduct, fraud, corruption or other unethical behaviour involving the Singtel Group. The programme is governed by the Group Whistleblower Policy and supported by independently managed reporting channels in Singapore and Australia, accessible to both internal and external parties. We protect the confidentiality of all disclosures and are committed to protecting whistleblowers' identities, encouraging them to come forward without fear of retaliation.

Allegations received are thoroughly investigated by an independent specialist team. Where allegations are substantiated, corrective actions will be taken, including employee dismissal, vendor disqualification or referral to the relevant authorities. Investigation outcomes are reported regularly to senior management and the Audit Committee throughout the year. The whistleblower programme and related policies are reviewed annually to ensure compliance with evolving regulations and alignment with best practices.

During the year, 115 reports were received through whistleblower channels, including allegations of employee misconduct. 65 allegations related to fraud and similar issues were identified through other sources, such as compliance checks and law enforcement investigations. A total of 65 cases were substantiated, while 26 cases remain under investigation as at 31 March 2026. In addition, 36 cases from the previous year were concluded, of which 15 were substantiated. Please see Appendix page 79.

We provide training, resources and guidance to empower our people to make ethical decisions and foster a culture of integrity. All regular and fixed-term employees, as well as contractors, are required to complete annual mandatory online compliance training. For Singtel, NCS and Digital InfraCo, the mandatory courses include Code of Conduct, Fraud Awareness and ABC Policy.

At Optus, the corresponding courses are Appropriate Workplace Behaviours and Fraud Awareness, which incorporate ABC-related content. Non-compliance may affect employees' performance ratings and compensation. The completion rate for this year is about 99%. In addition, all employees are required to declare any conflicts of interest at least once annually.

Product and service quality

The Singtel Group is committed to delivering high-quality products and services that meet the communication and connectivity needs of consumers and enterprises, supported by our reliable network infrastructure. We therefore continuously invest in our networks and capabilities, as well as in product development and service enhancements. These efforts are aimed at meeting evolving customer demands and expectations to enrich their customer and digital experience while ensuring resilient, always-on connectivity.

We recognise our important role in supporting Singapore's digital economy and keeping individuals and businesses connected. Our efforts also give rise to broader societal benefits, such as enabling remote work, enhancing productivity and supporting digital inclusion and learning.

These outcomes align with stakeholder expectations and national priorities for resilient digital infrastructure and climate action, material areas also identified through our double materiality assessment. Our ongoing network modernisation and efficiency initiatives also support Singapore's Smart Nation ambitions, while reducing energy use and emissions in line with broader decarbonisation goals.

Enhancing customer experience

Guided by customer feedback and engagement, we align our priorities and investments to better meet customer needs. Singtel Singapore works with enterprise customers to enhance service quality and sustainability outcomes through capability building and solution deployment.

We also expanded and enhanced our nationwide 5G capabilities, including the rollout of 5G+ and the deployment of 700 MHz spectrum to improve coverage and signal strength, particularly in high-rise indoor and underground environments. These efforts support our continued focus on strengthening indoor and underground network coverage, including full MRT connectivity, to ensure commuters enjoy seamless communication and digital access wherever they are.

IMDA has published its latest report on the telecommunications industry-related statistics. Through our focus on product and service quality, Singtel continues to have one of the lowest customer complaint rates for our mobile, broadband and fixed line services compared to other operators.

During the year, IMDA imposed fines totalling S$1.25 million on Singtel and related entities. This comprised a S$1 million fine on Singtel for a fixed-line service difficulty in October 2024, two fines amounting to S$210,000 on Singtel Mobile regarding registration and re-issuance of prepaid SIM cards, and a S$46,000 fine on SingNet for broadband and TV service difficulty in March 2025.

In March 2026, Singtel Singapore customers experienced mobile network service disruptions. Timely updates were provided to affected customers throughout the restoration process. We remain committed to learning from these events and working with vendors to further enhance network resilience and improve recovery times. We continue to reinforce a strong customer-first culture and focus on service reliability across the Group.

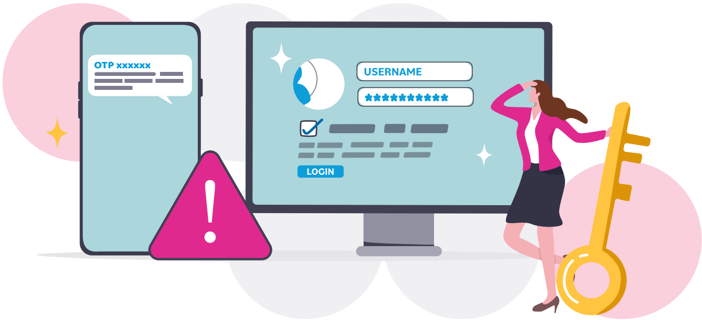
In September 2025, Optus experienced an incident during a network upgrade that affected a number of Triple Zero emergency calls across parts of Australia. The incident was attributed to human errors and process failures. Optus has since taken immediate steps to strengthen network monitoring and escalation protocols, and is implementing recommendations from an independent review commissioned by the Optus Board.

Protecting customers from cyber threats

Singtel Singapore blocks more than 30 million voice calls and over 20 million SMS suspected as scam calls and messages each month from reaching our customers. This is done at the network protection level, where we use our advanced voice and SMS firewalls with capabilities such as pattern recognition, volumetric analysis and machine learning.

In collaboration with National University of Singapore-NCS Joint Laboratory for Cyber Security, NCS created an AI-powered phishing detection solution for a customer that uses deep learning and multi-layered content analysis to spot malicious sites with precision and efficiency.

The solution combines visual annotation and object-label detection with Gen AI to assess whether a website genuinely belongs to the organisation it claims to represent. With an 85% reduction in human effort and rapid processing of up to 100,000 suspicious URLs per day, NCS' latest advancement automates validation and strengthens security.



The emergence of frontier AI models is materially accelerating the speed and scale at which vulnerabilities can be discovered and exploited, compressing the 'time-to-exploit' window. This changes the pace and complexity at which organisations must detect and respond to such cyber threats. Singtel Group is monitoring developments in this space closely and has established a coordinated, cross-functional effort to proactively enhance our abilities to mitigate the risk, while keeping pace with the evolving threat landscape.

Investment into AI transformation

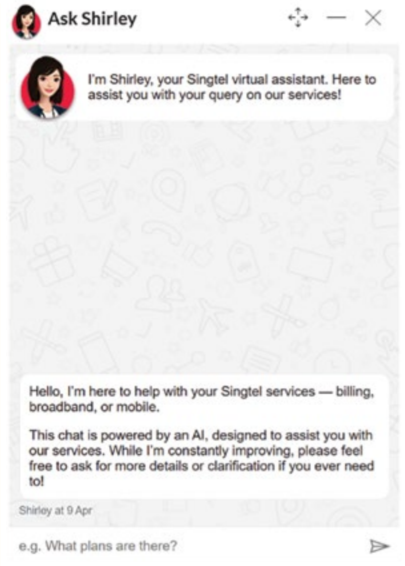
The Singtel Group has established strategic partnerships and investments to advance our AI ambitions and harness the potential of the technology across our businesses.

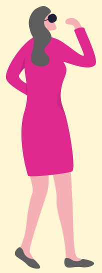
Singtel Singapore is working with leading AI platform Sierra to enhance customer experience. In January, our AI assistant Shirley was upgraded with more natural, conversational and responsive capabilities, enabling customers to resolve queries and complete transactions independently and more easily. Shirley is also designed to understand local expressions and colloquialisms, including Singlish, enabling more intuitive and relatable interactions with customers in Singapore. Additional languages are planned to further strengthen Shirley's ability to connect with local communities.

Digital InfraCo partnered NVIDIA to launch CoE for Applied AI to support enterprises and government agencies accelerate AI adoption and deployment. Combining NVIDIA's AI expertise with Singtel's sovereign AI cloud RE:AI, data centres and network capabilities, this offering provides a secure environment to develop and scale AI solutions in Singapore.

NCS committed S$130 million over three years to drive AI-led transformation across Asia Pacific. It launched Sunshine.AI, a suite of tools and accelerators that enhances how organisations build intelligent solutions, while deepening partnerships with global technology leaders and research institutions to strengthen AI capabilities and collaboration.

NCS also signed a five-year master agreement with Singapore's Home Team Science and Technology Agency (HTX) to build HTX's foundational data core, integrate next-generation intelligence such as Agentic AI, adopt quantum-safe technologies and scale robotics solutions. The collaboration aims to support data use and improve operational effectiveness across agencies under the Ministry of Home Affairs.





Shirley: Scaling intelligent customer support with AI

Within the first six weeks after launch, Shirley handled over 70,000 customer cases involving high volume requests in areas such as mobile issues and roaming services.

Initial results are positive:

- **73%** of mobile and home troubleshooting cases were resolved without requiring a customer care officer
- **76%** of roaming sign-up requests were completed successfully without requiring a customer care officer
- **over 200** roaming add-ons were purchased independently

The findings reflected how well Shirley was able to support customers without the need for human intervention. This reduced manual workloads on customer care officers who could then focus on more complex, higher-value engagements. This approach improved overall productivity and strengthened brand affinity.

"Putting our customers first has always been at the heart of what we do. The deployment of Agentic AI across chat and voice is about delivering real value – more personalised experiences, greater convenience and faster, more responsive service. This marks an important step in redefining how we build and sustain customer relationships in the AI era."

- Ng Tian Chong, CEO, Singtel Singapore

Data and customer privacy

The Singtel Group upholds the highest standards of data privacy protection and cyber security measures to protect our customer and employee data, and ensure responsible data use. We keep abreast of the rapidly evolving cyber risk landscape to ensure that our policies and practices stay current to reduce the risk of reputational and financial penalties.

We are committed to upholding high standards of data privacy and accountability through ongoing certification and robust governance. We have obtained the Data Protection Trustmark (DPTM) certification and are currently undergoing our re-certification.

Upon successful reassessment, the certification will be aligned with the Singapore Standard SS 714:2025 DPTM. In addition, Singtel has achieved ISO 27001 certification for critical information infrastructure across our networks and key services. Our robust data protection practices strengthen customer and stakeholder confidence, assuring them that their information is securely managed and handled with the utmost care.

Data security and governance management

Singtel Group has made data protection a key governance priority, recognising the importance of data handling and use. We manage data responsibly by continuously enhancing our governance, strengthening data protection measures, enforcing strict data access controls, and increasing surveillance to reduce risks of data misuse and breaches.

We have integrated data protection impact assessments into our review process for new products and services, which help us identify potential risks and implement appropriate safeguards. Contractual requirements are also enforced on recipients of personal data, including our suppliers and business partners, to ensure protection of such data.

The Group's Data Protection Officer updates RSTC on a regular basis regarding potential data privacy risks, incidents and remediation efforts. Through our data breach management process, we take immediate steps to respond to any breach incidents, notifying relevant authorities and affected individuals as required by law.

Staff education and training

Education and capacity building remain essential to our employees' understanding of cyber security and data privacy risks. All employees, including new joiners, contract staff and vendors, receive annual refresher training to reinforce correct data handling practices and improve their knowledge of workplace cyber threats. We use short e-learning modules to help our people build greater awareness and understanding of data protection practices.

Responsible AI

As with data protection, Singtel Group has prioritised AI governance to ensure a proactive risk management process, while empowering our people to leverage this transformative technology as Gen AI continues to evolve. The Singtel Group Responsible AI Framework and Policy sets out key principles, governance structure and control objectives for AI use.

Underpinning it are ten core principles organised by three key dimensions:

01 **Conformance and risk mitigation**
Example: Establish clear roles and responsibilities across the AI lifecycle, with defined ownership and decision-making authority

02 **Trustworthy development**
Example: Prevent bias and promote equitable outcomes; Protect personal data and system integrity

03 **Continuous oversight**
Example: Enable ongoing evaluation and user recourse to ensure adherence to the ten principles and accountability

Singtel partnered NCS and NUS-NCS Joint Lab to develop a customised Responsible AI Toolkit capable of evaluating large-scale enterprise AI systems. The toolkit enables secure, enterprise-grade analysis to detect bias, improve explainability and embed consistent responsible AI practices across operations, helping to establish a new operational standard for the telecommunications industry.

To validate its effectiveness, the team assessed two live AI solutions: the Shirley chatbot on the Singtel website, which uses Gen AI to handle customer enquiries (see feature story on page 31), and an internal customer engagement model that uses Predictive AI to generate insights on customer contract renewals.

Customer empowerment

We limit the collection, use and disclosure of personal data to what is reasonably needed for purposes set out in the Singtel Data Protection Policy. Customers can choose to opt out of marketing messages or calls, and they have the right to access and amend their personal data.

In Singapore, Singtel recorded nine privacy-related complaints, of which one was referred by the Personal Data Protection Commission where a customer continued to receive marketing messages despite unsubscribing. All complaints were assessed and corrective actions were taken.

Optus recorded 33 privacy-related complaints (with 54 data breaches), representing a 57% decrease from the 76 complaints reported the previous year. None of these complaints was lodged by the Office of the Australian Information Commissioner, the industry regulator. Four complaints were submitted through the Telecommunications Industry Ombudsman.

Responsible procurement

We embed sustainability across our supply chain, with procurement policies and processes to ensure our suppliers meet our standards on upholding human rights, protecting local communities from displacement and minimising the environmental impact of sourcing and manufacturing operations.

Our responsible procurement process

Responsible and sustainable procurement is a critical component of our corporate sustainability strategy. The Singtel Group Supplier Code of Conduct sets out clear expectations for our suppliers on their responsibilities covering areas like environmental stewardship, human rights, legal compliance and ethical business conduct. All suppliers participating in our tender process must agree and adhere to our Code. We reserve the right to terminate business relationships with those who fail to comply.

In addition, the Singtel Group Responsible Procurement Policy integrates our ESG goals into the corporate sourcing processes and procurement decisions. This includes environmental practices, labour rights, ethical conduct and responsible sourcing of materials, which covers all materials in our operations, paper, single-use packaged water and avoidance of products that harvest or use parts from endangered species. We have embedded both mandatory and preferred sustainability criteria to guide our suppliers to improve their operations and processes.

The policy also directs our internal users to consider sustainability when they procure from suppliers. These sustainability criteria are used to evaluate suppliers' proposals received for applicable sourcing events, and contribute to our technical scoring process. They play a key role in assessing the sustainability aspects of the proposals, aligning with our commitment to procuring responsible and sustainable products and services.

For selected tenders, we incorporate recognised ISO certifications and mandatory recycled content requirements for our product packaging, which will reduce lifecycle emissions and improve material circularity. We aim to standardise these sustainability criteria and apply them across additional procurement and product categories over the next few years.

During the year, Singtel Group joined the Joint Alliance for CSR (JAC), a not-for-profit association of telecom operators committed to advancing corporate social responsibility across the ICT supply chain. As part of this initiative, Optus strengthened its supplier audit programme by adopting a structured, risk-based methodology to identify suppliers for audit, prioritising those operating in higher-risk spend categories and those not previously assessed. The shortlisted suppliers were then submitted to the JAC Board for approval.

Insights from these audits are integrated into Optus' supplier management and engagement processes, enabling early identification of risks, collaboration on corrective actions, and continuous improvement in working conditions across the value chain. These efforts support Optus' commitments under the Modern Slavery Act. During the year, Optus also published its sixth Modern Slavery Statement and continued expanding its supplier audit programme to promote ethical sourcing and responsible procurement practices.

JAC supplier audit and development programme

JAC aims to contribute to the overall improvement of sustainability practices and ethical standards across the ICT industry value chain, fostering a collaborative and responsible approach among all stakeholders.

Its audit process is a coordinated on-site audit and supplier development programme based on a common verification, assessment and development methodology, with follow-up on corrective action plans.

Each JAC member company, acting on behalf of the JAC membership of over 30 members, is responsible for leading a complete audit process with a minimum of five suppliers. All members nominate supplier facilities for audit, which are then approved by the JAC Board. This approach helps identify commonalities across supply chains, avoids duplication of effort, and reduces audit fatigue for suppliers.

JAC audit management platform enables all parties, including JAC members, auditors, suppliers and facilities, to effectively manage the sharing of audit reports, findings and closure of corrective action plans.

Supplier conduct and engagement

We actively engage and encourage our suppliers to improve their environmental performance, track and disclose their carbon emissions, and adopt circular practices.

Through the CDP Supply Chain Programme, Singtel Group continues to strengthen supplier transparency and climate accountability across our value chain. During the year, we engaged 194 of our most emissions-intensive suppliers, prioritised based on emissions, spend and strategic relevance. Supplier participation increased from 34.6% in the 2024 disclosure cycle to 46.9% in 2025, which enhanced the accuracy of our Scope 3 estimation.

In collaboration with SGTech, Singtel SPEED and Evercomm, NCS conducted a briefing for 11 key suppliers to communicate the requirements of Singtel Group's Responsible Procurement Policy and shared digital resources and decarbonisation tools to support their sustainability initiatives and reporting efforts.

In Australia, Optus expanded its pilot with carbon accounting platform Sumday, increasing the number of participating SME suppliers from 50 to 250. Suppliers were invited to join the platform to upskill their teams, share their carbon emissions data and calculate emissions data using Sumday's carbon accounting tools and resources.

The number of suppliers engaged that disclosed their emissions data grew 158% from a year ago. Returning suppliers demonstrated notable improvements in reporting quality, while new suppliers expressed appreciation for the resources and support provided.

Following the completion of all 41 commitments under Optus' Reflect Reconciliation Action Plan, Optus has set a 2030 spend target of A$14 million on procurement from First Nations suppliers to support positive economic and social outcomes for First Nations people.

Contractor workplace safety and health

The Singtel Group maintains a proactive approach to achieving zero workplace accidents and enforcing high safety standards across the value chain. Please refer to the Singtel Group Health, Safety and Security Policy on our governance of this important topic to ensure strong oversight, accountability and continuous improvement.

Singtel, NCS and Optus continue to maintain ISO 45001 certification, underscoring our shared commitment to ensuring the highest standards of occupational health and safety.

In Singapore, our Singtel Safe Contractor Accreditation (SCA) scheme sets out workplace safety and health (WSH) standards for our contractors, helping to mitigate risks and prevent accidents. We also included environmental sustainability criteria to provide a holistic assessment of our contractors' adherence and commitment to sustainable practices. During the year, we also undertook a comprehensive review of the SCA scheme's scoring system, auditor appointment process and associated fees.

In alignment with the Singtel Group's Responsible Procurement Policy, contractors undertaking physical work in Singapore must possess BizSAFE Level 3 certification, while those engaged in high-risk activities are required to obtain BizSAFE Star certification, inclusive of ISO 45001 compliance. We continue to encourage our contractors to disclose their GHG emissions as well.

In addition to evaluating work records and performance, our contractor screening process includes a mandatory review through Singapore's Ministry of Manpower's CheckSafe eService for all new contractors operating in Singapore.

Table 3. FY2026 WSH indicators of third-party contractors*

	Optus		Singtel Singapore**		NCS**		Digital InfraCo**		Singtel Group	
Contractor safety and health	**2026**	2025	**2026**	2025	**2026**	2025	**2026**	2025	**2026**	2025
Workplace injury incidence rate (per 1,000 employees)	**0**	3.5	**16.7**	13.9	**17.9**	22.2	**14.5**	18.5	**0.8**	6.7
Workplace injury frequency rate (per million hours worked)	**0**	6.5	**4.5**	4.4	**6**	6.6	**4.8**	4.9	**4.1**	5.6
Workplace injury severity rate (per million hours worked)	**0**	6.5	**4.5**	13.2	**11.9**	211.1	**100.6**	24.5	**33.1**	47.1
High consequence injury rate (per million hours worked)	**0**	0	**0**	0	**0**	0	**0**	0	**0**	0
Fatalities	**0**	0	**0**	0	**0**	0	**0**	0	**0**	0

* Cleaners and security guards
** Singapore operations only

Impact feature

Safe Contractor Accreditation: Driving safer, stronger and more sustainable supply chains

Since its launch in 2016, the Singtel Safe Contractor Accreditation (SCA) programme has significantly strengthened safety outcomes and transformed our contractor ecosystem, with over 70 contractors onboarded to date. SCA is mandatory for contractors engaged in high-risk work activities with significant risks of injury or ill health. To ensure robust safety standards, contractors are required to meet tender criteria, including certification to ISO 45001 or bizSAFE STAR. This establishes a strong baseline for safety, governance and operational discipline across our supply chain.

Through targeted capability building, contractors have progressed beyond baseline compliance, with all contractors certified to ISO 45001 and 70% also certified to ISO 14001. SCA also drives wider adoption of advanced practices, including worker mental well-being programmes, technology-enabled safety solutions and Scope 1 and 2 GHG emissions disclosure.

Contractors are audited and certified under SCA once every two years. We work closely with our contractors, monitoring health and safety performance, including injury rates and enforcement actions. High-performing partners are recognised annually through the SCA Awards, reinforcing accountability and continuous improvement across our supply chain.

These efforts have delivered tangible and sustained impact. Our contractors under SCA have maintained zero fatalities and serious injuries linked to WSH lapses, while enhanced operational capabilities have ensured zero disruption to Singtel Singapore's operations – safeguarding business continuity, service reliability and stakeholder trust.

SCA has driven a fundamental shift across our supply chain – from compliance-driven execution to a culture grounded in accountability, safety and continuous improvement. This positions our contractor ecosystem to support resilient operations and deliver long-term, sustainable value.

Prioritising safety in every manhole entry through checks, precautions and teamwork

04 For Our People

Our strategy and commitment

Our people are central to Singtel Group's ability to innovate, transform and deliver sustainable long-term value. As we execute our Singtel28 strategy and prepare for the next phase of growth, we are evolving from traditional workforce management towards a future-ready, skills-based and intelligence-enabled human capital strategy.

Our human capital strategy is a key pillar of our sustainability approach, bringing together people, technology and culture to drive productivity, resilience and long-term value creation. In an environment shaped by AI-driven disruptions, we are committed to proactively enabling our people to reskill and upskill, preparing them to take on emerging roles and capture opportunities in an AI-enabled world.

Our Group purpose, Empower Every Generation, serves as a North Star as we provide our people with inclusive access to skills, opportunities and career growth at every stage of their working lives. We bring this to life through our BIG Culture – Belonging, Impact and Growth - which fosters an inclusive, high-performing environment where employees can thrive, build skills, and stay resilient. We adopt a decentralised operating model that reflects the scale and diversity of the Singtel Group, including our OpCos, associates and joint ventures operating across markets with varying levels of maturity.

At the Group level, we provide stewardship over strategic priorities, common frameworks, tools and guidance across key human capital areas such as leadership development, talent management, skills transformation and culture. This supports consistency in standards, greater alignment in leadership and talent practices, stronger talent pipelines and the ability to scale capabilities across the Group.

At the same time, the OpCos and associates are empowered to adapt and execute locally, responding to their specific market conditions, business priorities, workforce needs and regulatory requirements. This balanced approach allows us to effectively manage a diverse global workforce footprint while optimising workforce deployment and accelerating capability building across the portfolio. By aligning human capital strategy with business needs at both Group and OpCo levels, we drive better performance outcomes, sustained growth and continuous innovation across our businesses.

Enabling intelligence: HIxAIxCI

Singtel Group is evolving towards an intelligence-enabled human capital strategy, reflecting a broader transformation in how work is designed, delivered and experienced. In an AI-enabled environment, organisations are moving beyond traditional task execution towards orchestrating work across people, intelligent systems and organisational networks. This is reshaping productivity, decision-making and value creation, while redefining roles, skills and workforce expectations in a rapidly changing environment.

We are advancing this transformation through an integrated model that brings together Human Intelligence (HI), Artificial Intelligence (AI) and Culture Intelligence (CI), collectively referred to as our HI×AI×CI model.

HI reflects the expertise, judgement and creativity of our people, AI strengthens productivity and innovation through intelligent technologies, while CI reflects the organisational culture, trust and shared values that enable transformation to scale effectively across the Group.

Human Intelligence (HI)

HI reflects the expertise, leadership and creativity of our people, underpinned by critical thinking, judgement, empathy and resilience. As AI automates and augments tasks, human capabilities become increasingly critical in providing context, direction and accountability.

We strengthen HI through leadership development, talent management and continuous skills-based learning, enabling our people to move up the value chain from execution to judgement and, increasingly, orchestration of outcomes.

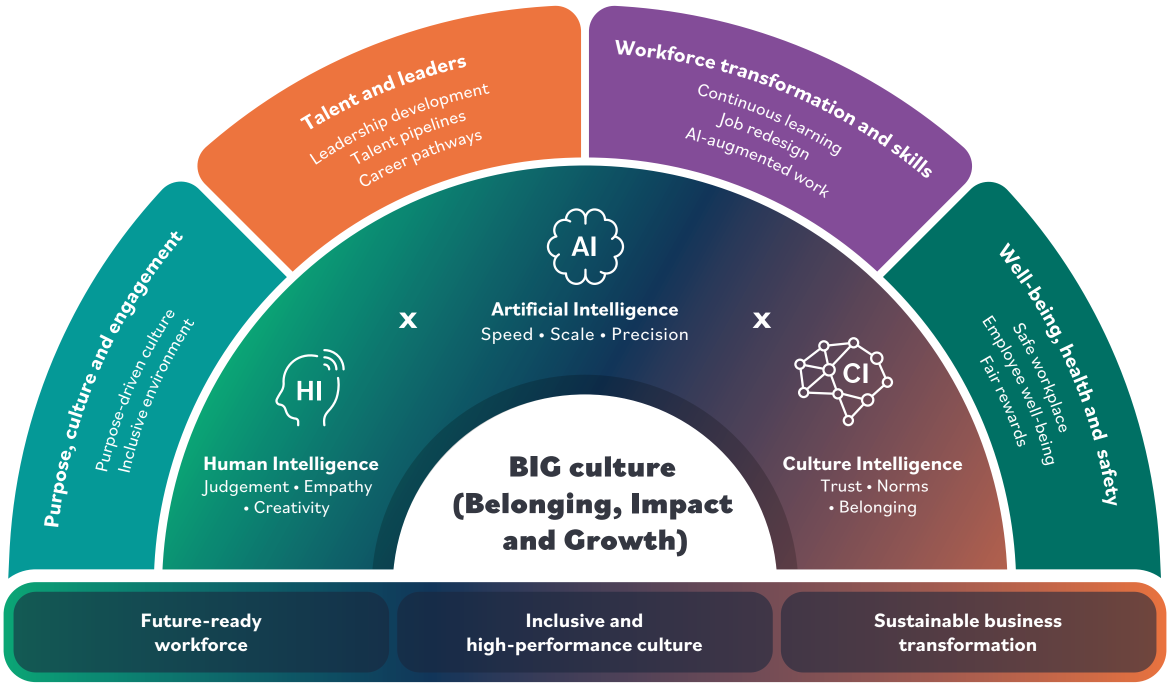


Figure 1. Singtel Group human capital sustainability framework

Artificial Intelligence (AI)

AI is a key driver of productivity, scalability and innovation, enabling faster, more precise and data-driven decision-making. However, AI also has significant implications for our workforce, with roles evolving, tasks increasingly automated and skills requirements changing rapidly.

We recognise that AI replaces tasks, not accountability, requiring a fundamental shift in how work is designed and how value is created. We therefore focus on equipping our workforce to work effectively alongside AI through reskilling, upskilling and workforce transition initiatives. At the same time, we embed responsible AI practices and governance, with a focus on transparency, fairness, human oversight and trust.

Culture Intelligence (CI)

CI reflects the organisational culture, trust, belonging and integrity that determine how effectively transformation takes root. It shapes how our people adopt new technologies, collaborate across boundaries and stay aligned to shared goals. In an environment where roles, teams and ways of working are becoming increasingly fluid, culture provides the stability, cohesion and alignment needed for transformation to scale effectively.

Through our BIG culture, we reinforce behaviours that promote inclusion, accountability and continuous learning, creating the conditions for both human and technological capabilities to be fully realised.

Sustaining HIxAIxCI

The HIxAIxCI model operates as a multiplier rather than a sum, where each element reinforces and amplifies the others. Human Intelligence provides judgement, creativity and meaning; Artificial Intelligence provides scale, speed and precision; while Culture Intelligence determines how effectively transformation is adopted, embedded and sustained across the organisation.

Together, these capabilities strengthen workforce adaptability, productivity and innovation, supporting a transformation approach that is pro-business, pro-worker and pro-future. The absence of any one element limits the overall impact and long-term sustainability of transformation.

This model underpins our Human Capital Sustainability Framework (see Figure 1), guiding how we redesign work, build future-ready capabilities and deliver sustained value across our global workforce.

From strategy to impact

Our Human Capital Sustainability Framework sets out a structured approach to how we develop, deploy and support our people across the employee lifecycle. It brings together our focus on productivity, workforce transformation and sustainable value creation, ensuring alignment between our people practices, business performance and ESG outcomes. The framework is organised into four strategic pillars, each addressing a critical dimension of workforce management:

01 Purpose, culture and engagement
Fostering a purpose-driven, inclusive and high-performing culture

02 Talent and leaders
Building strong leadership pipelines and developing future-ready talent

03 Workforce transformation and skills
Enabling continuous learning, job redesign and AI-augmented ways of working

04 Well-being, health and safety
Supporting the physical, mental and financial well-being of our people while ensuring a safe workplace

Our ability to execute the four pillars effectively and efficiently will enable:

- A future-ready workforce, equipped with the skills, capabilities and adaptability to thrive in a rapidly evolving environment;
- An inclusive and high-performance culture that drives engagement, innovation and accountability; and
- Sustainable business transformation, enabled by a resilient, productive and responsible workforce.

Together, this ensures our human capital investments remain aligned with strategic business priorities, supporting long-term growth and sustainable value creation across the Singtel Group.

Human Capital Pillar 1: Purpose, culture and engagement

Our Group purpose and values, powered by our BIG culture, play a critical role in enabling transformation, aligning behaviours that strengthen trust and enable our people to thrive in a rapidly changing landscape.

Diverse yet connected

Across the Group, each OpCo and associate operates within distinct business contexts and workforce dynamics. Our Group purpose, Empower Every Generation, and our COMMIT values provide a shared foundation across the Group for how we act, collaborate and deliver outcomes. At the Group level, we play a stewardship role in fostering a shared culture and people priorities across the portfolio through common frameworks, leadership engagement and people practices. We work closely with the OpCos and associates to support alignment with the Group's purpose and values, while recognising the importance of local adaptation to reflect different market conditions, workforce needs and cultural contexts. This creates a coherent yet flexible culture model that enables us to operate as a connected group of businesses while remaining responsive and relevant in each market.

Our BIG culture (see Figure 2) serves as the foundation for how culture is experienced across the employee lifecycle, from onboarding and development to performance, recognition and career growth. It is embedded into how work gets done, shaping everyday behaviours and interactions across the organisation.

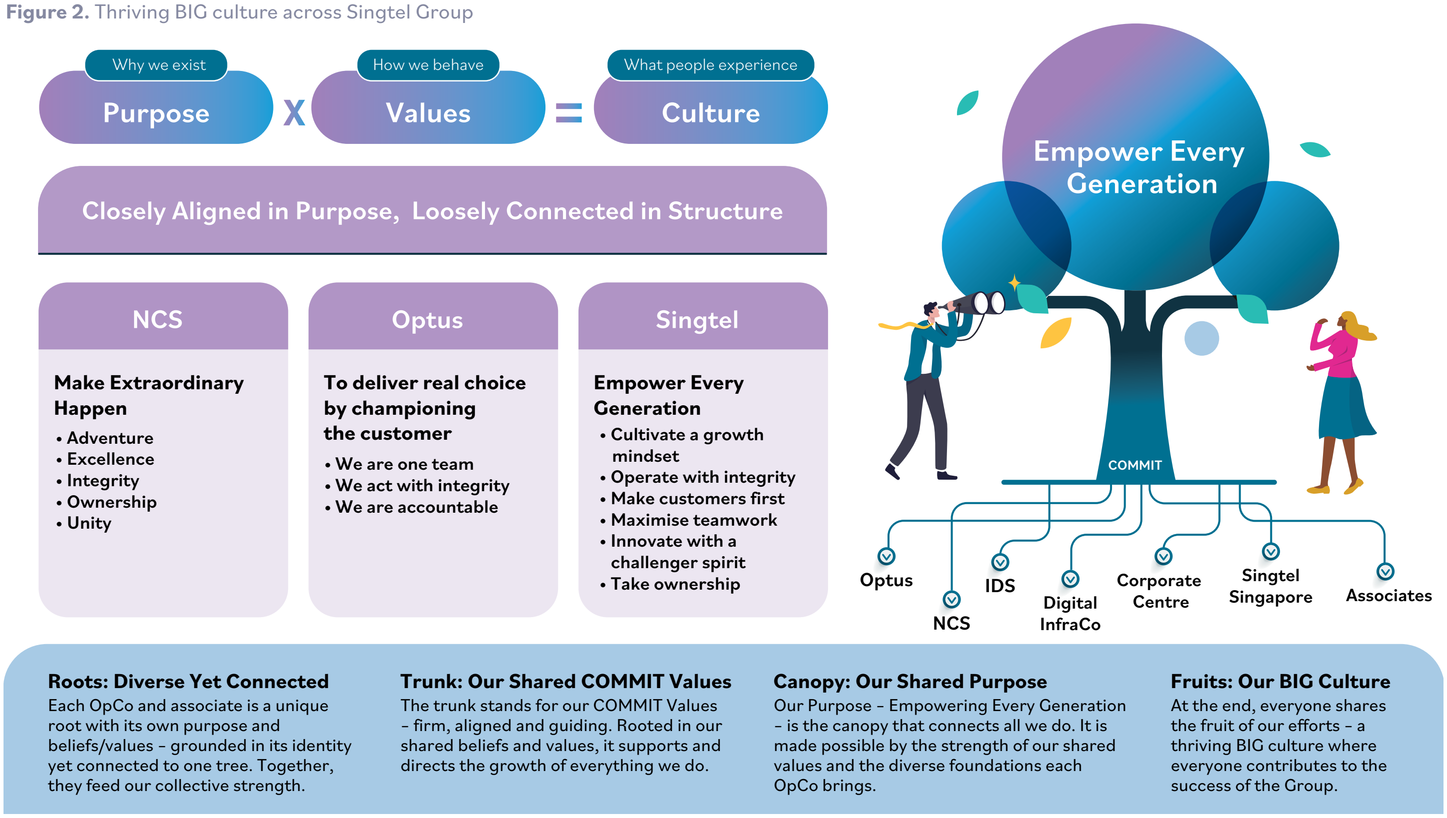
We reinforce this through continuous listening and feedback systems, including platforms such as Your Voice Survey, which provides real-time insights into employee sentiment and feedback. These insights allow us to respond proactively, strengthen engagement and continuously refine our people practices, helping our people to connect, contribute and grow across the Group.

Belonging: Strengthening inclusion, connection and trust

Fostering belonging and engagement

We foster a workplace where our people feel valued, respected and empowered to contribute meaningfully. Our culture is underpinned by a strong sense of ownership, commitment and shared purpose, with employees united in striving to

Figure 2. Thriving BIG culture across Singtel Group



deliver their best for our customers, colleagues, communities and stakeholders. This reinforces a culture of collaboration, accountability and continuous improvement, enabling our people to adapt and perform in a rapidly evolving environment.

We recognise that bringing together individuals with different backgrounds, experiences and perspectives strengthens decision-making and drives better outcomes. By creating an environment where ideas can be shared openly and challenged constructively, our people can contribute to the organisation's success and meet our stakeholder needs. Our approach focuses on fostering inclusive and supportive environments across the Group, underpinned by leadership behaviours, policies, open dialogue and structured engagement platforms.

We also invest in building inclusive leadership capability, ensuring that leaders are equipped to create environments where employees feel heard, supported and able to perform at their best. Together, these efforts help create a culture where our people not only have a sense of belonging and inclusion but also feel actively engaged and empowered.

Employee Resource Group

To promote belonging across OpCos, employees are empowered to form Employee Resource Groups (ERGs) which play an important role in strengthening connection and community. These networks provide opportunities for peer support, mentoring, professional development and knowledge sharing. In Singapore, there are five employee networks:

- **Early Professionals Group (EPG)** which provides young professionals with a platform to grow;
- **Resilience, Inspire, Strength and Empowerment (RISE)** and **Women in NCS (WIN)** which champion and support women's advancement in the tech and telco sectors;
- **Express Yourself** which celebrates diverse identities and encourages employees to show up as their authentic selves in a safe and supportive environment; and
- **Parents with Young Kids and Caregivers** which supports the unique challenges of employees managing family responsibilities alongside their careers.

There are eight employee networks in Optus to support a wide range of communities and their allies: women, LGBTQIA+ employees, culturally diverse groups, persons with disabilities, First Nations people, veterans and emergency services personnel, young professionals and employee well-being.

Upholding fair and responsible employment practices

Fairness, respect and ethical conduct underpin how we manage and support our workforce across the Group. Guided by globally recognised frameworks, including the International Bill of Human Rights and the UN Global Compact, as well as our Code of Conduct and Human Rights Statement, Singtel Group collectively upholds principles of non-discrimination, equal opportunity and respect for individual dignity. Four core employment principles are applied across all OpCos:

- **01** **Compliance with local labour laws and regulations**
- **02** **Fair and equal access to opportunities**
- **03** **Merit-based decision-making**
- **04** **Zero tolerance for workplace discrimination**

These principles are intended to guide key stages of the employee lifecycle, including recruitment, performance management, development, mobility and rewards, supporting fairness, dignity and respect across all aspects of employment.

We are committed to addressing key human rights risks across our operations and, where relevant, our value chain, including safe and fair working conditions, data privacy and security, and prevention of workplace discrimination. These priorities are embedded into our governance frameworks, policies and operational practices, and are intended to support responsible conduct across the Group.

In Singapore, we adhere to the Tripartite Guidelines on Fair Employment Practices (TGFEP) and are a signatory to the Employers' Pledge of Fair Employment Practices. We maintain a long-standing and collaborative partnership with the Union of Telecoms Employees of Singapore (UTES), supporting open dialogue and responsible workforce management. As at 31 March 2026, 45% of our Singapore workforce was covered under collective agreements or representation arrangements. Singtel and NCS have also been accredited with the Progressive Wage (PW) Mark Plus and PW Mark, recognising our commitment to fair wages and broader support for lower-wage workers.

At Optus, employment practices are guided by Australia's Fair Work Act and supported by formal agreements such as the Optus Employment Partnership Agreement (EPA) and Optus Retail Agreement, which provides employees with enhanced benefits beyond statutory requirements, including additional leave provisions and workplace protections. Optus also publishes a Human Rights Statement and a Modern Slavery Statement, which outline its approach to ethical labour practices and responsible supply chain management.

Singtel Group continues to strengthen equitable employment outcomes, including ongoing efforts to address pay equity and ensure fair remuneration practices across our workforce. Together, these frameworks, policies and partnerships are designed to support workplaces which are not only compliant, but trusted, fair and responsible environments where employees can contribute and succeed.

Supporting inclusion and engagement

We continue to strengthen inclusion across our workforce by ensuring that opportunities are accessible and barriers to participation are actively addressed. Our workforce reflects the diversity of the markets and communities we serve, with diverse nationalities, generations and experiences that contribute to our collective strength.

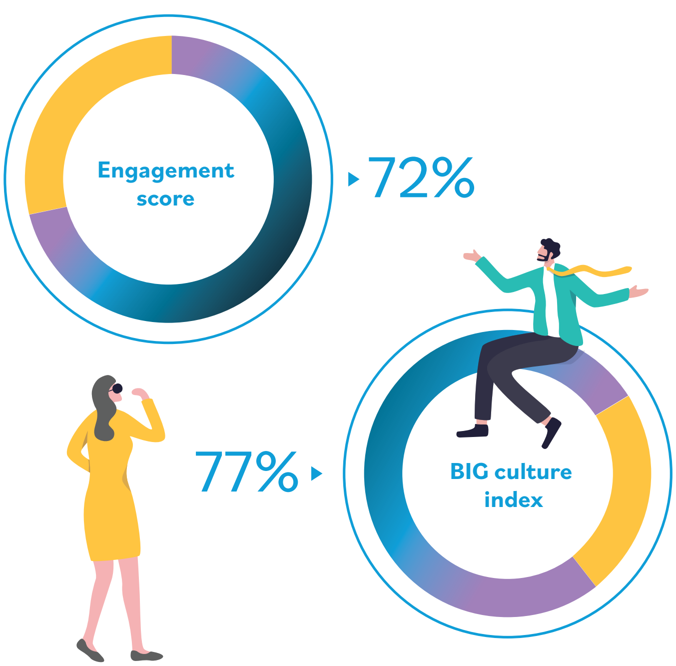
We support individuals across different life stages and needs through targeted programmes and partnerships. This includes the ERGs that support early-career professionals, women in technology and leadership, and employees with caregiving responsibilities.

At Optus, the Access and Inclusion Access Plan reflects the ongoing commitment to eliminating barriers for persons with disabilities and progressing as a disability confident organisation. The plan is structured around three strategic pillars: workplace, people and accessible products and services.

Our inclusion practices go beyond our workforce and extend to serve our diverse customer segments and communities. Programmes such as lived experience training and awareness initiatives help build capability among frontline teams to deliver more inclusive customer experiences. These efforts reflect our commitment to creating an environment where individuals are supported, respected and able to contribute fully, both within our organisation and in the communities we serve.

We are also committed to maintaining a supportive and secure work environment where employees feel safe to raise concerns without fear of reprisal. Our Grievance Reporting Policy applies across the Group. Please see Appendix page 78 on staff grievance cases.

Figure 3. Staff engagement score and BIG culture index



Impact: Enabling performance, voice and meaningful contributions

Our performance framework empowers employees to deliver impactful work while reinforcing accountability. Performance is assessed not only by outcomes, but also by how those outcomes are achieved, strengthening trust, collaboration and long-term value creation across the organisation.

Employee voice is a key driver of engagement and continuous improvement. Through Singtel Group's annual Your Voice Survey, mid-year pulse survey and lifecycle survey, we capture real-time insights into employee experience and organisational effectiveness. These insights allow leaders to act with greater agility, addressing issues early and strengthening engagement across teams.

Our latest results reflect strong engagement, with an engagement score of 72% and a BIG culture index of 77%, indicating that employees feel connected to our purpose and experience Belonging, Impact and Growth in the workplace. Our efforts were recognised through Great Place to Work® certification (2026) and Influential Brands Top Employer in Asia under the Communication Technology category (2025 and 2026), reinforcing Singtel's position as an employer of choice and strengthening our ability to attract and retain talent in a competitive, AI-driven landscape.

Growth: Building skills, mobility and future-ready capabilities

People development plays a central role in strengthening capability and performance across the Group. This is supported by our shift towards a skills-based organisation, where employees are encouraged to stay relevant and navigate sustainable career development.

Ongoing investment in upskilling and reskilling ensures that our people are equipped to meet evolving job and role demands and contribute meaningfully to business priorities, especially in the AI-enabled era.

This approach supports both individual growth and organisational agility, ensuring that skills are continuously developed and deployed where they create the greatest impact. Our development approach is anchored on the ACT framework (Accelerate, Co-create and Transform) which provides a structured and scalable model for capability building:

A Accelerate skills development through a combination of in-person programmes and digital learning, enabling continuous and self-directed learning

C Co-create skills pathways through partnerships with business units, learning institutions, government agencies, unions and industry partners, ensuring relevance to emerging skills needs

T Transform jobs and roles by evolving capabilities and redesigning work, enabling employees to take on new and expanded responsibilities

This approach ensures that learning remains closely linked to business priorities and career progression, while supporting an agile and skills-driven workforce.

Scaling learning through our ecosystem

Learning is delivered through capability-building platforms and academies across the Group, including Singtel 8George, NCS Dojo, OptusU and Nxera AI Academy, which offer structured programmes across technical, leadership and future-ready capabilities.

They help employees build both depth and breadth in their skills, supporting development across different roles and career stages. Digital platforms further enhance accessibility and scale. Our #CURIOUS learning platform provides on-demand access to a wide range of accredited resources, enabling employees to learn anytime and at their own pace.

The 18th annual Singtel Group BIG Learning Fiesta 2025, our flagship event, brought together employees for curated learning experiences focused on AI, leadership and people skills – key capabilities required to perform and lead effectively in this AI era. Since the introduction of Company Training Committee (CTC) 2.0, we have committed to invest up to S$20 million annually in upskilling and reskilling across the Group, reinforcing our long-term commitment to workforce development.

Group CEO Yuen Kuan Moon delivers the opening address at the Singtel Group BIG Learning Fiesta 2025

Impact feature

Making an impact through Professional Conversion Accelerator (PCA)

As workforce transformation accelerates in both pace and scale, structured approaches are needed to support employees in adapting to evolving roles and developing new capabilities. In the last six years, Singtel has invested over S$115 million in training, including through the Professional Conversion Accelerator (PCA), our flagship workforce transformation initiative focused on job redesign, reskilling and capability building.

Launched in 2021, PCA initially supported Singtel's digital transformation and has since evolved to support our ambition to be an AI-first telco by accelerating workforce transitions and building future-ready capabilities aligned with evolving business needs. It has delivered impact across both technical and non-technical functions, helping employees move into new and expanded roles while strengthening overall workforce capability.

Arvin Lim, a Business Analyst formerly focused on manual reporting, developed expertise in cloud technologies, automation and data platforms through PCA. Today, he builds live dashboards and predictive models, eliminating more than 150 manual reports and improving efficiency, security and access to insights.

Brand Marketing Manager Kieran Cheang also exemplifies this transformation. Having completed the programme, he now leverages AI tools to analyse social data in real time, identify trends and execute data-driven strategies across platforms. The result is faster, more personalised customer engagement at scale, alongside significantly enhanced employee capabilities.

Their journeys reflect how PCA fosters continuous learning and equips employees for higher-value work while building a more agile, future-ready workforce aligned to Singtel's AI-first ambitions.

More than 3,900 employees have participated in this enterprise-wide programme over the past five years, gaining the skills and confidence to thrive in a fast-evolving digital economy and drive business value. The programme also supports Sustainable Development Goal (SDG) 8 – Decent Work and Economic Growth – by continuously reskilling and upskilling our people to remain relevant and build their career resilience in a rapidly evolving workforce.

Kieran Cheang
Brand Marketing Manager, Singtel Singapore

During the Learning Fiesta, we marked the signing of the CTC 3.0 agreement, reinforcing our commitment to workforce development through close collaboration with unions and ecosystem partners. This milestone strengthens our ability to scale upskilling efforts, support workforce transitions and align capability building with both business and national priorities.

Human Capital Pillar 2: Talent and leaders

We invest in talent and leadership development through structured programmes, data-driven insights and open access to opportunities, enabling us to develop and mobilise talent across the organisation to drive transformation in a rapidly changing environment.

Besides building deep capabilities, we need to develop leaders who can navigate complexity, make decisions with clarity and orchestrate outcomes across teams, technologies and ecosystems. Through our HI×AI×CI model, we integrate human judgement, technological capability and cultural alignment to strengthen leadership effectiveness and organisational performance. This helps us foster inclusive and high-performing teams while building trust. In doing so, we enable our people to grow, lead and create impact at every stage of their careers.

Leadership development

Leadership development is central not only to building high-performing teams, driving sustainable growth and reinforcing our BIG culture, but also to operationalising our HI×AI×CI model. Our leaders play a critical role in sustaining operational excellence, strengthening organisational resilience and ensuring disciplined execution in an increasingly dynamic environment. At the same time, they are expected to anticipate disruption early by leveraging AI-driven insights and macro trends, while developing a clear understanding of how emerging technologies are reshaping competitive advantage.

Leaders must make decisions and navigate ambiguity and trade-offs with clarity and sound judgement, while mobilising people to deliver outcomes with speed and impact. In this context, leadership extends beyond setting direction to enabling alignment, collaboration and momentum at scale. Our leaders also play an active role in developing their teams by coaching, mentoring and creating opportunities for growth. This focus on people development remains a key driver of engagement, performance and long-term organisational resilience and success.

We provide a comprehensive suite of leadership development programmes, tools and resources designed to support leaders at all stages across the Group. These include AI-powered coaching and role-play platforms, on-demand learning, structured manager guides, leadership development programmes, and executive coaching and education. Together, these initiatives build leadership capability in areas such as communication, decision-making and leading through change, while increasingly incorporating emerging topics such as AI transformation and future-ready leadership mindset.

Strengthening leadership bench and succession

During the year, we continued to strengthen our leadership bench through progressing our internal talents and hiring external talents. We successfully managed the succession and transition of key leadership roles. These transitions reflect the depth of our leadership pipeline and our ability to maintain continuity while evolving our leadership capabilities.

About 40% of appointments at management level across the Group were filled internally. This reflects our commitment to a 'buy and build' approach, balancing internal talent development with targeted external hiring to preserve institutional knowledge while selectively injecting new capabilities aligned with our growth priorities.

Aspiring Leaders Programme: Developing the next generation of leaders

The Aspiring Leaders Programme (ALP) is designed to accelerate the development of emerging leaders across the Singtel Group, equipping them with the capabilities required to lead in a dynamic and evolving environment. A key feature of the programme is its strong emphasis on experiential learning and regional exposure. Participants take part in overseas immersion experiences, including engagements with our associate AIS in Thailand, providing first-hand insights into diverse market contexts, business models and leadership approaches across the Group.

This is complemented by action learning projects guided by expert educators, where participants work on real business challenges and apply structured problem-solving approaches. These projects strengthen critical thinking, collaboration and execution capabilities, while delivering practical value to the organisation.

Strengthening leadership effectiveness

We continue to strengthen leadership effectiveness through structured feedback and assessment. During the year, we implemented our bi-annual Enterprise Leadership Expectations (ELE) 360 survey, providing global benchmarking and deeper insights into leadership effectiveness.

A total of 172 senior and top executives participated in the exercise. The process engaged over 2,500 colleagues and stakeholders, including managers, team members, peers, customers and external partners, providing a comprehensive and multi-dimensional view of leadership performance. Insights from the survey were translated into targeted development actions through leadership reflection and development sessions, including strategic leadership discussions with the Management Committee and coaching workshops for top executives. These efforts reinforce a culture of continuous feedback, self-awareness and leadership growth.

Developing future leaders

About 100 high-potential leaders from over ten Singtel Group entities participated in regional leadership development initiatives designed to strengthen enterprise leadership, strategic thinking, cross-functional collaboration and personal effectiveness.

Programmes such as Game for Global Growth (GGG), Regional Leadership in Action (RLA) and the Aspiring Leaders Programme (ALP) brought together leaders from across our markets and businesses across the Group, fostering collaboration and shared learning.

Our programmes combine leadership engagement with senior executives, partnerships with leading academic institutions, and applied learning through real business challenges. Participants work on action learning projects to develop practical solutions with tangible business impact, strengthening their ability to translate strategy into execution, innovate and lead.

Leveraging ecosystem partnerships

Through strategic partnerships with government agencies and leadership institutes, we provide our leaders with access to high-quality development opportunities and broader industry networks. Under the Singapore Digital Leadership Accelerator initiative, three of our leaders have been appointed as Singapore Digital Leaders by the Infocomm Media Development Authority (IMDA) since 2022, reflecting external recognition of their digital capabilities and leadership potential.

We also support the advancement of women in technology through national platforms. Five of our female leaders have been recognised under the Women in Tech 100, underscoring their contributions and impact within the industry. In partnership with the Human Capital Leadership Institute, we participate in the Singapore Leaders Network Fellowship programme, which prepares leaders for global roles and broader leadership responsibilities.

These partnerships complement our internal leadership development efforts, strengthening our ability to build globally competitive leaders while contributing to national talent development priorities.

Five of our female leaders have been recognised under the Women in Tech 100

Embedding ethical and inclusive leadership

Integrity, accountability and inclusion underpin how we lead across the Group. We promote ethical leadership through robust governance frameworks, clear policies such as our Code of Conduct, and ongoing training that guide responsible decision-making.

Our leaders are expected to model high standards of conduct, manage risks responsibly and ensure transparency, while fostering inclusive environments where individuals feel valued, respected and empowered to contribute. By embedding these practices, we strengthen trust across our workforce and with our stakeholders, supporting sustainable and responsible business outcomes.

Talent management

Our approach to talent management focuses on ensuring we have the right capabilities in the right roles at the right time to support business priorities and long-term growth. In this competitive environment, a more deliberate and dynamic approach is needed to attract, develop and deploy talent across the Group.

We adopt a skills-based and data-informed approach to talent management, enabling greater visibility of capabilities, stronger alignment with business needs and more agile workforce planning. This is complemented by targeted strategies to build leadership pipelines, strengthen talent mobility and create meaningful development opportunities across all career stages.

Attracting and retaining the right talent

Our 'buy and build' approach ensures we have the capabilities needed to deliver on our business priorities. This balances targeted external hiring with internal development, strengthening our talent bench while preserving institutional knowledge. Our hiring approach is increasingly skills-based.

We look beyond traditional qualifications to focus on capabilities, potential and cultural alignment, enabling access to a broader and more diverse talent pool, including individuals from adjacent industries who bring fresh perspectives and expertise.

We complement this with proactive talent mapping, market intelligence and a strong employer value proposition anchored in our Group purpose and BIG culture. For senior leadership roles, we prioritise diversity in backgrounds and experiences, supported by fair and competitive remuneration practices. Retention is equally important. We focus on creating an environment where employees can build meaningful careers, supported by development opportunities, internal mobility and a strong sense of belonging.

Building tomorrow's leaders today

Our RISE talent management framework provides a structured and forward-looking lens for managing talent holistically, enabling us to enhance workforce agility, build a resilient pipeline of future-ready leaders and support long-term business and professional growth. RISE comprises four interconnected drivers:

R — **Recruit and Retain A-Team Leaders**
Attract high-quality talent and create the conditions for them to thrive and build long-term careers

I — **Increase Talent Flow and Mobility**
Enable the movement of talent across roles, functions and markets to enhance agility and broaden experience

S — **Systemise Leadership Development**
Enabling continuous learning, job redesign and AI-augmented ways of working

E — **Elevate Next-Generation Leaders**
Identify and invest in high-potential talent early to prepare them for future leadership roles

Through RISE, we strengthen our leadership bench by identifying high-potential talent early and providing targeted development, exposure and career opportunities within and beyond the organisation. This enables us to accelerate the growth of future-ready leaders with the capabilities, adaptability and judgement to navigate complexity and lead in a fast-evolving, AI-enabled business environment.

Our approach focuses not only on developing talent, but also on creating meaningful pathways for progression, mobility and leadership opportunities across the Group. We remain committed to building a sustainable talent ecosystem that supports long-term growth, transformation and leadership continuity.

Early career strategy

Our early career strategy spans the Group and draws from a diverse range of institutions across our markets. As one of the largest employers in our key markets, we hire more than 1,000 interns and graduates annually, and support them through structured onboarding and development opportunities.

Our flagship Management Associate Programme (MAP) is a cornerstone of our approach, designed to identify and accelerate high-potential talent through a structured two-year journey across Singtel Singapore, NCS, Digital InfraCo and Corporate Centre. We engage talent even earlier through our MAP Internship (MAPi) pathway, where interns are given real responsibilities and exposed to meaningful work. This intentional immersion equips them with the confidence, context and capability to transition seamlessly into full-time roles.

Our highest performing interns return as Management Associates, contributing and leading teams earlier in their careers. Supported by job rotations, mentorship and exposure to senior leadership, they develop both breadth and depth while delivering impact across the business. This integrated pathway – from internship to leadership programme – enables Singtel to identify and nurture talent at scale while accelerating readiness for leadership roles.

Across our OpCos, tailored graduate programmes complement this approach:

- The **Optus Graduate Programme** provides structured rotations across Retail, Technology and Corporate functions, building core capabilities and agility in a fast-changing environment.
- The **Nxera–Temasek Polytechnic STEP Programme** provides students with structured pathways into the business, combining academic learning with practical exposure to build job-ready skills.
- The **NCS Nucleus Programme** supports university graduates through hands-on project experience, structured onboarding and one-to-one career mentoring. Participants build expertise across areas such as AI, data, cyber security and platform development, with opportunities to gain industry-recognised certifications and pursue advanced qualifications such as a Master of Technology.
- The **Singtel Singapore Catalyst** and **NCS Fusion work-study programmes** enable polytechnic graduates to gain practical experience while pursuing a sponsored degree. Participants begin with foundational bootcamps before progressing to real-world projects, building skills in areas such as software engineering, infrastructure, cyber security and data analytics.
- The **NCS Ignite Programme** provides ITE graduates with foundational skills through hands-on roles while pursuing a sponsored diploma in technology-related fields. Participants gain practical experience across areas such as software support and infrastructure before progressing into more specialised roles.

We also continue to invest in long-term talent pipelines through initiatives such as the SHINE programme, which has supported the development of more than 370 cadets in engineering and cyber security over the past decade.

These cadets receive scholarships, internships and structured development opportunities, contributing to our technology talent pool across Singtel Singapore, NCS and Digital InfraCo, and are expected to continue complementing our talent needs through FY2030.

Testimony of MAP interns returning as Management Associates

"I am a Computer Science student from SUTD, and I joined Singtel as a Process Automation Executive under the Management Associate Programme Internship! It has been an exciting journey seeing how technology and business come together to create meaningful impact!"

- Swasti Arya
Process Automation Executive

"I'm a Computer Science student at NUS with a passion for problem solving! As a Software Engineer Intern in the Management Associate Internship Programme, I was able to work on various projects, from application building and delivery to embedding AI in real workflows. Through this, I was able to gain a well-rounded view of the tech landscape."

- Zong Hao
Software Engineer Intern

Career growth and mobility

The rapid advancement of AI and emerging technologies is reshaping how work is performed, roles are designed and skills are applied. While these shifts bring disruption, they also create new opportunities for growth, innovation and career development. The ability to continuously learn, adapt and move across roles is therefore critical for both individuals and the organisation. Career growth and mobility are key enablers of workforce transformation, allowing us to deploy talent dynamically, accelerate skills development and build a more agile, future-ready organisation.

We empower our employees to take ownership of their career journeys by providing access to diverse opportunities, transparent pathways and the tools for continuous growth. Through performance management, career conversations and development planning, employees are encouraged to explore roles beyond their immediate functions, build new capabilities and pursue experiences aligned with their aspirations and strengths.

This fosters a culture of adaptability and lifelong learning across the organisation, where individuals actively shape their career progression. We support employees in developing capabilities across multiple disciplines through cross-functional roles, project-based assignments and international assignments.

This exposure fosters diverse thinking, strengthens collaboration and helps build a more agile, future-ready organisation. It also creates greater career options for employees, enabling them to remain adaptable and resilient in a fast-evolving business environment. Over time, these experiences help cultivate well-rounded leaders with both depth and breadth of expertise, equipping them to navigate increasingly complex challenges.

In 2024, we launched the BIG Marketplace (BMP) to support career development and mobility at scale, alongside refreshed policies that allow employees to apply for opportunities based on skills and readiness rather than tenure or job grade. All OpCos have since come on board, leveraging the AI-powered platform to drive mobility and continuous learning.

Today, BMP offers over 600 job opportunities and thousands of learning pathways, enabling our people to explore roles, projects and development opportunities across the organisation. The platform integrates personalised career pathing and AI-recommended learning, helping employees identify skill gaps and take targeted actions to support their growth.

Figure 4. Opportunities created through BIG Marketplace

Adoption of the platform continues to grow, with increased participation in internal opportunities. Since launch, BMP has driven a 43% increase in internal applications for open roles, with over 3,000 employees applying for internal opportunities and about 30% of roles filled by internal candidates. This reflects a strong shift towards a more open, skills-based and self-directed approach to career growth.

Enabling global mobility and cross-market exposure

During the year, we continued to make progress in enabling cross-OpCo mobility, overseas assignments and secondments across key markets through a combination of business placements, talent development opportunities and short-term exchanges.

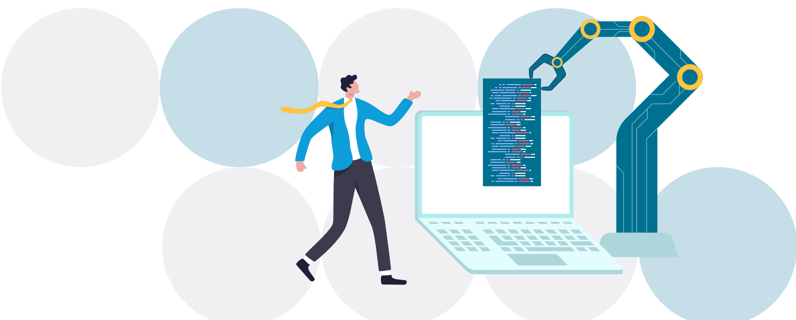
These experiences support capability building, broaden leadership exposure and strengthen collaboration across the Group, OpCos and associates.

We will continue to strengthen pathways for talent mobility and cross-market exposure as part of our long-term leadership and workforce development efforts.

Preparing for the future of work

As AI continues to transform industries, we recognise that its impact on jobs will be both disruptive and enabling. While certain roles will evolve or be augmented by AI, new roles and opportunities will also emerge. We are proactively preparing for this shift through job redesign, supporting skills transitions and creating pathways for our people to move into future-ready roles. Through internal mobility, continuous learning and exposure to new experiences, we enable employees to adapt and grow alongside these changes.

By combining human potential, technological advancement and a culture that enables learning, collaboration and adaptability, we are building a workforce that is not only resilient to change but also able to harness it, unlocking new opportunities for our people and our business.



Human Capital Pillar 3: Workforce transformation and skills

As technology advances and AI accelerates change, we are seeing a fundamental shift in how work is performed, roles are defined and value is created. AI is reshaping tasks, redefining skills requirements and transforming how teams operate across people and intelligent systems.

We recognise this as a workforce transformation imperative, not just a technology shift. Tasks are increasingly automated or augmented, roles are evolving beyond static job definitions, and teams are becoming more fluid and interconnected. In this environment, human intelligence, including critical thinking, judgement and creativity, remains essential, while skills and capabilities continue to be key drivers of productivity, innovation and business outcomes.

Strategy-led workforce transformation

Anchored in our Singtel28 strategy, our approach to workforce transformation is proactive and value driven. We support the translation of business priorities into workforce outcomes through a shared framework linking AI-driven value pools, operating model redesign and workforce planning across the Group, with implementation tailored to the needs of each business. This ensures transformation is aligned with long-term business growth and competitiveness, rather than reactive to technology disruption. Our transformation is structured across six interconnected dimensions: Operating model; Organisation structure; Talent and skills; Leadership; Mindset and behaviours; and Care and well-being. Collectively, these reflect our belief that sustainable impact requires simultaneous shifts in how work is designed, people are equipped and culture supports adoption.

AI-enabled operating model and work redesign

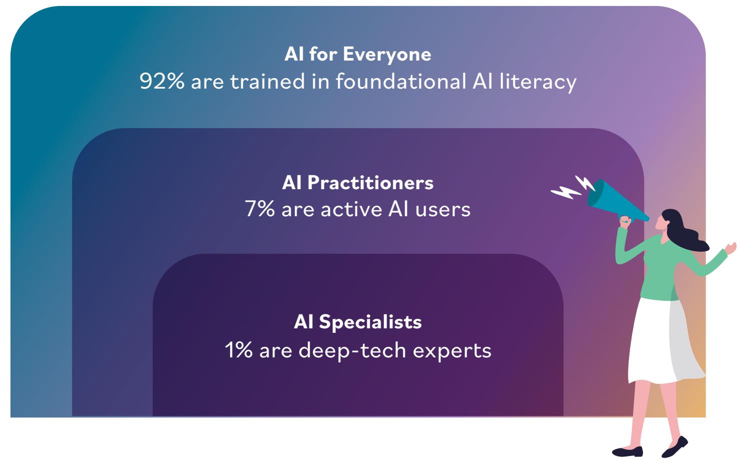
To support AI adoption and workforce transformation across the Group, we have established a dual operating model. A centralised AI, Data and Analytics (AIDA) team provides the common governance guidance, platforms and enterprise-wide standards, while federated AI squads embedded within business units support deployment, value realisation and workforce capability uplift within their respective businesses. This model is reinforced through four integrated levers that translate strategy into execution: (1) Workforce redesign; (2) Skills development through AI Academy; (3) Mindset and culture activation; and (4) Targeted AI talent infusion.

Central to this is our HIxAIxCI model, which guides how transformation is executed in practice. Rather than treating human capability, technology and culture separately, we apply them in combination to redesign work, scale AI adoption and embed new ways of working. Building on this foundation, we are advancing a systematic approach to AI-enabled workforce redesign and human-AI collaboration.

Work is being restructured at the task and workflow level, rather than through incremental job changes, to fully capture the value of automation and augmentation. As AI takes on more routine and transactional activities, employees shift toward higher-value, decision-driven and customer-impact roles. More than half of our roles are expected to materially evolve over time, with hybrid human-AI teams expected to become the norm.

In this model, AI replaces tasks, not accountability. Employees remain responsible for outcomes, increasingly orchestrating work across intelligent systems. This is intended to support greater productivity, create new career pathways, strengthen workforce adaptability and position Singtel to deliver sustained value in an AI-enabled environment.

Figure 5. Staff AI-readiness through training



Continuous learning and skills transformation

This shift is reinforced by a skills-first approach to workforce development. Through the learning academies and capability-building platforms across our Group, we embed continuous learning across the employee lifecycle, aligning skills development with evolving roles and business priorities.

We have redirected about S$20 million in annual training investment toward AI literacy and future skills, equipping our workforce to operate effectively in an AI-driven environment. This sharpens our focus on building capabilities in AI, data and emerging technologies, alongside critical human skills.

Our learning approach is practical and outcomes-driven, focused on translating capability development into stronger productivity and business impact. In parallel, we are strengthening our data-driven skills architecture to improve visibility of skills across the organisation, enabling more targeted upskilling, workforce planning and talent mobility.

This supports our shift towards a more skills-based workforce model, where career growth is increasingly shaped by capabilities and continuous learning.

AI's impact on leadership and culture

As AI adoption accelerates across the Group, leadership and culture play a critical role in ensuring transformation is implemented responsibly, effectively and at scale. During the year, Chief AI Officers were appointed across the OpCos to strengthen accountability for AI strategy, adoption, governance and value realisation within each business. At the Group level, we provide stewardship across our portfolio through shared frameworks, governance and capability building, while enabling implementation to reflect local business priorities and operating contexts.

We are also embedding more AI-native ways of working across the organisation. Employees and leaders are increasingly integrating AI into daily workflows to enhance productivity, decision-making and collaboration. At the same time, human intelligence, including judgement, critical thinking and accountability, remains central in guiding how AI is applied. Through our HI×AI×CI model, we reinforce the importance of combining technology with strong leadership, trust and organisational culture to support sustainable workforce transformation.

This approach helps foster a culture of adaptability, continuous learning and responsible innovation across the Group, enabling our workforce to remain agile, resilient and future-ready as business needs evolve.

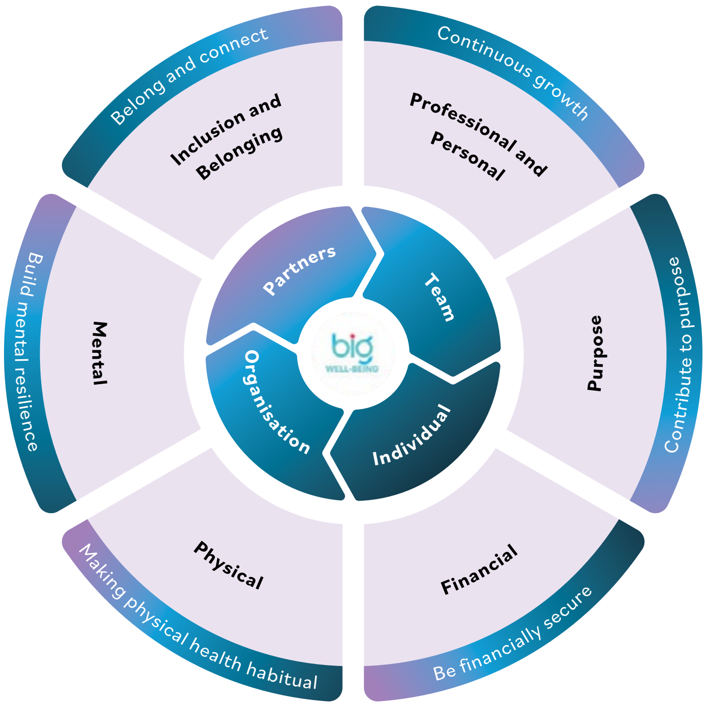
Human Capital Pillar 4: Well-being, health and safety

Well-being, health and safety of our people are fundamental to building a resilient, high-performing organisation.

We take an integrated approach that brings together workplace safety, holistic well-being and fair employment practices, recognising these dimensions are interconnected and collectively shape how our people experience work.

Our BIG Well-being framework (see Figure 6) provides a structured and holistic view of employee well-being across six key dimensions: mental, physical and financial well-being, alongside inclusion and belonging, continuous growth, and a sense of purpose. These elements are supported at multiple levels – individual, team, organisation and partners – reinforcing that well-being is a shared responsibility embedded across the employee experience.

Figure 6. Singtel's essential well-being pillars



01	**Mental well-being:** Psychological safety and support that help employees manage stress, build resilience and balance.
02	**Physical well-being:** Holistic health initiatives that promote fitness, nutrition and preventive care.
03	**Financial well-being:** Tools and resources to enhance financial security and confidence.
04	**A culture of inclusion and belonging:** A workplace where inclusion and belonging are deeply embedded.
05	**Continuous growth:** Opportunities for professional and personal development.
06	**Compelling purpose:** To contribute to something meaningful and impactful.

As transformation accelerates, we continue to focus on supporting our people to sustain performance, build resilience and thrive. This includes providing access to mental health support, promoting healthy lifestyles, strengthening financial security and fostering an inclusive environment where employees feel valued and supported. By embedding well-being into work design and experience, we create the conditions for our people to perform at their best while maintaining balance, purpose and resilience.

WSH culture and governance

Workplace safety and health (WSH) is a shared responsibility embedded across all levels of the organisation. We maintain governance structures and management systems to proactively identify, assess and manage WSH risks across our operations.

At the Group level, the WSH Steering Committee, chaired by senior management, provides oversight of the Group's WSH framework, performance and continuous improvement efforts. The Committee meets regularly to review incident trends, assess policy effectiveness and support a consistent approach to WSH across the Group. The Board RSTC receives annual updates on WSH performance, key risks and management actions across the Group.

At the OpCo level, respective WSH committees oversee implementation and operational risk management in ways that reflect local business and operational contexts. With representation from management, employees and union partners, these committees monitor workplace risks, review incidents and implement targeted interventions to strengthen safety outcomes across frontline operations. The respective OpCo Boards or Board committees also receive regular updates on WSH matters. WSH performance is publicly disclosed as part of our commitment to transparency and accountability. Please see Appendix pages 77-78.

Standards, compliance and risk management

To meet WSH regulatory obligations, Singtel Group has established a systematic approach to track and monitor both new and existing requirements, enabling us to stay ahead of evolving legislation and maintain high standards of safety across all our operations.

Our WSH management system is aligned with ISO 45001 and the Code of Practice on WSH Risk Management, and applies to all work undertaken by employees and, where applicable, contractors engaged by the relevant Singtel entity acting as the principal. Across the Group, certifications such as ISO 45001 and bizSAFE STAR are maintained and regularly recertified, reflecting sustained excellence in safety management. These efforts have been recognised through industry awards, including the WSH Performance Award (Silver).

Risk management is embedded across the relevant OpCos and business units, from strategic planning and operations to project execution and change management. Risk assessments are a foundational requirement, identifying potential hazards and informing appropriate control measures to reduce the risk of injury or ill health.

A key component of our approach is the hierarchy of controls, where risks are mitigated through elimination, substitution, engineering and administrative controls before the use of personal protective equipment. This provides a structured and effective approach to hazard management. To support continuous improvements, we conduct regular internal audits to assess control effectiveness, identify gaps and implement enhancements.

Risk reporting, awareness and capability building

We promote a proactive safety culture by encouraging employees to take ownership of WSH within their areas of responsibility. Our Code of Conduct reinforces the importance of reporting potential hazards, supported by user-friendly digital tools such as the iSAFE portal and DoneSafe system, which allow employees to raise concerns and provide feedback in real time.

We take a multi-pronged approach to safety education and awareness. Regular WSH bulletins, expert-led talks and concise communications keep employees informed of evolving risks and best practices. Annual WSH campaigns further strengthen awareness through interactive activities and engagement initiatives. Capability building supports WSH across different levels of the organisation. Senior management participates in executive WSH programmes to strengthen leadership accountability, while employees receive ongoing training to keep safety knowledge current within their respective roles.

In collaboration with external partners such as the Singapore Red Cross, we equip our people with practical lifesaving skills through regular CPR and AED training, strengthening emergency preparedness across the organisation. Recognising the needs of an ageing population in Singapore, we have also stepped up awareness and response preparedness for workplace medical emergencies such as strokes and cardiac arrest.

Singtel received the Friend of the Singapore Red Cross (SRC) Award, presented by President Tharman Shanmugaratnam, Patron of SRC

Employee well-being

We adopt a holistic and proactive approach to well-being, recognising that sustained performance depends on supporting employees across physical, mental, financial and social dimensions. Our strategy focuses on creating an environment where our people feel supported and empowered to manage their health, work and personal responsibilities across different life stages. As ways of working evolve, we are strengthening our focus on psychosocial risk management, addressing workload, stress and fatigue, particularly in the context of digitalisation and AI-enabled work.

We leverage data-driven insights and digital tools to better understand workforce needs, optimise workload distribution and support more sustainable ways of working. These efforts are complemented by initiatives that foster inclusion and belonging, reinforcing a supportive and psychologically safe workplace.

Mental well-being

We provide confidential access to resources and services that help employees manage stress, build resilience and maintain balance. Through awareness programmes, early intervention and leadership engagement, we aim to reduce stigma and strengthen mental health literacy.

We also invest in building peer support capabilities, equipping employees to look out for one another and respond to early signs of distress. Structured programmes such as the Workplace First Responder (WFR) training enhance psychological safety and encourage timely help-seeking behaviours.

Through our partnership with Intellect, our Employee Assistance Programme (EAP) provides holistic support to our people across markets, including access to professional coaching, counselling and a dedicated support hotline.

The Singtel Recreation Club dragon boat team, one of the many sports and recreational activities available to staff

Over 3,500 employees and family members attended Singtel Family Day 2025 at Rainforest Wild Asia

Physical well-being

We promote physical well-being through initiatives that encourage preventive care, healthy lifestyles and sustained energy for work and daily life. This includes complimentary health screenings, vaccination initiatives and partnerships with healthcare providers. Campaigns and targeted interventions support sustainable lifestyle changes, including fitness activities, nutrition programmes and personalised health guidance.

Singtel 'Start Now, Hello Health' and NCS 'FitForward Challenge' translated awareness into action through biometric assessments, personalised coaching and guided interventions such as fitness activities, workshops and one-to-one strength training. During the NCS Wellness Fiesta, employees were introduced to healthier alternatives such as sugar-free beverages, plant-based milk and brown rice, encouraging practical changes in daily habits.

Through initiatives such as the Singtel Sports Fiesta and NCS Unity Games, we also strengthen social connection by bringing employees together beyond their day-to-day roles.

Strong staff participation at the Singtel Sports Fiesta 2025

Such platforms encourage active lifestyles while fostering camaraderie, teamwork and cross-team collaboration, supporting a more connected and energised workforce.

Financial well-being

We support employees in building financial confidence and resilience through competitive rewards, financial literacy programmes and access to professional advisory services. Partnerships with external providers give employees access to tools and guidance for both short- and long-term financial planning, supporting their overall well-being and security.

Fair and responsible rewards

Our remuneration framework supports long-term, sustainable value creation while ensuring employees are recognised fairly for their contributions. It also aligns incentives with business performance, prudent risk management and shareholder interests, reinforcing trust and transparency across the organisation. A portion of variable remuneration is linked to longer-term business outcomes for senior executives, so that rewards reflect underlying performance and support sustainable growth. This encourages responsible decision-making, reinforces a long-term mindset and supports the development and retention of critical capabilities.

We adopt a principled approach to remuneration, maintaining internal equity across comparable roles while ensuring external competitiveness through regular benchmarking. This supports talent attraction and retention while reinforcing employee confidence in the fairness and transparency of our remuneration framework.

A meaningful proportion of remuneration is performance-linked, reinforcing a strong pay-for-performance culture that recognises both individual and collective contributions. Performance is assessed through a balanced scorecard incorporating financial and non-financial metrics including strategic and sustainability priorities, ensuring a holistic evaluation of outcomes.

The framework is supported by robust governance and oversight by the Executive Resource and Compensation Committee (ERCC) and the Board. Variable remuneration is subject to review mechanisms, including malus and clawback provisions where appropriate, aligning with sustained performance, responsible conduct and the long-term interests of our stakeholders. Through this integrated approach, we reinforce a culture of accountability, fairness and performance, supporting sustained value creation for the Singtel Group.

05 For Our Community

Our strategy and commitment

As a leading communications technology group with a diverse portfolio of businesses across multiple markets, Singtel Group recognises the importance of aligning our business and sustainability objectives with the needs of the communities we serve. Through our stewardship and collaboration with our OpCos and regional associates, we seek to create positive impact by bridging the digital divide, advancing responsible and safe online behaviour, and supporting disadvantaged segments of society. Guided by our Group purpose, Empower Every Generation, we are committed to creating positive social impact by giving back to the communities we serve.

Over the years, we have implemented programmes to support and uplift vulnerable groups, including children and youth, seniors, persons with disabilities, disadvantaged families and migrant workers. These efforts focus on promoting digital literacy and safety, narrowing digital divide, and expanding access to education and employment opportunities.

By empowering underserved and marginalised communities, we aim to enable them to participate meaningfully and thrive in an increasingly digital world. Our social impact programmes in Singapore are aligned with the National Council of Social Service (NCSS) – Social Service Sector Strategic Thrusts (4ST) and the national Digital for Life movement. We continue to work closely with national agencies and charity partners to help communities remain connected and improve their digital literacy and skills.

Since meeting our target of digitally enabling more than one million individuals and SMEs from 2015 to 2025, we have set a new ambition to digitally empower one million persons and SMEs annually. This covers our service offerings, training courses and workshops, and educational and awareness outreach. During the year, we invested S$27.1 million in our communities, which was assured by Business for Societal Impact (B4SI). Our employees also contributed over 42,600 volunteer hours. This brings our total investment to S$331 million since 2015.

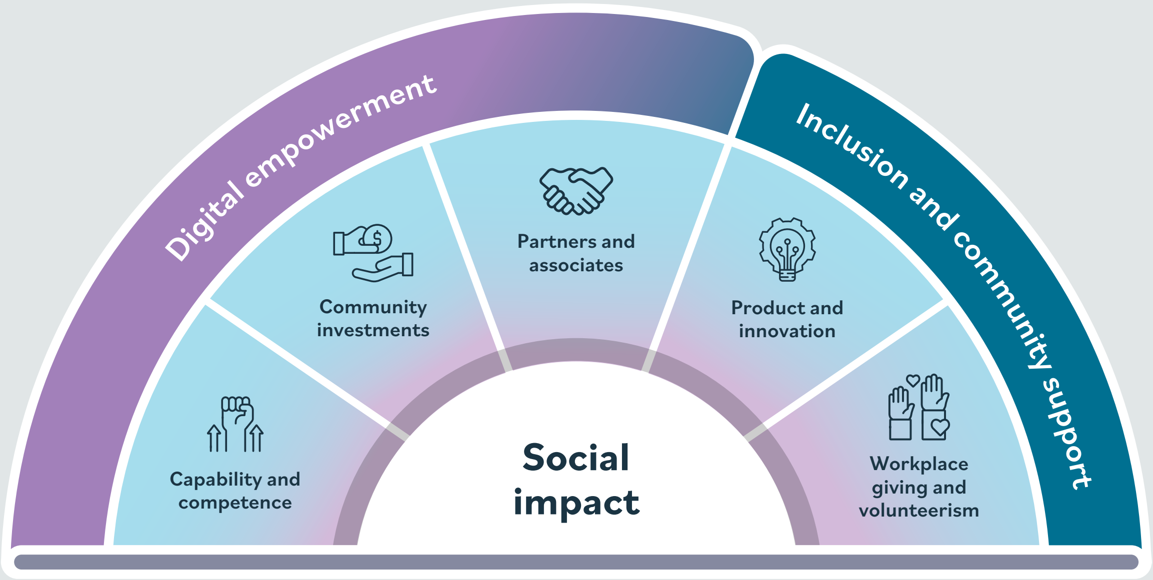


Figure 1. Singtel Group social impact framework

Table 1. Singtel Group social impact efforts and goals

Social impact pillars	Objectives	Key Singtel Group initiatives	Target segments	2030 target	FY2026 progress
Digital empowerment	Digitally empowering the community	• Digital for Life programmes • Migrant worker outreach • Cyber wellness videos	Students, seniors, migrant workers, public	Digitally empower one million persons and small and medium-sized enterprises annually	>1 million*
	Empowering businesses with digital skills for productivity, support a low-carbon economy and strengthen cyber protection	• Service offerings e.g. Singtel SPEED • Singtel Cyber Security Institute	Small and medium-sized enterprises		
	Supporting innovation for social good	• Singtel Group Future Makers (SGFM) • NCS and partner events	Social impact start-ups, students and youths		
	Educating youths on online safety and emerging digital tools	• Cyber wellness videos • NCS programmes e.g. mentoring, Friends2Gather and N-Able Me!	Students and youths		
Inclusion and community support	Supporting persons with special needs across Singapore	• Singtel Touching Lives Fund programmes • Singapore Business Network on DisAbility • Purple Parade	Persons with disabilities		
	Supporting vulnerable groups	• Race Against Cancer • Optus Donate Your Data • Optus partnerships with e.g. Australian Business Community Network and KARI Foundation	Students, low-income families, victims of domestic violence		

* This number includes the individual beneficiaries assured by B4SI and subscribers of services such as Broadband and Mobile Protect, McAfee Mobile and Broadband, and Qustodio

Figure 2. Singtel Group's community investment (S$ million)*

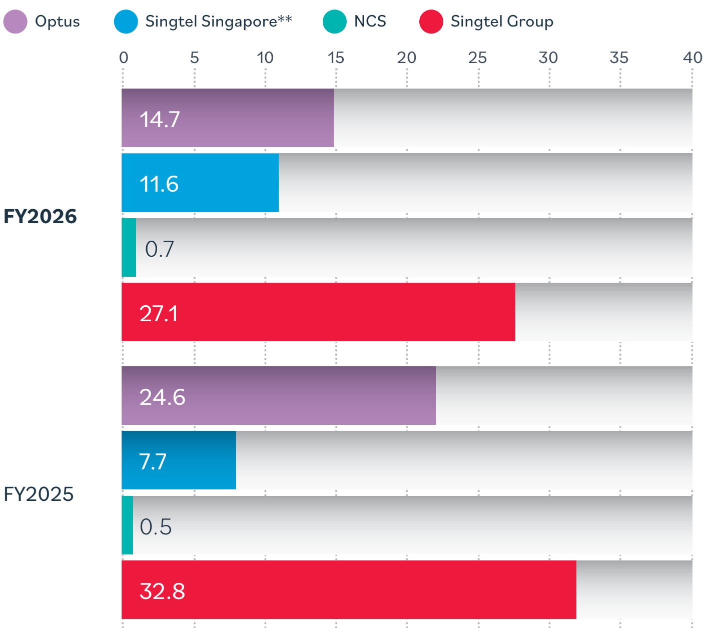
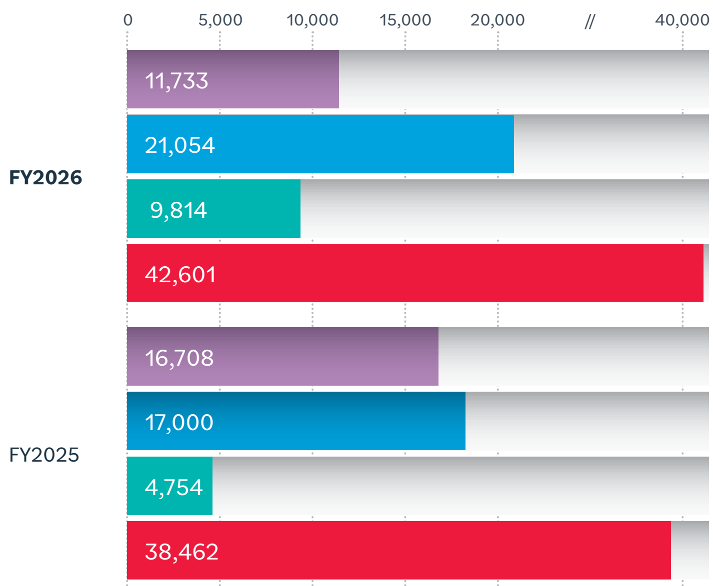


Figure 3. Singtel Group's volunteering hours**



* Our community investment, which includes direct financial support, in-kind sponsorship, staff volunteering, leverage and foregone revenue, is measured using the Business for Societal Impact (B4SI) framework and assured by B4SI.
** Singtel Singapore's community investments and volunteering hours include Digital InfraCo.

Singtel Digital Literacy workshops at Gardens by the Bay

In July 2025, Singtel conducted three digital literacy workshops to empower over 260 seniors with the skills needed to stay connected and navigate the online world safely. They were conducted in partnership with IMDA at Gardens by the Bay, and run as VolunTeaming, our concept of teambuilding with a volunteering element.

About 40 Treasury and Internal Audit staff volunteers guided 80 seniors over two interactive sessions at the Waterfront Plaza, and another 200 volunteers from Group People and Sustainability guided over 180 seniors from six active ageing centres at the Flower Field Hall. In October, 70 Group IT staff volunteers ran a digital literacy workshop in the Waterview Room for 60 seniors. After each workshop, our volunteers accompanied the seniors to explore the Flower Dome, providing meaningful social bonding. Everyone had an enjoyable time taking photos and experimenting with selfie angles together.

Seniors learning tips to identify scams from our bilingual volunteers

Digital empowerment and safety

The ability to safely navigate and benefit from digital technology – and increasingly, AI – is becoming essential for individuals and businesses alike. Digital access empowers people to stay informed, remain connected and access critical services ranging from healthcare and government support to banking, commerce and everyday communications. For vulnerable groups such as seniors and migrant workers, limited digital access, skills and confidence, including AI literacy, can lead to isolation and reduced quality of life. As digitalisation accelerates and AI becomes more embedded in daily life, it is critical that no one is left behind.

Singtel Group is committed to narrowing the digital divide by enabling communities to participate confidently and safely in an increasingly digital and AI-impacted society. As technology continues to evolve, our next phase of focus is on advancing AI inclusion – ensuring that individuals, especially vulnerable and underserved groups, have the knowledge, skills and support needed to engage with AI responsibly and benefit from its opportunities.

We also recognise that our communities face growing online risks, including harmful content, misinformation, cyber bullying and scams. In line with our human rights assessment, we have implemented initiatives that strengthen online safety knowledge and scam awareness. We also continue to collaborate with national agencies in Singapore and the Office of the eSafety Commissioner in Australia to drive digital literacy and safety.

Empowering seniors and the community

During the year, we collaborated with Infocomm Media Development Authority (IMDA) and South-West Community Development Council (CDC) to raise digital literacy and scam awareness among seniors and members of the public. To expand learning opportunities for seniors, we piloted with Gardens by the Bay to scale up our digital literacy workshops.

To create a more engaging learning experience for the seniors, we integrated recreational elements such as a tour of the Flower Dome and gardening activities after the workshops. During the year, about 450 staff volunteers taught and engaged over 800 seniors from nine social services agencies in Singapore (see feature story).

We also participated in the CapitaLand Hope Foundation's 2nd annual Love Our Seniors Carnival at the IMM shopping mall by hosting a scam awareness booth run by our volunteers, reaching out to 1,000 seniors who learnt about the various types of scams through games. These seniors who are usually less digitally savvy have become more confident using their mobile devices. They are also more aware of online dangers such as scams and not clicking on suspicious hyperlinks or making bank withdrawals at the request of strangers.

The Singtel Digital Silvers' Journey videos, produced in-house and featuring our Customer team from Singtel Singapore, cover six topics including how to access news on mobile phones and identify scams. The short videos are available in English, Mandarin, Malay, Tamil and selected dialects, and explain concepts in clear and relatable terms for seniors.

Advancing digital inclusion for migrant workers

Singtel Group recognises the significant role that migrant workers play in supporting the nation's development and progress. Besides providing prepaid mobile and remittance services, we run engagement and education programmes given the increased exposure of migrant workers to job and loan scams.

During the year, we expanded our outreach on topics including 5G awareness, digital literacy and scam prevention. We also continued to collaborate with dormitory operators and organisations such as the Migrant Workers' Centre and the Centre for Domestic Employees to run regular digital literacy and scam awareness workshops for migrant workers and domestic helpers. Besides building digital confidence and safety among migrant workers, our outreach sessions provide a welcome break from daily routines and foster peer interaction.

Empowering SMEs to protect against cyber threats

Singtel aims to strengthen the cyber resilience of small and medium-sized enterprises (SMEs) by equipping them with the critical knowledge and capabilities to navigate today's increasingly complex digital threat landscape.

During the year, the Singtel Cyber Security Institute trained over 1,000 participants from about 200 SMEs through our Cyber Elevate and Cyber Scam Preparedness programmes. Together, they provide a comprehensive and practical cyber training to help companies build strong foundational capabilities while empowering their staff to act confidently and decisively against cyber incidents and scam-related threats.

Singtel Cyber Elevate Programme
A holistic, end-to-end training approach to cyber resilience by equipping companies with the capabilities to prepare for, respond to, and recover from cyber incidents. It integrates cyber awareness training, risk and maturity assessments, and hands-on workshops, supported by expert guidance in areas such as incident response and legal advisory. This helps companies to be operationally and strategically ready to manage cyber breaches effectively.

Singtel Cyber Scam Preparedness Programme
This training focuses on addressing scams and social engineering threats through interactive simulations and real-world scenarios. Employees are trained to recognise scam tactics such as phishing and deepfake-enabled impersonation, understand attacker behaviour, and respond appropriately according to corporate policies and escalation procedures

Supporting innovation for social good

During the year, we continued to explore synergies and further collaboration with alumni of our social innovation programme, Singtel Group Future Makers. An example is Aevice Health from our 2018 cohort, a digital health company dedicated to improving asthma and Chronic Obstructive Pulmonary Disease (COPD) care through its proprietary, non-invasive remote patient monitoring platform and wearable stethoscope.

We offered them subsidised connectivity for their health monitoring devices used by vulnerable senior patients at home. The healthcare partners and patients who used Aevice Health products appreciated the connectivity which removed prior technical and adoption hurdles.

NCS has also been playing an active role in nurturing young innovators who are developing sustainable and socially impactful solutions. During the year, it hosted 400-plus tertiary students at the NCS Hub for various social innovation events. It continued to partner the ASEAN China India Youth Leadership Summit, supporting young leaders from ASEAN, China and India as they co-created ideas for a climate positive city at its Sustainability Startathon.

It also hosted the NUS Entrepreneurship Society's CatalystX Startathon that brought together bright minds from across Singapore's tertiary institutions to design and build tech for good solutions that address real-world challenges in sustainability, health, finance and learning.

NCS also supported the Dell Technologies Innovate Fest, where teams competed to create technology solutions that improve the mental well-being of teenagers and caregivers of persons with intellectual disabilities. Through these engagements and platforms, these young people are empowered to channel their creativity into ideas that promote sustainable living and shape a caring and inclusive society. They also had the opportunity to hone their communication and presentation skills, improve their confidence, expand their social networks and make new like-minded friends.

Educating youths on digital safety and AI

We continued with our efforts to educate children and youth on online safety and emerging digital tools like AI to give them early exposure to this transformative technology.

We introduced a new cyber wellness video series for Singapore primary schools to be shown during school assembly. Produced by our strategic partner TOUCH Community Services, the video series covers key topics like screen time management, fake news and online grooming, and depicts relatable, real-life scenarios faced by school children.

The assembly video sessions are facilitated by trained TOUCH professionals, who guide discussions and reinforce learning points with the students in an interactive and lively manner.

The programme was officially launched in early January at Innova Primary School, whose students played the main characters in the video series. We plan to bring it to at least 20 primary schools during the 2026 school year, educating more than 20,000 students to equip them with the critical knowledge to navigate the evolving digital landscape safely.

Students participating in a cyber wellness session during a school assembly

NCS introduced AI-powered photo booths at community events

NCS introduced AI-powered photo booths at community events to promote early awareness and inclusive understanding of artificial intelligence. Developed by NCS' AI integration specialist and powered by Google Gemini, the user-friendly application was piloted at the Big Heart Student Care 10th Anniversary Family Fun Day, before being extended to our Singtel Carnival and the Life Community Services Society Christmas Market.

The application generated personalised AI-created images in real time, enabling children and their family members to envision future careers or superpowers. Through this engaging and accessible platform, NCS supported digital empowerment and helped build foundational AI literacy among more than 1,000 attendees from diverse backgrounds.

Digital Thumbprint Programme (DTP)

Launched in 2013, Optus DTP is one of Australia's longest running initiatives of its kind, providing free workshops and resources for primary and secondary schools to promote digital safety and well-being. DTP has been recognised by the eSafety Commissioner since 2015 and as a Trusted eSafety Provider since 2020, recognising Optus' commitment to delivering best practice digital safety education. During the year, close to 100,000 students participated in DTP, bringing total student participation to almost 770,000.

In the last two years, over 4,500 students shared concerns about their ability to identify Gen AI-generated content, navigate AI-related risks such as scams, and recognise deepfakes and chatbots. In February 2025, DTP was expanded to include Gen AI workshops, helping about 13,000 primary and secondary school students across Australia to address their most pressing concerns.

Early this year, Optus introduced a range of guides and factsheets to help parents and caregivers understand the differences between technologies such as chatbots and AI companions, and when to seek guidance from trusted adults. The leakage of personal information when using AI is also a key risk for young people, particularly when completing homework or generating content, as personal and sensitive data such as names, addresses and school details may be shared.

Inclusion and community support

The Singtel Group is committed to fostering an inclusive society where people of all abilities and backgrounds can reach their full potential. By working with our strategic community partners, delivering targeted social impact programmes and encouraging staff volunteerism, we create opportunities and support education and employability. We partner special education schools and social service agencies to support families and strengthen inclusion. Our programmes are designed and delivered so that participants can learn with confidence and prepare for employment.

Our efforts were recognised at the 2025 Community Chest Awards, where we received the Pinnacle Award for our contributions and sustained giving to the social service sector, as well as our dedication to promoting inclusive employment. We also received the Charity Platinum Volunteer and Enabler Awards.

Singtel Touching Lives Fund (STLF) is our corporate philanthropy programme, raising funds for charities that support young people with special needs across Singapore. Together with our business associates, partners, employees and the public, STLF has raised over S$63 million since its inception in 2002. With Singtel Group fully underwriting all fundraising costs, every dollar donated goes to our six beneficiaries: APSN Chaoyang, Tanglin and Delta Senior Schools, Eden School, CPAS School (East) and MINDS Lee Kong Chian Gardens School. We also committed to a S$10 million donation to STLF over three years as part of Singapore 60th (SG60) celebrations in 2025, which attracted 1.5 times enhanced matching by the government.

Optus Pathways 2 Employment is its flagship skilled volunteering programme that connects employees with students, helping them develop job-ready skills and confidence as they transition into the workforce. Since the programme's launch in 2016, more than 1,100 students have participated alongside ~600 Optus mentors. During the year, student participation grew by 85% year-on-year, supporting 202 students and engaging 23 secondary schools and tertiary institutions.

NCS was recognised as a Company of Good (3 Hearts) conferred by the National Volunteer and Philanthropy Centre, based on its purpose-led culture and commitment to scaling social impact. NCS was also awarded the Distinguished Patron of the Arts Award for championing arts and culture as essential to an inclusive and vibrant society. It aims to make art more personalised, accessible and meaningful for a wider audience through innovative initiatives like G(ai)le, an AI-powered virtual docent co-developed with National Gallery Singapore.

Singtel Carnival

In October, over 2,400 students from 22 special education schools gathered at the Singtel Carnival, a flagship STLF event. Held at the Singapore Expo with about 2,000 staff volunteers from Singtel Group and Singapore Business Network on DisAbility group of companies, the event marked Singapore's largest event for children with special needs. This year, we organised over 50 food and game stalls including carnival rides, in addition to performances by our Singtel Recreation Club dancers and special appearances by Bluey and Bingo from Singtel TV partner BBC.

For the first time, we introduced new inclusive games thoughtfully designed by students from mainstream schools during the Singtel x LionsForge Inclusive Hackathon 2025. We partnered LionsForge, a local SME supporting the special needs sector, and STLF beneficiary school CPAS School (East). A total of 135 students from 12 mainstream schools participated, with the top two winning ideas from ITE College East (Gold) and NUS High School of Math and Science (Silver) manufactured and deployed at the carnival.

The annual Singtel Carnival creates a safe environment for special needs students to enjoy themselves while developing their social skills and self-confidence. It also promotes a culture of inclusion among our people by developing empathy and learning how to interact and work with persons with disabilities.

Expressions Through Art

Another initiative of STLF, Expressions Through Art showcases the talents and creativity of students from all special education schools across Singapore. The fourth edition in 2025 comprised 25 artworks depicting 'My Singapore, My Home', in conjunction with SG60 celebrations. The showcase was held at North Colonnade, Gardens by the Bay, together with a public awareness campaign at bus stops, MRT stations and shopping malls.

In January 2026, we brought the exhibition into the heart of Orchard Road at ION Art Gallery. We invited the student artists, their family members and teachers to view the artworks on display. As part of the experience, we organised an afternoon tea for them at a restaurant on the 55th floor, where they could enjoy panoramic views of the Singapore skyline.

"This is a great platform that Singtel has provided for special needs students to showcase their artistic talents. It is a wonderful way to build their confidence as the public can see that these students also have talents and deserve to be appreciated."

- Rena Ng
Teacher, APSN Tanglin School

"I feel satisfied seeing that the product that we made a few months ago is being used, and how the people involved are enjoying our creation."

- Roger Ong
ITE College East student, member of the Gold award winning team

"We are truly thankful and blessed to have Singtel to organise such events for the students, who couldn't wait to come and enjoy all the booths that had been prepared for them. They look forward to this event every year because there are a lot of games and activities like the bouncy castles that they get so excited about."

- Alysha Qistina
Teacher, AWWA @ Bedok

"All of us had lots of fun interacting with the kids and making today amazing for them. It's my first time here since I recently joined Singtel, but it's great knowing that Singtel organises such annual events to give back to the community."

- Giacomo Castellano
Management Associate, Group Corporate Functions

Record funds raised at Singtel Charity Golf

The annual Singtel Charity Golf event, held at the Singapore Island Country Club in August, raised a record S$1.54 million, bringing the total amount raised for STLF since 2002 to more than S$63 million. It brought together our business partners and senior management from across the Singtel Group, including our regional associates.

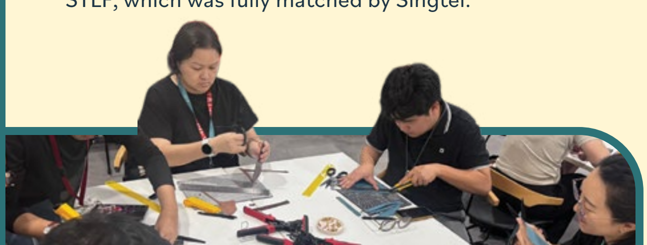
Every dollar from the donations went towards supporting our six special education schools, helping 1,800 students with special needs each year to learn to lead independent and meaningful lives. The APSN Delta Senior School students also had the opportunity to practise their skills gained from their food and beverage training by serving pre-dinner drinks and dishes during the post-event dinner. APSN Chaoyang students also showcased to our dinner guests their musical talents with a lively table bell performance.

The Purple Parade

Singtel continues to support the Purple Parade, Singapore's largest movement to promote awareness and celebrate the abilities of persons with disabilities. In October 2025, over 15,000 individuals and 280 organisations marched in support of the cause as part of SG60. 170 Singtel employees and family members joined the Parade to advocate for the inclusion of persons with disabilities. The event was also attended by Prime Minister Lawrence Wong in a strong display of solidarity.

VolunTeaming for a good cause

55 staff volunteers from Outside Plant Engineering participated in an Arts and Crafts Workshop Day as part of VolunTeaming. The session fostered team bonding through creative hands-on activities while supporting a charitable cause. Employees made donations for the handcrafted items they created for themselves, raising over S$1,000 for STLF, which was fully matched by Singtel.



Singtel employees making items for a good cause

Optus Donate Your Data

The Optus Donate Your Data programme helps to ensure that no one is left behind in an increasingly connected world. Since its launch in 2019, about 72,000 beneficiaries have used a free Donate Your Data SIM, supported by 88.8 million GB of data donated by customers. This provides internet access for young people, their families and other vulnerable individuals. During the year, about 12,500 beneficiaries accessed more than 12.2 million GB of data donated by over 200,000 Optus customers. This includes the Donate Your Data KARI programme which activated 4,000-plus free SIMs for use in First Nations communities.

Optus, together with its customers and charity partners such as The Smith Family, KARI Foundation and Good360 Australia and Everything Suarve – which supports young people through education, employment pathways, personal development, mental health support and life skills training – has supported those experiencing hardship to stay connected.

"A lot of young people we support do not have data or credit on their phone to text us or ring us just to say they are safe. Some have missed employment opportunities because of this as well. The support from Donate Your Data gives us a chance to connect more young people not only out into the world, but to what Everything Suarve has on offer as well."

- Joseph Te Puni-Fromont
Founder, Everything Suarve

Empower Youth in Tech Mentorship Programme

Aligned with its purpose to advance communities through technology, NCS piloted the Empower Youth in Tech Mentorship Programme, pairing university students with 18 NCS professionals. This six-month structured programme provided participants with direct access to technical experts for one-on-one career guidance and project support. It aims to bridge the gap between education and industry by cultivating a pipeline of confident tech talent.

Impact feature

More than a race

For the past 17 years, Singtel's partnership with the Singapore Cancer Society (SCS) has gone beyond fundraising – creating long-term social impact for children and families affected by cancer.

Since becoming the title sponsor of the annual Race Against Cancer in 2009, Singtel has contributed more than S$4 million in cash and in-kind support, including an annual S$250,000 cash donation* to the Singapore Cancer Society's Help the Children and Youth Programme (HCYP), which assists children and youths whose family members are living with cancer.

We also mobilise employees, their families, friends and business partners to rally behind the cause. Over the years, the event has grown into a strong community movement supported by sponsors, volunteers, participants and beneficiaries united in the fight against cancer. RAC 2025 raised S$1.76 million with over 8,000 participants – the highest amount in its 17-year history. Together with more than 900 Singtel participants, we collectively contributed close to S$500,000 towards HCYP in 2025.

Since its establishment in 2009, HCYP has supported more than 3,000 children and youths through tuition support, school allowances, bursaries, achievement awards and family bonding activities. The programme currently supports about 190 children annually from financially challenged households, helping them to improve academic performance, build confidence and strengthen emotional resilience.

Among the beneficiaries are three siblings who received support after their mother was diagnosed with breast cancer in 2020. Ardini Shakilah received the HCYP Excellence Award for three consecutive years from 2022 to 2025, graduated from ITE in 2026 with a GPA of 3.88 and is now pursuing Aerospace Electronics at Singapore Polytechnic.

Her brother Muhammad Andrian Shan, who was supported from 2022 to 2024, received the HCYP Excellence Award in 2023 and 2024, followed by the Good Progress Award in 2025. He is currently studying Aerospace Engineering at ITE. The youngest sibling, primary 4 student Muhammad Zaidan, began receiving support after joining HCYP in 2025.

Through long-term partnerships such as Race Against Cancer, Singtel continues to strengthen community resilience and create meaningful impact by supporting children and families through some of life's most difficult challenges.

06

Spotlight on OpCos and Regional Associates

OpCos

Singtel Singapore

Singtel Singapore's mission and vision is to provide seamless connectivity and innovative digital solutions that enhance the lives of customers and adopt leading sustainable practices. With about 4,600 employees, Singtel Singapore has a comprehensive suite of services and offerings for consumers and enterprise customers, including:

- 01 **Mobile:** industry-leading mobile service solutions
- 02 **Fixed-line and broadband:** reliable and seamless connectivity for homes and businesses
- 03 **Enterprise platforms:** cutting-edge digital solutions that empower enterprises
- 04 **Digital:** services such as content, entertainment and lifestyle applications that enrich customer experience
- 05 **Cyber security:** comprehensive cyber security solutions to protect businesses and individuals from evolving cyber threats

Sustainability strategy and commitments

Singtel Singapore drives sustainable value by modernising infrastructure, strengthening performance oversight and embedding sustainability into operations, aligned with the Group's four-pillar framework and purpose, Empower Every Generation.

Key sustainability initiatives and performance

Singtel Singapore continued to advance its sustainability priorities by strengthening network infrastructure and services, enhancing customer experience, supporting the broader community and improving operational efficiency.

Strengthening network infrastructure and services

Singtel Singapore continued to invest in network infrastructure to support reliable, high-quality connectivity across Singapore. This included the ongoing modernisation and consolidation of fixed transport networks to reduce reliance on legacy platforms, improve automation and enhance operational efficiency.

During the year, Singtel Singapore deployed next-generation connectivity capabilities, including 5G+ network slicing, to enhance network performance, security and service reliability. These capabilities were extended to consumers through 5G+ Priority and Enhanced plans launched in May 2025. As of March 2026, over 1.5 million customers had been upgraded to these enhanced network capabilities.

Singtel Singapore also progressed the evolution of its network architecture through collaboration with technology partners, including the development of 5G Advanced capabilities to support greater automation and programmability of network operations. In parallel, Singtel Singapore continued to invest in digital infrastructure, including data centres and subsea connectivity, to support growing demand for data, cloud and AI-enabled services.

Enabling smarter connectivity with WiFi 7 and energy-saving EcoWiFi solutions

Enhancing customer experience

During the year, Singtel Singapore continued to evolve its offering to customers, incorporating customer feedback and engagement such as customer sentiments monitoring and surveys. Initiatives to enhance overall customer experience include:

- Launching 5G+ Priority and Enhanced plans in May 2025, leveraging advanced network slicing to deliver more reliable, secure and efficient connectivity which reinforces strong standards of service quality and cyber security.
- Rolling out WiFi 7 connectivity solutions and EcoWiFi in November 2025 to empower Singtel Broadband customers to pause unused frequency bands on Singtel-managed WiFi 7 routers during low-usage periods, helping customers reduce unnecessary energy consumption without compromising connectivity.
- Savings of about 259.98 kWh and 107.11 kg of associated emissions through EcoWiFi, while supporting more energy-efficient digital lifestyles such as remote work, learning and entertainment.
- Hosting the Singtel SPEED Programme for SMEs to provide practical guidance on sustainability baselining and tender readiness, with some participating customers proceeding to deploy decarbonisation solutions to optimise energy consumption.

Driving operational efficiency

Singtel Singapore also drove improvements in resource efficiency to reduce energy and water use. Initiatives include:

- Optimising cooling tower water reuse and reducing operational Serangoon Hub chillers from four to one, delivering about 185 MWh of annual energy savings.
- Continuing the transition to a lower-emissions fleet, with 114 electric vehicles deployed as of March 2026 and a full transition targeted by 2028.

Supporting the broader community

Singtel Singapore's activities supported broader community goals and enhanced digital literacy among vulnerable groups. Contributions to the community included:

- Creating indirect economic value through reliable nationwide mobile and fixed connectivity, supporting Singapore's digital economy, remote work, digital learning, e-commerce and access to essential services, in line with Singapore's Smart Nation ambitions.
- Delivering Digital for Life pro bono programme in collaboration with IMDA, South-West CDC and social service agencies to deepen community partnerships and empower seniors with the knowledge and confidence to participate safely in the digital economy.

Singtel Singapore CEO Ng Tian Chong at the Singtel 5G+ launch

Continuing the transition to a lower-emissions fleet with Singtel's electric vehicles

Empowering communities through the Digital for Life programme

Digital InfraCo

Digital InfraCo is a standalone infrastructure business delivering resilient, secure and sustainable digital infrastructure to support Singtel Group's growth in connectivity, cloud and AI across Asia Pacific. Its portfolio comprises complementary platforms that enable enterprises, hyperscalers and governments to deploy mission-critical digital and AI workloads reliably and at scale.

Nxera, Singtel Group's regional data centre business, designs, builds and operates carrier-neutral, hyperconnected data centres across the region. Leveraging Singtel's established operational experience in Singapore and strategic partnerships, Nxera focuses on delivering AI-ready infrastructure with strong performance in energy efficiency, resilience and lifecycle sustainability. As data centres represent the most energy-intensive component of Digital InfraCo's portfolio, Nxera's design and operational performance are central to Digital InfraCo's decarbonisation pathway.

Submarine Cable provides international connectivity through a global network linking Singapore to more than 100 countries worldwide. This network forms a critical backbone for global data flows and supports the growing bandwidth, latency and reliability requirements of cloud and AI applications.

Singtel Satellite delivers satellite communication services across Asia, the Middle East and Africa. Supported by terrestrial network integration, it enables secure and resilient connectivity for enterprise, maritime, government and remote use cases.

Paragon, a 5G and multi-access edge computing orchestration platform, integrates network and infrastructure services and applications under a unified platform to support low-latency, mission-critical and edge-enabled enterprise solutions.

RE:AI, a GPU-as-a-Service offering, provides enterprises in Singapore and Southeast Asia with access to advanced AI computing capabilities, enabling scalable AI adoption without upfront infrastructure investment.

Together, these businesses form an integrated digital infrastructure ecosystem underpinning regional digitalisation and AI-driven growth.

Sustainability strategy and commitments

Digital InfraCo's sustainability approach is guided by Singtel Group's 4D environmental sustainability strategy, focusing on reducing carbon emissions, improving energy and water efficiency, and embedding lifecycle considerations into infrastructure development and operations.

Digital InfraCo aligns its decarbonisation with Singtel Group's Science Based Target pathway, and has gone further to set a zero Scope 1 and 2 emissions target for its data centre portfolio by FY2028.

Key sustainability initiatives and performance

FY2026 marked a significant milestone with the commissioning of DC Tuas, Nxera's largest next-generation data centre in Singapore, delivering 58MW of AI-ready capacity and increasing total installed capacity locally to 120MW.

Beyond capacity expansion, DC Tuas represents a structural transformation of its Singapore data centre portfolio. During the year, Nxera completed the consolidation of five legacy-generation data centres into this single, vertically optimised hyperscale campus.

These legacy facilities were developed under earlier efficiency standards and operated at significantly higher energy intensities, with design Power Usage Effectiveness (PUE) levels well above 2.0. Rather than pursue incremental retrofits, Nxera undertook a portfolio optimisation to replace fragmented capacity with infrastructure engineered for materially lower resource intensity.

DC Tuas was designed to achieve a PUE of 1.25, exceeding Green Mark 2024 Platinum benchmarks. The consolidation delivers approximately ten times greater land efficiency compared to the combined footprint of the facilities it replaces, while avoiding an estimated 8.2 GWh of electricity use and 3.3 kilotonnes of CO_2e emissions annually for every megawatt of IT load migrated.

In Singapore's land- and resource-constrained context, these structural improvements reduce infrastructure intensity per unit of compute deployed and strengthen the sustainability profile of its operations. With DC Tuas operational, Nxera continues to expand its regional footprint, with additional AI-ready capacity expected to come onstream in Batam and Johor in the second half of 2026. Operational and pipeline capacity is projected to increase from 200MW in 2026 to over 400MW in the mid-term.

Climate-responsive design and whole-life carbon management

Developed for a year-round high-temperature and high-humidity environment, DC Tuas was engineered using a climate-responsive design approach that reduces thermal load before mechanical cooling is applied.

High-performance façades and reflective cool roofing achieve an Envelope Thermal Transfer Value approximately 55% lower than baseline requirements. Landscaping across more than 30% of the site mitigates urban heat effects and reduces ambient heat gain. These passive measures are integrated with dual-loop chilled water systems, hot aisle containment and ultra-efficient UPS systems. The facility is also equipped with advanced liquid cooling capability to support high-density AI and high-performance computing workloads efficiently.

Sustainability considerations were embedded from early design through construction using a Whole Life Carbon Assessment framework. More than 90% of the superstructure utilised Singapore Green Building Council-certified green concrete incorporating supplementary cementitious materials, and 100% green steel rebar was deployed across the structure. Design for Manufacturing and Assembly techniques reduced material wastage, and all demolition waste was recycled. Diesel generators were replaced with battery-powered systems during construction to minimise combustion-related emissions.

Collectively, these measures achieved an estimated 33% reduction in embodied carbon from materials and design optimisation, with an additional 4% reduction from lower-carbon construction energy use, avoiding approximately 25,000 tCO_2e compared to conventional construction approaches. This lifecycle-based approach provides a reference framework for future developments across the region.

Powering sustainable operations with renewable energy at DC Tuas

Next-generation GB200 cluster deployment with direct-to-chip liquid cooling

Operational decarbonisation pathway

The commissioning of DC Tuas materially strengthens decarbonisation by lowering baseline energy intensity across its portfolio and supporting renewable energy integration. DC Tuas incorporates a 235.2 kWp rooftop solar photovoltaic system generating about 268.76 MWh annually and is supported by a long-term renewable energy power purchase agreement covering non-customer electricity consumption.

Across existing facilities, structured optimisation programmes continued to deliver improvements. PUE at DC West and KC2 was reduced year-on-year, realising a 3.2% and 5% improvement respectively. Water Usage Effectiveness has also improved year-on-year at both facilities, showing a reduction of 2.6% at DC West and 1.2% at KC2 despite having scheduled water equipment replacement exercises during the year. ISO 50001 Energy Management and ISO 46001 Water Efficiency certifications were maintained, reinforcing systematic management of energy and water performance.

Enhanced monitoring of refrigerant use was initiated during the year to strengthen leak detection and minimise Scope 1 emissions risks. To address Scope 3 emissions, Nxera is evaluating end-customers' emissions reduction plans and aligning with evolving greenhouse gas accounting standards applicable to data centre customers.

Water stewardship and resource management

Water resilience remains a priority given the limited freshwater resources in a number of the host countries Nxera operates in. In Singapore, DC Tuas integrates chemical-free water treatment to enable higher cycles of concentration, alongside rainwater harvesting, air handling unit condensate recovery and cooling tower blowdown reuse. The facility is designed for integration with Singapore's NEWater reclaimed water supply to reduce reliance on potable water sources.

Across the broader portfolio, Singtel Satellite enhanced operational processes to minimise environmental impact and recycled 24 tonnes of e-waste during the year.

An IT Asset Disposition (ITAD) service was also initiated for Nxera customers to support responsible end-of-life equipment management and recovery of asset value.

Digital InfraCo also maintained key certifications during the year, including BCA Green Mark Platinum for data centres, SS 564 Green Data Centres, ISO 22301 Business Continuity, ISO 9001 Quality Management, ISO 45001 Occupational Health and Safety, ISO 14001 Environmental Management and ISO 27001 Information Security Management Systems certifications, as well as Tier 4 Certification from the World Teleport Association for teleport operations.

Enabling sustainable digital and AI growth

As digital and AI infrastructure demand accelerates, Digital InfraCo remains focused on embedding energy efficiency, lifecycle carbon management and responsible resource stewardship into capital planning and operational practices. Through portfolio optimisation, climate-responsive design and continuous operational improvement, it seeks to enable regional digital growth while aligning with Singtel Group's climate commitments and long-term sustainability objectives.

For more information on Digital InfraCo and its sustainability journey, please refer to the website.

DC Tuas, Singtel Group's next-generation AI-ready and energy-efficient data centre

NCS

NCS is a leading IT services provider in Singapore and Southeast Asia, with extensive experience in digitalising public services and enterprises. With more than 11,000 employees across 20 cities in Asia Pacific, NCS partners governments and businesses to harness technology to advance communities and enable sustainable growth.

Sustainability strategy and commitments

NCS' sustainability strategy is guided by its Sustainability Pledge, launched in 2024, which focuses on creating impact for climate and communities through technology.

During the year, NCS continued to embed sustainability into its core business strategy, recognising that in an AI-led economy, innovation must deliver both economic value and positive environmental and social outcomes. It is also integrated into how technology is designed, built and deployed, ensuring responsible and inclusive digital transformation. The strategy is anchored on three key priorities:

01 **Environmental progress through reducing operational impact**

02 **Client-driven innovation to enable sustainable outcomes**

03 **Talent-centric growth to equip people for the future economy**

Key sustainability initiatives and performance

NCS advanced its commitment to create long-term value for stakeholders by reducing its own carbon footprint and strengthening supplier engagement. Key achievements included:

- Reduced Scope 1 and 2 (market-based) emissions by 48%.
- Increased renewable energy usage to 45%.
- Received the Sustainability in Operations (Southeast Asia) at the W.Media's Cloud & Datacenter Awards, recognising its water and energy efficiency programmes.
- Equipped more than 9,000 employees through its sustainability competency training roadmap.

Mentoring ACI-YLS youth leaders at NCS Hub

Newly installed solar PV systems at NCS Bedok

Planting trees at Balai Quarry, Pulau Ubin

NCS also continued to deliver meaningful impact for its people and communities, as reflected in the following achievements:

- Awarded NVPC's Company of Good (3 Hearts) on its first attempt, recognising NCS' purpose and impact at a national level.
- Received the Distinguished Patron of the Arts Awards by National Arts Council for contributions to supporting the arts through technological innovation.
- Listed among the Top 300 companies of Singapore Opportunity Index (SOI), acknowledging NCS' track record in supporting workforce career growth and progressive hiring practices.
- Over 10,000 colleagues completed the AI Foundation programme.

For more information on NCS and its sustainability journey, please refer to the website and NCS Sustainability Progress Report 2026.

AI-powered operational excellence

NCS partnered Changi Airport Group to co-develop iFerret™ 2.0, the world's first intelligent vision-based Foreign Object Debris (FOD) detection system.

By integrating proprietary AI with high-definition sensors, the system automates real-time runway surveillance with a 95% detection rate.

Leveraging cutting-edge sensor technology, iFerret strengthens airside safety and optimises operational efficiency, delivering a seamless and secure experience for airlines and millions of passengers using the airport every year.

Optus

Optus is Australia's second largest telecommunications provider, helping over ten million people stay connected every day. With over 7,000 employees across the country, Optus offers a wide range of services, including mobile and home phone plans, internet and broadband, entertainment, satellite services and business solutions.

Sustainability strategy and commitments

Optus' 2030 sustainability strategy guides it to make responsible choices today to champion a more sustainable future. The strategy was developed following a double materiality assessment, which reviewed the financial and non-financial impacts of priority sustainability topics on Optus business and stakeholders.

Optus' 2030 sustainability strategy comprises three pillars:

01 **Digital Empowerment:** enabling Australians to achieve, thrive and belong in the digital world

02 **Healthy Planet:** caring for the planet by reducing its impact on the environment

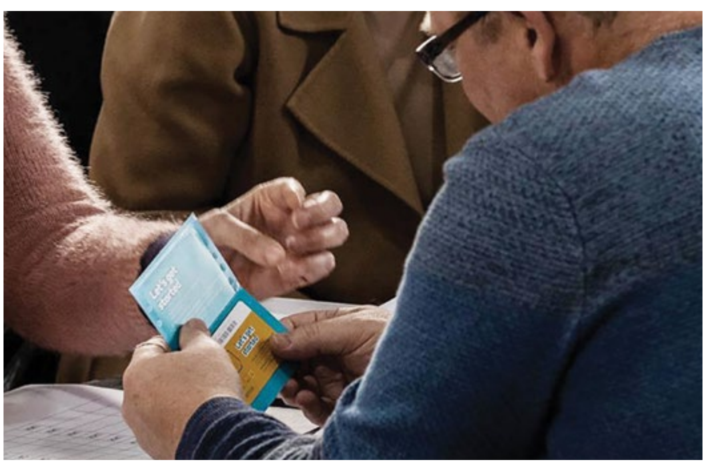
03 **Responsible Business:** acting with integrity and being accountable in its decisions, conduct and everyday actions

Key sustainability initiatives and performance

Digital Empowerment

During the year, Optus helped connect, educate and support more than 200,000 students and vulnerable Australians, with a target of 750,000 by 2030. Its key programmes are:

- **Donate Your Data** which enables customers to donate surplus data from their mobile plans to be shared with vulnerable Australians.
- **Digital Thumbprint**, a multi-award-winning programme, provides free educational workshops for primary and secondary school students, alongside educational resources for families, to support safe and responsible participation online.



Donate Your Data programme by Optus

Elevating customer experience with Expert AI

Optus enhanced customer experience during the year through a suite of AI-powered service tools it developed using Google Cloud technology, improving the accuracy, quality and timeliness of more than six million routine customer service interactions.

At the centre of this transformation is 'Expert AI', an intelligent assistant that supports contact centre staff with suggested responses for common service enquiries such as billing and account management.

Customers also benefit from an in-app and web concierge that helps them locate tools and services across Optus' digital channels. By embedding Gen AI, Optus simplified key customer journeys, such as activating roaming services and changing billing dates, delivering faster, more intuitive and personalised support experiences.

Healthy Planet

Optus advanced progress towards Singtel Group's SBTi targets and its goal to reuse and recycle 750,000 mobile phones, tablets, modems and streaming devices from FY2026 to FY2030. Key initiatives during the year included:

- Strengthening network resilience by partnering Nokia to develop drone-based solutions to support connectivity for customers and communities following extreme weather events.
- Advancing circularity across the value chain and continuing a partnership with MobileMuster, which enables customers to recycle their mobile phones, modems and streaming devices at Optus retail stores.

Responsible Business

Optus' focus on responsible business is about acting with integrity and being accountable for its decisions, conduct and everyday actions. Key initiatives during the year included:

- Advancing its Reconciliation Action Plan, continuing Optus' journey towards meaningful and positive outcomes for, and with, First Nations communities.
- Collaborating with suppliers and partners on modern slavery and human rights to uphold shared values of respecting human rights and promoting ethical practices.
- Delivering volunteering and employment-focused social impact partnerships, providing employees with opportunities to give back to the communities and causes they care about.

For more information on Optus and its sustainability journey, please refer to the website and Optus Sustainability Report 2026.

Regional Associates

Singtel Group maintains an active stewardship role with our regional associates through shareholder representation and regular engagement on sustainability matters.

We aim to create strategic value by leveraging our experience and identifying opportunities for collaboration to advance their sustainability journeys and align with our broader sustainability goals. We share best practices and foster collaboration through quarterly meetings and our annual regional sustainability forum, facilitating knowledge exchange and joint initiatives to support emissions reduction efforts. For example, we established a database of company and product emission factors for use across the Group to improve consistency in emissions calculations.

During the year, we also conducted a Scope 3 bootcamp for our associates' sustainability teams, featuring technical training by Ernst & Young and presentations on Scope 3 categories.

	Indicators	Airtel[1]	AIS	Globe	Telkomsel
1	Revenue	INR 2,109,728 million	THB 226,264 million	PHP 165.08 billion	IDR 109.31 trillion
2	Net Profit After Tax	INR 266,952 million	THB 47,886 million	PHP 23.26 billion (Net Income After Tax)	IDR 19.69 trillion
3	Underlying Net Profit	INR 269,042 million	THB 46,020 million	PHP 20.9 billion (Core Net Income After Tax)	IDR 19.83 trillion
4	a. Total Number of Customers Served (Mobile)	557 million (across India and Africa)	46.8 million	65.8 million	156.1 million
	b. Total Number of Customers Served (Broadband)	14.2 million	5.2 million	2.1 million	10.3 million
5	Total Number of Employees	28,730	18,855	6,684	6,196
6	Total GHG Emissions	7,800,941 tCO_2e	1,459,463 tCO_2e	1,417,656 tCO_2e	2,708,749 tCO_2e
7	Scope 1	74,559 tCO_2e	28,787 tCO_2e	19,835 tCO_2e	14,360 tCO_2e
8	Scope 2 (location-based)	1,206,163 tCO_2e	793,194 tCO_2e	317,152 tCO_2e	1,721,968 tCO_2e
9	Scope 2 (market-based)	1,027,690 tCO_2e	792,129 tCO_2e	210,078 tCO_2e	1,721,968 tCO_2e
10	Scope 3	6,698,692 tCO_2e	638,547 tCO_2e	1,187,743 tCO_2e	972,421 tCO_2e
11	SBTi Targets	By 2031 using 2021 as baseline: Scope 1 and 2: 50.2% reduction Scope 3: 42% reduction	-	By 2030 using 2021 as baseline: Scope 1 and 2: 42% reduction Scope 3: 25% reduction	-
12	Net-Zero Target	2050	-	2050	2060
13	CDP Score (Climate)	B	B	A-	-

1. Airtel's total GHG emissions, including Scope 1, Scope 2 (location-based), Scope 2 (market-based) and Scope 3 emissions, and CDP Score (Climate) were extracted from the Bharti Airtel Integrated Report 2025, as the 2026 Integrated Report is not available at the time of publication.

Airtel is a global communications service provider operating in 17 countries across Asia and Africa. Its retail portfolio includes high-speed 4G/5G mobile, broadband, fixed-line broadband technology, digital TV across linear and on-demand entertainment, digital payments and financial services.

For enterprise customers, Airtel offers integrated solutions spanning secure connectivity, cloud and data centre services, cyber security, IoT, Ad Tech and cloud-based communications. Airtel has more than 28,000 employees and serves 557 million mobile subscribers across India and Africa.

Sustainability strategy and commitments

Airtel remains committed to creating long-term sustainable value. The company has its near-term emission reduction targets validated by SBTi.

Key sustainability initiatives and performance

Airtel continued to leverage digital tools to minimise its environmental footprint and accelerate the transition toward a greener network.

Its efforts are reflected in the rising number of green sites, solarisation of network and reduction in diesel consumption.

The Bharti Airtel Foundation, established in 2000, has prioritised equitable access to quality education for underprivileged children, particularly girls in rural India. Bharti Airtel Foundation's educational initiatives have reached over 3.7 million children and over 330,000 teachers across 36,000 schools.

The Foundation's flagship Satya Bharti School Programme offers free quality education and resources such as books, uniforms and mid-day meals. It currently has 155 rural schools across four Indian states, benefitting about 37,000 students.

The Bharti Airtel Scholarship is a fully funded national programme that supports high-achieving students from diverse socio-economic backgrounds in pursuing undergraduate technology courses. Women account for over 50% of all Bharti Scholars supported, reflecting Airtel's commitment to gender equality in education.

For more information on Airtel and its sustainability journey, please refer to the website and Integrated Report.

Promoting all-round development through arts

Enhancing learning through technology

AIS

AIS is the leading digital technology service provider in Thailand, committed to delivering the best customer experience. AIS offers high-speed 4G/5G mobile broadband and fibre internet services, alongside digital services such as entertainment, content and digital financial services. For large enterprises and SMEs, AIS offers enterprise network connectivity and technology solutions including ICT, cloud and data centres. With more than 18,000 employees, AIS serves over 46 million mobile subscribers.

Sustainability strategy and commitments

Through its sustainability strategy, AIS strives to thrive in a greener and inclusive digital world. This strategy is made up of three key pillars:

- **01** **Drive Digital Economy:** enable people and businesses to grow in the digital economy
- **02** **Promote Digital Inclusion:** build inclusive and responsible digital access in its products and services
- **03** **Act on Climate:** shape a greener future of life for consumers and society

AIS has set a 2030 target to reduce GHG emissions intensity, calculated as combined Scope 1 and 2 GHG emissions per unit of data traffic, by 25% compared with a 2024 base year.

Key sustainability initiatives and performance

During the year, AIS advanced efforts to promote online safety and digital skills across all segments of society, focusing on digital intelligence and skills development, cybercrime and online threat prevention, and online risk awareness and responsible use. Key highlights included:

- Empowered 1.49 million people in digital citizenship.
- Supported Thailand's Cyber Security Year through public-private collaboration, including membership in the Anti Online Scam Operation Center (AOC) taskforce and cooperation with national anti-online crime agencies.
- Published the Thailand Cyber Wellness Index 2025 for the third consecutive year, based on more than 66,300 respondents, indicating stable basic digital well-being (0.70/1) with year-on-year improvement.
- Launched '1185 Snap and Share' SMS scam reporting service to strengthen the speed and effectiveness of suspected fraud reporting.
- Partnered the Bank of Thailand to enhance public resilience against online fraud through digital skills development and cyber awareness delivered via on-ground and digital channels.

AIS progressed on its decarbonisation roadmap to manage transition risks from climate-related policies and regulations. Its strategy is centred on greener products and services, greener operations, a greener supply chain and sustainable business growth. AIS also integrates GHG emissions considerations into investment decision-making and procurement processes through its annual budgeting framework. Key climate action achievements included:

- Achieved a 9% reduction in GHG emissions intensity compared with the 2024 base year, with Scope 1 and 2 emissions intensity of 0.016 tCO_2e per data traffic (TB).
- Expanded solar installations across base stations and buildings nationwide and implemented long-term on-site PPAs for data centres, generating 60,106 MWh of renewable electricity and reducing GHG emissions by more than 30,047 tCO_2e annually.
- Operated renewable energy systems across 13,465 base stations and buildings, 11 data centres and switching centres, one wind-powered base station and five long-term solar PPA projects.
- Improved network energy efficiency through AI-driven energy management across nationwide base stations, reducing electricity consumption by 38,321 MWh and GHG emissions by 19,157 tCO_2e annually.
- Achieved a data centre PUE of about 1.55 in 2025 and annual electricity savings of 876 MWh through asset optimisation and the decommissioning of inefficient equipment.
- Engaged 57 key suppliers to communicate AIS' climate strategy and targets and to support GHG emissions reduction across the value chain.
- Received a 'B' CDP rating in 2025.

For more information on AIS and its sustainability journey, please refer to the website and Sustainability Report.

Green Energy Green Network for people of Thailand

Solar-powered base station

Globe

Globe is a leading digital platform in the Philippines with interests in telecommunications, fintech, venture building, shared services and digital marketing. The company serves the telecommunications and technology needs of consumers and businesses through a broad suite of products and services, including mobile, fixed broadband, data connectivity, internet and managed services. Globe has over 6,000 employees and a customer base of 65.8 million mobile subscribers.

Sustainability strategy and commitments

Globe's sustainability framework serves as a strategic blueprint for embedding ESG principles into its core business model, supporting long-term resilience and value creation. The three key pillars are:

01 **Environment:** climate resilience and environmental conservation, including Globe's net-zero roadmap

02 **Social:** building an inclusive digital society through Globe's Digital First Filipino advocacy and inclusive business initiatives

03 **Governance:** a responsible business culture across the value chain, underpinned by responsible culture and operational resilience

Globe has strengthened its position as a sustainability leader as the only telecommunications company in the Philippines with SBTi validated net-zero targets.

The company aims to reduce absolute Scope 1 and 2 GHG emissions by 42% by 2030 from a 2021 baseline, alongside a 25% reduction in absolute Scope 3 emissions over the same period. It has also committed to reducing absolute Scope 1, 2 and 3 emissions by 90% from a 2021 baseline by 2050.

Globe significantly scaled its transition to cleaner energy through Power Purchase Agreements

Partnering AC Mobility to advance fleet transformation

Key sustainability initiatives and performance

During the year, Globe advanced several key sustainability initiatives, including:

- Expanded partnership with ACEN to deliver renewable power to over 3,000 cell sites and facilities by 2028 through the Philippine government's Retail Aggregation Programme.
- Transitioned 358 sites to renewable energy by end-2025, bringing total RE share in electricity consumption to 34%, marking significant progress towards its 42% target by 2030.
- Advancing fleet transformation by partnering AC Mobility to roll out an initial fleet of 20 hybrid electric vehicles, laying the foundation for the transition of nearly 500 vehicles to hybrid or fully electric models by 2028.
- Deploying energy efficient technologies, including AI-driven solutions, to optimise energy consumption across its infrastructure.
- Maintaining an 'A-' score in CDP Climate, an 'A' score in the Supplier Engagement Assessment and a 'B' score in CDP Water.
- Strengthening digital trust and security, maintaining zero data breaches in 2025 while proactively blocking nearly 968 million spam and scam messages.

These achievements were supported by a strong governance framework as Globe marked 50 years as a publicly listed company in 2025. During the year, Globe published a standalone Anti-Bribery and Corruption Policy and established an ESG Data Management and Sustainability Reporting Platform to strengthen transparency and performance measurement.

Globe's holistic approach to ESG has also earned international recognition, including inclusion in Time and Statista's list of the World's Most Sustainable Companies for 2025. The company also received the International Finance Award for Best ESG Practices in Telecommunications and was named the Most Sustainable and Most Active Mobile Network for the Environment in the Philippines by the Standard Insights Consumer Awards.

For more information on Globe and its sustainability journey, please refer to the website and Sustainability Report.

Telkomsel

Telkomsel is the leading digital telecommunications service provider in Indonesia, committed to empowering Indonesian society through inclusive connectivity. As the largest convergence provider, it continues to expand its 4G network coverage, advance 5G deployment and implement the latest fixed broadband technologies to enhance customer experience. Telkomsel has over 6,000 employees and a customer base of 156 million mobile subscribers.

InternetBAIK cyber wellness programme

Sustainability strategy and commitments

Telkomsel integrates sustainability across its operations through a purpose-driven sustainability framework built around three key pillars:

01 **Empower people:** fostering a culture of diversity, inclusivity and well-being

02 **Responsible business:** promoting transparency and accountability, with a focus on data privacy and fair practices

03 **Protect environment:** reducing waste, conserving resources and lowering emissions to help protect the environment

Key sustainability initiatives and performance

During the year, Telkomsel continued to advance its sustainability journey through key programmes including:

- **Telkomsel Jaga Cita** programme promotes digital inclusion by strengthening digital literacy and expanding access to education for students, educators and parents through digital platforms and ecosystems.
- **Telkomsel Jaga Data** programme reinforces the company's commitment to data privacy and security through robust data protection systems, stronger governance and compliance with applicable regulations, while enhancing trust across its digital ecosystem.

E-waste recycling

Solar-powered base station

- **Telkomsel Jaga Bumi** programme focuses on environmental stewardship through energy transition and GHG emission reduction, customer and community engagement initiatives, and responsible waste management, including e-waste handling and recycling SIM card packaging into value-added products as part of circular economy practices.

In 2025, Telkomsel gained international recognition for its achievements, including Best Companies to Work for in Asia by HR Asia, Outstanding Catalyst in Global AI Collaboration by TM Forum, and Enterprise Service of the Year at the World Communication Awards.

The company also received IoT Initiative of the Year at the Asian Telecom Awards and recognition at the Global Telecom Awards for developing and delivering sustainability-based solutions that helped enterprise customers enhance operational efficiency and safety.

For more information on Telkomsel and its sustainability journey, please refer to the website and Sustainability Report.

Environmental Performance Indicators[1]	Optus		Singtel Singapore		NCS		Digital InfraCo		Singtel Group	
	FY2026	FY2025	**FY2026**	FY2025	**FY2026**	FY2025	**FY2026**	FY2025	**FY2026**	FY2025
Total GHG emissions (tonnes CO_2 equivalent)	**696,326**	961,518	**1,416,175**	1,453,313	**138,107**	219,115	**265,721**	216,818	**2,516,330**	2,850,763
Scope 1 and Scope 2 (market-based) GHG emissions	**216,622**	261,301	**88,812**	81,522	**3,284**	6,331	**7,009**	6,614	**315,727**	355,768
(i) Scope 1	**2,859**	2,107	**12,094**	5,375	**718**	1,931	**3,165**	3,816	**18,836**	13,228
Fugitive emissions	**1,118**	405	**11,823**	5,069	**605**	1,814	**2,608**	3,018	**16,154**	10,307
Fuel Combustion - stationary	**1,160**	1,098	**175**	98	**18**	5	**557**	797	**1,911**	1,999
Fuel Combustion - mobile	**581**	603	**95**	207	**95**	111	**0**	0	**771**	921
(ii) Scope 2										
Electricity (location-based)	**348,715**	336,596	**96,888**	98,829	**4,765**	4,837	**10,776**	9,517	**461,145**	449,779
Electricity (market-based)	**213,763**	259,194	**76,718**	76,147	**2,566**	4,401	**3,844**	2,799	**296,891**	342,540
(iii) Scope 3	**479,704**	700,218	**1,327,363**	1,371,792	**134,823**	212,783	**258,712**	210,203	**2,200,603**	2,494,996
Category 1: Purchased goods and services[2]	**177,831**	172,956	**101,682**	122,642	**119,115**	198,200	**11,111**	42,257	**409,739**	536,055
Category 2: Capital goods[3]	**101,982**	140,340	**42,153**	41,890	**2,448**	754	**112,892**	33,348	**259,475**	216,331
Category 3: Fuel- and energy-related emissions	**32,492**	33,869	**21,921**	21,175	**1,162**	1,067	**2,243**	2,217	**57,818**	58,329
Category 4: Upstream transportation and distribution	**2,878**	4,168	**0**	0	**0**	0	**0**	0	**2,878**	4,168
Category 5: Waste generated in operations[4]	**606**	628	**1,053**	1,915	**377**	202	**10**	53	**2,046**	2,798
Category 6: Business travel	**2,306**	3,747	**2,721**	2,671	**2,488**	2,833	**652**	952	**8,167**	10,203
Category 7: Employee commuting[5]	**5,384**	1,172	**2,756**	2,911	**5,088**	4,762	**208**	212	**13,436**	9,057
Category 8: Upstream leased assets	**0**	0	**0**	0	**0**	0	**0**	0	**0**	0
Category 9: Downstream transportation and distribution	**0**	0	**0**	0	**0**	0	**0**	0	**0**	0
Category 10: Processing of sold products	**NA**	NA	**NA**	NA	**NA**	NA	**NA**	NA	**NA**	NA
Category 11: Use of sold products[6]	**151,930**	336,858	**57,549**	48,136	**NA**	NA	**NA**	NA	**209,478**	384,994
Category 12: End-of-life treatment of sold products[6]	**816**	1,737	**399**	452	**NA**	NA	**NA**	NA	**1,215**	2,188
Category 13: Downstream leased assets[6]	**1,982**	2,579	**6,562**	15,977	**4,146**	4,965	**131,597**	131,164	**144,287**	154,686
Category 14: Franchises	**1,498**	2,164	**245**	247	**NA**	NA	**NA**	NA	**1,743**	2,411
Category 15: Investments[7]	**NA**	NA	**1,090,321**	1,113,777	**NA**	NA	**NA**	NA	**1,090,321**	1,113,777
GHG intensity Scope 1 and 2 (tCO_2e/S$ million revenue)[8,9]	**49**	47	**30**	27	**2**	2	**29**	31	**34**	33
GHG intensity Scope 1, 2 and 3 (tCO_2e/S$ million revenue)[8,10]	**117**	146	**389**	388	**44**	74	**561**	515	**188**	209
GHG intensity Scope 1, 2 and 3 (Cat 1-8) (tCO_2e/S$ million revenue)[11]	**76**	87	**71**	72	**42**	72	**276**	197	**75**	84
Energy Management										
Total energy use (GJ)	**2,022,978**	1,898,848	**870,454**	868,219	**48,744**	47,332	**106,119**	95,859	**3,048,295**	2,910,258
Total energy use (MWh)	**561,938**	527,458	**241,793**	241,172	**13,540**	13,148	**29,478**	26,627	**846,749**	808,405
Energy intensity (GJ/S$million revenue)	**284**	266	**236**	228	**15**	16	**218**	221	**214**	206
(i) Electricity use (GJ)	**1,989,220**	1,870,848	**862,887**	858,984	**37,880**	37,306	**96,503**	83,160	**2,986,490**	2,850,298
Electricity use (MWh)	**552,561**	519,680	**239,691**	238,607	**10,522**	10,363	**26,806**	23,100	**829,580**	791,749
(ii) Fuel use (GJ)	**25,375**	24,900	**3,651**	4,360	**1,526**	1,672	**7,475**	11,333	**38,027**	42,266
Fuel use (MWh)	**7,049**	6,917	**1,014**	1,211	**424**	464	**2,076**	3,148	**10,563**	11,740
(iii) Solar energy use (GJ)	**8,383**	3,100	**3,916**	4,875	**9,339**	8,354	**2,141**	1,366	**23,778**	17,694
Solar energy use (MWh)	**2,329**	861	**1,088**	1,354	**2,594**	2,321	**595**	380	**6,605**	4,915

Environmental Performance Indicators[1]	Optus		Singtel Singapore		NCS		Digital InfraCo		Singtel Group	
	FY2026	FY2025	**FY2026**	FY2025	**FY2026**	FY2025	**FY2026**	FY2025	**FY2026**	FY2025
Energy Management										
Purchased Renewable Energy Certificates and Large-scale Generation Certificates (MWh)	**189,693**	110,146	**30,409**	32,100	**5,534**	0	**16,068**	15,300	**241,704**	157,546
Exported solar (MWh)	**0**	-	**256**	-	**0**	-	**0**	-	**256**	-
Percentage of renewable energy (%)	**34.2%**	-	**13.1%**	-	**43.6%**	-	**56.5%**	-	**29.1%**	20.1%
Percentage of electricity backed by renewable sources (%)	**34.6%**	21.3%	**13.2%**	13.9%	**45.0%**	18.3%	**60.8%**	66.8%	**29.5%**	20.4%
Percentage of electricity backed by renewable sources with mandatory LGCs (%)	**52.5%**	38.5%	**13.2%**	13.9%	**45.5%**	18.3%	**60.8%**	66.8%	**41.3%**	31.5%
Electricity used in networks (MWh)	**534,541**	501,962	**204,314**	196,677	**NA**	NA	**NA**	NA	**738,855**	698,639
Water Withdrawal										
Potable water use (m^3)	**44,409**	37,232	**317,045**	353,092	**68,684**	70,768	**162,053**	157,793	**592,190**	618,885
Recycle water use (m^3)	**14,821**	22,109	**11,454**	54,030	**NA**	NA	**349,877**	346,127	**376,151**	422,266
Water intensity (m^3/S$million revenue)	**-**	-	**89**	107	**21**	25	**1,053**	1,161	**67**	74
Waste Management										
Total waste (tonnes)	**1,364**	1,161	**64,859**	50,383	**660**	402	**169**	737	**67,052**	52,683
Waste diverted from disposal: Recycling/Reuse	**985**	760	**63,910**	48,442	**178**	77	**98**	660	**65,170**	49,940
Waste directed to disposal: Incineration/Landfill	**380**	401	**950**	1,941	**482**	325	**70**	76	**1,882**	2,743
Non-hazardous waste (tonnes)	**599**	519	**406**	458	**409**	359	**69**	76	**1,482**	1,414
Waste diverted from disposal: Recycling/Reuse	**234**	138	**103**	86	**54**	36	**0**	0	**392**	260
Waste directed to disposal: Incineration (with energy recovery)[4]	**0**	0	**302**	372	**190**	179	**69**	76	**561**	627
Waste directed to disposal: Landfilling	**365**	382	**0**	0	**164**	144	**0**	0	**529**	526
Hazardous waste (tonnes)	**766**	640	**1,941**	1,602	**14**	43	**99**	661	**2,821**	2,946
Waste diverted from disposal: Recycling/Reuse[4]	**751**	622	**1,406**	1,020	**14**	41	**98**	660	**2,269**	2,343
Waste directed to disposal: Incineration (with energy recovery)[4]	**0**	0	**459**	582	**0**	2	**1**	0.3	**460**	584
Waste directed to disposal: Landfilling	**15**	19	**76**	0	**0**	0	**0**	0	**91**	19
Construction waste - Non-hazardous (tonnes)	**0**	0	**62,513**	48,323	**237**	0	**0**	0	**62,749**	48,323
Waste diverted from disposal by construction operations: Recycling[4]	**0**	0	**62,400**	47,336	**109**	0	**0**	0	**62,509**	47,336
Waste directed to disposal by construction operations: Incineration (with energy recovery)[4]	**0**	0	**113**	987	**0**	0	**0**	0	**113**	987
Waste directed to disposal by construction operations: Landfilling	**0**	0	**0**	0	**128**	0	**0**	0	**128**	0
Construction waste - Hazardous (tonnes)	**0**	0	**0**	0	**0**	0	**0**	0	**0**	0
Waste diverted from disposal by construction operations: Recycling	**0**	0	**0**	0	**0**	0	**0**	0	**0**	0
Waste directed to disposal by construction operations: Incineration (with energy recovery)	**0**	0	**0**	0	**0**	0	**0**	0	**0**	0
Waste directed to disposal by construction operations: Landfilling	**0**	0	**0**	0	**0**	0	**0**	0	**0**	0

1. Totals may differ by ±1 from the sum of the figures shown as calculations are based on the original decimal values.
2. Restated FY2025 data for Singtel Singapore, Digital InfraCo, NCS and the Group Category 1 due to an improved data extraction method which gives even more comprehensive data.
3. Restated FY2025 data for Singtel Singapore, Digital InfraCo, NCS and the Group Category 2 due to an improved data extraction method which gives even more comprehensive data.
4. Restated FY2025 data for Singtel Singapore and Digital InfraCo Category 5 emissions and waste data following receipt of full-year Ericsson network e-waste and Comcentre demolition waste data, with refinements to inter-OpCo allocations.
5. Optus Category 7 methodology changed in FY2026. An Employee Commute Survey was conducted and the results have been applied as the basis for estimation.
6. Restated FY2025 data for Optus Category 11, 12 and 13. Leased items have been separated from Category 11 and 12, and reclassified under Category 13 in line with updated reporting boundaries.
7. Restated FY2025 data as Telkomsel, Globe and Airtel updated their FY2025 numbers.
8. Scope 2 refers to Scope 2 location-based emissions.
9. Restated FY2025 data for Singtel Singapore, Digital InfraCo, NCS, Optus and the Group due to numerator change i.e. Scope 1 and Scope 2 (location-based).
10. Restated FY2025 data for Singtel Singapore, Digital InfraCo, NCS, Optus and the Group due to numerator change i.e. Scope 1, Scope 2 (location-based), Scope 3.
11. Scope 2 refers to Scope 2 market-based emissions.

Singtel's Environmental Sustainability Reporting: Definitions and Methodologies

Greenhouse gas emissions calculation methodology

GHG emissions are derived in accordance with the requirements of the GHG Protocol Corporate Accounting and Reporting Standard and Corporate Value Chain (Scope 3) Accounting and Reporting Standard by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). Emissions are reported according to the GHG Protocol using operational control as the basis for consolidation. In addition, GSMA guidance is applied to ensure sector-specific consistency and relevance in emissions reporting.

GHG Protocol scopes	Emissions calculation methodology	Exclusions and remarks
Scope 1		
	Emission sources include: i. Refrigerant used in air conditioning and facilities equipment. ii. Fire suppression gases used in fire suppression systems in exchanges and data centres. iii. Diesel used for back-up generators in our office and facilities. iv. Diesel and Petrol used by our owned and leased company vehicles. Emissions from all Scope 1 sources are calculated using activity-based approach. **Singapore operations** Emission factors for fuel usage are sourced from the UK Department for Energy Security & Net Zero (UK DESNZ). Emission factors for fugitive emissions are taken from the Singapore Emission Factor Registry (SEFR), Intergovernmental Panel on Climate Change Sixth Assessment Report (IPCC AR6). **Australia operations** Emissions factors are sourced from the 2025 Australian National Greenhouse Accounts (NGA) Factors, Department of Climate Change, Energy, the Environment and Water (DCCEEW). Emission factors for fugitive emissions are taken from IPCC AR6.	- Fugitive and fuel emissions from Singtel Singapore and NCS overseas offices are excluded, as these rented premises are managed by landlords and emissions data cannot be distinctly attributed. - We do not report ozone-depleting gases or other minor greenhouse gases, including perfluorocarbons, nitrogen trifluoride and sulphur hexafluoride, given their negligible significance within our operations.
Scope 2		
	Emissions from all Scope 2 sources are calculated using activity-based approach. **Singapore operations** Indirect emissions from the generation of purchased electricity to power our owned and leased offices, Data centres, Network sites (Exchanges, Main Distribution Frame rooms, Mobile base stations), Retail spaces, Satellite Operations and Submarine cable operations. Location-based method uses the local grid emission factor provided by Energy Market Authority (EMA) for electricity consumed. Market-based method involves using supplier specific emission factor for electricity purchased, as well as the retirement of local Renewable Energy Certificates (RECs). Onsite renewable energy generation and renewable energy purchases are excluded from emission calculations, as they are accounted for as zero-emission sources. **Australia operations** Indirect emissions cover electricity use across networks, data centres, corporate offices and retail sites. Location-based emissions are calculated using state-specific emission factors, reflecting the local grid mix and applying the factor relevant to each property's location. Market-based emissions apply a zero-emission factor to renewable electricity purchases (including that for Large-scale Generation Certifications), with any remaining electricity use calculated using the national residual mix factor. All emissions factors are sourced from the 2025 Australian NGA, published by the DCCEEW. **Other overseas operations** Indirect emissions cover electricity use across leased corporate offices. Location-based method uses the respective country's local grid emission factor sourced either from government publications or are derived by local electricity providers. Market-based method accounts for the retirement of local Energy Attribute Certificates (EACs) in the country where the electricity is consumed.	- Some overseas offices are excluded, as these rented spaces are within commercial buildings where there is a fixed rent. Electricity bill cannot be split out explicitly from leased rental. - All Singtel Group tenants in our owned office, facilities and data centre colocation racks as they are reported in Scope 3 Category 13. - Singtel Exclusive Retailers and Optus franchisees are reported under Scope 3 Category 14.
Scope 3		
Category 1 and 2	Emissions associated with purchased goods and services as well as capital goods have been calculated using three methods: (i) supplier specific method, (ii) hybrid method based on supplier's emissions and annual revenue, (iii) spend based method where purchases are mapped to different product category and industry average emission factors. Supplier-specific and hybrid emission factors were sourced from suppliers' websites and data provided through the CDP Supply Chain Program. For the spend-based method, EXIOBASE v3.10 values were used and mapped to the organisation's procurement general ledger (GL) categories, with adjustments made for inflation and country-specific currency. Spend-based emissions are calculated by mapping each GL category to up to four relevant EXIOBASE sectors based on expense characteristics, with equal weighting applied where multiple sectors are identified. Proxy country or regional emission factors are used when supplier-specific country data is not available in EXIOBASE. This category includes the production and distribution phase carbon footprint of available products from Apple, Samsung, Google, HONOR and HP.	- All investees, associates and joint ventures are not included. - Electricity providers are excluded as their emissions are captured in Scope 1 and 2, while emissions from water usage are added back into Category 1 and 2. - Waste vendors are excluded as waste emissions are captured under Category 5. - Air travel vendors are excluded as emissions due to air travel are reported under Category 6. - Distribution suppliers for Optus are reported in Category 4.

GHG Protocol scopes	Emissions calculation methodology	Exclusions and remarks
Scope 3		
Category 3	Emissions from fuel- and energy-related activities not included in Scope 1 or Scope 2 are calculated using an average-data method. **Singapore and other overseas (excluding Australia) operations** Emissions associated with this category are calculated using fuel and electricity data collected and reported in Scope 1 and 2 across the Group. Upstream emission factors from the UK DESNZ are applied to fuel consumption, while both upstream and life cycle Transmission and Distribution (T&D) emission factors from the International Energy Agency (IEA) are used for electricity consumption. **Australia operations** For fleet and stationary diesel, emission factors represent 'well-to-pump' emissions including upstream, midstream and downstream activities. For electricity, emission factors include upstream and downstream activities in the electricity supply chain (e.g. coal transport and transmission and distribution losses respectively). Emissions are sourced from the 2025 Australian NGA Factors, DCCEEW.	
Category 4	**Australia operations (Optus)** Emissions are provided by logistic partners and include air and road transportation, calculated using combination of fuel-based, spend-based and distance-based approach.	- Emissions from this category for Singtel Singapore, Digital InfraCo and NCS are reported together with Category 1 and 2.
Category 5	Emissions in this category are calculated using the waste-type-specific method. The underlying data is based on consolidated waste volumes (in tonnes) collected across the Group. Emissions are calculated using emission factors specific to different waste types. Local emission factors (SEFR and NGA) are prioritised before international emission factors (with US EPA prioritised over UK DESNZ). This category includes hazardous, non-hazardous waste further classified into recycled, landfilled and incinerated. Waste that is reused is considered to have zero emissions.	- Waste data from Singtel Singapore and NCS overseas offices are excluded, as these rented premises are managed by landlords and waste quantity cannot be distinctly attributed. - For Australia, all construction waste is excluded. - For Singapore, some construction waste is excluded because it is captured under Category 2, as it cannot be distinguished from project costs. Construction waste from the Comcentre demolition is included separately because it has a distinct data source.
Category 6	Emissions in this category are based on consolidated travel data, including air travel and land travel (private and public transport). Calculations are performed using both distance-based and spend-based methods. Emissions for air travel are calculated using emission factors from UK DESNZ specific to different haul and class type on a distance-based method. Land travel emissions are calculated using a combination of distance-based and spend-based methods, with emission factors sourced from local government databases and the UK Department for Energy Security and Net Zero (DESNZ).	
Category 7	Emissions for this category are calculated using distance-based method. **Singapore and Other Overseas Operations (including NCS Australia)** Emissions are based on data collected through an employee commute survey launched in January 2025 across Singtel Singapore, Digital InfraCo and NCS (including all global offices). The survey captured information on commuting distances and modes of transportation. Emission factors specific to each transport mode were applied, with local factors prioritised where available, followed by international sources such as UK DESNZ, US EPA and Australian National Transport Commission (NTC). **Australia Operations (excluding NCS Australia)** Emissions are based on data collected through a company-wide employee commute survey launched in early March 2026. The survey captured information on commuting distances and modes of transportation. Australian-specific emission factors, sourced from Australian NTC, were applied.	
Category 11	Emissions in this category are calculated based on direct use-phase method. Where available, Life Cycle Assessment data is used; otherwise, key inputs such as product lifespan and annual power consumption (kWh/year) are applied. Full lifetime emissions are attributed to the year of purchase. Product specifications and assumptions are taken from supplier or reputable web sources. Grid emission factors applied to the energy usage are taken from local government sources (EMA and DCCEEW). This category includes the usage-phase carbon footprint of available products from Apple, Samsung, Google, other handsets such as Nothing and HONOR.	
Category 12	Emissions associated with this category are calculated using waste-type-specific method. Where available, Life Cycle Assessment data is used; otherwise, key inputs such as product and packaging data of sold products are obtained. National recycling rates specific to each product and packaging material are applied, with the remainder assumed to be incinerated. Use of local emission factors are prioritised (NEA, SEFR) before international emission factors (US EPA prioritised over UK DESNZ). Product specifications such as energy use and assumptions are taken from supplier or reputable web sources. This category includes the end-of-life phase carbon footprint of available products from Apple, Samsung, Google, other handsets such as Nothing and HONOR.	

GHG Protocol scopes	Emissions calculation methodology	Exclusions and remarks
Scope 3		
Category 13	Emissions are calculated using the asset-specific method and stem from two primary sources: (i) leased tenant spaces and (ii) leased set-top boxes (STBs). (i) For leased tenant spaces, emissions are calculated using supplier-specific emission factors applied to electricity purchased. (ii) For leased STBs and FETCH, emissions are based on electricity consumption during the financial year, using local grid emission factors where supplier-specific data is unavailable.	- NetLink Trust tenants are excluded from this category as they are reported in category 15 as our investee.
Category 14	Emissions are calculated using the franchise-specific method and are associated with the electricity consumption of franchisee stores in Singapore. In Australia, emissions are estimated using the average electricity consumption per sqm for all stores located in each state and the respective Scope 2 emissions (location-based) emission factors.	- Scope 1 emissions and waste quantities are excluded, as franchisee outlets are rented premises managed by landlords, and waste cannot be clearly attributed to individual stores.
Category 15	Emissions are calculated using the investment-specific method, based on Singtel Group's equity share in each of its seven investee companies. This approach attributes a proportion of each investee's Scope 1 and 2 emissions to the Group according to its ownership stake. For Scope 1 and 2 emissions, CO_2e is used where available, and CH_4, N_2O, HFCs, PFCs, SF_6, NF_3 are included where available.	- Excluded all investments that we hold low equity and are not financially material or within our influence (i.e. >2% of Singtel Group's profits or where Singtel Group holds board representation). - Excluded investees, when combined were found to be less than 0.1% of total Scope 3 emissions and made up of less than 2% of total profits. - Excluded passive investments which the Group holds an ownership interest but does not exercise significant operational influence over sustainability-related policies, targets or operational decision-making. Material emissions from such investees are disclosed separately for informational purposes.

Sources of emission factors	
Australian Government Department of Climate Change, Energy, the Environment and Water	National Greenhouse Accounts Factors: 2025 - DCCEEW
Australian National Transport Commission	National Transport Commission
Exiobase Consortium	Exiobase Industry Average Emission Factors
Government of India Ministry of Power Central Electricity Authority	India Grid Emission Factor
HK Electric	Hong Kong SGO electricity emission factor
Institute for Global Environmental Strategies	IGES List of Grid Emission Factors
Intergovernmental Panel on Climate Change Sixth Assessment Report	IPCC AR6
International Energy Agency	Life Cycle Upstream Emissions Factors 2025 - Data product - IEA
Japan International Cooperation Agency Mar 2024	Japan Grid Emission Factor
Malaysia Energy Commission	Malaysia Grid Emission Factor
Ministry of Ecology and Environment of the People's Republic of China	China Grid Emission Factor
Singapore Emission Factors Registry	SEFR | NetZeroHub.SG
Singapore Energy Market Authority	Singapore Grid Emission Factor
UK Government Department for Energy Security and Net Zero and Department for Energy Security and Net Zero	Greenhouse gas reporting: conversion factors 2025 - GOV.UK
United for Efficiency	Brunei Grid emission factor
United States Environmental Protection Agency	GHG Emission Factors Hub | US EPA

Environmental metrics reporting methodology

Reporting categories	Definitions		Exclusions
Intensity ratios	GHG intensity – Emissions	There are three separate GHG intensity ratios. - The numerator is the sum of Scope 1, Scope 2 (location-based). - The numerator is the sum of Scope 1, Scope 2 (location-based), Scope 3. - The numerator is the sum of Scope 1, Scope 2 (market-based), Scope 3 (Cat 1-8). For these ratios, the organisation specific metric (the denominator) chosen is S$ million revenue.	Fugitive and fuel emissions from Singtel Singapore and NCS overseas offices are excluded, as these rented premises are managed by landlords and emissions data cannot be distinctly attributed.
Energy consumption	Renewable energy	**Electricity backed by renewable sources includes:** - Solar energy generated from photovoltaic systems installed at Singtel Singapore, Digital InfraCo, NCS and Optus facilities. - Renewable electricity sourced through power purchase agreements and local EACs retired by Singtel Singapore, Digital InfraCo and Optus in their respective countries.	Nil
		Mandatory LGCs: LGCs that electricity providers surrender to meet their obligations under the Australian Renewable Energy Target (RET).	Nil
	Network energy consumption	This covers the energy used to power our Exchanges, Mobile Base Stations and other network related infrastructure.	Corporate offices, data centre operations, retail spaces are not included under Networks.
Water withdrawal	Potable water	This includes potable water use withdrawn from municipal water supplies. This is classified as third-party water.	Singtel Global Office and NCS Geographical Units overseas offices are unable to provide water use data (with the exception of NCS AU and China which have provided water usage data).
	Recycled water	This includes: a) NEWater, a high-grade reclaimed water primarily used for operational activities such as cooling in Singapore. This is classified as third-party water. b) Rainwater harvesting system at the Optus Sydney campus, Nxera DC Tuas and Nxera DC West. This is classified as surface water.	Data is not available for Nxera DC Tuas and DC West.
Waste management	The organisation reports on general waste recyclables, including plastics, metal and paper generated from its owned facilities, which include offices, exchanges, satellite stations, data centres and other operational sites. Construction waste, if available, is reported separately as it occurs sporadically across different geographical locations. Reported waste are classified into hazardous and non-hazardous waste and further classified depending on treatment (recycled/reuse, or directed to disposal).		Singtel tenanted facilities, Singtel Global Offices and NCS Geographical Units (except for key offices in NCS AU) are unable to provide waste disposal data.
	Hazardous waste	This includes toxic e-waste like lead acid batteries, which are sent to licensed Toxic Industrial Waste Collectors; as well as Waste Electrical and Electronic Equipment (WEEE), scrap copper cables from our network and IT operations.	
	Waste directed to disposal	In Singapore, licensed waste collectors transport incinerable waste to waste-to-energy (WTE) plants or licensed recyclers directly from site. In Optus, licensed waste collectors transport commingled recycling to different recovery plants across the country and unrecoverable waste is sent to landfill.	
Product end-of-life management	Customer e-waste recycling	This is the total weight of e-waste collected from customers for recycling and not included in the operational waste generated under GRI 306-3. Singtel collects customer e-waste recycling through our recycling and device bins in Singtel shops as well as take-back schemes for routers, set-top boxes and mobile phones. Optus collects customer e-waste recycling for mobile devices, modems, some smart home products and streaming devices directly and through the MobileMuster programme.	Nil

List of key environmental abbreviations

CO_2e	Carbon dioxide equivalent	**kWh**	Kilowatt hour
CPE	Customer premises equipment	**kWp**	Kilowatt-peak
GJ	Gigajoule	**WUE**	Water usage effectiveness
GHG	Greenhouse Gas	**PUE**	Power usage effectiveness
GWh	Gigawatt hour (equivalent to 1 million kilowatt hours)	**TB**	Terabyte (equivalent to 1,000 gigabytes)
MWh	Megawatt hour (equivalent to 1,000 kilowatt hours)	**tCO_2e**	Tonnes (t) of CO_2e

Climate-related requirements in the IFRS Sustainability Disclosure Standards Index

IFRS S2	Disclosure requirement	Page number
GOVERNANCE		
6 (a) (i)-(v)	The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities.	Annual Report 2026, Corporate Governance - Our governance organisation on page 38 - Board Matters, Director development/training on page 43 - 44 - Audit Committee, Climate-related Financial Disclosures on pages 54 - 55 - Executive Resource and Compensation Committee on page 56 - Risk, Sustainability and Technology Committee on pages 57 - 58 Annual Report 2026, Risk Management Philosophy and Approach - Environmental Sustainability: Climate Change Risks on page 101 Annual Report 2026, Supplementary Climate-related Financial Disclosures - Metrics and Targets, Group's remuneration policies on page 246
6 (b) (i)-(ii)	Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities.	Annual Report 2026, Corporate Governance - Audit Committee, Climate-related Financial Disclosures on page 55 Annual Report 2026, Supplementary Climate-related Financial Disclosures - Management's role in governance on page 242
STRATEGY		
10 (a)-(d)	Climate-related risks and opportunities.	Annual Report 2026, Supplementary Climate-related Financial Disclosures - Climate-related Risks and Opportunities - Climate-related physical risks, Climate-related transition risks, Climate-related opportunities on pages 242 - 244
13 (a)-(b)	Business model and value chain.	Annual Report 2026, Supplementary Climate-related Financial Disclosures - Climate-related Risks and Opportunities - Climate-related physical risks, Climate-related transition risks, Climate-related opportunities on pages 242 - 244
14 (a)-(c)	Strategy and decision-making: Information about how the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation. Information about how the entity is resourcing, and plans to resource, the activities. Quantitative and qualitative information about the progress of plans disclosed in previous reporting periods.	Annual Report 2026, Supplementary Climate-related Financial Disclosures - Climate-related Risks and Opportunities – Effects on strategy and decision-making on pages 245 - 246 - Metrics and Targets on pages 246 - 247 Annual Report 2026, Sustainability - For the Environment on pages 105 - 106
16 (a)-(d)	Financial position, financial performance and cash flows.	Annual Report 2026, Supplementary Climate-related Financial Disclosures - Climate-related Risks and Opportunities – Current and anticipated financial effects on page 245
22 (a)-(b)	Climate resilience: The entity's assessment of its climate resilience as at the reporting date. How and when the climate-related scenario analysis was carried out.	Annual Report 2026, Supplementary Climate-related Financial Disclosures - Climate-related Risks and Opportunities – Climate scenario analysis on pages 242 - 243 - Climate-related Risks and Opportunities – Climate resilience on page 246
RISK MANAGEMENT		
25 (a)-(c)	The processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks. The processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities. The extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.	Annual Report 2026, Supplementary Climate-related Financial Disclosures - Climate-related Risks and Opportunities – Climate scenario analysis on pages 242 - 243 Annual Report 2026, Risk Management Philosophy and Approach - Proactive Risk Management Process on page 91 - Environmental Sustainability, Climate Change Risks on page 101

IFRS S2	Disclosure requirement	Page number
METRICS AND TARGETS		
29	Climate-related metrics: Greenhouse gases Capital deployment - the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities. Internal carbon prices Remuneration	Annual Report 2026, Corporate Governance - Executive Resource and Compensation Committee on page 56 Annual Report 2026, Sustainability - For the Environment on page 105 Annual Report 2026, Supplementary Climate-related Financial Disclosures - Reporting Boundary for Greenhouse Gas Emissions on pages 241 - 242 - Climate-related Risks and Opportunities – Current and anticipated financial effects on page 245 - Metrics and Targets on pages 246 - 247 The Group measures Scope 3 emissions in accordance with the Greenhouse Gas Protocol, in line with the requirements of both the Global Reporting Initiative (GRI) Standards and the IFRS S2 Climate-related Disclosures. This data is disclosed in the Sustainability section of the Annual Report (page 106) and in more detail in the Singtel Group Sustainability Report 2026 (pages 19-20). However, it is not included within the scope of the Group's IFRS S2 disclosures as per relief set out in SGX Listing Rule 711B(1)(aa) the paragraphs 4.12 and 4.23 of the Practice Note 7.6.
33-36	Climate-related targets: Performance against each climate-related target and an analysis of trends or changes in the entity's performance. Details about targets The entity's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target.	Annual Report 2026, Supplementary Climate-related Financial Disclosures - Metrics and Targets on pages 246 - 247 Annual Report 2026, Sustainability - For the Environment on pages 105 - 106

People Performance Indicators	Optus[1]		Singtel Singapore		NCS[2]		Digital InfraCo		Singtel Group	
	FY2026	FY2025	**FY2026**	FY2025	**FY2026**	FY2025	**FY2026**	FY2025	**FY2026**	FY2025
Total employees by gender										
Total employees	**7,281**	6,772	**5,513**	5,544	**11,690**	11,510	**481**	458	**24,965**	24,284
Male	**4,813**	4,550	**3,099**	3,112	**8,373**	8,224	**351**	340	**16,636**	16,226
Female	**2,468**	2,222	**2,414**	2,432	**3,317**	3,286	**130**	118	**8,329**	8,058
Total employees by employment contract and gender										
Regular employees (Male)	**4,759**	4,514	**2,818**	2,798	**7,300**	7,169	**323**	310	**15,200**	14,791
Contract employees (Male)	**54**	36	**281**	314	**1,073**	1,055	**28**	30	**1,436**	1,435
Regular employees (Female)	**2,428**	2,199	**2,207**	2,182	**2,961**	2,924	**118**	101	**7,714**	7,406
Contract employees (Female)	**40**	23	**207**	250	**356**	362	**12**	17	**615**	652
Total employees by employment type and gender										
Full time (Male)	**4,017**	3,953	**3,089**	3,099	**8,349**	8,215	**351**	340	**15,806**	15,607
Part time (Male)	**796**	597	**10**	13	**24**	9	**0**	0	**830**	619
Full time (Female)	**1,877**	1,739	**2,407**	2,426	**3,285**	3,255	**130**	118	**7,699**	7,538
Part time (Female)	**591**	483	**7**	6	**32**	31	**0**	0	**630**	520
Man hours worked										
Total man hours worked[3]	**11,323,529**	11,446,410	**9,801,941**	10,267,993	**17,807,689**	17,460,067	**1,042,114**	984,316	**39,975,273**	40,158,786
Man hours worked (Male)	**7,662,809**	7,827,758	**5,885,476**	6,047,610	**13,009,873**	12,729,322	**772,910**	746,489	**27,331,067**	27,351,179
Man hours worked (Female)	**3,660,720**	3,618,653	**3,916,466**	4,220,382	**4,797,816**	4,730,745	**269,204**	237,828	**12,644,206**	12,807,607
Employees percentage by age group[4]										
< 30 years old	**26%**	23%	**17%**	17%	**-**	-	**17%**	18%	**23%**	22%
30-50 years old	**53%**	53%	**62%**	60%	**-**	-	**58%**	54%	**59%**	58%
> 50 years old	**21%**	24%	**21%**	23%	**-**	-	**25%**	28%	**18%**	20%
Age mix by employee category (Operations and Support)[4]										
< 30 years old	**77%**	75%	**24%**	24%	**-**	-	**33%**	28%	**44%**	42%
30-50 years old	**20%**	21%	**52%**	49%	**-**	-	**36%**	36%	**43%**	42%
> 50 years old	**3%**	5%	**24%**	27%	**-**	-	**31%**	36%	**13%**	16%
Age mix by employee category (Professional)[4]										
< 30 years old	**11%**	11%	**15%**	16%	**-**	-	**16%**	17%	**18%**	18%
30-50 years old	**64%**	61%	**71%**	69%	**-**	-	**69%**	65%	**66%**	64%
> 50 years old	**25%**	27%	**14%**	15%	**-**	-	**15%**	18%	**16%**	18%
Age mix by employee category (Executive)[4]										
< 30 years old	**0%**	0%	**0%**	0%	**-**	-	**0%**	2%	**0%**	0%
30-50 years old	**66%**	64%	**64%**	61%	**-**	-	**67%**	57%	**61%**	58%
> 50 years old	**34%**	36%	**36%**	39%	**-**	-	**33%**	42%	**39%**	42%
Age mix by employee category (Top Executive)[4]										
< 30 years old	**0%**	0%	**0%**	0%	**-**	-	**0%**	0%	**0%**	0%
30-50 years old	**55%**	47%	**34%**	30%	**-**	-	**43%**	27%	**41%**	33%
> 50 years old	**45%**	53%	**66%**	70%	**-**	-	**57%**	73%	**59%**	67%
Gender mix by employee category (% female)										
Operations and Support	**39%**	39%	**54%**	54%	**30%**	31%	**29%**	30%	**41%**	41%
Professional	**33%**	32%	**37%**	37%	**28%**	28%	**27%**	24%	**31%**	31%
Executives and Top Executives	**30%**	29%	**37%**	37%	**25%**	24%	**25%**	23%	**30%**	29%
- Executives	**30%**	29%	**37%**	38%	**25%**	23%	**29%**	25%	**30%**	29%
- Top Executives	**25%**	23%	**36%**	36%	**26%**	33%	**10%**	13%	**28%**	30%
Mean salary ratio (female:male)										
Operations and Support	**1 : 0.99**	1 : 0.95	**0.83 : 1**	0.82 : 1	**-**	-	**1 : 1**	1 : 0.99	**0.86 : 1**	0.89 : 1
Professional	**0.94 : 1**	0.93 : 1	**0.92 : 1**	0.93 : 1	**-**	-	**0.89 : 1**	0.87 : 1	**0.95 : 1**	0.94 : 1
Executives	**0.99 : 1**	0.99 : 1	**0.95 : 1**	0.97 : 1	**-**	-	**0.87 : 1**	0.81 : 1	**0.96 : 1**	0.96 : 1
Median salary ratio (female:male)										
Operations and Support	**0.93 : 1**	1 : 1	**0.81 : 1**	0.88 : 1	**-**	-	**1 : 0.99**	1 : 0.99	**0.84 : 1**	0.91 : 1
Professional	**0.92 : 1**	0.91 : 1	**0.90 : 1**	0.90 : 1	**-**	-	**0.85 : 1**	0.84 : 1	**0.94 : 1**	0.93 : 1
Executives	**0.98 : 1**	0.99 : 1	**0.95 : 1**	0.95 : 1	**-**	-	**0.83 : 1**	0.77 : 1	**0.96 : 1**	0.96 : 1
Mean bonus ratio (female:male)										
Operations and Support	**1 : 0.91**	1 : 0.96	**0.85 : 1**	0.83 : 1	**-**	-	**1 : 0.95**	1 : 0.94	**0.93 : 1**	0.90 : 1
Professional	**0.89 : 1**	0.89 : 1	**0.93 : 1**	0.91 : 1	**-**	-	**0.86 : 1**	0.86 : 1	**0.93 : 1**	0.93 : 1
Executives	**0.93 : 1**	1 : 0.99	**0.98 : 1**	0.98 : 1	**-**	-	**1 : 0.97**	1 : 0.91	**0.95 : 1**	0.99 : 1
Median bonus ratio (female:male)										
Operations and Support	**1 : 0.99**	1 : 0.94	**0.85 : 1**	0.85 : 1	**-**	-	**0.97 : 1**	1 : 0.90	**0.92 : 1**	0.94 : 1
Professional	**0.80 : 1**	0.83 : 1	**0.91 : 1**	0.91 : 1	**-**	-	**0.82 : 1**	0.89 : 1	**0.89 : 1**	0.91 : 1
Executives	**0.95 : 1**	1 : 1	**1 : 0.98**	0.96 : 1	**-**	-	**0.87 : 1**	1 : 1	**0.97 : 1**	0.98 : 1

People Performance Indicators	Optus[1]		Singtel Singapore		NCS[2]		Digital InfraCo		Singtel Group	
	FY2026	FY2025	**FY2026**	FY2025	**FY2026**	FY2025	**FY2026**	FY2025	**FY2026**	FY2025
New employee hires										
Percentage of new employee hires	**28.8%**	15.8%	**12.9%**	9.2%	**18.7%**	12.9%	**18.9%**	17.2%	**20.4%**	12.9%
New employee hires by age group[4]										
< 30 years old	**15.4%**	9.1%	**6.8%**	4.5%	**8.9%**	5.2%	**6.0%**	5.9%	**10.3%**	6.1%
30-50 years old	**11.2%**	5.4%	**5.6%**	4.2%	**8.8%**	6.5%	**11.0%**	10.3%	**8.8%**	5.7%
> 50 years old	**2.2%**	1.3%	**0.5%**	0.4%	**1.0%**	1.2%	**1.9%**	1.1%	**1.3%**	1.0%
New employee hires by gender										
Male	**17.3%**	9.6%	**6.7%**	5.3%	**13.5%**	9.4%	**13.7%**	14.2%	**13.2%**	8.6%
Female	**11.5%**	6.2%	**6.2%**	3.9%	**5.2%**	3.5%	**5.2%**	3.1%	**7.2%**	4.3%
Employee voluntary turnover										
Percentage of employee voluntary turnover	**12.6%**	12.6%	**11.1%**	14.0%	**-**	-	**13.1%**	11.1%	**12.9%**	14.0%
Employee turnover by age group[4]										
< 30 years old										
Voluntary	**7.0%**	7.2%	**3.4%**	3.8%	**-**	-	**2.3%**	1.1%	**5.0%**	5.0%
Involuntary	**1.5%**	1.1%	**0.4%**	1.0%	**-**	-	**0.6%**	0.4%	**0.8%**	0.9%
30-50 years old										
Voluntary	**4.4%**	4.2%	**5.3%**	6.5%	**-**	-	**6.9%**	7.2%	**6.0%**	6.8%
Involuntary	**4.7%**	2.7%	**1.0%**	2.2%	**-**	-	**2.9%**	0.7%	**2.6%**	2.2%
> 50 years old										
Voluntary	**1.2%**	1.2%	**2.4%**	3.7%	**-**	-	**3.9%**	2.8%	**1.9%**	2.2%
Involuntary	**2.3%**	2.0%	**0.4%**	1.2%	**-**	-	**1.2%**	0.4%	**1.1%**	1.0%
Employee turnover by gender										
Male										
Voluntary	**7.4%**	7.3%	**5.7%**	7.2%	**-**	-	**9.4%**	9.6%	**8.3%**	8.8%
Involuntary	**5.9%**	3.9%	**1.1%**	2.6%	**-**	-	**4.2%**	1.3%	**3.1%**	2.8%
Female										
Voluntary	**5.2%**	5.3%	**5.4%**	6.8%	**-**	-	**3.7%**	1.5%	**4.6%**	5.2%
Involuntary	**2.5%**	1.9%	**0.8%**	1.9%	**-**	-	**0.6%**	0.2%	**1.4%**	1.3%
Total training investment[5]										
Total training investment (million)	**A$5.2**	A$5.1	**S$17.4**	S$15.2	**-**	-	**-**	-	**S$21.8**	S$19.7
Average training hours[6,7]										
Average training hours per employee	**23.3**	25.2	**19.0**	15.0	**28.5**	31.4	**18.2**	18.4	**24.6**	25.4
Average training hours by gender[6,7]										
Male	**22.9**	24.5	**20.0**	16.0	**29.4**	32.6	**18.6**	18.7	**25.4**	26.6
Female	**24.1**	26.8	**17.8**	13.7	**26.2**	28.4	**17.0**	17.3	**22.8**	22.9
Average training hours by employee category[6,7]										
Operations and Support	**28.0**	23.2	**17.5**	12.8	**30.6**	16.9	**18.0**	13.7	**24.1**	15.6
Professional	**23.8**	25.9	**19.6**	16.7	**28.2**	35.8	**17.5**	20.6	**25.2**	29.1
Executives and above	**17.9**	22.9	**21.7**	14.9	**26.5**	23.3	**20.6**	20.3	**21.1**	20.7
Employee health and safety[3]										
Total man hours worked (per million)	**11.3**	11.4	**9.8**	10.3	**17.8**	17.5	**1.0**	1.0	**40.0**	40.2
Workplace injury incidence rate (per 1,000 employees)	**1.5**	2.5	**2.3**	2.8	**2.2**	2.4	**0**	4.4	**1.9**	2.1
Workplace injury frequency rate (per million hours worked)	**1.0**	1.5	**1.0**	1.3	**1.0**	1.1	**0**	2.0	**1.0**	1.3
Workplace injury frequency rate (Male)	**0.9**	0.8	**0.7**	0.7	**0.7**	0.9	**0**	0.0	**0.7**	0.8
Workplace injury frequency rate (Female)	**1.1**	3.0	**1.5**	2.1	**1.9**	1.7	**0**	8.4	**1.5**	2.3
Workplace injury severity rate (per million)	**6.9**	19.6	**2.2**	7.9	**8.5**	10.0	**0**	48.8	**6.3**	13.2
Workplace injury severity rate (Male)	**8.0**	22.3	**2.0**	5.3	**9.2**	5.3	**0**	0.0	**7.1**	10.0
Workplace injury severity rate (Female)	**4.6**	13.8	**2.6**	11.6	**6.5**	22.6	**0**	201.8	**4.6**	19.8
High consequence injury rate (per million hours worked)	**0**	0	**0**	0	**0**	0	**0**	0	**0**	0
Fatalities (number)	**0**	0	**0**	0	**0**	0	**0**	0	**0**	0

1. Optus employee data includes casual employees, who are primarily retail sales consultants in Australia.
2. NCS excludes contractors and colleagues from joint venture with Globe.
3. For Singtel Singapore, NCS and Digital InfraCo, the metrics cover Singapore operations only. Workplace health and safety metrics are based on International Labour Organization (ILO) definitions and remain subject to local country practices for lost workday calculations. For example, Optus excludes weekends from medical leave calculations when deriving these rates.
4. FY2026 age group disclosures have been aligned to the GRI age group categories (<30 years old, 30-50 years old and >50 years old). Comparative FY2025 figures were not restated as the changes were minimal.
5. Training investment data for Singtel Singapore includes those of NCS and Digital InfraCo.
6. Singtel Singapore, NCS and Digital InfraCo exclude contract staff with tenure of one year or less, while Optus excludes all contract staff and casual workers from its data. NCS excludes NCSI AU and NCS AU acquired entities.
7. Restated FY2025 data for Singtel Singapore, NCS and Digital InfraCo excluded project-based learning requirement.

FY2026 Parental leave statistics

	Optus		Singtel Singapore		NCS		Digital InfraCo	
	Male	Female	Male	Female	Male	Female	Male	Female
a. Total number of employees that were entitled to parental leave[1]	3,831	1,907	1,792	1,778	3,506	2,182	242	123
b. Total number of employees that took parental leave[2]	47	77	94	61	190	94	13	5
c. Total number of employees that returned to work in the reporting period after parental leave ended	43	53	94	61	190	94	13	5
d. Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work.	127	65	84	49	164	82	10	5
e. Return to work and retention rates of employees that took parental leave	1	0.8	1	1	1	1	1	1
f. Retention rate of employees who took parental leave in previous FY	0.8	0.8	0.8	0.7	0.8	0.8	0.6	1

1. Optus defines it as employees who are eligible under their contract, while the OpCos in Singapore define it as inclusive of all female employees and married male employees.
2. Parental leave granted to men and women employees on the grounds of the birth of a child.

FY2026 staff grievance cases

Grievance cases*	Optus	Singtel Singapore	NCS	Digital InfraCo	Singtel Group
Number of staff grievance cases received (including cases not progressed formally)	114	34	17	3	168
Number of staff grievance cases substantiated	22	17	8	0	47
Number of staff grievance cases not substantiated	44	14	5	1	64
Number of staff grievance cases not progressed formally	35	1	1	0	37
Number of staff grievance cases still under investigation as at 31 March 2026	13	2	3	2	20
Nature of substantiated cases	**Optus**	**Singtel Singapore**	**NCS**	**Digital InfraCo**	**Singtel Group**
Unprofessional behaviour	2	3	6	0	11
Supervisor management style	2	4	1	0	7
Misconduct (e.g. discrimination and harassment)	18	5	1	0	24
Employment terms and conditions	0	1	0	0	1
Others (e.g. performance related)	0	4	0	0	4

*The reported numbers include channels from Deloitte Whistleblower, Grievance Reporting from HR Assist and Speak-Up email.

FY2026 staff injury type

Injury type	Optus	Singtel Singapore	NCS**	Digital InfraCo	Singtel Group
Slip, trip and fall	4 (2M, 2F)	7 (2M, 5F)	14 (7M, 7F)	0	25
Struck by object (falling, moving or stationary)	2 (1M, 1F)	1 (1M)	2 (1M, 1F)	0	5
Laceration	0	0	0	0	0
Fall from height	0	0	0	0	0
Traffic related incident	0	0	1 (1F)	0	1
Muscle stress	2 (2M)	0	1 (1M)	0	3
Others	3 (2M, 1F)	2 (1M, 1F)	0	0	5
Total	11	10	18	0	39

M = Male, F = Female
** Of the 18 injury cases, 12 occurred outside NCS premises, including at client sites.

Cases received through whistleblower channels and other sources

	Optus		Singtel Singapore		NCS		Digital InfraCo		Singtel Group	
Number of cases received	via WB channels (all complaints)	via non-WB channels (Fraud/ Corruption related)	via WB channels (all complaints)	via non-WB channels (Fraud/ Corruption related)	via WB channels (all complaints)	via non-WB channels (Fraud/ Corruption related)	via WB channels (all complaints)	via non-WB channels (Fraud/ Corruption related)	via WB channels (all complaints)	via non-WB channels (Fraud/ Corruption related)
CASES IN FY2026										
Received	72	52	20	8	21	3	2	2	115	65
Substantiated	18	23	8	4	7	3	1	1	34	31
Not substantiated	37	22	11	4	13	0	1	1	62	27
Under investigation	17	7	1	0	1	0	0	0	19	7
CASES BROUGHT FORWARD FROM FY2025										
Cases under investigation as at 31 March 2025	21*	12	1	0	2	1	0	0	24*	13
Substantiated	6	6	0	0	2	1	0	0	8	7
Not substantiated	14	6	1	0	0	0	0	0	15	6

	Optus	Singtel Singapore	NCS	Digital InfraCo	Singtel Group
SUBSTANTIATED CASES OUTSIDE OF SINGAPORE/AUSTRALIA					
Cases under investigation as at 31 March 2025	0	0	1	0	1
Cases received in FY2026	7	2	3	1	13
Total	7	2	4	1	14

(*Note: 1 Optus case from FY2025 still under investigation as of 31 March 2026)

Breakdown of nature of substantiated cases in FY2026

	Optus	Singtel Singapore	NCS	Digital InfraCo	Singtel Group
Employee fraud and theft	21	0	0	1	22
Employee misconduct, undeclared conflict of interest and inappropriate behaviour	9	8	7	0	24
Breach of policy or process lapses	18	4	6	0	28
Identity theft	5	0	0	0	5
Corruption	0	0	0	1	1
• No. of cases in which employees were dismissed or disciplined for corruption	0	0	0	1	1
• No. of cases where contracts with business partners were terminated or not renewed due to corruption	0	0	0	1	1

GRI Content Index

GRI Standard		Disclosure	Page number	Level of external assurance
GENERAL DISCLOSURES				
	The organisation and its reporting practices			
	2-1	Organisational details	2	
	2-2	Entities included in the organisation's sustainability reporting	2	
	2-3	Reporting period, frequency and contact point	2	
	2-4	Restatements of information	2	
	2-5	External assurance	2	
	Activities and workers			
	2-6	Activities, value chain and other business relationships	Annual Report 2026, Corporate Website	
	2-7	Employees	76	
	2-8	Workers who are not employees	76	
	Governance			
	2-9	Governance structure and composition	9 -11, Annual Report 2026, Corporate Website	
	2-10	Nomination and selection of the highest governance body	9 -11, Annual Report 2026, Corporate Website	
	2-11	Chair of the highest governance body	9 -11, Annual Report 2026, Corporate Website	
	2-12	Role of the highest governance body in overseeing the management of impacts	9 -11, Annual Report 2026, Corporate Website	
	2-13	Delegation of responsibility for managing impacts	9 -11, Annual Report 2026, Corporate Website	
	2-14	Role of the highest governance body in sustainability reporting	9 -11, Annual Report 2026, Corporate Website	
GRI 2: General Disclosures 2021	2-15	Conflicts of interest	12, 28-29, 31, Corporate Website	
	2-16	Communication of critical concerns	29, 31, 78, Corporate Website	
	2-17	Collective knowledge of the highest governance body	11, Annual Report 2026, Corporate Website	
	2-18	Evaluation of the performance of the highest governance body	11, Annual Report 2026, Corporate Website	
	2-19	Remuneration policies	10-11, Annual Report 2026, Corporate Website	
	2-20	Process to determine remuneration	10-11, Annual Report 2026, Corporate Website	
	2-21	Annual total compensation ratio	76:1 (Group CEO total compensation to median annual total compensation for Singtel Group, excluding GCEO)	
	Strategy, policy and practices			
	2-22	Statement on sustainable development strategy	4-5	
	2-23	Policy commitments	2, disclosed throughout SR2026 across all four sustainability pillars, Corporate Website	
	2-24	Embedding policy commitment	Disclosed throughout Sustainability Report 2026 across all four sustainability pillars	
	2-25	Processes to remediate negative impacts	29, 31, 78	
	2-26	Mechanisms for seeking advice and raising concerns	29, 31, 78, Whistleblower policy	
	2-25	Processes to remediate negative impacts	29, 31, 78	
	2-26	Mechanisms for seeking advice and raising concerns	29, 31, 78, Whistleblower policy	
	2-27	Compliance with laws and regulations	14, 30-31, 39	
	2-28	Membership associations	Appendix	
	Stakeholder Engagement			
	2-29	Approach to stakeholder engagement	7-8	
	2-30	Collective bargaining agreements	39	
GRI 3: Material topics 2021	3-1	Process to determine material topics	8-9	
	3-2	List of material topics	8	

GRI Standard		Disclosure	Page number	Level of external assurance
MATERIAL TOPICS				
For The Environment				
Climate change				
GRI 3: Material topics 2021	3-3	Management of material topics	14-22	
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	68-69	Singtel Group
	302-2	Energy consumption outside of the organisation	Not applicable. No energy consumption outside of the organisation	
	302-3	Energy intensity	68	Singtel Group
	302-4	Reduction of energy consumption	22	Singtel Group
	302-5	Reductions in energy requirements of products and services	22	
GRI 305: Emissions 2016	305-1	Direct GHG emissions (Scope 1)	18-19, 68	Singtel Group
	305-2	Energy indirect GHG emissions (Scope 2)	18-19, 68	Singtel Group
	305-3	Other indirect GHG emissions (Scope 3)	18-19, 68	Singtel Group
	305-4	GHG emissions intensity	68	Singtel Group
	305-5	Reduction of GHG emissions	18-22, 68	Singtel Group
	305-6	Emissions of ozone-depleting substances (ODS)	Not significant, refer to page 18	
	305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Not significant, refer to page 18	
Resource management				
GRI 3: Material topics 2021	3-3	Management of material topics	23-27	
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	23-25	
	306-2	Management of significant waste related impacts	23-25	
	306-3	Waste generated	69	Singtel Group
	306-4	Waste diverted from disposal	69	Singtel Group
	306-5	Waste directed to disposal	69	Singtel Group
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	25	
	303-3	Water withdrawal	69	Singtel Group
	303-5[1]	Water consumption	69	
For Our Customers and Suppliers				
Ethical and fair business practices				
GRI 3: Material topics 2021	3-3	Management of material topics	28-32	
GRI 205: Anti-Corruption 2016	205-1	Operations assessed for risks related to corruption	28	
	205-2	Communication and training about anti-corruption policies and procedures	12, 28	
	205-3	Confirmed incidents of corruption and actions taken	79	
GRI 207: Tax 2019	207-1	Approach to tax	Responsible Tax Management Statement, Corporate Website	
	207-2	Tax governance, control and risk management	Responsible Tax Management Statement, Corporate Website	
	207-3	Stakeholder engagement and management of concerns related to tax	Responsible Tax Management Statement, Corporate Website	
GRI 417: Marketing and labelling 2016	417-2	Incidents on non-compliance concerning product and service information and labelling	32	
	417-3	Incidents of non-compliance concerning marketing communications	32	

1. Water consumed and discharged is only tracked at KC2 and DC West, both of which are PUB mandated water efficient buildings. The majority of water withdrawn is subsequently discharged, with water consumption only resulting from the evaporative process in the cooling towers.

GRI Standard		Disclosure	Page number	Level of external assurance
Product and service quality				
GRI 3: Material topics 2021	3-3	Management of material topics	29-31	
GRI 203: Indirect economic impacts 2016	203-1	Infrastructure investments and services supported	29-31	
	203-2	Significant indirect economic impacts	29-31	
GRI 416: Customer health and safety 2016	416-1	Assessment of the health and safety impacts of products and service categories	29-31	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	29-31	
Data and customer privacy				
GRI 3: Material topics 2021	3-3	Management of material topics	31-32	
GRI 418: Customer privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	32	Singtel Group
Responsible procurement				
GRI 3: Material topics 2021	3-3	Management of material topics	32-34	
GRI 308: Environmental assessment 2016	308-1	New suppliers that were screened using environmental criteria	32-34; 100% new suppliers screened	Singtel Group
	308-2	Negative environmental impacts in the supply chain and actions taken	32-34	
GRI 414: Supplier social assessment 2016	414-1	New suppliers that were screened using social criteria	32-34; 100% new suppliers screened	Singtel Group
	414-2	Negative social impacts in the supply chain and actions taken	32-34	
For Our People				
Inclusion and belonging				
GRI 3: Material topics 2021	3-3	Management of material topics	35, 37-41	
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	76, female representation on the Singtel Board and Management Committee: 33% and 27% respectively	Singtel Group
	405-2	Ratio of basic salary and remuneration of women to men	76	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	78	
Talent attraction and development				
GRI 3: Material topics 2021	3-3	Management of material topics	42-46	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	77	Singtel Group
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	47-48	
	401-3	Parental leave	78	
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	77	
	404-2	Programmes for upgrading employee skills and transition assistance programmes	45-46	
Employee safety and health				
GRI 3: Material topics 2021	3-3	Management of material topics	47-48	
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	47	
	403-2	Hazard identification, risk assessment and incident investigation	47	
	403-3	Occupational health services	47	
	403-4	Worker participation, consultation and communication on occupational health and safety	47	

GRI Standard		Disclosure	Page number	Level of external assurance
GRI 403: Occupational health and safety 2018	403-5	Worker training on occupational health and safety	47	
	403-6	Promotion of worker health	47-48	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	48	
	403-8	Workers covered by an occupational health and safety management system	48	
	403-9	Work-related injuries	77-78	Singtel Group
	403-10	Work-related ill health	77	Singtel Group
For Our Community				
Digital empowerment and safety				
GRI 3: Material topics 2021	3-3	Management of material topics	49-56	
GRI 413: Local communities 2016	413-1	Operations with local community engagement, impact assessments, and development programmes	49-56	
	413-2	Operations with significant actual and potential negative impacts on local communities	Nil	

UN Global Compact Principles

Principle	Description	Page reference
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	Singtel Group Human Rights Statement, 33, 39, 60
Principle 2	Make sure that they are not complicit in human rights abuses	
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	Singtel Group Human Rights Statement, 3-34, 39-40, 78
Principle 4	The elimination of all forms of forced and compulsory labour;	
Principle 5	The effective abolition of child labour; and	
Principle 6	The elimination of discrimination in respect of employment and occupation.	
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges;	Singtel Group Climate Statement, Singtel Group Environmental Policy, 14 -27
Principle 8	Undertake initiatives to promote greater environmental responsibility; and	
Principle 9	Encourage the development and diffusion of environmentally friendly technologies.	
Anti-Corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	Singtel Group Anti-Bribery and Corruption Policy, 12, 28, 78

Global System for Mobile Communications Association (GSMA) ESG Metrics for Mobile

Topic	GSMA code	KPI	Alignment	Remark/Page Reference	
				Singtel Singapore	Optus
Environment					
Emissions	GSMAENV-01	**Science-based targets** 1.1a Disclose whether the company has set, or committed to set, near-term science-based target i. Temperature alignment ii. Target approval/ validation status	Stakeholder Capitalism Metrics; TCFD Recommendations; CDSB R01, R02, R03, R04 and R06; SASB 110; Science Based Targets initiative	Please refer to For The Environment chapter on page 15	
		1.1b Disclose whether the company has set a corporate net zero target (covering Scope 1, 2, and 3) i. Net zero target year ii. Target approval/ validation status		Please refer to For The Environment chapter on page 15 i. 2045 ii. Obtained approval of our updated targets by SBTi in December 2023.	
Scope 1, 2 GHG emissions	GSMAENV-02	**1.2a Scope 1 and 2 GHG emissions** i. Scope 1 emissions (tonnes CO_2e) ii. Scope 2 emissions, location-based (tonnes CO_2e) iii. Scope 2 emissions, market-based (tonnes CO_2e) iv. Percentage change in combined Scope 1+2 emissions since last reporting period (%) v. Combined Scope 1+2 emissions per unit total revenue (tonnes CO_2e per SGD)	GRI 305:1-3, TCFD, GHG Protocol (modified); CDP Climate Change	i. 12,094 ii. 96,888 iii. 76,718 iv. 8.9% v. 0.0000241	i. 2,859 ii. 348,715 iii. 213,763 iv. -17.1% v. 0.0000304
		1.2b Scope 3 GHG emissions i. Total Scope 3 emissions (tonnes CO_2e) ii. Scope 3 emissions, by category (tonnes CO_2e)		i. 1,327,363 ii. Please refer to For The Environment chapter on page 20.	i. 479,704 ii. Please refer to For The Environment chapter on page 20.
Energy	GSMAENV-03	**1.3a Total energy consumption** i. Total energy consumption (MWh) ii. Purchased electricity, total (MWh) iii. Purchased electricity, from renewable sources (MWh) iv. Generated electricity consumed by the company, from renewable sources (MWh) v. Total diesel consumption in generators (litres)	RI 302-1; SASB TCTL130a.1 (modified); CDP Climate Change	i. 241,793 ii. 239,691 iii. 30,409 iv. 1,088 v. 65,875	i. 561,938 ii. 552,561 iii. 189,693 iv. 2,329 v. 427,986
		1.3b Network energy consumption i. Total network energy consumed, including core, fixed and mobile networks (MWh) ii. Energy consumed by mobile networks (MWh) iii. Total network energy consumed per unit data (MWh/PB) or subscription (kWh per subscription) iv. Percentage change in network energy intensity (MWh/PB or kWh per subscription) since the last reporting period		i. 204,314 ii. 97,762 iii. 20.2 iv. Data not available for comparison as methodology has been updated	i. 534,541 ii. 346,600 iii. 49.0 iv. -10.0%
Circular Economy	GSMAENV-04	**1.4a Circularity of network equipment** i. Percentage of network equipment decommissioned in the reporting period that was repaired, reused, or sold to another company (%, by units) ii. Percentage of network equipment installed in the reporting period that was reused or refurbished, as a share of total network equipment installed in the reporting period (%, by units)	SASB TC-TL-440a.1 (modified); GRI 306- 3 (modified); GSMA Circularity Targets	i. Data not available ii. Data not available	i. Data not available ii. Data not available
		1.4b Circularity of mobile devices i. Used mobile devices collected through operator takeback schemes in the reporting period as a percentage of new mobile devices distributed directly to customers in the reporting period (%) ii. Percentage of used mobile devices collected through operator takeback schemes in the reporting period that were repaired, reused, or recycled, i.e. diverted from landfill or incineration (%)" iii. Percentage of refurbished, repaired, or used mobile devices distributed to customers for reuse in the reporting period, as a share of all mobile devices distributed directly to customers in the reporting period (%)		i. 3.0% ii. 100% iii. 0%	i. 7.8% ii. 100% iii. 2.1%

Topic	GSMA code	KPI	Alignment	Remark/Page Reference	
				Singtel Singapore	Optus
Circular Economy	GSMAENV-04	**1.4c Circularity of customer premises equipment (CPE)** i. Used CPE collected through operator takeback schemes in the reporting period as a percentage of CPE distributed to customers in the reporting period (%) ii. Percentage of used CPE collected through operator takeback schemes in the reporting period that were repaired, reused or recycled, i.e. diverted from landfill or incineration (%)" iii. Percentage of refurbished, repaired, or used CPE distributed to customers in the reporting period as a share of all CPE distributed to customers in the reporting period (%)	SASB TC-TL-440a.1 (modified); GRI 306- 3 (modified); GSMA Circularity Targets	i. 17.6% ii. 100% iii. 2.6%	i. 15.0% ii. 100% iii. 0%
	GSMAENV-05	**1.5a Electronic waste** i. Total electronic waste generated (tonnes) ii. Percentage of electronic waste reused or recycled, by weight (%)	GRI 306-3 (modified); SASB TC-TL-440a.1 (modified)	i. 1,869.6 ii. 71.4%	i. 1,044.3 ii. 98.0%
Digital Inclusion					
Network Coverage	GSMAINC-01	**2.1 Population covered by mobile network** Percentage of population covered by operator's mobile network breakdown by: 3G, 4G, 5G	ITU Indicator 2.6	4G and 5G: 99.9%	4G – 98.5% 5G – 87.5%
Affordability	GSMAINC-02	**2.2 Device and subscription affordability** a. Retail price of the most affordable smartphone b. Retail price of the most affordable way of purchasing 1GB of data	GSMA Methodology	a. Oppo A6 Pro ($399 standalone price with plan sign-up) b. Mobile Access for Seniors Plan: 5GB for S$5.10	a. Motorola moto g56 5G: AU$298.80 total (or AU$8.30/month over 36 months) b. Prepaid SIM: Flex Plus - 10GB for A$13
Digital Skills	GSMAINC-03	**2.3 Digital skills programme** Number of people (excluding employees) who have completed a basic, intermediate or advanced digital skills training programme divided by total subscribers	ITU Digital Skills Toolkit	0.0038	0.0093
Digital Integrity					
Data Protection	GSMAINT-01	**3.1 Customer data incidents** a. Number of data breaches, per million subscribers b. Percentage of data breaches involving PII c. Number of customers affected, per million subscribers d. Number of regulatory actions for data protection violations (e.g. marketing related complaints, data breaches), per million subscribers	SASB TC-TL-230a.1 (modified)	a. 2.0 per million subscribers b. 88.9% c. 21.8 per million subscribers d. 0	a. 0.000076 b. 100% c. 0.000271 d. 1
Digital Rights	GSMAINT-02	**3.2 Digital rights policy** Is there a policy specifically covering digital rights protection and transparency, privacy, freedom of expression, government mandates to shut down or restrict access, and/or government requests for data? (yes/no)	2020 Ranking Digital Rights Corporate Accountability Index	Yes	Yes
Online Safety	GSMAINT-03	**3.3 Online safety measures** Do you have controls or programmes in place to improve online safety for children and other vulnerable groups? (yes/no)		Yes. Please refer to the Singtel Group Human Rights Statement and "Digital empowerment and safety"	
Supply Chain					
Sustainable Supply Chain	GSMASUP-01	**4.1 Sustainable procurement policy** a. Do you have a sustainable procurement policy in place? (yes/no)		Yes. Please refer to the Singtel Group Responsible Procurement Policy.	
		4.1b If yes, how many of the following elements does it cover? a. Organisational governance b. Human rights c. Labour practices d. Environment e. Fair operating practices f. Consumer issues g. Community involvement and development	ISO 20400:2017	All	All
	GSMASUP-02	**4.2 Supplier assessment** a. Percentage of suppliers screened against the sustainable procurement policy using company defined and documented assessment procedure, within the previous two years	GRI 308-1; GRI 414-1 (partially)	Percentage of suppliers screened against the Supplier Code of Conduct: 0.79%	Data not available
		b. Percentage of suppliers assessed against the sustainable procurement policy through site visits, within the previous two years		Data not available	Percentage of supplier audits (including audits through JAC): 15.38%

IFRS S2 Industry-based Guidance Metrics and Sustainability Accounting Standards Board (SASB) Index

Telecommunication Services

Topic	SASB code	Accounting metric	Remarks / Page reference	
			Singtel Singapore	Optus
Industry-based Guidance on implementing Climate-related Disclosures, Volume 59, Telecommunication Services Disclosure requirement				
Environmental Footprint of Operations	TC-TL-130a.1	(1) Total energy consumed, (2) percentage grid electricity (3) percentage renewable	(1) 870,454 (2) 99.1% (3) 13.1%	(1) 2,022,978 (2) 98.3% (3) 34.2%
Managing Systemic Risks from Technology Disruptions	TC-TL-550a.1	(1) System average interruption duration, (2) system average interruption frequency and (3) customer average interruption duration[1]	Singtel submits quarterly reports to IMDA on the quality and performance of key services against Quality of Service (QoS) standards regulated by IMDA. These services include Fixed Network Telecommunication, Broadband Access, Mobile Broadband and Fibre Connection. Refer to IMDA's Quality of Service Reports.	Optus does not measure these specified metrics. It submits quarterly reports on network performance to the Risk Management Committee.
	TC-TL-550a.2	Discussion of systems to provide unimpeded service during service disruptions	Singtel networks have a robust Business Continuity Management (BCM) programme which are audited and ISO 22301 (BCMS) certified. On annual basis, the team conducts risk assessment across various areas including process, people, infrastructure, supply chain and others. Necessary mitigation measures are put in place to reduce the impact and ensure the continuity of critical services when a disruption happens. There are also guidelines in place for internal and external communication, as necessary. In addition, the team conducts regular business continuity exercises to validate the effectiveness of business continuity solutions and familiarise with the roles and responsibilities when disruption occurs.	Optus designs its network to enhance resilience through design and deployment of redundant platforms and systems. This manifests through: • Physical and functional redundancy on core switching nodes • Alternative transmission and fibre routing (transmission 'rings') • Backup power systems including battery systems and generators • Mobile networks that have overlapping coverage and multiple technology layers (4G and 5G) • Deployment of temporary telecommunication solutions during major outage events (SATCAT and cells on wheels) Optus has also established ITIL processes dealing with incidents, problems and change management to support proactive responses to network and customer impacting events.
Activity Metrics	TC-TL-000.A	Number of wireless subscribers[2]	4,496,000	10,722,000
	TC-TL-000.B	Number of wireline subscribers[3]	903,300	1,016,927
	TC-TL-000.C	Number of broadband subscribers[4]	686,000	1,305,000
	TC-TL-000.D	Network traffic	10,100 Petabytes	10,914 Petabytes
Additional SASB Standards for Telecommunication Services				
Data Privacy	TC-TL-220a.1	Description of policies and practices relating to targeted advertising and customer privacy	Refer to Singtel Data Protection Policy.	Refer to Optus Privacy Policy.
	TC-TL-220a.2	Number of customers whose information is used for secondary purposes	Singtel does not have these specified metrics. The Singtel Data Protection Policy describes the customer information we collect and how we use it.	Optus does not have these specified metrics. Optus Privacy Policy describes the customer information Optus collects and how Optus uses it.
	TC-TL-220a.3	Total amount of monetary losses as a result of legal proceedings associated with customer privacy[5]	No fines or non-monetary sanctions were imposed on Singtel.	No fines or non-monetary sanctions were imposed on Optus.
		(1) Number of law enforcement requests for customer information, (2) number of customers whose information was requested, (3) percentage resulting in disclosure	Singtel does not disclose unless required by law.	Optus reports annually to the Australian Communications and Media Authority (ACMA) on disclosures of personal information, which occurs under specific sections of the Telecommunications Act 1997 or the Telecommunications (Interception and Access) Act 1979. Optus does not publicly disclose or publish the number of disclosures made.

1. Note to TC-TL-550a.1 – Disclosure shall include a description of each significant performance issue or service disruption and any corrective actions taken to prevent future disruptions.
2. Note to TC-TL-000.A – Wireless subscribers are defined as those customers that contract with the entity for mobile services, which include cellular phone service and/or wireless data service.
3. Note to TC-TL-000.B – Wireline subscribers are defined as those customers that contract with the entity for fixed line phone services.
4. Note to TC-TL-000.C – Broadband subscribers are defined as those customers that contract with the entity for fixed line cable and internet services, which include WiFi connections.
5. Note to TC-TL-220a.3 – The entity shall briefly describe the nature, context and any corrective actions taken because of monetary losses.

Telecommunication Services

Topic	SASB code	Accounting metric	Remarks / Page reference	
			Singtel Singapore	Optus
Data Security	TC-TL-230a.1	(1) Number of data breaches, (2) percentage that are personal data breaches (3) number of customers affected[6]	(1) 9 (2) 88.89% (3) 98	(1) 54 (2) 100% (3) 346,701
	TC-TL-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cyber security standards	Please refer to "Data and customer privacy" (pages 32 – 33) for further details.	
Product End-of-life Management	TC-TL-440a.1	(1) Materials recovered through take-back programmes, percentage of recovered materials that were (2) reused, (3) recycled, and (4) landfilled	(1) 197 (2) 1.0% (3) 93.0% (4) 0%	(1) 41 (2) 59.3% (3) 40.7% (4) 0%
Competitive Behaviour & Open Internet	TC-TL-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations[7]	Nil	Nil
	TC-TL-520a.2	Average actual sustained download speed of (1) owned and commercially-associated content and (2) non-associated content	Singtel does not have these specified metrics, but publishes network speed on its website, presented as a range of speed for 'Stationary' state and 'Mobility' state.	Optus does not have these specified metrics.
	TC-TL-520a.3	Description of risks and opportunities associated with net neutrality, paid peering, zero-rating, and related practices	Singtel complies with IMDA's Net Neutrality Policy and does not measure these specified metrics.	Optus does not have these specified metrics.

6. Note to TC-TL-230a.1 – The disclosure shall include a description of corrective actions implemented in response to data breaches.
7. Note to TC-TL-520a.1 – The entity shall briefly describe the nature, context and any corrective actions taken because of monetary losses.

Software and IT Services

Topic	SASB code	Accounting metric	Remarks / Page reference NCS
Industry-based Guidance on implementing Climate-related Disclosures, Volume 58, Software & IT Services Disclosure requirement			
Environmental Footprint of Hardware Infrastructure	TC-SI-130a.1	(1) Total energy consumed, (2) percentage grid electricity (3) percentage renewable	(1) 48,744 GJ (2) 77.7% (3) 43.6%
	TC-SI-130a.2	(1) Total water withdrawn (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Refer to Singtel Group SR2026 Environmental Performance Table for details on NCS water consumption.
	TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data centre needs	Refer to NCS Sustainability Progress Report pages 19-26 on how NCS is integrating environmental consideration in data centres and IT services.
Managing Systemic Risks from Technology Disruptions	TC-SI-550a.1	Number of (1) performance issues and (2) service disruptions; (3) total customer downtime[8]	NCS is committed to maintaining robust continuity capabilities that provide confidence to clients, partners and stakeholders. Aligned with ISO 22301:2019, the BCM framework encompasses governance, risk and impact assessments, continuity planning and testing and provides clear guidance and a unified structure across all business functions, supporting consistency and integration with our enterprise wide risk management practices. NCS maintains structured plans to ensure continuity of essential operations by assessing risks and preparing for a range of disruptive events.
	TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	
Additional SASB Standards for Software & IT Services			
Data Privacy and Freedom of Expression	TC-SI-220a.1	Description of policies and practices relating to targeted advertising and user privacy	Refer to NCS Sustainability Progress Report page 36 on NCS data protection and governance approach.
	TC-SI-220a.2	Number of users whose information is used for secondary purposes	Refer to NCS Sustainability Progress Report page 36.
Data Security	TC-SI-230a.1	(1) Number of data breaches, (2) percentage that are personal data breaches (3) number of users affected[11]	Refer to NCS Sustainability Progress Report page 36.
	TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cyber security standards	Refer to NCS Sustainability Progress Report page 36.
Recruiting and Managing a Global, Diverse & Skilled Workforce	TC-SI-330a.1	Percentage of employees that require a work visa[12]	Refer to NCS Sustainability Progress Report pages 48-62 on how NCS invests in its people by cultivating a strong culture, developing capabilities, and creating opportunities for growth. Refer to Singtel Group Sustainability Report People Performance Table for detailed disclosures.
	TC-SI-330a.2	Employee engagement as a percentage[13]	
	TC-SI-330a.3	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) technical employees, and (d) all other employees[14]	
Intellectual Property Protection and Competitive Behaviour	TC-SI-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations[15]	No known cases during the year.

8. Note to TC-SI-550a.1 – Disclosure shall include a description of each significant performance issue or service disruption and any corrective actions taken to prevent future disruptions.
9. Note to TC-SI-000.B – Data processing capacity shall be reported in units of measure typically tracked by the entity or used as the basis for contracting software and IT services, such as Million Service Units (MSUs), Million Instructions per Second (MIPS), Mega Floating-Point Operations per Second (MFLOPS), compute cycles, or other. Alternatively, the entity may disclose owned and outsourced data processing needs in other units of measure, such as rack space or data centre square footage. The percentage outsourced shall include on-premise cloud services, those that are hosted on public cloud, and those that are residing in colocation data centres.
10. Note to TC-SI-000.C – The percentage outsourced shall include on-premise cloud services, those that are hosted on public cloud, and those that are residing in colocation data centres.
11. Note to TC-SI-230a.1 – The disclosure shall include a description of corrective actions implemented in response to data breaches.
12. Note to TC-SI-330a.1 – The disclosure shall include a description of any potential risks of recruiting employees that require a work visa, and how the entity manages these risks.
13. Note to TC-SI-330a.2 – The disclosure shall include a description of method employed.
14. Note to TC-SI-330a.3 – The entity shall describe its policies and programmes for fostering equitable employee representation across its global operations.
15. Note to TC-SI-520a.1 – The entity shall briefly describe the nature, context and any corrective actions taken because of monetary losses.

Key memberships and collaborations

1.	Agency for Integrated Care (AIC)
2.	Australian Business and Community Network (ABCN)
3.	Business for Societal Impact (B4SI)
4.	CDP Supply Chain
5.	Centre for Liveable Cities
6.	Global System for Mobile Communications Association (GSMA)
7.	Infocomm Media Development Authority (IMDA)
8.	KARI Foundation
9.	National Council of Social Service (NCSS)
10.	National Environment Agency (NEA)
11.	National Sustainable Procurement Roundtable
12.	National Parks Board (NParks)
13.	Redflow
14.	SG Enable
15.	SGTech
16.	Singapore Business Network on DisAbility (SBNoD)
17.	Singapore Business Federation (SBF)
18.	Singapore Standardisation Programme
19.	Union of Telecom Employees (UTES)
20.	United Nations Global Compact (UNGC)
21.	UN Global Compact Network Singapore (UNGCNS)
22	NetZeroHub.SG by SBF

FY2026 sustainability accolades

1. 2025 Community Chest Award – Pinnacle, Charity Platinum, Volunteer Partner and Enabler awards
2. Asia Sustainability Reporting Awards (ASRA) – Top Overall Winner: Platinum – Asia's Best Diversity Reporting; Silver – Asia's Best Community Impact Reporting; Silver – Asia's Best Sustainability Report (Governance); Silver – Asia's Best Climate Reporting; Bronze – Asia's Best Sustainability Report (Large Company)
3. BCA Green Mark Platinum certification for Singtel Shop AMK and Digital InfraCo data centres
4. Friend of Singapore Red Cross Award 2025
5. GoodCompany Best Workplaces to Give Back – Optus ranked 4th
6. GradSingapore 2025 – NCS was recognised among the Top 100 Leading Graduate Employers
7. Great Place to Work® 2026
8. Green Mark for Healthier Workplaces Platinum certification for SingPost Centre, City South and Serangoon Hub offices
9. Influential Brands 2025 & 2026 – Top Employer 2025 & 2026 in the Communication Technology industry
10. National Arts Council – NCS was conferred the Distinguished Patron of the Arts award
11. National Volunteer & Philanthropy Centre – NCS was awarded Company of Good (3 Hearts)
12. SIAS Investors' Choice Awards 2025 – Singapore Corporate Governance Award - Diversity (Winner)
13. Singapore Governance and Transparency Index (SGTI) 2025 – Ranked 3rd among Singapore-listed companies in the General Category
14. Singapore HR Awards 2025 – Best HR Leader; Excellence in Workplace Culture & Engagement (Gold)
15. Universum 2025 – NCS was recognised among the Top 100 Most Attractive Employers in Singapore
16. Workplace Safety and Health Council – NCS received the WSH Performance Award (Silver)

FY2026 sustainability ratings

CDP 2025: • Climate Change : A • Supply Chain : A • Water Security : C
EcoVadis 2026 • Singtel : Platinum (99th percentile) • Singtel Europe : Bronze (83rd percentile)
FTSE4Good 2026: Listed
ISS ESG Corporate Rating 2026: C+ (Prime status)
MSCI ESG Ratings 2026: AA
Sustainalytics ESG Risk Rating September 2025: Low Risk (18th percentile in the Telecommunication Services industry)

KPMG Assurance Statement

Independent Practitioners' Limited Assurance Report

To the Board of Directors of Singapore Telecommunications Limited

Report on the selected Global Reporting Initiative Sustainability Reporting Standards disclosures ("Selected GRI Disclosures") included in Singapore Telecommunications Limited's Sustainability Report for the year ended 31 March 2026

Conclusion

We have performed a limited assurance engagement on whether the Selected GRI Disclosures included in Singapore Telecommunications Limited ("the Company") and its subsidiaries' ("the Group") Sustainability Report for the year ended 31 March 2026 have been prepared in accordance with the Global Reporting Initiative Sustainability Standards ("GRI Standards").

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that the Selected GRI Disclosures as identified in the table below, are not prepared, in all material respects, in accordance with the relevant topic-specific disclosure requirements in the GRI Standards.

Material Topic	GRI Standards	Topic-Specific disclosure	Selected GRI Disclosures		
Energy	GRI 302-1 (2016)	Energy consumption within the organisation	**Indicators**	**GJ (Gigajoules)**	**MWh (Megawatt-hour)**
			Total energy use	3,048,295	846,749
			Electricity use	2,986,490	829,580
			Fuel use	38,027	10,563
			Solar energy use	23,778	6,605
	GRI 302-3 (2016)	Energy intensity	214 GJ / S$million revenue		
	GRI 302-4 (2016)	Reduction of energy consumption	Estimated annual savings from energy reduction initiatives: 10,895 MWh		
Emissions	GRI 305-1 (2016)	Direct (Scope 1) GHG emissions	18,836 tCO_2e		
	GRI 305-2 (2016)	Energy indirect (Scope 2) GHG emissions	Electricity (location-based): 461,145 tCO_2e Electricity (market-based): 296,891 tCO_2e		
	GRI 305-3 (2016)	Other indirect (Scope 3) GHG emissions	Total Scope 3 emissions: 2,200,603 tCO_2e		
	GRI 305-4 (2016)	GHG emissions intensity	Scope 1 and 2 (location-based): 34 tCO_2e/ S$ million revenue; Scope 1, 2 (location-based) and 3 (Total): 188 tCO_2e/ S$ million revenue		
	GRI 305-5 (2016)	Reduction of GHG emissions	Estimated GHG emissions avoided from energy reduction initiatives: 4,380 tCO_2e		
Waste	GRI 306-3 (2020)	Waste generated	Total waste: 67,052 tonnes Waste diverted from disposal: Recycling/Reuse: 65,170 tonnes Waste directed to disposal: 1,882 tonnes		
	GRI 306-4 (2020)	Waste diverted from disposal	Total waste diverted from disposal (Recycling/Reuse): 65,170 tonnes • Recycling/Reuse - Non-Hazardous waste: 392 - Hazardous waste: 2,269 tonnes • Recycling - Construction waste (non-hazardous): 62,509 tonnes - Construction waste (hazardous): 0 tonnes		
	GRI 306-5 (2020)	Waste directed to disposal	Total waste directed to disposal: 1,882 tonnes • Non-Hazardous waste: - Incineration (with energy recovery): 561 tonnes - Landfilling: 529 tonnes • Hazardous waste: - Incineration (with energy recovery): 460 tonnes - Landfilling: 91 tonnes • Construction waste (non-hazardous): - Incineration (with energy recovery): 113 tonnes - Landfilling: 128 tonnes • Construction waste (hazardous): - Incineration (with energy recovery): 0 tonnes - Landfilling: 0 tonnes		

<table>
<tr><th>Material Topic</th><th>GRI Standards</th><th>Topic-Specific disclosure</th><th colspan="4">Selected GRI Disclosures</th></tr>
<tr><td>Water</td><td>GRI 303-3 (2018)</td><td>Water withdrawal</td><td colspan="4">Potable water use: 592,190 m^3
Use of recycled water instead of potable water: 376,151 m^3</td></tr>
<tr><td rowspan="11">Equality, Diversity and Inclusion</td><td rowspan="11">GRI 405-1 (2016)</td><td rowspan="11">Diversity of governance bodies and employees</td><td colspan="4">Female representation on the Singtel Board of Directors: 33%
Female representation on the Singtel Management Committee: 27%</td></tr>
<tr><td>Gender</td><td colspan="3">Female</td></tr>
<tr><td>Operations and Support</td><td colspan="3">41%</td></tr>
<tr><td>Professional</td><td colspan="3">31%</td></tr>
<tr><td>Executive</td><td colspan="3">30%</td></tr>
<tr><td>Top executive</td><td colspan="3">28%</td></tr>
<tr><td>Age Group</td><td>< 30</td><td>30-50</td><td>> 50</td></tr>
<tr><td>Operations and Support</td><td>44%</td><td>43%</td><td>13%</td></tr>
<tr><td>Professional</td><td>18%</td><td>66%</td><td>16%</td></tr>
<tr><td>Executive</td><td>0%</td><td>61%</td><td>39%</td></tr>
<tr><td>Top executive</td><td>0%</td><td>41%</td><td>59%</td></tr>
<tr><td rowspan="2">Workplace Health and Safety</td><td>GRI 403-9 (2018)</td><td>Work-related injuries</td><td colspan="4">Total man hours worked (per million): 40.0
Workplace injury incidence rate (per 1,000 employees): 1.9
Workplace injury frequency rate (per million hours worked): 1.0
- 0.7 (Male)
- 1.5 (Female)
Workplace injury severity rate (per million): 6.3
- 7.1 (Male)
- 4.6 (Female)
High consequence injury rate (per million hours worked): 0
Number of fatalities: 0
Total number of staff injuries: 39 cases</td></tr>
<tr><td>GRI 403-10 (2018)</td><td>Work-related ill health</td><td colspan="4">Number of fatalities: 0</td></tr>
<tr><td rowspan="9">New employee hires and employee turnover</td><td rowspan="9">GRI 401-1 (2016)</td><td rowspan="9">New employee hires and employee turnover</td><td colspan="4">Percentage of new employee hires: 20.4%
Percentage of employee voluntary turnover: 12.9%</td></tr>
<tr><td>Age Group</td><td>< 30</td><td>30-50</td><td>> 50</td></tr>
<tr><td>New hires</td><td>10.3%</td><td>8.8%</td><td>1.3%</td></tr>
<tr><td>Voluntary turnover</td><td>5.0%</td><td>6.0%</td><td>1.9%</td></tr>
<tr><td>Involuntary turnover</td><td>0.8%</td><td>2.6%</td><td>1.1%</td></tr>
<tr><td>Gender</td><td>Male</td><td colspan="2">Female</td></tr>
<tr><td>New hires</td><td>13.2%</td><td colspan="2">7.2%</td></tr>
<tr><td>Voluntary turnover</td><td>8.3%</td><td colspan="2">4.6%</td></tr>
<tr><td>Involuntary turnover</td><td>3.1%</td><td colspan="2">1.4%</td></tr>
<tr><td rowspan="2">Supply Chain</td><td>GRI 308-1 (2016)</td><td>New suppliers that were screened using environmental criteria</td><td colspan="4">100%</td></tr>
<tr><td>GRI 414-1 (2016)</td><td>New suppliers that were screened using social criteria</td><td colspan="4">100%</td></tr>
<tr><td>Governance</td><td>GRI 418-1 (2016)</td><td>Substantiated complaints concerning breaches of customer privacy and losses of customer data</td><td colspan="4">63</td></tr>
</table>

Our conclusion on the Selected GRI Disclosures does not extend to other information including the comparative information for the year ended 31 March 2025 that accompanies or contains the Selected GRI Disclosures and our assurance report (hereafter referred to as “other information”). We have not performed any procedures with respect to the other information.

Basis for conclusion

We conducted our engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information and International Standard on Assurance Engagements (ISAE) 3410, Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibilities under those standards are further described in the "Our responsibilities" section of our report.

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA) and Accounting and Corporate Regulatory Authority (ACRA) *Code of Professional Conduct and Ethics Applicable to Public Accountants and Accounting Entities* (ACRA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies International Standard on Quality Management (ISQM) 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, issued by the IAASB, and Singapore Standard on Quality Management (SSQM) 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*. This standard requires the firm to design, implement and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Purpose and Restriction on use

This report has been prepared for the Board of Directors of the Group for the purpose of providing a limited assurance conclusion on the Selected GRI Disclosures and may not be suitable for another purpose. We disclaim any assumption of responsibility for any reliance on this report, to any person other than the Directors of the Group or for any other purpose than that for which it was prepared.

Our conclusion is not modified in respect of this matter.

Responsibilities for the Selected GRI Disclosures

Management of the Group is responsible for:

- designing, implementing and maintaining internal control relevant to the preparation of the Selected GRI Disclosures such that they are free from material misstatement, whether due to fraud or error;
- selecting suitable criteria for preparing the Selected GRI Disclosures and appropriately referring to or describing the criteria used;
- preparing the Selected GRI Disclosures in accordance with the GRI Standards;
- preventing and detecting fraud and for identifying and ensuring that the Group complies with laws and regulations applicable to its activities;
- selecting the content of the Selected GRI Disclosures, including identifying and engaging with intended users to understand their information needs; and
- supervision of other staff involved in the preparation of the Selected GRI Disclosures.

Those charged with governance are responsible for overseeing the reporting process for the Group's sustainability reporting process.

Inherent limitations in preparing the Selected GRI Disclosures

Non-financial data may be subject to more inherent limitations than financial data, given both its nature and the methods use for determining, calculating, and estimating such data. The precision of different measurement techniques may also vary.

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, evaluation and measurement techniques that can affect comparability between entities and over time.

Greenhouse gas quantification is subject to inherent uncertainty due to the nature of the information and the uncertainties inherent in: (i) the methods used for determining or estimating the appropriate amounts, (ii) information used to determine emissions factors and (iii) the values needed to combine emissions of different gases.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Selected GRI Disclosures are free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Board of Directors of the Group.

Summary of the work we performed as the basis for our conclusion

We exercised professional judgement and maintained professional skepticism throughout the engagement. We designed and performed our procedures to obtain evidence about the Selected GRI Disclosures, that is sufficient and appropriate to provide a basis for our limited assurance conclusion. Our procedures selected depended on our understanding of the Selected GRI Disclosures and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise. In carrying out our engagement, the procedures we performed primarily consisted of:

- Through inquiries, obtained an understanding of the Group’s control environment, processes and information systems relevant to the preparation of the Selected GRI Disclosures, but did not evaluate the design of particular internal control activities, obtain evidence about their implementation or test their operating effectiveness;
- Traced sample of items from the Selected GRI disclosures, to corresponding information in the relevant underlying sources to determine whether all the relevant data elements contained in such underlying sources has been appropriately included in the Selected GRI Disclosures; and
- Performed analytical procedures to understand the year-to-year trends for the Selected GRI Disclosures.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

KPMG LLP

KPMG LLP

Public Accountants
and Chartered Accountants

Singapore

10 June 2026

B4SI Assurance Statement

Overview

SLR Consulting has been asked by Singtel to review its use of the Business for Societal Impact (B4SI) Framework for measuring their Community Investment (CI) data in FY2025/26.

The B4SI Frameworks help businesses to improve the management, measurement, and reporting of their social impact. A combination of three Frameworks covers Community Investment, Social Innovation & Procurement for Social Impact. (See https://b4si.net for more information).

Singtel has been an active member of the B4SI global network since 2014. This is the first time SLR Consulting, as global managers of B4SI, have worked with Singtel to provide limited assurance of its community investment data gathered over the period from 1 April 2025 to 31 March 2026 and the application of the B4SI Community Investment Framework, in accordance with current Guidance. The scope of assurance covers inputs contributed through the company's community investment and the outputs of these activities, where measured[1].

Having conducted our assessment nothing has come to our attention which causes us to believe that the reported data, as stated in the Appendix for this document, does not accurately reflect the B4SI principles. Our work has not extended to an independent audit of the data. In our commentary we identify the main findings of the Assurance process, including the strengths to Singtel's data coverage as well as areas for development regarding alignment of approaches between the Operating Companies (OpCos) where the company can build on learnings from this year. We have further explained our observations in a separate management report.

Commentary

As part of its efforts to ensure a robust application of the B4SI Framework, Singtel has had its CI data assured by B4SI this year. Singtel has demonstrated a strong commitment to rigorous measurement and reporting and continuous improvement in collecting its CI data according to the principles of the Framework.

The data shows a total Group contribution of S$15,500,303. 71.7% was in cash, driven by a large Arts & Culture sponsorship, as well as the re-classification of costs previously reported as management costs.

Of its total contribution, Singtel contributed 60.7% through strategic community investment and 39.0% as charitable gifts. When examining contribution focus, 30.4% of Singtel's total investment was on Social Welfare, followed by Arts & Culture at 26.4% and Education third at 22.3%.

Singtel captures inputs for Singtel Singapore, NCS and Optus, and currently records social outputs for its main community investment programmes. This includes the reach of Singtel's activities aimed at digitally enabling community groups such as migrant workers, seniors and children. The number of such Digitally Enabled individual beneficiaries in FY25/26 amounts to 173,736, of which 156,541 relate to Optus' Digital Thumbprint and Donate Your Data programs. Singtel also leveraged S$ 2,461,537 from other sources and had a Foregone Revenue from Optus' Donate your Data program of S$ 9,101,649.

The definitions used for each measure are backed by the B4SI Framework and are put in practice by the central Social Impact Teams within Singtel and Optus who receive data from various business units. Those central teams then collate and review the contributions annually.

Our review of Singtel's 2025/26 community investment data showed a steady implementation of the B4SI Framework. Future developments could address refining accuracy in volunteering and beneficiaries' data records, as well as aligning approaches to in-kind contributions across OpCos.

Singtel has demonstrated commitment to continuous improvement in its embedding of the B4SI Framework in their operations, consolidating a strong base to continue developing further in the future.

The scope of the statement is limited to the reporting period.

Clodagh Connolly
Global B4SI Director
18 May 2026

Corporate Citizenship – B4SI
https://b4si.net

1. This statement relates to the consolidated Group data, containing Singtel, NCS and Optus. In the following, the term 'Singtel' refers to all three OpCos in the interest of conciseness.

Singtel Group's FY25/26 Community Investment (B4SI Framework)

	Singtel (S$)		NCS (S$)		Singtel incl. NCS (S$)		Optus(A$)		Singtel Group (S$)	
INPUTS										
Total value of contributions (incl. management costs)	**9,482,944**		**639,488**		**10,122,432**		**6,308,353**		**15,500,303**	
Total value of contributions (excl. management costs)	9,181,952		480,286		9,662,237		6,055,057		14,824,173	
HOW - Type of contributions										
Cash	6,632,850	69.9%	251,645	39.3%	6,884,495	68.0%	4,954,591	78.6%	11,108,284	71.7%
Time	660,294	7.0%	228,641	35.8%	888,934	8.8%	1,023,817	16.2%	1,761,738	11.4%
In-kind: contributions of product, equipment, rooms etc.	1,888,808	19.9%	-	-	1,888,808	18.7%	76,649	1.2%	1,954,151	12.6%
Management costs	300,992	3.2%	159,203	24.9%	460,195	4.5%	253,296	4.0%	676,130	4.3%
TOTAL	9,482,944	100%	639,488	100%	10,122,432	100%	6,308,353	100%	15,500,303	100%
WHY - Motivation										
Charitable gifts	3,414,599	37.2%	424,224	88.3%	3,838,823	39.7%	2,278,121	37.6%	5,780,921	39.0%
Community investment	5,767,353	62.8%	56,062	11.7%	5,823,414	60.3%	3,716,512	61.4%	8,991,741	60.7%
Commercial initiatives in the community	-	-	-	-	-	-	60,423	1.0%	51,511	0.3%
TOTAL	9,181,952	100%	480,286	100%	9,662,237	100%	6,055,057	100%	14,824,173	100%
WHAT - Subject focus										
Education	2,141,301	23.3%	213,328	44.4%	2,354,630	24.4%	1,112,753	18.4%	3,303,252	22.3%
Health	-	-	43,425	9.1%	43,425	0.4%	602,025	9.9%	556,651	3.7%
Economic development	-	-	-	-	-	-	158,294	2.6%	134,946	0.9%
Environment	534,766	5.8%	60,546	12.6%	595,313	6.2%	10,450	0.2%	604,221	4.1%
Arts/Culture	2,800,000	30.5%	-	-	2,800,000	29.0%	1,313,900	21.7%	3,920,100	26.4%
Social welfare	1,922,047	21.0%	154,723	32.2%	2,076,770	21.5%	2,845,815	47.0%	4,502,827	30.4%
Emergency relief	-	-	-	-	-	-	11,819	0.2%	10,076	0.1%
Other Support	1,783,836	19.4%	8,263	1.7%	1,792,100	18.5%	-	-	1,792,100	12.1%
TOTAL	9,181,952	100%	480,286	100%	9,662,237	100%	6,055,057	100%	14,824,173	100%
OUTPUTS										
Community Output										
Total number of direct beneficiaries	21,053		10,166		31,219		201,351		232,570	
Thereof Digitally Enabled	16,399		796		17,195		156,541		173,736	
Business Outputs										
Number of hours contributed during company time	15,507		5,385		20,892		11,732.5		32,624.5	
Foregone Revenue	-		-		-		10,676,421		9,101,649	
Leverage										
Employees - payroll giving	80,000		-		80,000		-		80,000	
Employees - other	124,411		18,309		142,721		-		142,721	
Customers	174,620		-		174,620		-		174,620	
Other sources	1,777,973		78,344		1,856,317		243,847		2,064,197	
Total Leverage	2,157,004		96,653		2,253,657		243,847		2,461,537	
Number of hours contributed in own time	5,547		4,428.5		9,975.5		-		9,975.5	

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