



STARHUB



FORGING RESILIENCE FOR THE PATH AHEAD

Sustainability Report 2025

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**50%
Reduction**

in Scope 1 and 2
GHG emissions by 2030

**25%
Reduction**

for selected in-scope
Scope 3 GHG emissions
by 2030

**30%
Renewable
Energy**

use by 2030

NET-ZERO

by 2050

STATEMENT FROM THE BOARD

2025 marked an important year in aligning StarHub's sustainability priorities more closely with our refreshed business strategy, against a backdrop of continued market uncertainty. Following the Board's review, we conducted an updated double materiality assessment and simplified our sustainability framework from four to three pillars. This exercise sharpened our focus on the matters most relevant to long-term value creation, which is consistent with our broader emphasis on business simplification, clearer accountability and execution discipline.

In support of greater transparency, we published our inaugural standalone 2025 Sustainability Report, providing more detailed insights and incorporating key elements of our climate transition plan. This also reflects the Board's commitment to clearer, decision-useful disclosures for stakeholders.

Sustainable Operations

Sustainability considerations continue to be embedded across our operations, risk management and decision-making processes. During the year, we strengthened governance across our value chain through updates to our Supplier Code of Conduct, revisions to our Responsible Sourcing Policy, and the introduction of a Renewable Energy Certificates (RECs) Purchasing Guide, reinforcing clearer Economic, Environment, Social and Governance (EESG) expectations internally and with suppliers.

In 2025, we made continued progress against our Scope 1 and 2 emissions targets, achieving a 22.2% reduction in emissions from our 2021 base year and increasing renewable energy

consumption to 28.7%, keeping us on track towards our 2030 interim net-zero targets.

We recognise that we are currently not on track to meeting our near-term Scope 3 emissions target. These emissions are largely indirect and influenced by factors beyond our direct control, including supplier practices, data quality limitations and downstream customer usage. In response, we have strengthened supplier engagement, prioritised lower-impact solution designs where feasible, and developed a practical Scope 3 decarbonisation roadmap to improve data reliability and integration into procurement and supplier onboarding processes.

People and Partnerships

Our culture continues to support performance and engagement. In 2025, we invested in digital tools, workplace upgrades and well-being initiatives, resulting in improvements across all employee experience drivers year-on-year.

Customer experience remains a strategic priority. We introduced a new blended Engagement and Satisfaction Score to complement Net Promoter Score with customer satisfaction, establishing a broader group-level baseline for overall customer experience measurement.

We also refined our community investment focus to better align with our business capabilities, contributing over \$700,000 in donations and in-kind support and close to 900 volunteering hours, supporting over 3,000 beneficiaries through targeted partnerships in digital inclusion, cybersecurity awareness and youth development.

Responsible Value Creation

Responsible business conduct remains foundational to StarHub's long-term resilience. We continue to uphold a zero-tolerance stance on corruption and bribery and recorded no incidents of corruption or policy breaches in 2025.

We sustained high levels of network availability and resilience, including 100% fibre broadband network availability and over 99.95% mobile broadband service availability, supporting our customers and Singapore's digital economy. Cybersecurity and data protection remain key Board oversight areas, with ongoing organisation-wide training to strengthen risk awareness and safeguard stakeholder trust.

Looking Ahead

In recognition of our progress, StarHub achieved an 'A' leadership rating in CDP's climate change assessment, our highest score to date. The Board remains committed to progressively aligning our disclosures with International Financial Reporting Standards (IFRS) standards, strengthening governance, data quality and investor confidence.

Forging resilience, we continue to exercise strong oversight and work closely with management to ensure sustainability remains integrated with strategy, risk management and value creation, supporting an inclusive and responsible business for the path ahead.

StarHub Ltd Board of Directors
March 2026

STATEMENT FROM THE BOARD

ABOUT THIS REPORT

Reporting Scope and Boundary

Our 15th annual sustainability disclosure, and our inaugural standalone Sustainability Report, present information aligned with StarHub's financial reporting period from 1 January to 31 December 2025 (2025). The report covers information on StarHub and all our subsidiaries - collectively referred to as "StarHub Group" or "the Group" as listed in the financial statements in StarHub Annual Report 2025.

Except for greenhouse gas (GHG) emissions and related data, our EESG data as well as targets published in this report covers StarHub Ltd and wholly-owned subsidiaries, namely StarHub Cable Vision Ltd, StarHub Mobile Pte Ltd, StarHub Online Pte Ltd and JOS (SG) Pte Ltd. Data collection and target setting are in progress for other subsidiaries and will be reported as soon as practicable in future reports.

For GHG emissions and related data, StarHub consolidates and reports the data and our progress against targets based on the operational control approach, which covers the StarHub Group. For more details on our GHG emissions consolidation approach and reporting boundary, refer to pages 60 - 63.

Reporting Standards and Framework

Our report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021 and outlines our sustainability practices with reference to the primary components of the Singapore Exchange Securities Trading Limited (SGX-ST) Mainboard Listing Rules 711B and 711A for the preparation of annual sustainability report. Consistent with previous years, our report includes disclosures recommended by the Sustainability Accounting Standards Board (SASB), based on Telecommunications Services (Industry Standard, Version 2023-12).

In support of our transition to the latest IFRS Disclosure Standards, we conducted a detailed gap analysis in 2025 to assess alignment with the International Sustainability Standards Board (ISSB) requirements and to identify improvement areas within a practical timeline for compliance in Singapore.

We remain committed to the Sustainable Development Goals (SDGs) and our contributions towards UN's SDGs are detailed within this report (see pages 65 - 66). References to the ISSB Content Index, GRI Content Index, and SASB Content Index are set out at pages 67 - 74.

Internal Review and External Assurance

Our sustainability reporting process is subject to an internal review cycle governed by an audit plan, with the last review conducted in 2023. Reviews will continue in subsequent years following this plan. Additionally, selected sustainability disclosures undergo external assurance to enhance the credibility and reliability of reported metrics. The assurance scope of work and conclusion can be found in the Independent Limited Assurance Report on pages 75 - 80.

Feedback

We appreciate your feedback on our Sustainability Report to help us progress in our sustainability journey. Please address all feedback to sustainability@starhub.com.

SUSTAINABILITY HIGHLIGHTS

SUSTAINABLE OPERATIONS



Awarded 'A' leadership
score for CDP Climate Change 2025



Achieved our two sustainability-linked KPIs established for all C-Suite and key Management staff:

- Reduced Scope 1 and 2 GHG emissions by 22.2% relative to 2021
- Attained 28.7% renewable energy share of total electricity consumption



Ensured 100% of all new suppliers onboarded during the year had completed the self-assessment questionnaire



Supported our local economy, where **72% of our suppliers are local enterprises** accounting for about **87% of our total procurement spend**

PEOPLE & PARTNERSHIPS



Recognised for Excellence in HR Communication Strategy (Bronze) by HR Excellence Awards 2025



Invested \$1.3 million in staff training and development courses with 96% employee participation, contributing over 16,300 learning hours



Female representation on the Board stood at 36%, exceeding our target of 25%



Contributed more than \$700,000 in cash donations and in-kind sponsorships, supporting less privileged community members through our community impact engagements, with close to over 900 employee volunteering hours reaching out to over 3,000 beneficiaries in the year alone

RESPONSIBLE VALUE CREATION



Zero substantiated complaints concerning breaches of customer privacy, theft, loss of customer data, or critical information within StarHub's operations



Recognised for corporate governance and transparency best practices by receiving the best possible quality score from ISS



Delivered strong network quality and coverage with >99.95% mobile services availability, serving over 2.2 million mobile subscribers in Singapore



Maintained zero incidents of non-compliance pertaining to internal fraud, corruption, anti-competitive and anti-trust behaviours

AWARDS AND RECOGNITION

ENVIRONMENT

"A" leadership score for CDP Climate Change 2025

MSCI ESG "AA" Rating

Included in **FTSE4Good Index Series**

ISS ESG Corporate "C+" Rating (Prime Status)

EcoVadis' Commitment Badge

SOCIAL

Excellence Award by the People's Association Community Spirit Awards 2025

Charity Silver Award by the Community Chest Awards 2025

Excellence in HR Communication Strategy (Bronze) by the HR Excellence Awards 2025

GOVERNANCE

Recognised in the *Singapore Board Diversity Index 2025* as one of the **15 large-cap SGX-ST listed companies** with exemplary board diversity across four or more of the eight key attributes: gender, age, tenure, independence, culture, international experience, domain knowledge and industry experience

Ranked 44th out of 467 SGX-ST listed companies in the *Singapore Governance and Transparency Index 2025*

PRODUCT AND SERVICE QUALITY

Opensignal's Singapore Mobile Network Experience Awards (December 2025)

Winner of Overall Experience for Video Experience and Download Speed Experience

Joint winner of 5G Experience for 5G Upload Speed and 5G Video Experience

Joint winner of Coverage for Availability for Time on Network

Joint Winner in the Connectivity

– Telecommunications category by *Singapore Business Review Technology Excellence Award 2025*

Winner of Team of the Year

Financial Technology category and Telecommunications category by *Singapore Business Review Management Excellence Award 2025*

Winner for Telco of the Year Award

and Outstanding AI Project or Solution Award by *Enterprise Tech Awards 2025*

Recognised as the Singaporean MVNO Customer Value Leadership (eight) by *Frost & Sullivan 2025*

Winner, Operational Excellence Leader (giga!) by *The Fast Mode Award 2025*

Best Fibre Broadband Service Provider (MyRepublic) by the *HardwareZone Tech Awards 2025 Readers' Choice*

SUSTAINABILITY AT STARHUB

SUSTAINABILITY FRAMEWORK

StarHub aims to embed sustainability into how we build, run and grow our digital infrastructure and network solutions. We remain dedicated to fostering innovation and strengthening resilience to support sustainable performance over the long term.

In 2025, alongside our materiality assessment, we undertook a strategic revision of our sustainability framework to enhance alignment between material topics and business priorities, while streamlining our approach. Aimed at reducing complexity, breaking down silos and fostering better integration among related functions, our revised and simplified sustainability pillars continue to underpin our ongoing efforts in creating long-term value for our business, people and the wider ecosystem partnerships. To ensure the success of our sustainability strategy, we have defined targets, goals, and Key Performance Indicators (KPIs) under the respective pillars. These metrics provide a clearer roadmap for our efforts and enables us to track our progress more effectively.

OUR AMBITION:

EMBEDDING SUSTAINABILITY INTO HOW WE BUILD, RUN AND GROW OUR DIGITAL INFRASTRUCTURE AND NETWORK SOLUTIONS

Our sustainability framework

prioritises our approach and efforts to create long-term value for our business, people and ecosystem partnerships



SUSTAINABLE OPERATIONS

Driving decarbonisation and operational resilience

We are accelerating our climate transition while strengthening operational discipline across our value chain. By improving energy efficiency, managing emissions and embedding sustainability criteria into procurement, we reduce environmental impact and enhance long-term, resilient growth.

This pillar supports energy and cost optimisation, supply chain reliability and regulatory readiness.



PEOPLE & PARTNERSHIPS

Strengthening trust and shared progress

Our people, customers and communities are central to our long-term success. We invest in workforce capability and well-being, enhance customer experience and contribute to meaningful inclusion across the communities we serve.

By fostering inclusive growth and strong partnerships, we reinforce trust and the social license to operate.



RESPONSIBLE VALUE CREATION

Enabling secure, innovative and accountable growth

We deliver trusted connectivity and digital solutions grounded in strong governance and operational efficiency. Through robust cybersecurity, reliable network performance and continued innovation, we create enduring value for our stakeholders.

Responsible value creation ensures that growth is secure, ethical and sustainable over the long term.

SUSTAINABILITY AT STARHUB

SUSTAINABILITY GOVERNANCE

Supplementing our corporate governance framework, practices and policies outlined in the Corporate Governance Report within our Annual Report, this section reflects the Sustainability Governance in line with the Board duties and its delegation to the principal Board Committees to assist the Board in the discharge of its functions. For more details on our Board matters, including information on the Board Committees, composition and competency, refer to the Corporate Governance section of our StarHub Annual Report 2025.

THE BOARD

- Approves StarHub's Sustainability Report
- Ensures alignment of the Sustainability framework to the overall business strategy
- Exercises oversight on sustainability and climate-related considerations into strategic formulation, performance objectives, and target setting

RISK AND SUSTAINABILITY COMMITTEE (RSC)

- Comprises three independent directors, the executive director (being the Chief Executive), and one co-opted member, tasked with specific oversight of sustainability and climate-related matters
- Ensures adherence to regulatory requirements and other global reporting standards
- Reviews and endorses the Sustainability framework and materiality assessment, including managing the material ESG matters (including for climate-related risks and opportunities) and monitoring the performances correspondingly
- Manages and reports to the Board on all Sustainability-related matters

MANAGEMENT RISK COMMITTEE (MRC)

- Comprises three members of the Executive Committee (namely Chief Financial Officer, Chief People, Organisation and Communications, and Chief Information Security Officer) and three members of the Management Committee (namely General Counsel, Head of Government and Strategic Affairs and Head of Sustainability)
- Assumes an advisory role in overseeing the implementation of the Group's enterprise risk management programme, including environment and climate change risk as one of the top risks identified
- Maintains oversight on material sustainability matters, alongside other key issues such as cybersecurity, data ethics and governance
- Updates the RSC on matters pertaining to oversight, assessment and implementation of organisational resilience and ensures timely actions and decisions are taken to address key issues

SUSTAINABILITY ADVOCATES

- Comprises working-level committee members across divisions and teams responsible for developing, implementing, and coordinating sustainability-related programmes and initiatives

SUSTAINABILITY AT STARHUB

Board and Board Committees

At StarHub, sustainability is embedded within our governance framework, reflecting its role as a strategic priority for the Group. The Board provides overarching direction for the Group's long-term success and is responsible for overseeing StarHub's sustainability strategy and reporting.

To assist the Board, the RSC oversees responsibilities for StarHub's sustainability vision, strategy, initiatives, policies and practices, and monitors the integration of sustainability considerations – including climate-related risks and opportunities – into StarHub's business strategy and risk framework.

The RSC comprises three independent directors namely Ms Nayantara Bali (Chairman), Mrs Deborah Ong and Mr Han Kwee Juan, together with the executive director, StarHub Chief Executive Mr Nikhil Eapen, and one co-opted member, Mr Ravinder Singh.

In 2025, the RSC held four meetings in total. Three of the meetings included discussions on key sustainability priorities, including, but not limited to:

- Global themes and market trends as relevant to StarHub
- Refreshed material ESG topics, including an update to our CSR charter
- Progress updates on StarHub's emissions reduction and performance against our net-zero targets, which are SBTi-approved earlier in 2023

- Renewable energy landscape and practical measures to reduce Scope 2 emissions
- Supplier engagement roadmap as part of StarHub's sustainability supply chain management

Key sustainability insights from these RSC meetings are regularly communicated to the Board, ensuring informed oversight and strategic alignment.

In addition, other Board Committees such as the Audit Committee (AC), Nominating and Governance Committee (NGC), and Organisation Development and Compensation Committee (ODCC) provide additional board oversight and governance support on critical areas such as control assessments, Board's effectiveness, sustainability-linked compensation framework, among other responsibilities.

ESG-Integrated Performance Management

At the beginning of 2024, the ODCC approved two sustainability-linked KPIs related to our emissions reduction and renewable energy consumption targets. These two KPIs were incorporated in our StarHub Performance Share Plan 2024 (PSP)¹ and continued to take effect from 1 January 2024 for all C-suite and key Management employees.

Building Sustainability Expertise and Capabilities

The Board recognises that a diversity of expertise and perspectives is essential to effectively address the broad spectrum of ESG-related risks, opportunities, and emerging challenges. To remain effective and forward-looking, continuous learning and capability building are integral to our governance approach.

In 2025, our Board of Directors attended various training courses focused on real-world applications of Artificial Intelligence (AI), as well as Design Thinking and Culture & Governance, which explored ways of embedding The StarHub Way across people, process and culture.

To complement formal training, the Company Secretaries and the Management Committee provide regular updates to the Directors during Board meetings, as well as through emails and the Board Portal. These updates encompass key industry technology, legal, regulatory, accounting and sustainability developments that may affect the Group.

Sustainability is a dynamic, multidisciplinary field, and the Board recognises the importance of staying informed and adaptable in this rapidly evolving landscape. By continuously building their knowledge and skills, Directors remain capable of providing robust oversight and guiding the Group's long-term strategy.

¹ StarHub Performance Share Plan (PSP) serves as a long-term incentive to motivate key management staff to align their interests with StarHub's sustainability commitments and foster continual achievements. For more information about our PSP, refer to the Corporate Governance Report in StarHub Annual Report 2025. For more details of our sustainability-linked KPIs, refer to the Climate Transition chapter on pages 15 - 22.

SUSTAINABILITY AT STARHUB

STAKEHOLDER ENGAGEMENT

Collaborating with stakeholders and understanding their perspectives is essential to shaping and advancing StarHub's long-term sustainability goals. Consistent and effective stakeholder engagements enable us to identify emerging opportunities, address potential challenges, and refine our priorities to align with stakeholder expectations.

Our engagement focuses on stakeholder groups most affected by our operations and those with significant influence on our business. Insights gathered from these interactions help us determine material ESG topics and guide the development of initiatives that strengthen our sustainability performance and impact.

For more details on stakeholder engagement methods, frequency, ESG issues raised, and StarHub's responses, please refer to our appendices on pages 56 - 57.



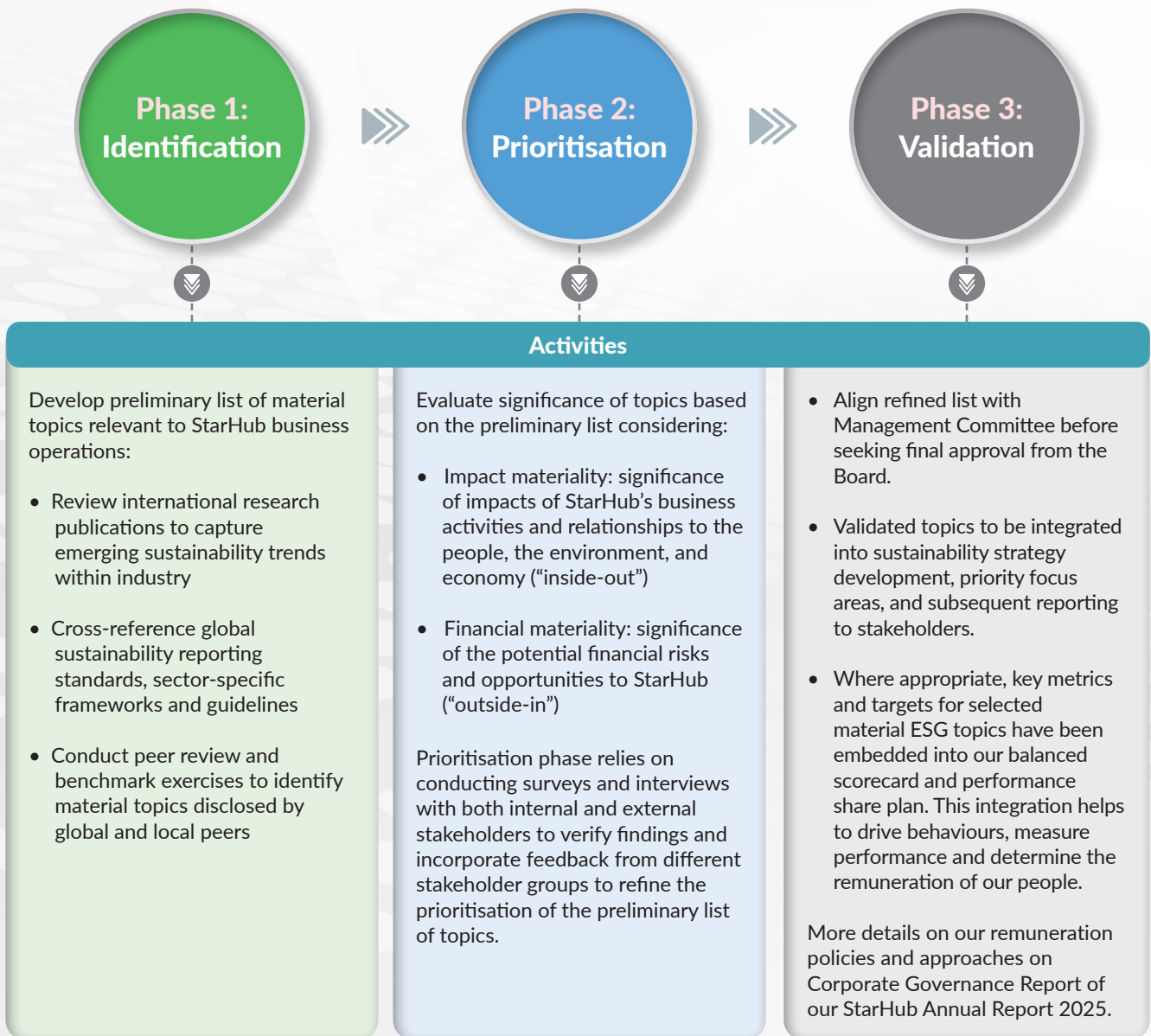
SUSTAINABILITY AT STARHUB

MATERIALITY ASSESSMENT

In line with our organisation-wide strategy review, we conducted a formal double materiality assessment (DMA) in 2025 to ensure our sustainability strategies and reporting approach comprehensively address both the financial impacts of sustainability-related risks and opportunities on our business, as well as the broader environmental and social impacts of our operations.

Besides ensuring our material matters remain relevant, this assessment reinforces our commitment to aligning with the ISSB requirements by identifying material matters beyond climate change and evaluating their financial relevance. This exercise enables us to prioritise matters that are most significant to our stakeholders and regulatory obligations, thereby strengthening the relevance and usability of our disclosures.

Our DMA was conducted following a structured three-step process:



Adopt a "Double Materiality" approach that considers both impact materiality ("inside-out") and financial materiality ("outside-in") perspectives

SUSTAINABILITY AT STARHUB

The DMA reaffirmed the ongoing business relevance of several existing material ESG matters, while also introducing emerging issues of importance to StarHub. The final list of material matters is classified as either “**Foundational**” or “**Strategic**”, based on the nature and relevance to our business operations, strengthening the alignment between material topics and business priorities.

Foundational topics underpin operational integrity and compliance, ensuring resilience and risk management. These include matters such as Climate Transition and Ethical Business Practices. Strategic matters, on the other hand, are those that drive long-term value creation, competitive advantage, and stakeholder trust – such as Customer Experience, Cybersecurity and Innovation. With this clarity, we allocate resources more effectively, prioritising initiatives that drive business growth while upholding strong governance and operational standards.

Foundational

Core business areas which underpin our ability to create long-term value for our business, people, economy and the environment, while complying with regulations as a sustainable organisation.



Climate Transition



Sustainable Supply Chain Management



People and Workforce Resilience



Ethical Business Practices

Strategic

Focus areas which shape long-term business value, competitiveness and stakeholder trust for StarHub. These areas are strongly associated with StarHub’s growth, strategy and business differentiation in the market.



Customer Experience



Community Impact (including digital inclusion)



Cybersecurity



Innovation



Network Quality & Coverage Management

SUSTAINABILITY AT STARHUB

GOALS AND TARGETS

In shaping our sustainability agenda, StarHub sets targets for our material matters that reflect our group-wide strategic direction and stakeholder priorities. Throughout 2025, we have progressed towards our sustainability ambitions in alignment with the Paris Agreement, while remaining responsive to the shifting global policy landscape and economic challenges.

Political headwinds may have slowed the global momentum around sustainability, but in Singapore, regulators remain committed and have taken a measured stance in adopting a phased approach for IFRS climate-related disclosure requirements. These developments underscore the need for clarity and consistency in corporate action. As a Singapore-based homegrown technology company, we remain agile and aligned with Singapore’s climate strategy despite these shifts.

Our key climate-related targets, which were validated by the SBTi in November 2023, serve as a foundation for our climate action efforts. These targets, for 2025 and beyond, and our performance disclosures are aligned with IFRS S2 climate-related disclosure requirements and CDP (formerly Carbon Disclosure Project) recommendations. Additional targets for our new 2025 material topics – *Customer Experience* and *Community Impact* – are also detailed in their respective sections of this report.







Material Topic	2025 performance against existing key targets	2025 Progress	Key targets for 2026 and beyond
FOUNDATIONAL TOPICS			
Climate Transition	<ul style="list-style-type: none"> Achieved 22.2% reduction in absolute Scope 1 and 2 emissions in 2025 (against 2021 base year) 		<ul style="list-style-type: none"> Reach net-zero by 2050 across the value chain Reduce 50% Scope 1 and 2 absolute emissions by 2030 (against 2021 base year) Reduce 25% of selected in-scope Scope 3 emissions² by 2030 (against 2021 base year)
	<ul style="list-style-type: none"> Increased 19.1% for selected in-scope Scope 3 emissions (against 2021 base year) 		
	<ul style="list-style-type: none"> Increased renewable energy share of total electricity consumption to 28.7% 		<ul style="list-style-type: none"> Increase renewable energy share of total electricity consumption to 30% by 2030
	<ul style="list-style-type: none"> Achieved carbon neutrality for our corporate office and key physical retail shops 		<ul style="list-style-type: none"> Maintain carbon neutrality for our corporate office and key physical retail shops
Sustainable Supply Chain Management	<ul style="list-style-type: none"> All new suppliers onboarded in 2025 have completed the supplier Self-Assessment Questionnaire (SAQ) 		<ul style="list-style-type: none"> Achieve 100% completion rate for supplier SAQ for newly onboarded vendors Integrate ESG risk assessment in our procurement process
People and Workforce Resilience	<ul style="list-style-type: none"> Zero work-related fatalities and major injuries 		<ul style="list-style-type: none"> Maintain zero work-related fatalities and major injuries Ensure at least 25% female representation on the Board within the next two years
	<ul style="list-style-type: none"> Achieved 36% of female representation in our Board (as of December 2025) 		
Ethical Business Practices	<ul style="list-style-type: none"> Zero incidents of non-compliance pertaining to fraud, corruption, anti-competitive and anti-trust behaviours 		<ul style="list-style-type: none"> Maintain zero incidents of non-compliance with local laws and regulations pertaining to fraud, corruption, anti-competitive and anti-trust behaviour. Maintain zero incidents of non-compliance in marketing communications
	<ul style="list-style-type: none"> Zero incidents of non-compliance in marketing communications 		

Legend:

Achieved
 On Track
 Not on Track

² Only emissions from purchased goods and services, capital goods, fuel and energy-related activities, and downstream leased assets are included in scope

SUSTAINABILITY AT STARHUB

Material Topic	2025 performance against existing key targets	2025 Progress	Key targets for 2026 and beyond
STRATEGIC TOPICS			
Customer Experience	<ul style="list-style-type: none"> 41.8 blended Engagement Satisfaction Score (ESS) 		<ul style="list-style-type: none"> Strive to enhance customer satisfaction
Community Impact	<ul style="list-style-type: none"> Contributed over \$700,000 in donations and in-kind sponsorship Collaborated with community partners to provide in-kind sponsorships of our products and services (e.g., mobile devices, broadband and entertainment) 		<ul style="list-style-type: none"> Continue to uplift our community through our digital products and services that supports equitable opportunities for all
Cybersecurity	<ul style="list-style-type: none"> Ensured strict compliance with local regulatory requirements and industry best practices Zero substantiated complaints concerning breaches of customer privacy, theft, loss of customer data or critical information within StarHub's operations 	 	<ul style="list-style-type: none"> Continue to enforce strict compliance with local regulatory requirements and industry best practices and maintain integrity of information systems and customer databases
Innovation	<ul style="list-style-type: none"> Embed innovation in our consumer and enterprise businesses, with 5G connectivity and modern digital infrastructure as key enablers for our people and ecosystem partners 		<ul style="list-style-type: none"> Continue to develop new digital businesses and services to meet customers' changing demands
Network Quality and Coverage Management	<ul style="list-style-type: none"> Achieved more than 99.95% mobile broadband service availability and 100% network availability for fibre broadband services 		<ul style="list-style-type: none"> Maintain 100% network availability for fibre broadband services and achieve more than 99.95% mobile broadband service availability Strive to minimise instances of service disruption

Legend:



Achieved



On Track



Not on Track



SUSTAINABLE OPERATIONS

Driving Decarbonisation and Operational Resilience

- Climate Transition
- Sustainable Supply Chain Management

Reduced Scope 1 and 2 GHG emissions by **22.2%** relative to 2021

Increased renewable energy share of total electricity consumption to **28.7%**

We are accelerating our climate transition while strengthening operational discipline across our value chain. By improving energy efficiency, managing emissions and embedding sustainability criteria into procurement, we reduce environmental impact and enhance long-term resilience.

This pillar supports energy and cost optimisation, supply chain reliability and regulatory readiness.

SUSTAINABLE OPERATIONS



CLIMATE TRANSITION



Despite a tumultuous year of intense geopolitical uncertainty and global temperatures increase, StarHub remains committed to our net-zero by 2050 goal, consistent with Singapore's climate ambition. Guided by our vision as a human-centric technology company, we aim to support our customers and suppliers in their decarbonisation journeys while maintaining our role as responsible stewards of the environment.

UN SDGs supported

- 7 AFFORDABLE AND CLEAN ENERGY
- 9 INDUSTRY INNOVATION AND INFRASTRUCTURE
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION

Key Highlights in 2025

- Reduced Scope 1 and 2 GHG emissions by 22.2% against 2021 base year
- Increased renewable energy share of total electricity consumption to 28.7%
- Met the targets set for our two corporate sustainability-linked KPIs

OUR CLIMATE AMBITION

As climate-related risks and opportunities increasingly influence the operating environment, and regulatory and market expectations continue to evolve, StarHub integrates climate considerations into our business strategy and decision-making processes to support long-term resilience and value creation. The Group has committed to achieving net-zero GHG emissions across our value chain by 2050. This commitment is supported by clearly defined near-term and long-term emissions reduction targets that have been validated by the Science Based Targets initiative (SBTi) and are aligned with the national climate objectives.



StarHub Group commits to reach net-zero GHG emissions across the value chain by 2050



NEAR-TERM TARGETS

- **Scope 1 & 2:** Reduce absolute emissions 50% by 2030 from a 2021 base year
- **Scope 3:** Reduce absolute emissions from purchased goods and services, capital goods, fuel and energy-related activities, and downstream leased assets 25% within the same timeframe



LONG-TERM TARGETS

- **Reduce absolute Scope 1, 2, and 3** GHG emissions 90% by 2050 from 2021 base year



OVERALL NET-ZERO TARGET

SUSTAINABLE OPERATIONS

To deliver on this commitment, we have established a structured transition pathway that translates our climate ambition into a clear and actionable roadmap. The Board oversees StarHub's climate strategy, and management drives for its execution, ensuring transparency and accountability. Delivery is further reinforced through integrating climate-related objectives into management decision-making and sustainability-linked compensation framework for all C-Suite and key management staff.

In the following sections, we describe how this pathway³ sets out our Group's approach to **GHG emissions management**, including the key decarbonisation levers across its operations and value chain. It also outlines how **climate-related risks and opportunities** are identified, assessed, and managed, and how these considerations are integrated into

strategic planning and capital allocation decisions. Our **climate progress** is then tracked against the defined milestones and interim targets, with delivery dependent on factors such as technology availability, regulatory developments, partner and supplier readiness, and evolving customer requirements.

OUR TRANSITION INITIATIVES

GHG Emissions Management

Managing GHG emissions is central to StarHub's climate ambition. In line with the decarbonisation hierarchy, our approach prioritises emissions reduction through reducing the energy consumption and carbon intensity of our operations, followed by offsetting residual emissions.

Scope 1 GHG emissions

Fleet electrification and the transition to refrigerants and fuels of a lower carbon footprint remain key priorities.

Scope 2 GHG emissions

We continue to strengthen the energy efficiency of our wireless mobile and fixed broadband network as part of a broader network energy optimisation roadmap.

Following the 3G network cessation in November 2024, our mobile network achieved an average year-on-year energy saving of 14%, despite continuous growth in 4G and 5G data traffic in 2025. This was driven by upgrades to newer, more energy-efficient base stations and smarter network elements deployment, which enhances network coverage and capacity while enabling 5G network to deliver higher data throughput per unit of energy. At the same time, we have continually simplified and consolidated our networks, reducing overall infrastructure footprint and hence lowering energy consumption.

Beyond the network, we also improve energy efficiency in our owned and managed buildings, with one of our data centres upgraded to energy-efficient LEDs integrated with occupancy sensors and automated dimming controls in 2025. Similarly, our new flagship store at Paragon features energy-efficient LED lighting that delivers cost savings and low maintenance requirements. Our redesigned StarHub Green office, fully renovated by mid-2024 with a focus on sustainability, collaboration and employee wellness, was recognised in 2025 with the BCA Green Mark Platinum for Healthier Workplace.

Driven by our target to achieve 30% renewable energy share of total electricity consumption by 2030, we remain active in exploring additional carbon intensity reduction measures, including on-site solar energy deployment and low-carbon electricity supply. In Singapore, we have secured 12,000 MWh of annual locally produced, biomass-based energy through a five-year PPA with Tuas Power back in 2024. In Malaysia, our subsidiary, Strateq, also signed a three-year subscription (i.e.,

OUR HUBTROOPERS



Our Electric Vehicle Fleet Driving Lower-Carbon Operations

Electrification of StarHub Customer Operations fleet

Our progressive fleet electrification initiative is on track and aligned with the EV ambitions of the Singapore Green Plan.

By streamlining operations and reducing the number of our



Our HubTroopers Powering Service Excellence on the Ground

transportation fleet, we are progressively lowering our Scope 1 fleet emissions in Singapore. As of December 2025, 20% of our transportation fleet in Singapore has transitioned to electric vehicle (EV), including **the Customer Operations fleet, which now runs 100% on electricity**, further enhancing the impact of our decarbonisation efforts.

³ Our climate transition plan assumes the availability of renewable energy resources will align with the Singapore Green Plan 2030 and the progress of the ASEAN Power Grid, which aims to enhance regional power interconnectivity and enable cross-border trade in lower-carbon and renewable electricity across Southeast Asia.

SUSTAINABLE OPERATIONS

from 2025 to 2027) for 6,540 MWh of annual renewable energy under the Tenaga Nasional Berhad (TNB)'s Green Electricity Tariff (GET) Programme. Together, these agreements strengthen

our renewable energy portfolio at the local levels and contribute to meaningful carbon emission reductions across the key markets where we operate.

Complementing our carbon reduction initiatives, we offset our residual Scope 2 emissions through the purchase of unbundled RECs.

StarHub's approach to RECs purchase

The procurement of unbundled RECs remains critical to reduce any residual emissions as it relates to our net-zero journey.

Unbundled RECs can be efficient market-based instrument to scale renewable energy development and catalyse the global energy transition without requiring local access to green power. At StarHub, we consider the instrument as complementary – rather than substitutes – in our approach for direct Scope 2 emissions reductions.

At the same time, we recognise that the instruments may likely

be subject to unintended risks if not managed appropriately. For example, low quality unbundled RECs without proper tracking may run the risks of greenwashing and double counting, leading to the false impressions of decarbonisation efforts.

As such, we have developed an internal **RECs Purchasing Guide** ("Guide") – in line with the requirements stipulated in the Singapore Standard SS 673 Code of Practice for RECs – that provides a governance framework related to the procurement of the instruments for the purpose of reducing the remaining operational gross Scope 2 market-based emissions at StarHub. The Guide

covers our general approach to RECs and the end-to-end process across quantifying reduction needs, selection criteria, and corresponding approvals.

The unbundled RECs purchased for our 2025 emissions reduction followed the framework and rules set out within. Given the rapidly developing landscape in renewables technology generation and global frameworks for carbon accounting and target setting, we will continually review our Guide to ensure it remains adequately robust and fit-for-purpose.

● Scope 3 GHG emissions

Scope 3 emissions represent the largest portion of our overall carbon footprint, primarily arising from our supply chain, downstream leased assets and the use of sold products. While Scope 3 emissions remain the most challenging to manage, we have been steadily advancing decarbonisation initiatives across these areas to drive emission reductions.

To strengthen our efforts, StarHub has refreshed its supply chain roadmap, enabling more structured and effective engagement with priority suppliers. This approach allows us to identify suppliers with the largest emissions impact, segment them based on materiality, risk and decarbonisation maturity, and collaborate on specific emissions reduction initiatives. In parallel, we reassessed our Scope 3 emissions

accounting methodology and enhanced our data collection process to capture more accurate activity-based data, gradually phasing out spend-based and other less precise emissions estimate. These improvements provide clearer insights into our value chain and guide targeted actions to ensure we remain on track against our Scope 3 emissions reduction pathway.

Our Scope 3 decarbonisation journey



SUSTAINABLE OPERATIONS

Climate-Related Risks and Opportunities (CRROs) Management

StarHub maintains an Enterprise Risk Management (ERM) framework and processes that enable proactive management of our top risks, wherein environmental (including climate-related) risks are among the top risks identified for 2025. Beyond risks, climate change may also have the potential to create opportunities arising from physical climate events and the transition to a low-carbon economy.

We recognise the importance of conducting climate scenario analyses for assessing both climate-related risks and opportunities. Where appropriate, they enable us to further refine our mitigation and adaptation strategies and to inform our strategic business planning and resource allocation, ensuring more climate-considerations are embedded across our operations in the short- (2027), medium- (2030) and long-term (2050) time horizons.

In 2025, we focused on updating our quantitative climate scenario analysis to reassess key physical and transition climate-related risks alone. In conducting the 2025 risk assessment, we took into consideration the relevance of industry-based disclosure topics outlined in the ISSB's Industry-Based Guidance on Implementing IFRS S2. For a complete view of our climate scenario analysis, this 2025 risk analysis should be read together with the climate-related opportunities quantified in our 2024 assessment (refer to StarHub Sustainability Report 2024 for more details).

Physical risks modelling analysis

Our physical risk analysis commenced with identifying hazards and assets most relevant to our business, especially for the specific climate conditions in Singapore and Malaysia where we mainly operate in. Through a qualitative analysis, we identified four climate

hazards commonly found in these countries: pluvial floods (due to intense precipitation), coastal floods, riverine floods and heatwaves.

We further identified a subset of assets that are most vulnerable to the range of hazards and critical to our business (e.g., offices, shops, data centres, mobile base stations, among others) with distinct geographical locations. Based on the geographical characteristics of the country and siting of our core business assets, we focused on **heatwave and flooding** as they are expected to pose the largest impacts. We then assessed the highest risk hazards under the best-case or low-emission scenario (RCP2.6) and worst-case or high-emission scenario (RCP 8.5) in our subsequent quantitative modelling.

Flood-related impacts are generally of low significance, driven by the strategic location of assets outside of flood-prone areas. In addition, assets in Singapore benefit from the country's robust drainage infrastructure. As such, the **modelled financial impact driven by flood risks remains low significance**, rising only to medium significance in the extreme RCP scenario in the long-term (2050) time horizon. While the physical risk modelling indicates low flood-related exposure at the portfolio level, we may carry out further on-site assessments to account for any localised events, such as flash floods, that may not be fully captured in a high-level climate risk study.

In contrast, there is an increasing likelihood to extreme heatwaves that may raise cooling loads and lead to higher electricity consumption, thereby driving up the costs for key operating assets. Without any site-specific modifications, such as targeted building retrofits and energy efficiency upgrades to reduce cooling load, **heatwave can potentially cause the highest financial impact** on operating expenditure. **The impact is assessed to be of moderate**

significance under the high-emission RCP 8.5 scenario across all years.

Transition risk modelling analysis

Our transition risk analyses commenced with the identification of climate transition risk that will impact our business the most. Referencing our 2023 evaluation, coupled with our current qualitative assessment, we anticipate carbon pricing to be a key driver to our financial impact analysis. We hypothesise the impact will be felt across most time horizons driven primarily by the pass-through of carbon taxes from fossil-fuel-based electricity generators. As illustrated on the next page, Singapore revised its carbon tax trajectory in 2024 as a strong price signal and impetus for businesses and individuals to reduce their carbon footprint in line with national carbon goals. The tax was further raised to S\$45/tCO₂e with effect from 1 January 2026 for 2026 and 2027, with a view to reaching S\$50-80/tCO₂e by 2030. Against this backdrop, a cautious and practical decarbonisation approach is necessary for Singapore to remain competitive in the long-term as the world transits to a low-carbon future.

Across both scenarios and most time horizons, carbon pricing drives a financial impact of moderate to high significance on operating costs.

- Under the Net Zero scenario, operating costs peak at a high-significance financial impact in 2035, reflecting rising electricity consumption and rapidly increasing carbon prices that drives accelerated decarbonisation.
- Under the Business-as-Usual (BAU) scenario where carbon prices are assumed to increase more gradually, the financial impacts **are likely to be moderate**. Furthermore, slower grid decarbonisation suggests continued



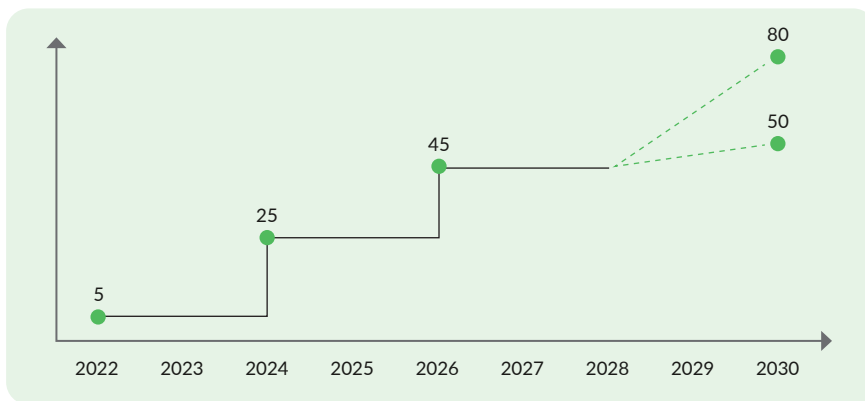
SUSTAINABLE OPERATIONS

reliance on grid electricity may constrain companies' ability to meet internal emissions-reduction targets and stakeholder expectations. As a result, site-specific renewable energy investment under the BAU scenario is likely more motivated by the need to reduce emissions than direct cost avoidance.

On the whole, reducing absolute electricity consumption through energy efficiency initiatives, such as optimising server workloads and cooling systems in data centres, is the key mitigating measure. Increasing the use of renewable energy through on-site solar generation and PPAs, also helps lower the passthrough impact of carbon taxes

from electricity suppliers to StarHub. However, in Singapore where land is scarce and there is inherent high market demand for renewable energy from corporates seeking to meet their own net-zero targets, the financial savings from procuring renewable energy to offset the rising carbon tax may be limited.

Carbon Price (\$ per tCO₂e)



Singapore's revised carbon tax trajectory (Source: National Climate Change Secretariat, Carbon Tax, website accessed 1 Mar 2026)

In view of the evolving market developments and given these modelling outcomes, we will continue our mitigation measures by enhancing energy efficiency while expanding our renewable energy procurement.

The table below outlines the financial impacts from the physical and transition risk assessments for StarHub Group's operations in Singapore and Malaysia.

Climate-related Risks (2025 assessment)

Key Risks	Potential Financial Impact to StarHub Group	Scenario	Significance of Financial Impact Over Time Horizons		
			2027	2030	2050
Physical Risks					
Heatwave risk	<ul style="list-style-type: none"> Higher electricity costs from additional cooling demand 	RCP 2.6 low emissions			
		RCP 8.5 high emissions			
Flood risk (coastal, riverine, pluvial)	<ul style="list-style-type: none"> Higher repair costs for damaged assets Lower revenue due to operational and network disruptions 	RCP 2.6 low emissions			
		RCP 8.5 high emissions			
Transition Risks					
Carbon tax increase	<ul style="list-style-type: none"> Higher operating expenses due to increase in carbon costs and rate of renewable energy adoption 	Net Zero 2050			
		Business-as-Usual (BAU)			

Legend:

Low significance (<\$0.1m potential financial impact)

Moderate significance (\$0.1-5m potential financial impact)

High significance (>\$5m potential financial impact)

SUSTAINABLE OPERATIONS

In summary, our assessment confirms that StarHub’s core business model remains resilient under various climate scenarios, with no fundamental threats to operational viability identified in the current financial year. Accordingly, we do not expect both physical and transition climate risks to have any material effects on our 2025 financial statement disclosures. However, specific climate-related risks modelled – such as exposure to heatwave and carbon tax increase – have affirmed our approaches to climate mitigation strategies and reducing emissions.

Beyond internal operations, **our business model will need to prioritise partnerships with suppliers who demonstrate clear decarbonisation pathways.** By proactively engaging our

supply chain, we further mitigate the risk of diminished customer perception and its potential impact on long-term revenue, hence enhancing the long-term resilience of our infrastructure.

Green Solutions

Besides decarbonising our own operations, StarHub is committed to making innovative and sustainable solutions available for our customers to support them in their decarbonisation journeys.

In 2025, our efforts are directed towards delivering solutions that enhance operational efficiency, customer experience, and cybersecurity. All of which contribute to enabling sustainable and resilient business operations.

These priorities are also in line with our ‘Innovation’ goal, which seeks to empower our customers to accelerate their green transition through access to sustainability-driven technologies and solutions. Further details can be found in the ‘Innovation’ chapter of this report, page 47.

Climate-focused Engagement

Recognising that meaningful climate action requires collective effort, StarHub actively engages with stakeholders on climate-related matters through multiple modes of engagement. This climate-focused engagement complements our broader sustainability stakeholder engagement efforts, which are detailed further in the Appendix of this report, pages 56 - 57.

Mode of Engagement	How We Engage
Dedicated feedback channel	We maintain open lines of communication via a dedicated feedback avenue at sustainability@starhub.com , enabling transparency and open communication on sustainability matters.
Participation in environmental collaborative initiatives	<p>We participate in recognised platforms to benchmark our performance and collaborate with peers on climate action:</p> <ul style="list-style-type: none"> • CDP Climate Change • EcoVadis • GSMA Climate Action • Science-based Target initiative • Singapore Sustainable Finance Association
Public engagements	Through public engagements, including thought leadership forums and panel discussions, we share best practices and advocate for climate mitigation and adaptation efforts across the industry and broader ecosystem.
 <p data-bbox="395 1848 896 1937">Participation in Tuas Power’s announcement regarding the conversion of the Tembusu Multi-Utilities Complex (TMUC) to 100% renewable biomass by 2028.</p>	 <p data-bbox="922 1848 1423 1937">Participation in the 9th ESG and Sustainability Strategy Asia Summit panel discussion.</p>

SUSTAINABLE OPERATIONS

Enablement Beyond Emissions

At StarHub, we believe that environmental stewardship goes beyond emissions reduction of our own carbon footprint. Our holistic approach, which encompasses a broader set of environmental metrics including water conservation, waste management, and circularity, is aimed at minimising our footprint and contributing meaningfully to a regenerative economy.

Enhancing E-waste Longevity, Repairability and Recyclability

We continue to offer the SmartSupport Home service, which provides technical support and a seamless repair-and-return service for household technology, including laptops, smart TVs, and printers. This helps reduce premature disposal and keep hardware functional for as long as possible.

Through our One-for-one take-back and Trade-in services, we empower customers to transition to new technology responsibly. We continue to support the National Environment Agency's (NEA) Extended Producer Responsibility (EPR) scheme through our e-waste collection bin at Tampines Mall, one of our key physical retail

stores to encourage reuse and recycling efforts.

For our enterprise clients, the Enterprise Device Lifecycle Management Programme integrates sustainable leasing with proactive maintenance. This "Green Device Leasing" model maximises the value of mobile assets through coordinated repairs and a guaranteed take-back process, ensuring that end-of-life (EOL) devices are managed responsibly.

For our own operations, we maintain an annual tech refresh exercise to mitigate security risks, ensure software compatibility and support employee productivity. Our SOPs require that

functional hardware be prioritised for refurbishment to prevent unnecessary waste, and that, where replacement is required, new laptops of higher energy efficiency are selected.

In 2025, we continued to drive our dedicated initiative to refurbish decommissioned corporate laptops for community donation. Beyond simply extending the hardware's life, we believe this initiative focuses on social community impact by providing fully restored, high-performance devices to selected underprivileged beneficiaries to ensure equitable opportunities for those who need them most.

OUR CLIMATE PROGRESS AND OUTLOOK

In 2025, we observed a 22.2% decrease in Scope 1 and 2 emissions compared to our 2021 base year, putting us on track to meet our near-term target of 50% reduction in Scope 1 and 2 (market-based) emissions by 2030⁴. The reduction was primarily driven by sustained improvements in energy efficiency across our data centre and network infrastructure, which helped limit the increase in total energy consumption to a marginal 1.6% compared to the previous year despite higher network traffic.

This was further supported by continued progress in reducing carbon intensity via renewable energy procurement. In addition to the 40,882 MWh of renewable energy we secured through PPA and green tariff subscription, we also acquired 22,335

MWh of unbundled RECs generated from solar and wind farm projects in Vietnam. Together, these contributions brought our renewable energy share for the reporting year to 28.7%. As a result of these emissions reductions and renewable energy initiatives, we successfully met our 2025 corporate sustainability-linked KPIs.

Mitigating Scope 3 emissions under our reduction targets, however, remains a significant challenge, with 2025 levels increasing 19.1% above our 2021 base year. Progress towards our near-term Scope 3 target – 25% reduction by 2030⁵ – continues, and 2025 marked a pivotal shift toward enhancing our decarbonisation strategy across the value chain. We transitioned to a more accurate and reliable data collection and emissions accounting methodology. While this makes direct year-to-year comparisons less

straightforward, it provides the insights needed to better identify hotspots and implement strategic reduction actions.

We recognise that Scope 3 emissions accounting is an iterative complex process, dependent on the availability of supplier- and product-level emission factors, as well as other aspects beyond our direct control such as supplier practices, data quality limitations and downstream customer usage. Close engagement with our suppliers is therefore essential to accelerate this process and uncover tangible reduction opportunities. We updated our Supplier Code of Conduct (SCoC) to reinforce our ESG expectations and refreshed our supply chain decarbonisation roadmap, paving the way forward to enable more effective engagement with high-emissions priority suppliers in the coming year.

⁴ Our SBTi-validated Scope 1 and 2 target covers 100% of Scope 1 and Scope 2 (market-based) emissions.

⁵ Our SBTi-validated Scope 3 target encompasses key emissions across Categories 1, 2, 3, and 13, which together cover at least two-thirds of our total Scope 3 emissions.

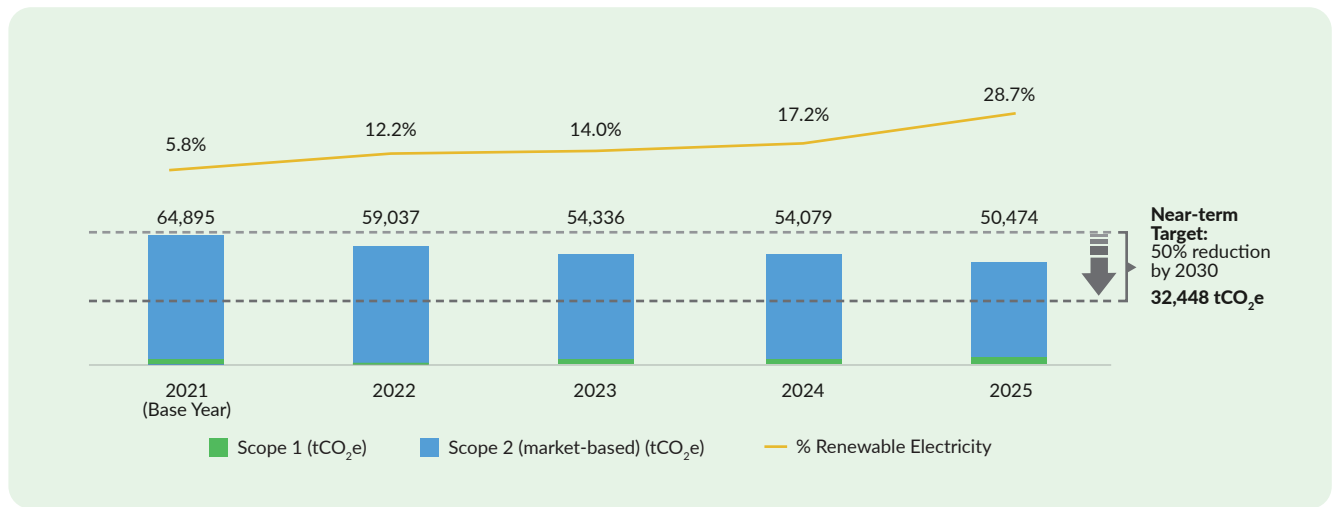
SUSTAINABLE OPERATIONS

In addition to our science-based emissions reduction and renewable energy targets, we achieved the carbon neutrality target we set for our corporate office and key physical

shops in Singapore. Despite the small amount, we purchased 1tCO₂e of carbon credit – generated from nature restoration project in China – and 3,059 MWh of renewable energy – in the

form of unbundled RECs from solar and wind farm projects in Vietnam – to ensure every part of our carbon footprint is addressed, aligning with our comprehensive coverage commitment.

StarHub Group Scope 1 and 2 Emissions



SUSTAINABLE OPERATIONS



SUSTAINABLE SUPPLY CHAIN MANAGEMENT



StarHub works closely with suppliers to promote responsible practices, manage ESG risks and ensure regulatory compliance, while maintaining cost and operational efficiency. As a leading homegrown company, we support local businesses across our diverse supplier network, which underpins service quality and operational resilience.

UN SDGs supported



Key Highlights in 2025

- All new onboarded suppliers completed the supplier Self-Assessment Questionnaire
- Completed a supply chain maturity assessment to uncover opportunities for effective procurement practices
- Developed a supplier engagement roadmap to drive collaboration and decarbonisation across different supplier segments in our value chain

DID YOU KNOW?

In 2025, local enterprise made up 72% of our total supplier base, accounting for about 87% of our total procurement spend!



OUR SUSTAINABLE PROCUREMENT PROCESS

We conducted an end-to-end assessment of our supply chain maturity, evaluating key focus areas including organisational strategy and governance, product and service design and delivery, sourcing and supplier management, waste management and circularity, stakeholder engagement, enablement and collaboration, and data management and reporting. The assessment also reviewed internal processes and policies, industry benchmarks, and involved in-depth

consultations with senior executives. It identified gaps and opportunities to strengthen procurement practices and advance StarHub's Scope 3 decarbonisation roadmap.

Drawing on the insights from this assessment, we have taken steps to strengthen our procurement practices and processes. We revised our Responsible Sourcing Policy and internal Procurement Policy and Procedures, to establish consistent frameworks and set clearer expectations for both StarHub employees and suppliers, ensuring

robust processes and maintaining strong standards of procurement decisions.

OUR SUPPLIER CODE AND ENGAGEMENT

Our approach to sustainable supply chain management extends beyond procurement – it integrates sustainability principles, compliance, and risk mitigation to ensure ethical and responsible practices across the value chain. By fostering strong, forward-looking partnerships, we aim to create a supply chain that is not only

SUSTAINABLE OPERATIONS

efficient and resilient but also aligned with our long-term value creation.

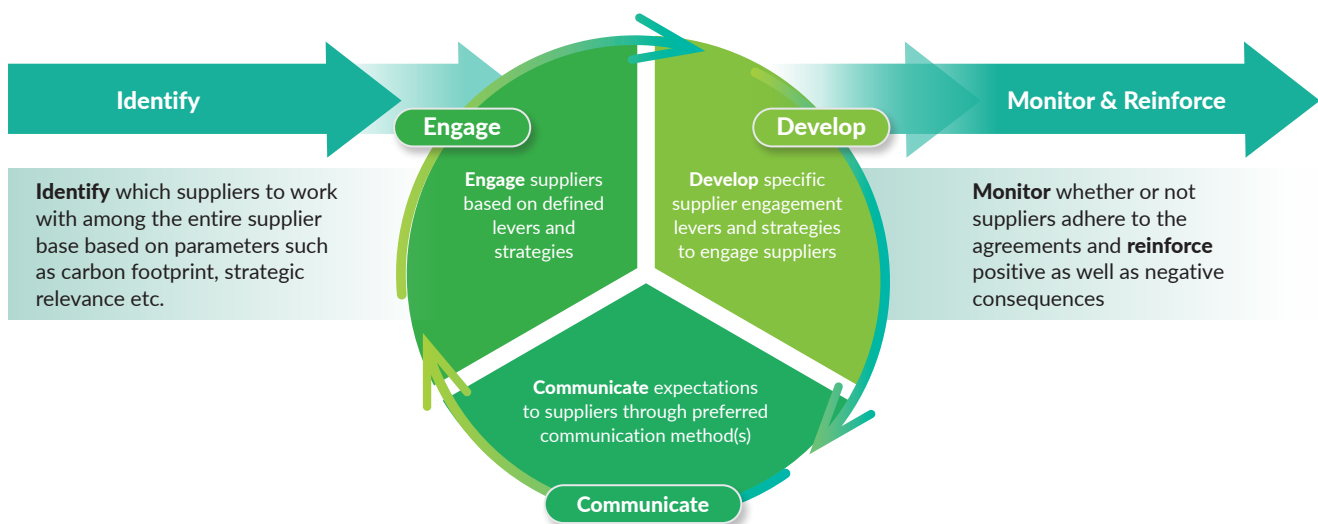
In 2025, StarHub developed a supplier engagement roadmap aimed at deepening collaboration and accelerating decarbonisation across different supplier segments within our supply chain. A key part of the roadmap was the roll out of our enhanced Supplier Code of Conduct (SCoC) to all suppliers. The updated

SCoC features a precautionary approach to environmental challenges, reinforcing the minimisation of negative impacts from sourcing and manufacturing, and strictly prohibiting corruption and bribery.

Alongside the SCoC rollout, we communicated our Scope 3 decarbonisation plans and outlined specific requirements for suppliers, including expectations to measure,

manage, and reduce their GHG emissions, adopt eco-efficient operational practices, invest in green technologies, and transition toward cleaner, renewable energy sources. Recognising the varying levels of sustainability maturity across our supply chain, the supplier engagement roadmap adopts a targeted approach, tailoring strategies to each supplier segment's maturity level to drive measurable improvements.

StarHub's Roadmap for Supplier Engagement



Complementing these efforts, StarHub is working towards sharpening our procurement and supplier onboarding process to enable more efficient and effective engagement. In 2025, all new onboarded suppliers completed the supplier Self-Assessment Questionnaire

(SAQ). In 2026, we continue to update and revise the SAQ and will develop an ESG risk assessment guide for incorporation into our procurement process. These initiatives will improve our ability to assess and manage

third-party ESG risks, support better-informed decisions, and foster closer collaboration across our supplier network to meaningfully decarbonise our value chain.



PEOPLE & PARTNERSHIPS

Strengthening trust and shared progress

- People and Workforce Resilience
- Customer Experience
- Community Impact

36% female representation
in our Board

Contributed over \$700,000
in donations and in-kind sponsorship and reaching out to **over 3,000 beneficiaries** in the year alone

Our people, customers and communities are central to our long-term success. We invest in workforce capability and well-being, enhance customer experience and contribute to meaningful inclusion across the communities we serve.

By fostering inclusive growth and strong partnerships, we reinforce trust and the social license to operate.

PEOPLE & PARTNERSHIPS



PEOPLE AND WORKFORCE RESILIENCE



At StarHub, our people are central to our success. Guided by care, capability and connectivity, we focus on attracting, developing and retaining talent to drive innovation and deliver exceptional customer experiences. A diverse and inclusive workforce fuels collaboration and creativity, while continuous learning equips employees to meet evolving industry demands. By prioritising well-being, safety and professional growth, we create an environment where our people and StarHub can thrive.

UN SDGs supported

- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 10 REDUCED INEQUALITIES

Key Highlights in 2025

- Invested \$1.3 million in staff training and development courses with 96% employee participation, contributing to over 16,300 learning hours
- Achieved 36% of female representation in our Board

SHAPING OUR CULTURE

The StarHub Way brings our culture to life by translating StarHub's Culture Markers, Design Thinking and Agile Principles into every Moments & Moves.

The StarHub Way (TSW) was created to guide how StarHubbers should *think, feel, do* in situations to shape StarHub's culture. As StarHubbers embrace, adopt and practise TSW, we build a culture

where we turn up to work feeling empowered, energised and purposeful. TWS is enabled by the choice of responses StarHubbers make when faced with different situations at work.

THE SIX MOMENTS OF THE STARHUB WAY

<p>LISTEN When We Listen, Acknowledge and Empathise</p>	<p>UNDERSTAND When We Reach for a Holistic Perspective</p>	<p>IDEATE When We Generate Ideas and Alternatives</p>
<p>DEBATE When We Challenge Each Other</p>	<p>COMMIT When We Commit to a Decision</p>	<p>REFLECT When We Look Back, Learn, and Celebrate</p>



StarHubbers and CEO Nikhil embracing, adopting and practising The StarHub Way



Building capabilities and engagement across divisions through The StarHub Way

PEOPLE & PARTNERSHIPS

As a technology-driven organisation, we intentionally embed design thinking into our culture to combat digital fatigue, prioritising hardware and software readiness.

- **Hardware readiness:** Our office features 95% open and adaptable spaces, offering employees the options for both quiet focus and dynamic collaboration
- **Software readiness:** Our digital systems are regularly reviewed and optimised to enhance user experience and reduce inefficiencies, fostering deeper focus and reducing administrative friction

Embracing a philosophy of participation over perfection, we prioritise co-

creation and authenticity, integrating change seamlessly into work rhythms instead of introducing additional layers of initiatives. Our culture is our strategic advantage – building trust, driving collaboration, promoting continual learning and inspiring pride across the organisation, where business, technology and enabling functions come together as One StarHub.

Testament to our efforts, we received the 2025 HR Excellence Awards for Excellence in the HR Communications Strategy (Bronze), which was especially meaningful in celebrating our purpose and identity through our collective experiences woven together by the people who power us and the culture that defines us.

OUR THRIVING WORKPLACE

StarHub's holistic well-being strategy transforms health, flexibility, and connection into measurable drivers of engagement, productivity, and loyalty.

The spirit of creating a unique work environment that works best for us shapes how we build employee engagement and how we design a workplace where employees actively experience StarHub.

Organisation-wide Activities

We are continually seeking new and unique ways to raise the bar on organisational engagement activities so that StarHubbers feel more connected to the business and to one another. Besides the mainstays such as our quarterly townhalls (HubberHangout), we also curated signature events including our annual dinner and dance (UNITE party) and Bring Your Family to Work Day (StarHubbasaurus World), activities for employees to experience the StarHub business like Premier League Legends, Last Day of the Season, and learning opportunities through corporate initiatives such as Learning Week and Noontime Discovery.



2025 HR Excellence Awards for Excellence in HR Communications Strategy (Bronze)



Annual Dinner and Dance: UNITE Party 2025



Bring Your Family to Work Day: StarHubbasaurus World

PEOPLE & PARTNERSHIPS

Engagements at the Division-level

StarHubbers are also given the opportunity to interact with their teams on a closer level. These efforts encompass team-building events beyond the workplace, monthly breakfast sessions, leadership off-sites, skip-level engagements and roundtables for people managers.

A Workspace that Delights and Reflects our Culture

We have also intentionally designed a workplace where employees can actively experience StarHub – transforming connectivity, sustainability and wellness into core drivers of engagement, productivity and resilience.

Our physical workspace features a natural light-filled open layout that is bright and modern, yet warm and pleasing. The vibrant working culture is enabled by more open spaces and common “café” areas to promote dynamic collaborations while enhancing employee interactions in real life.

Technology Designed with Purpose

Our commitment to simplifying digital workflows began in 2024 with the adoption of in-house app like Hubber1, a versatile app for seamless access, workspace bookings, remote locker management and digital name card exchange. We also invested in tools and technology that make work easier and more collaborative, following feedback received from employee surveys. In 2025, employees gained access to advanced project management digital platforms and upgraded laptops with extended battery life, enabling more seamless collaboration and uninterrupted productivity throughout the day.



Designing workspaces that enable collaboration and innovation



Mini Football space integrating recreation and workplace design to support employee well-being

A StarHub that Cares with Balanced Work Arrangements

Following the improved Organisational Well-being scores reflected by StarHubbers in our annual Employee Engagement Survey, we continued the Refreshed Workplace Compact rolled out in 2024 that comprises of initiatives focused on the following four key principles:

1. Flexibility for all of us to do our best work
2. Time together to collaborate, connect and co-create as One StarHub
3. Mutual trust, respect and open communication
4. Personal responsibility and accountability

For more details on our Refreshed Workplace Compact, read more on how we have cultivated a flexible and productive work environment in our StarHub Sustainability Report 2024.

PEOPLE & PARTNERSHIPS

Workplace Safety and Health

At StarHub, caring for our employees and ensuring a safe work environment is a top priority. We have implemented an Occupational Health and Safety (OH&S) management system that safeguards our workforce - particularly those operating in public or open areas - through engineering controls, safe work procedures, training, and the provision of personal protective equipment (PPE). These measures are designed not only to protect our employees but also to uphold public health and safety.

Our OH&S framework is guided by well-defined policies, procedures, and initiatives that apply to all employees and anyone who may be impacted by our workplace activities. While suppliers and contractors are covered by their own employers' health and safety systems, we require full compliance with StarHub's OH&S standards whenever work is performed on our premises.

The Workplace Safety and Health Committee (WSHC), chaired by the Chief of People, Organisation and Communications, brings together employee representatives from each division to champion a safe and healthy work environment. In 2025, the WSHC met quarterly to oversee hazard identification and risk assessments within our OH&S management system, ensuring alignment with the latest regulations and industry best practices.

The WSHC actively incorporates employee feedback and lessons learned from risk assessments, near misses, and incidents to strengthen our approach. It also plays a key role in identifying relevant OH&S training content for employees and monitoring performance, driving continuous improvement in workplace safety and well-being.

Reducing Occupational Hazards with our OH&S Management System



Hazard Identification and Risk Assessment

- **Risk Identification & Assessment:** Designated employees work with WSHC leaders to identify and assess hazards for every work activity.
- **Risk Elimination First:** Risks are eliminated where possible, followed by mitigation measures to reduce incident likelihood.
- **Regular Review:** Risk assessments are updated after major procedural changes, incidents or near misses, or at least once every three years.
- **Protective Measures:** Required PPE is specified, and each workplace or office has at least one trained first aid emergency responder.
- **Contractor Requirements:** Contractors must submit risk assessment reports before starting any on-site work and comply with the Workplace Safety and Health Act (WSH Act).



Near-miss and Incident Reporting and Investigation System

- **Clear Reporting Channels:** Employees and external partners can report unsafe conditions, inadequate procedures, hazards, near misses, or WSH-related concerns through dedicated communication channels.
- **Escalation and Direct Reporting to Ministry of Manpower (MOM):** Issues can be raised to direct supervisors or Division WSH representatives, who will escalate matters to the MOM when required. External partners' employees may report concerns directly to MOM if necessary.
- **Right to Stop Unsafe Work:** Employees may immediately leave any potentially harmful situation and report it to their supervisor.
- **Protection Against Retaliation:** The Whistleblowing Policy safeguards individuals from retaliation when reporting health or safety risks.



Contractor Management

- **Compliance with StarHub Policies:** All contractors must follow StarHub's health and safety guidelines as briefed by their supervisors.
- **PreWork Risk Assessment:** Contractors receive instructions on required PPE, risk control measures, and on-site first aid and emergency procedures.
- **Verification of Training:** StarHub evaluates contractors' training and experience before any high-risk work begins.
- **Toolbox Meetings & Briefings:** Conducted when necessary to enhance risk awareness and reinforce mitigation measures.
- **Feedback Channel:** Employees may propose safety improvements to StarHub managers, who may escalate them to WSHC representatives.
- **Mandatory Health Insurance:** By law, all contractors must provide health insurance for their employees; Singaporeans and Singapore Permanent Residents (SPRs) may use MediSave for eligible medical expenses.

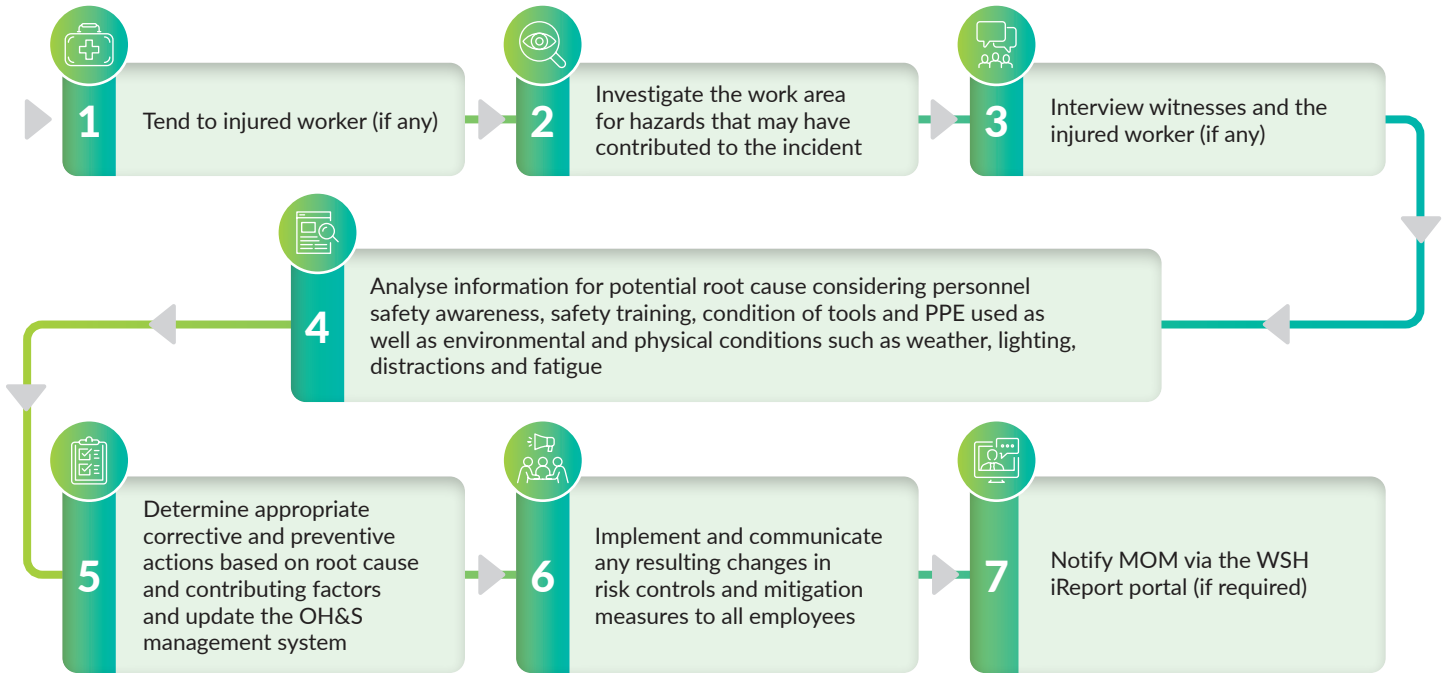


Training

- **Company Sponsored Upskilling:** StarHub provides funded training for employees with WSH-related responsibilities.
- **Core Safety Training Areas:** Key training areas include first aid, work-at-height procedures, incident management, and emergency response.

PEOPLE & PARTNERSHIPS

Incident Investigation and Reporting Process for Near Misses and Incidents



A year of safe work!
 Zero recordable work-related injuries
 and fatalities in 2025.

PEOPLE & PARTNERSHIPS

OUR INTEGRATED TALENT EXPERIENCE

StarHub's talent experience blends technology, empathy, and purpose – ensuring every hire begins their journey feeling connected, capable, and valued.

Talent acquisition at StarHub has been steadily evolving into a value creation partnership that supports our vision of being a Human-Centric Technology Company. Our competency-based, insight-led hiring model ensures fairness, speed, and quality, which are supported by AI-powered tools alongside integrated platforms.

This approach is reinforced by our Employee Value Proposition (EVP), which is rooted in our culture, opportunities for growth and development and focus on overall employee well-being. For example, we have modernised onboarding experiences leveraging Design Thinking and blending cultural immersion through The StarHub Way journey with personal touchpoints such as manager coffee chats and buddy systems. Together, these initiatives shift the focus from administrative compliance to creating a seamless, user-centric and empathetic experience to improve retention, engagement and productivity from day one. All in all, we have observed

measurable outcomes where time-to-fill was halved and recruiter efficiency close to doubled.

The principles of diversity, equity, and inclusion (DEI) also remain foundational to our hiring process.

We believe this holistic approach allows us to build a workforce that not only reflects rich and diverse perspectives but also creates an inclusive environment where everyone has an equal opportunity to thrive and contribute. By embedding the principles of inclusion and equity into talent acquisition, career progression and leadership development, we ensure diverse perspectives are represented at every level of the company.



The Board views gender diversity as a key enabler of strong governance, balanced decision-making, and effective risk oversight. In line with the Board Diversity Policy, the Board has set a target of maintaining a minimum of 25% female representation on the Board, while retaining flexibility

to evolve Board composition in line with strategic and business needs. Since 2018, the Board has consistently included at least three female Directors. As at 1 June 2025, four of the 11 Directors are women, representing 36% of the Board. For more details on our board diversity,

please refer to the Corporate Governance Report in StarHub Annual Report 2025. Across StarHub, women currently make up 38% of our workforce and continue to play a significant role in leadership, occupying 37% of management positions in 2025.

PEOPLE & PARTNERSHIPS

Advancing Fair and Inclusive Employment

StarHub is committed to building a fair, progressive and inclusive workplace where everyone has access to equal opportunities. StarHub aligns its employment practices with the guidelines of the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) that champion merit-based hiring, fair treatment and workforce diversity. Our employment practices are designed to be free from bias and discrimination, supporting our aim to cultivate a respectful, inclusive and future-ready workforce.

To support this, we ensure our Grievance Procedures policy is adhered by all employees. Employees may confidentially raise concerns through dedicated channels, including that of our whistleblowing channel. Any reports received are handled fairly and with strict confidentiality, including the identity of the reporting party, to the extent permitted by law and investigative protocols. These practices and processes reflect our ongoing commitment to advancing a fair and inclusive environment, while maintaining a culture of accountability and transparency across the organisation.

In the same year, we retained our Progressive Wage Mark certification as we commit to raising the wage standards for our lower-waged employees. This certification reinforces our broader efforts to ensure fair pay, enhance career progression and support inclusive growth across our workforce.

Together, these efforts and certifications reflect our responsibility and accountability as a progressive, people-centred employer.

Complementing our talent acquisition strategy, we offer a holistic rewards programme designed to attract and retain top talents.

Key benefits under our holistic rewards programme include:

- **Leave benefits** – StarHub provides employees with additional leave benefits that exceed industry norms, including leave for birthdays, caregiving needs, examinations, and other personal commitments, reflecting our respect for employees' well-being and responsibilities outside of work. Since January 2024, we have also doubled our paternity leave entitlement from two to four weeks, giving employee-fathers more time to bond with their newborns and support their spouses during this important period.
- **Enhancement of employee benefits** – As a leading homegrown Singapore company offering communications, entertainment, and digital services, we also extend exclusive employee privileges, including complimentary mobile plans and heavily subsidised home entertainment and broadband packages for eligible employees to enjoy the services we offer. We also conduct regular reviews of our health insurance coverage and Flexible Benefits scheme, which includes medical and healthcare, family support, wellness needs, and other discretionary expenses to enhance employee well-being further.

OUR FUTURE-READY LEADERSHIP AND TALENT PIPELINE

StarHub's leadership philosophy blends data, empathy, and innovation – empowering people and technology to evolve together for long-term success.

As our business evolves, critical technical skillsets will be essential – from cloud-native engineering and pre-sales expertise in emerging product offerings, to AI competencies across all enabling functions. Beyond developing these capabilities, we have refreshed our core competencies to ensure they are fit-for-purpose and to improve organisational resilience in response to uncertainty. While relevant industry experience remains valuable, organisational mastery of these core competencies will be key.

StarHub's commitment to continuous improvement and leadership accountability is central to building a future-ready organisation. We are also continually sharpening the focus of our **learning and development** investments through the following three areas:

- **Building a culture of learning** (organisational and self-directed): Continuous learning is institutionalised through programmes and platforms like Design Thinking, TSW and LinkedIn Learning, empowering employees to take ownership of their growth—nearly 25% of all learning hours are self-directed (i.e., employee-initiated learning programmes) as

compared to 75% that are division-mandated training programmes. Looking ahead, we will continue scaling relevant programmes and embed competency-based hiring across all functions, ensuring agility and resilience in a rapidly evolving business landscape.

- **Focused training on core competencies:** For our people leaders, competencies such as people development and customer orientation remain critical for effective interaction, while decision-making and trans-disciplinary thinking are essential for critical thinking and practical applications.



Learning never stops!

In 2025, we invested \$1.3 million in training and development, engaging 96% of our employees and delivering around 16,300 hours of learning.

PEOPLE & PARTNERSHIPS

- Refreshed managers' training:** Aligned to strategic priorities given that managers are critical organisational enablers. For example, we rolled out a new two-day training programme – the Star Multiplier – targeted at People Managers and Senior Managers who are individual contributors, to support them to first gain self-confidence and clarity, and thereafter to unlock their team's potential while helping to shape the way StarHub works.

We recognise how effective leaders play an outsized role in shaping our

current and future outcomes. As such, a high degree of learning development and evolution is required to respond to rapidly changing leadership needs of StarHub and the industry.

Our **annual key talent programme** runs for six months and is structured along the four categories of personalised development, networking, practical skill development, and real-world case studies fine-tuned through feedback with the Management and participants from the previous years' cohort. The annual programme aims to achieve a connected leadership ecosystem while

promoting self-discovery, authentic leadership, creativity and customer centricity.

At StarHub, all employees receive their annual performance reviews, supplemented by regular check-ins to identify concerns, discuss progress and recognise small wins. We also practise re-employment for employees who have reached the statutory retirement age of 63 on a term contract basis. This is subject to renewal until the age of 68 and contingent upon position availability, work performance, and medical clearance.

PEOPLE & PARTNERSHIPS



CUSTOMER EXPERIENCE



Customer Experience was identified as a new material ESG matter for StarHub following our 2025 double materiality assessment, reflecting its growing importance to both internal and external stakeholders. In an increasingly digital economy, customer experience is shaped by the quality of relationships we build, the reliability of our products and services, the clarity and accessibility of information, robust data protection, and safe seamless service delivery. By strengthening these areas, we aim to build trust and loyalty while delivering value responsibly. As a strategic priority, we are focused on deepening customer relationships and continuously improving our offerings to meet evolving customer needs.

UN SDGs
supported



Key Highlights in 2025

- Awarded Frost & Sullivan 2025 Singaporean MVNO Customer Value Leadership Recognition (eight)
- Launched brand new 5G unlimited+ mobile plan that focused on quality offerings, such as unlimited local data, global data roaming and international voice calls
- Opened new flagship store at Paragon that prioritised lifestyle, convenience, and customer-centricity

ENHANCING OUR CUSTOMER SATISFACTION

At StarHub, delivering exceptional customer experiences remains a cornerstone of our sustainability strategy. In 2025, we redesigned our success metrics, shifting from the traditional Net Promoter Score (NPS) to incorporating Customer Satisfaction Score (CSAT), allowing a more holistic perspective of the customer journey.

These key metrics come together under the Engagement & Satisfaction Score (ESS), a Group-wide framework that provides holistic and accessible view of customer sentiment and satisfaction levels, and overall engagement across both our Consumer and Enterprise businesses. This allows us to sharpen our focus on where we excel and, more importantly, where we can systematically remove friction for our end users.

Voice of Customer (VoC): Turning Insight into Action

Within our Consumer business, StarHub has strengthened our customer experience approach by moving to a more comprehensive Voice of Customer (VoC) programme. The programme deepens how we analyse customer interactions and understand evolving needs, enabling

PEOPLE & PARTNERSHIPS

more informed decisions that strengthen customer relationships.

Built in-house on our Customer360 platform, the VoC programme uses AI-enabled analytics to deepen understanding of customer interactions and translate insights into meaningful improvements across customer journeys.

Key features of the VoC programme include:

- **AI-driven interaction analysis:** Automated audio transcription and data standardisation across channels to surface emerging trends and recurring pain points.
- **End-to-end visibility:** Consolidated insights across touchpoints to support a holistic view of customer needs.
- **Continuous improvement loop:** Insights are directly embedded into service design and delivery, enabling proactive enhancements to self-service and support experiences.

To translate insights into actions and to ensure clarity and accountability, StarHub has appointed **Customer Journey Owners** across the organisation. These leaders are responsible for improving end-to-end customer journeys by balancing customer satisfaction with business outcomes. By converting AI-driven VoC insights into targeted, design-thinking-led initiatives, Customer

Journey Owners drive measurable improvements, including reduced complaints, lower cost to serve and increased customer lifetime value.

Strengthening Backend Capabilities to Support Frontline Experience

Complementing the VoC programme, StarHub enhanced the operational foundations that underpin consistent and reliable experiences for our consumer and enterprise business. In 2025, we applied AI-enabled solutions across key backend processes to improve efficiency and empower our teams to deliver higher-value interactions.

Key operational improvements include:

- **Augmented Intelligence Helpdesk:** Generative AI-powered assist tools and proactive monitoring support faster resolution, fewer repeat interactions and reduced service level breaches
- **Streamlined Digital Touchpoints:** Enhancements to the mobile app and AI-enabled chatbot improve usability and reduce customer effort in self-service transactions.
- **Optimised enterprise order provisioning:** Streamlined ICT workflows shorten order processing times, improve project visibility and enhance billing accuracy. Read more about how we are enhancing our enterprise client experiences in the Innovation chapter on page 47.

Together, these improvements ensure that insights gathered through the VoC programme are matched by the operational capability to deliver consistent, measurable outcomes across both Enterprise and Consumer business segments.

These transformations and efforts have translated into tangible market recognition. In Opensignal's December 2025 report on mobile network experience, StarHub secured several awards across the *Overall Experience category*:



PEOPLE & PARTNERSHIPS

Beyond our core mobile network, our diverse brand portfolio continues to deliver value to distinct consumer segments:

eight	giga!	MyRepublic
AWARD		
<ul style="list-style-type: none"> MVNO Rising Star Award at the MVNOs World Awards 2025 Singaporean MVNO Customer Value Leadership Recognition by Frost & Sullivan <p>A testament to the brand's rapid growth and superior ROI for customers.</p>	<ul style="list-style-type: none"> Operational Excellence Leader by The Fast Mode Award 2025 <p>Highlights the brand's success in streamlining the digital-first telco experience</p>	<ul style="list-style-type: none"> Best Fibre Broadband Service Provider by HardwareZone Tech Award 2025 Readers' Choice <p>Reinforces the brand's reputation for high-speed, stable connectivity</p>

Altogether, these efforts underscore our commitment to customer satisfaction and the ability to deliver high-quality digital experiences. By combining advanced technologies with robust service standards underpinned by our human-centricity focus, we continue to empower our customers to thrive in an increasingly connected world.

Redefining Retail at Paragon

Officially launched in May 2025, our new StarHub flagship store at Paragon epitomises the transition from a traditional telco retail outlet to a lifestyle-inspired experience that prioritises customer experience, wellness and digital empowerment.

Unlike typical retail outlets, our flagship adopts an **experience-led, open-concept design**, with lounge-style spaces and curated zones that encourage customers to explore products, services and entertainment content in a relaxed and welcoming environment.

Service delivery is also designed in a more **personalised and seamless**

manner, with concierge-led digital check-in and SMS updates to reduce perceived waiting time and support more meaningful interactions between customers and our service advisors.

The store also features **dedicated experience zones** and a private lounge for Platinum customers, enhanced by digital touchpoints that enable both self-guided browsing and assisted service.

Functioning as a customer engagement hub, we envision our Paragon flagship store to be hosting more events and activations that create new touchpoints for more meaningful customer interactions.



Innovations on the front of our Enterprise business also earned us recognition for elevating client and employee experiences, as well as improving operational efficiencies in general. For more details, refer to the Innovation chapter.

PEOPLE & PARTNERSHIPS

Experiential Community Retail

A FRESH DRAW!

Card Arena by MyRepublic

As part of StarHub's commitment to delivering differentiated and meaningful customer experiences for its segment, **Card Arena by MyRepublic** was launched December 2025.

This experiential retail and community concept is designed to bring digital-native communities into a structured and welcoming physical environment. Extending our engagement beyond connectivity, Card Arena provides a curated space where collectors, gamers and families can gather, compete and connect.

The initiative reflects the broader strategy of supporting lifestyle-led customer ecosystems while strengthening community interaction and deepening brand engagement.

Building Inclusive Community Spaces

Card Arena operates as a dedicated venue for trading card tournaments, open-play sessions and community events. These programmes promote:

- Face-to-face social interaction in an increasingly digital society
- Intergenerational engagement through shared hobbies
- Structured competition with clearly defined rules
- Safe and welcoming participation for youth and families



Bringing communities together over shared interests

By providing an accessible and thoughtfully designed environment, Card Arena strengthens community bonds and creates new touchpoints for meaningful engagement.

The venue also serves as a physical engagement node within MyRepublic's digital ecosystem, creating seamless pathways between community participation and high-performance broadband services.

Promoting Informed and Positive Participation

Given the popularity of collecting trading cards, Card Arena is committed to maintaining a well-structured, transparent and responsible retail environment that enables informed purchasing decisions and positive engagement with the hobby.

Key initiatives include:

- Clear and comprehensive information on product configurations, contents and available purchasing options
- Well-organised and structured tournament formats with clearly defined rules, codes of conduct and fair play standards
- Educational guidance to support new collectors in understanding gameplay, collection mechanics and responsible participation
- Transparent and prominently displayed pricing across all in-store offerings to enable informed and confident purchasing decisions



These measures are designed to promote transparency, strengthen consumer awareness, and foster a safe and welcoming environment that enhances customer confidence, overall experience and responsible enjoyment of the hobby.

Leveraging Innovation to Enhance Experience

In line with MyRepublic's digital capabilities, Card Arena integrates technology to elevate the retail experience and strengthen ecosystem connectivity.

- AI-assisted tools to support accurate product identification
- Digital loyalty integration that links community participation with member rewards
- Secure payment systems aligned with Group data protection standards



Interactive Retail Experiences that enhances engagement across all ages

By connecting experiential retail with connectivity services, Card Arena enhances brand affinity while supporting sustainable customer growth within the Group's broadband portfolio.

PEOPLE & PARTNERSHIPS

LOOKING AFTER OUR CUSTOMER HEALTH AND WELLNESS

At StarHub, our commitment to customer safety extends beyond physical infrastructure to the holistic well-being of our users in the digital age. We recognise that as connectivity becomes more pervasive, we have a responsibility to protect our customers from the potential negative impacts of excessive screen time.

In 2025, we launched “Digital BMI” and the “5G Wellness Festival” initiatives to encourage mindful consumption of digital content. We aim to empower customers to use technology as a tool



StarHub's 5G Wellness Festival

for enrichment rather than a source of stress. The Digital BMI tool is designed to help users assess their digital health. Much like a physical BMI, this tool provides customers with a "wellness score" based on their digital habits, offering actionable insights to help them achieve a more balanced lifestyle.



Championing Digital Well-being through '5G' experience zones at Capitol Outdoor Plaza

Complementing our proactive digital wellness initiatives, StarHub continues to ensure all physical and technical aspects of our service adhere to all safety standards. We maintain strict adherence to radio frequency (RF) emissions and safety standards by

NEA. In 2025, there were no instance of non-compliance regarding the health and safety impacts of our products and services. We maintained 100% compliance with all relevant RF radiation safety requirements set by regional authorities and will continue to do so.

CREATING SHARED EXPERIENCES THAT CONNECT COMMUNITIES

Delivering meaningful customer experiences also means extending the benefits of StarHub's content and platforms beyond our subscriber base to the wider community. Through curated public engagements and open-access experiences, we leverage our premium content and partnerships to promote inclusion, strengthen community connections, and reduce barriers to participation in digital entertainment. The following initiatives demonstrate how StarHub brings distinctive, shared experiences to communities while supporting broader social objectives.

"Football for All" – Bridging the Digital Divide

In 2025, StarHub continued its “Football for All” initiative by hosting a series of football carnivals and Premier League screenings in heartland locations such as Toa Payoh and StarHub Green. These events were designed to ensure that high-quality sports content remains accessible to the broader community, particularly those who may face barriers to paid digital entertainment.

By removing subscription requirements, StarHub provided thousands of residents with free access to world-class football while creating inclusive spaces for community interaction. The carnivals combined grassroots football activities with live digital content, promoting active lifestyles, social cohesion, and shared national pride, while reinforcing StarHub's role in bridging the digital divide through accessible experiences.



Bringing communities together through shared sporting experiences

Improving Community Accessibility to Premium Football Coverage



Football For All Live screening at Clarke Quay

Another such initiative took place in September 2025, where StarHub partnered with Guinness to host a free live screening of the Premier League Merseyside Derby between Liverpool and Everton across three community locations in Singapore: South Beach, Woodleigh, and East Coast Park. By opening access to premium football content typically available through paid subscription, the initiative enabled members of the public, to participate in

a shared live sporting experience at no cost.

The event brought football fans together in accessible community settings, fostering inclusivity, collective engagement, and a sense of belonging. It also demonstrated how StarHub leverages its content rights and partnerships to create meaningful public experiences beyond traditional customer channels.

PEOPLE & PARTNERSHIPS



COMMUNITY IMPACT



StarHub's community impact efforts are focused on creating shared social value beyond technology. By aligning our strengths in connectivity, technology, and people with real community needs, we aim to create inclusive and lasting social value. As technology becomes increasingly embedded in everyday life, ensuring equitable access to digital services has become an important dimension of community well-being.

Through targeted initiatives and partnerships, we work with communities in need to bridge the digital divide and support access to reliable connectivity and digital skills to drive greater participation and opportunity.



UN SDGs supported

- 4 QUALITY EDUCATION
- 10 REDUCED INEQUALITIES
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 17 PARTNERSHIPS FOR THE GOALS

Key Highlights in 2025

- Financially contributed over \$700,000 to our charity partners like SPD, Care Corner Singapore, WWF Singapore, Access Singapore, Central Singapore CDC, Community Chest Singapore, among others
- Reached and empowered more than 3,000 individual beneficiaries, including youths, persons with disabilities (PwDs) and migrant workers

Our corporate social responsibility (CSR) programme centres on three focus areas: inclusion, by building a more connected and inclusive community; education, by empowering individuals and communities with the knowledge to navigate the digital environment safely and confidently; and circularity, by promoting more responsible use of technology and digital devices.

These initiatives are delivered through two key enablers – financial support, including donations and in-kind sponsorships, and employee volunteerism, where StarHubbers contribute their time and skills. Together, these enablers foster a culture of giving, strengthen human connections and enable more meaningful and sustained community impact.

In 2025, our CSR efforts focused on supporting children and youth from disadvantaged backgrounds, persons with disabilities, and migrant workers. During the year, StarHub contributed over **\$700,000** to community initiatives, with employees dedicating nearly **900 volunteering hours**, collectively reaching to more than **3,000 beneficiaries**.



INCLUSION

Expanding access and equity through human connectivity and digital technology

- Providing in-kind sponsorships of broadband connectivity, airtime sponsorships, and mobile devices to bridge the digital divide.
- Promoting social inclusion through employee volunteerism.



EDUCATION

Supporting social mobility by empowering youths and communities through knowledge

- Driving online-safety education, mentorship, and skills development.
- Enabling access to digital tools and opportunities that nurture confidence and growth.



CIRCULARITY

Encouraging sustainability through responsible use of resources

- Repairing and distributing pre-loved devices.
- Supporting e-waste reduction through tech refresh and resource-recovery initiatives.

PEOPLE & PARTNERSHIPS

BUILDING AN INCLUSIVE COMMUNITY TOGETHER

Under our focus on building an inclusive community, StarHub strengthened our engagement with communities in need by deepening connections beyond the organisation. Through initiatives such as the Community Chest Festive Goodie Bag

Distribution, the SPD Ability Walk 2025, and community screening events, we brought together StarHubbers, as well as friends and families, to contribute time and effort. These collective activities fostered a sense of shared purpose, strengthened social inclusion and translated our values into meaningful and tangible impact.



Our HubTroopers delivering festive goodie bags

Championing Inclusion and Empowering People with Disabilities

StarHub participated as one of two Diamond Plus sponsors for the 2025 SPD Ability Walk, where we showed up as an organisation and joined in the morning day out, which included a heritage-themed scavenger hunt and an accessible river cruise ride along the Singapore Civic District. The half-day activity promoted unity through participation, which enabled the SPD clients to showcase their abilities while fostering community interactions among StarHubbers.

To further promote social cohesion, StarHubbers took on the reverse mentoring role and were afforded the hands-on opportunity to learn the art of leather crafting at one of SPD's feature Leather Crafting Workshop sessions. This was a unique, educational and enriching experience for StarHubbers, where we had the opportunity to interact with the trainees (SPD clients) and receive guidance as we created our own leather craft. More importantly, we were able to support them in their journey towards independence and self-sufficiency.



PEOPLE & PARTNERSHIPS

Creating Shared Experiences to Strengthen Community Inclusion

Building an inclusive community also requires creating spaces where different segments of society feel seen, supported and connected. As part of our 2025 Labour Day community outreach, StarHub organised a live cricket screening for over 600 migrant workers on their rest day, creating a shared space for connection, inclusion, and appreciation. Beyond providing entertainment, the initiative was designed to deliver practical support that addresses the everyday needs of migrant workers and strengthens their digital well-being.



Participants received prepaid SIM cards to help them stay connected with support networks and family back home, alongside a guided cyber safety segment that shared simple, practical tips on securing mobile devices and protecting personal data. For those with lower digital confidence, clear and accessible

guidance was provided to help them navigate online platforms safely.

Through this initiative, we believe our contribution to community well-being helps by improving access to connectivity, strengthening digital and financial literacy, and supporting migrant workers' ability to participate safely and confidently in the digital society.



EMPOWERING COMMUNITIES THROUGH EDUCATION

StarHub is committed to running our long-term CSR projects to create meaningful and lasting impact on

our targeted youth communities. For example, this included our six-month long partnership with Care Corner Singapore on mentoring and facilitating *The Project Kickoff* and in

financial support of the multi-year programme *Junior Stars @ Central*. We believe we can create more meaningful opportunities for growth and learning among our youths, all the while having fun.

Investing in Youth Development through Project Kickoff

Over 20 youths aged between 13 and 15 were equipped with leadership and project management skills to organise the StarHub 18-and-Under Football Tournament, engaging over 120 adolescents,

including at-risk youths. Through real-world experience and mentorship, they built confidence and honed essential project management and leadership skills for future success. Their experience also included

an exclusive fireside chat with footballer Joe Hart during Football for All Weekend, leaving them inspired with lessons on resilience, teamwork and personal growth.



PEOPLE & PARTNERSHIPS

Empowering communities in the digital age requires more than technical safeguards. It also requires equipping individuals and organisations with the knowledge to navigate online risks confidently and responsibly. As digital services become more pervasive, risks such as online scams and exposure to inappropriate content have increased, reinforcing the importance of education and awareness as a foundation for digital resilience.

As part of our CSR pillar to drive community education efforts, StarHub partnered with SPD to deliver a Cybersecurity Awareness and Education workshop for social service professionals. The session focused on building practical digital literacy, strengthening awareness of common online threats, and enhancing the ability of participants to guide and support the communities they serve.

Through these community education initiatives, StarHub contributes to a more informed and resilient community by extending essential knowledge, such as life mastery skills or cybersecurity awareness, beyond our customers to wider segments of society.

PROMOTING RESPONSIBLE USE OF TECHNOLOGY

Aligning to our focus on circularity and as an extension to our climate

transition initiatives to enhancing e-waste longevity, reparability and recyclability, we are also committed to giving back to the community to close the loop on our end-of-life (EOL) tech devices.

By refurbishing and redistributing EOL corporate laptops during our annual 2025 tech refresh cycle, we donated our refurbished laptops to those who have more critical needs, such as underprivileged youths and migrant domestic workers, supported by SHINE Children and Youth Services and the Humanitarian Organisation for Migration Economics (HOME)'s Migrant Workers Women Shelter respectively.

For the underprivileged youths pursuing higher education, the laptops provide crucial access to research, digital learning, and coursework, while for migrant domestic workers, they enable digital-literacy programmes and skills-building activities that empower residents to navigate the digital world. This initiative not only extended the lifespan of electronic devices, reducing e-waste, but also enhanced access to information and learning opportunities to ensure equitable opportunities for those who need them most.

Beyond device reuse, StarHub also support organisations with the connectivity and tools required

to deliver essential services more effectively. During the year, we donated mobile devices to strengthen SPD's digital connectivity and support its programmes for persons with disabilities. These devices improved staff access to digital tools and enabled more effective programme delivery, benefiting close to 2,000 clients and their families.

The initiative delivered practical benefits across the organisation and the community:

- **For staff:** Dedicated work devices helped separate personal and professional communication, improving coordination and productivity
- **For clients and families:** Improved connectivity enabled timelier responses and smoother coordination, especially in urgent situations
- **For programmes:** Greater flexibility to plan and carry out outreach and community-based activities supported more effective service delivery



RESPONSIBLE VALUE CREATION

Enabling secure, innovative and accountable growth

- Ethical Business Practices
- Cybersecurity
- Innovation
- Network Quality and Coverage Management

Delivered >99.95% mobile broadband service availability and 100% network availability for fibre broadband services

Serving more than 2.2 million mobile subscribers in Singapore

Zero substantiated complaints concerning breaches

of customer privacy, theft, loss of customer data or critical information within StarHub's operations

We deliver trusted connectivity and digital solutions grounded in strong governance and operational efficiency. Through robust cybersecurity, reliable network performance and continued innovation, we create enduring value for our stakeholders.

Responsible value creation ensures that growth is secure, ethical and sustainable over the long term.

RESPONSIBLE VALUE CREATION



ETHICAL BUSINESS PRACTICES



Ethical business practices are fundamental to building stakeholder trust and supporting StarHub's long-term growth. We foster a culture of integrity and accountability by upholding high standards of ethical conduct, safeguarding data, and ensuring compliance with applicable laws and regulations, including the SGX-ST Listing Rules and the Code of Corporate Governance issued by the Monetary Authority of Singapore, reinforcing our commitment to responsible and transparent business practices.

UN SDGs supported



Key Highlights in 2025

- Zero incidents of non-compliance pertaining to fraud, corruption, anti-competitive and anti-trust behaviours
- Zero incidents of non-compliance in marketing communications

OUR DATA PROTECTION

Protecting customer and stakeholder data is a fundamental aspect of StarHub's ethical business practices and corporate governance. By embedding data protection into our operations, we uphold transparency, accountability, and trust in how personal data is collected, used and safeguarded. In recognition of these efforts, StarHub has attained the Data Protection Trustmark (DTM) Certification from the Infocomm Media Development Authority (IMDA), which affirms the robustness of our personal data protection policies, practices and controls.

During the year, we refreshed our Personal Data and Protection Act (PDPA) training materials and implemented mandatory annual data protection training for all employees and relevant vendors. The programmes covered key areas such as personal data retention and secure data deletion, lawful collection, use and disclosure of personal data, data security requirements, and individuals' rights. These trainings reinforced privacy-by-design principles, increased awareness across the organisation, and strengthened StarHub's ability to safeguard personal data across its operations and third-party ecosystem.

OUR ANTI-BRIBERY AND CORRUPTION

Integrity underpins how StarHub conducts its business, supported by a zero-tolerance approach towards bribery and corruption. In 2023, a high-level anti-corruption risk assessment was conducted covering all business areas to identify relevant risk factors and potential exposure. No material gaps were identified, and the assessment remains valid for 2025. This approach supports the early identification of risks and helps ensure that mitigation measures remain appropriate and effective.

Ethical conduct is reinforced through business-wide awareness and accountability measures. Anti-corruption communication and training materials are provided to all Board members and employees, integrated into the employee onboarding process and reinforced through mandatory annual refresher programmes for all employees. Our anti-corruption measures have remained consistent over the years, supported by continuous safeguards to mitigate areas vulnerable to corruption risk, and can be referenced in previous years' Sustainability Reports. In addition, confidential whistleblowing channels are available to employees and external

parties to raise concerns without fear or retaliation. These channels are overseen by the Audit Committee Chairman and the General Counsel, providing independent oversight and ensuring that issues raised are addressed in a timely and appropriate manner.

OUR COMPLIANCE WITH REGULATIONS

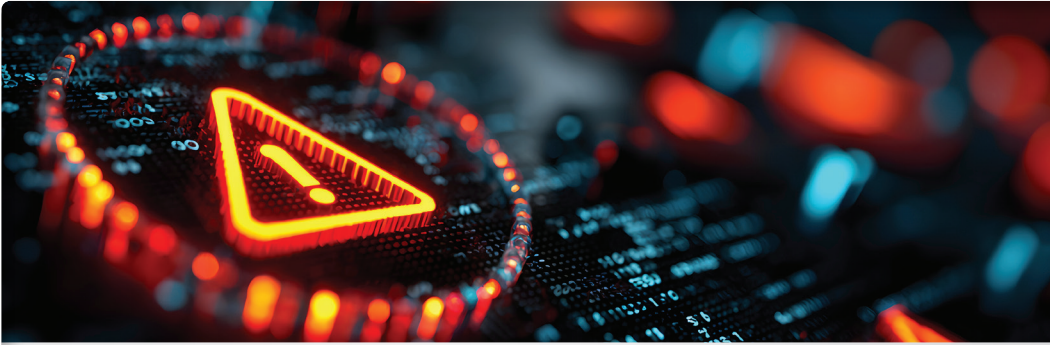
Operating within the applicable legal and regulatory framework is fundamental to StarHub's business practices. The Group complies with all relevant laws and regulations in Singapore, including the SGX-ST Listing Rules and the Code of Corporate Governance issued by the Monetary Authority of Singapore. Compliance requirements are embedded into governance structures and operational processes to support consistent and responsible conduct across the organisation.

In 2025, no critical concerns were reported to the Board. StarHub also maintained a strong compliance record in relation to internal fraud, bribery, and corruption, with zero reported incidents of non-compliance to laws and regulations during the year.

RESPONSIBLE VALUE CREATION



CYBERSECURITY



With the rise in cyber threats and data breaches, StarHub recognises that safeguarding cybersecurity has become a critical pillar for customers to engage confidently and safely with our services. We are committed to protecting our digital infrastructure through a robust cybersecurity management system, alongside stringent data protection measures and transparent practices. Beyond that, we conduct ongoing security awareness initiatives for both our employees and customers, enabling a shared understanding of cyber risks and promoting responsible digital behaviour.

UN SDGs supported



Key Highlights in 2025

- StarHub employees achieved consistently 90% no-click rate in response to the monthly series of internal phishing simulation exercises
- Zero substantiated complaints concerning breaches of customer privacy, theft, loss of customer data or critical information within StarHub's operations

OUR CYBERSECURITY MANAGEMENT SYSTEM

Established in 2021, StarHub's Cybersecurity Governance Framework underpins our approach to managing digital security risks across the Group. This framework is aligned with internationally recognised standards and applicable national regulatory requirements, including the National Institute of Standards and Technology (NIST) Cybersecurity Framework, ISO/IEC 27001, and Singapore's Telecommunications Act 1999, Broadcasting Act 1994 and the Cybersecurity Act 2018, as well as the sector-specific cybersecurity requirements issued by the IMDA such as the Code of Practice for Telecommunications Cybersecurity

2018 and the Code of Practice for Broadcasting Cybersecurity 2018.

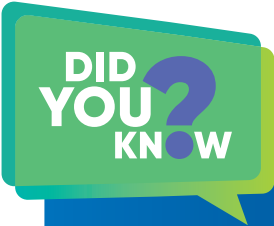
The framework is embedded across our operations and supported by a suite of complementary policies including the Cybersecurity Policy, Information Classification and Handling Policy, Data Protection Policy, as well as practical guidelines and checklists for employees and external vendors. Together, these policies provide clear direction on the protection and responsible handling of information and systems.

Building organisation-wide capability is a core focus of our cybersecurity approach. We conduct regular training programmes for all StarHubbers and subsidiaries to strengthen awareness and application of data protection and cybersecurity best practices.

To reinforce transparency and trust, our data protection policy and cybersecurity practices are also publicly available online, allowing customers and stakeholders to understand the safeguards we have in place.

In parallel, StarHub continues to strengthen the cyber resilience of its network and IT infrastructure. We are investing in advanced cybersecurity capabilities, including AI-driven security operations and enhanced threat intelligence, supported by our fully digitalised, hybrid multi-cloud core and secure-by-design infrastructure. These capabilities position us to address increasingly complex cyber threats, support customer needs, and contribute to national cyber resilience.

RESPONSIBLE VALUE CREATION



StarHub is aiming to achieve the Cyber Trust Mark Tier-5 certification by 2026!

Serving as the highest mark of distinction, the tier-5 certification reflects strong cybersecurity practices and measures companies have put in place that are commensurate with their cybersecurity risk profile.

As part of this ambition, we will continue to enhance our digital infrastructure to support AI-native and cloud-native cybersecurity tools, ensuring robust protection of critical systems, customer data and enterprise environments at scale.



OUR SECURITY AWARENESS ENHANCEMENT ACTIVITIES

StarHub continues to strengthen cybersecurity awareness across our workforce, customer base, and the wider community through targeted education and engagement initiatives. In 2025, the Group rolled out a monthly series of internal phishing simulation exercises to assess StarHubbers' vigilance against phishing emails and social-engineering threats. Throughout the year, StarHubbers achieved a consistently 90% no-click rate, demonstrating strong cyber hygiene, and a high level of caution and awareness.

To equip the wider public with the tools to defend against cyber threats and scams, StarHub launched 'ScamSafe', a mobile application designed to keep digital security simple, proactive, and accessible to all. Developed in partnership with Gogolook, a global leader in AI anti-scam technologies, ScamSafe automatically blocks known scam calls, filters suspicious SMS messages before they appear, and allows users to set custom keyword filters. ScamSafe forms part of StarHub's broader SafeHub+ ecosystem, which offers user-friendly tools to keep individuals safe in today's digital world.

In addition, StarHub conducted cybersecurity briefings for leadership teams of potential customers, sharing insights on evolving threat landscapes and how StarHub's approach to cybersecurity enables organisation to scale with resilience in mind.

These measures reflect StarHub's ongoing investment in robust governance infrastructure to safeguarding personal information.



Empowering safe digital experiences with StarHub's Scamsafe mobile app



Cybersecurity seminar by StarHub's Chief of Information Security, Hoo Chuan Wei

RESPONSIBLE VALUE CREATION



INNOVATION



Building on last year's focus on *Sustainable Strategic Solutions*, StarHub has expanded this material topic to encompass innovations across our modern digital infrastructure. By strengthening our digital services and ICT capabilities, we support enterprise clients in advancing their digital transformation and green transition, while internal digitalisation efforts improve efficiency and resilience across our operations. Together, these initiatives enable us to work with clients and partners to co-create forward-thinking solutions that deliver long-term value.

UN SDGs supported



Key Highlights in 2025

- Earned two top distinction awards (Singapore Business Review Management Excellence Awards 2025) by elevating **client and employee experiences** and improving **operational transparency**

ENHANCING OUR CLIENT EXPERIENCES

Innovation sits at the heart of StarHub's commitment to delivering exceptional client experiences, particularly as expectations continue to evolve in an increasingly digital landscape. Recognising that seamless, transparent, and reliable interactions are essential to building client confidence, StarHub embraces a human-centric, design-thinking approach to reimagine processes and eliminate friction.

When clients raised recurring invoicing issues, our Enterprise Business partnered with our Finance teams in an agile, cross-functional squad to map the end-to-end client journey to identify operational gaps and emotional friction points. These insights led to the development of the Invoice Management Portal—a unified, automated platform that replaces manual email and spreadsheet-based processes with a transparent workspace shared across Finance, Sales, and Operations. Earning industry recognition at the Singapore Business Review Management Excellence Awards 2025, the portal has delivered clear benefits: improved visibility of case ownership and status, reduced manual intervention, stronger

cross-department data accuracy, and faster resolution times. A once fragmented process is now seamless and collaborative, shortening the quote-to-cash cycle and minimising billing-related complaints. Supported by continual infrastructure upgrades to ensure network stability, reliability, and security, this initiative demonstrates StarHub's commitment to delivering timely, transparent, and high-quality service through client-centric innovation.

At StarHub, we continue to engage strategic and key enterprise clients through design thinking workshops and visits to our Executive Briefing Center (EBC). During the visits, we share StarHub's Modern Digital Infrastructure proposition and enterprise use cases – how we address business pain points through co-creation of solutions and/or services. Engaging clients to discover and map client journeys of targeted personas, identify client pain points and ideate to co-design solutions and/or services are part of our efforts to elevate client experiences. Operating with agility, we bring together the right subject matter experts to enable focused, engaging discussions that drive each workshop's objectives.

OPTIMISING OPERATIONAL EFFICIENCIES

Digitalisation is fundamental to StarHub's operating model, optimising core processes to elevate client and employee experiences, drive efficiency and enable a more sustainable business. To enhance operational efficiency across StarHub Enterprise international connectivity business, StarHub developed the International Connectivity Portal—a centralised platform that resolves longstanding data gaps and inconsistencies across Sales, Product, Delivery, and Support. By providing a unified, real-time view of capacity allocation, sales pipelines, and partner information, the portal eliminates conflicting data, reduces quotation delays, and strengthens governance. Standardised workflows streamline processes and improve collaboration among stakeholders, reducing human error and accelerating decision-making. Designed to evolve with user feedback, the platform enables teams to operate with greater clarity, scale confidently, and deliver faster, more accurate responses, ultimately elevating both client experience and operational performance. The co-created platform was honoured at the Singapore Business Review Management Excellence Award 2025, underscoring its impact and innovation.

RESPONSIBLE VALUE CREATION



NETWORK QUALITY AND COVERAGE MANAGEMENT



UN SDGs supported

In today's digital economy, reliable connectivity is essential to how individuals and businesses operate. Consistent network quality underpins communication, productivity, and access to essential services, while supporting digital inclusion and business continuity. By delivering dependable network performance and coverage, StarHub enables customers and communities to function with confidence in an increasingly connected environment.

Key Highlights in 2025

- Recognised for rapid improvement in 5G reliability in Opensignal 2025 Public Report
- Provision of 5G coverage across all Singapore MRT station platforms and train tunnels, as well as expressway road tunnels

In 2025, StarHub initiated several network optimisation activities to expand and enhance network coverage, reliability, and speed. These efforts were recognised in Opensignal's Singapore Mobile Network Experience Awards 2025, where StarHub achieved wins across multiple categories, including:

Winner of Overall experience for the following awards:

- Video Experience – 74.1 points
- Download Speed Experience – 155.9 Mbps

Winner of 5G experience for the following awards

- 5G Upload Speed – 35.1 Mbps (joint winner)
- 5G Video Experience – 78.3% (joint winner)

Winner of Coverage for Availability award

- Time on Network – 99.5% (joint winner)

RESPONSIBLE VALUE CREATION

Reliable broadband connectivity is another critical enabler of an inclusive and resilient digital society. In 2025, StarHub achieved more than 99.95% mobile broadband service availability and 100% network availability for fibre broadband services. By strengthening network reliability and efficiency, we support long-term digital access while managing infrastructure responsibly in an increasingly data-intensive environment.

Uninterrupted 5G Connectivity for Everyday Mobility

StarHub continued to strengthen its 5G network to support reliable and inclusive digital access across Singapore. By expanding nationwide coverage and enhancing network capacity, we improved connectivity in areas that are critical to daily mobility and economic activity.

A key milestone was the provision of 5G coverage across all MRT station platforms and train tunnels, and major expressway road tunnels. By extending seamless connectivity to these high-traffic and previously challenging environments, StarHub ensures more efficient journeys and enables customers to stay connected

throughout their daily commutes. This investment strengthens the resilience of our Singapore's digital infrastructure and supports broader efforts to build an inclusive and well-connected society.

Building a more Efficient and Resilient Network

StarHub has continually simplified and consolidated its broadband network to improve reliability, efficiency, and long-term sustainability. By bringing previously separate network systems onto a single, unified platform, we enable our customers to access a wider range of network services more seamlessly, while reducing

complexity in how the network is operated and maintained. This integrated network design also supports faster service delivery, more efficient operations and greater flexibility to meet evolving client needs. Importantly, consolidating network infrastructure has reduced the overall number of network elements required,

lowering our physical footprint and improving energy efficiency. These enhancements strengthen the resilience of StarHub's digital infrastructure while supporting more responsible use of energy and resources as demand for data and connectivity continue to grow.

APPENDICES

ESG DATA TABLES

Environmental performance^{1/}

Metrics	Unit Measurement	2025
GHG Emissions (StarHub Group)^{2/}		
Scope 1	tCO₂e	2,668
Biofuel – stationary combustion ^{3/}	tCO ₂ e	25
Fuel – stationary combustion	tCO ₂ e	40
Fuel – mobile combustion	tCO ₂ e	708
Refrigerants	tCO ₂ e	1,896
Scope 2 (location-based)	tCO₂e	66,374
Scope 2 (market-based)^{4/}	tCO₂e	47,806
Total Scope 1+2 (market-based)	tCO₂e	50,474
Scope 1+2 emissions intensity	tCO₂e / \$mil revenue	21.5
Scope 3^{5/}	tCO₂e	275,028
Category 1 Purchased goods/services	tCO ₂ e	166,838
Category 2 Capital goods	tCO ₂ e	4,449
Category 3 Fuel/energy-related	tCO ₂ e	12,617
Category 4 Upstream transport/distribution	tCO ₂ e	7,742
Category 5 Waste generated	tCO ₂ e	22
Category 6 Business travel ^{6/}	tCO ₂ e	393
Category 7 Employee commuting ^{6/}	tCO ₂ e	352
Category 8 Upstream leased assets	tCO ₂ e	3,240
Category 11 Use of sold products	tCO ₂ e	34,089
Category 12 End-of-life sold products	tCO ₂ e	199
Category 13 Downstream leased assets	tCO ₂ e	41,695
Category 14 Franchises	tCO ₂ e	21
Category 15 Investments	tCO ₂ e	3,371

Energy		
Energy Consumption Within Organisation (StarHub Group)		
Fuel Consumption	GJ	11,369
Stationary biodiesel	GJ	375
Stationary diesel	GJ	566
Mobile diesel	GJ	2,960
Mobile petrol	GJ	7,468
Electricity Consumption	MWh	142,486
Non-renewable sources	MWh	101,604
Renewable sources	MWh	40,882
Bundled RECs (through PPA/ green tariffs)	MWh	18,540
Unbundled RECs	MWh	22,335
Self-generated solar energy	MWh	7
Percentage of renewable energy to total electricity consumption	%	28.7
Total Energy Consumption	GJ	524,318
	MWh	145,644

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Metrics	Unit Measurement	2025
Energy		
Energy Consumption Within Organisation (StarHub Group)		
Energy Intensity	GJ/\$mil revenue	222.8
	MWh/\$mil revenue	61.9
Energy Consumption outside Organisation (StarHub only^{7/})		
Upstream leased assets	MWh	12,308
Downstream leased assets ^{8/}	MWh	78,700
Partners' shops	MWh	53
Total Electricity Consumption outside Organisation^{9/}	MWh	91,061

Waste		
Waste Generation within Organisation (StarHub only)		
Waste directed to recycling	tonnes	78.3
E-waste recycled	tonnes	77.1
Paper recycled	tonnes	1.2
Waste directed to waste-to-energy incineration	tonnes	7.0
General waste disposed	tonnes	6.3
E-waste disposed	tonnes	0.7
Total Waste Generated^{10/}	tonnes	85.3
Recycling rate	%	91.8
External e-waste collected through nationwide EPR system^{11/}	tonnes	11.7

Water		
Water Management (StarHub only)		
Water use^{12/}	ML	8.8

- 1/ Numbers in tables may not add up to total or 100% due to rounding.
- 2/ StarHub Group refers to StarHub Ltd and all subsidiaries. Compared to 2024, our Scope 1 emissions, which form 5.3% of our total Scope 1 and 2 (market-based) emissions, have increased by 59.9% in the reporting year, primarily driven by higher refrigerant top-ups. Scope 2 (location-based) emissions increased by 4.6% due to a marginal rise in electricity consumption at the data centre, while Scope 2 (market-based) emissions decreased by 8.8% as a result of higher renewable energy consumption. In line with these trends, energy intensity increased by 2.3% and the Scope 1 and 2 (market-based) emissions intensity decreased by 6.1% in 2025 compared to 2024. Total Scope 3 emissions decreased by 6.1% year-on-year; however, this change reflects our transition to a more accurate and reliable data collection and emissions accounting methodology but limits direct comparability with 2024. Refer to "Our Climate Progress and Outlook" on pages 21 - 22 for more details.
- 3/ Our biofuel refers to biodiesel with 7% palm oil methyl ester.
- 4/ Scope 2 (market-based) emissions include direct renewable electricity consumption, and the procurement of 12,000MWh biomass-derived energy through a power purchase agreement in Singapore, 6,540MWh of renewable electricity from solar and wind via green tariff subscriptions in Malaysia, and 22,335MWh of unbundled RECs generated from solar and wind projects in Vietnam.
- 5/ Scope 3 Categories 9 and 10 emissions are not applicable to StarHub Group.
- 6/ Scope 3 emissions from Categories 6 and 7 are calculated as the average over the past three years (2022-2024).
- 7/ StarHub only refers to StarHub Ltd and its selected wholly owned subsidiaries: StarHub Cable Vision Ltd, StarHub Mobile Pte Ltd, StarHub Online Pte Ltd, and JOS (SG) Pte Ltd. The operations of these entities are integrated and therefore their environmental data are reported on a consolidated basis.
- 8/ The data only account for electricity consumed at downstream leased premises and exclude downstream leased customer premises equipment, which together form Scope 3 Category 13 emissions.
- 9/ Total electricity consumption outside organisation remained largely consistent with 2024 levels, with a subtle 0.9% decrease in the reporting year compared to 2024.
- 10/ Total waste generated within StarHub only increased by 52.5%, primarily due to higher volumes of waste diverted for recycling, which rose by 54.3% over the same period. E-waste arising from technology refresh and decommissioning activities constitutes the majority of recycled waste, and all e-waste generated from our operations in Singapore was diverted to recycling and waste-to-energy incineration of non-recyclable components.
- 11/ External e-waste refers to e-waste collected at our premises as part of the nationwide EPR system. The weighted amount was provided by the NEA-appointed Producer Responsibility Scheme (PRS) Operator - ALBA E-waste Smart Recycling Pte Ltd.
- 12/ Water usage at StarHub is generally low, as most of its premises—including data centre HVAC systems—rely on air-cooled rather than water-cooled systems. Water consumption is largely limited to pantries and washrooms. Total water consumption within StarHub only decreased by 4.3% in the reporting year compared to 2024, driven by more timely identification and rectification of leakages and faults.

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Social Performance^{1/}

Metrics	Unit Measurement	2025	2024	2023
Employee Profile				
Total Employees in StarHub	Number	1,545	1,638	1,596
Total Employees by Gender				
Male	Number	955	1,003	940
Female	Number	590	635	656
Total Employees by Age Group				
< 30 years old	Number	108	132	139
30-50 years old	Number	1,087	1,176	1,176
> 50 years old	Number	350	330	281

Total Employees by Employment Types and Gender				
Permanent	Number	1,473	1,610	1,521
Male	Number	913	982	897
Female	Number	560	628	624
Temporary	Number	72	28	75
Male	Number	42	21	43
Female	Number	30	7	32

Total Employees by Types of Employment and Gender				
Full-time	Number	1,543	1,635	1,592
Male	Number	953	1,003	939
Female	Number	590	632	653
Part-time	Number	2	3	4
Male	Number	2	0	1
Female	Number	0	3	3

Non-guaranteed Hours Employees				
Total Non-guaranteed Hours Employees	Number	0	0	0

Gender, Age Group and Ethnic Group by Employee Category				
Board				
Male	%	63.6	66.7	72.7
Female	%	36.4	33.3	27.3
< 30 years old				
< 30 years old	%	0.0	0.0	0.0
30-50 years old				
30-50 years old	%	9.1	16.7	18.2
> 50 years old				
> 50 years old	%	90.9	83.3	81.8
Chinese				
Chinese	%	54.5	58.3	45.4
Malay				
Malay	%	0.0	0.0	0.0
Indian				
Indian	%	18.2	16.7	18.2
Others				
Others	%	27.3	25.0	36.4

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Metrics	Unit Measurement	2025	2024	2023
Senior Management				
Male	%	62.5	66.2	66.2
Female	%	37.5	33.8	33.8
< 30 years old	%	0.0	0.0	0.0
30-50 years old	%	58.8	61.0	63.2
> 50 years old	%	41.2	39.0	36.8
Chinese	%	76.2	72.7	72.1
Malay	%	0.0	0.0	0.0
Indian	%	10.0	10.4	13.2
Others	%	13.8	16.9	14.7
Middle Management				
Male	%	69.9	69.5	67.5
Female	%	30.1	30.5	32.5
< 30 years old	%	1.9	1.7	1.3
30-50 years old	%	69.6	71.9	75.2
> 50 years old	%	28.5	26.4	23.5
Chinese	%	75.7	76.7	77.2
Malay	%	1.7	1.2	1.3
Indian	%	14.0	15.2	14.3
Others	%	8.6	6.9	7.2
Function Employees				
Male	%	58.4	57.8	55.5
Female	%	41.6	42.2	44.5
< 30 years old	%	9.6	11.0	11.8
30-50 years old	%	71.6	72.5	73.8
> 50 years old	%	18.8	16.5	14.4
Chinese	%	68.4	67.6	67.4
Malay	%	9.6	10.3	10.0
Indian	%	8.4	15.2	7.3
Others	%	13.6	6.9	15.3
Remuneration Ratio by Employee Category and Gender				
Total Employees	Male: Female	1.147	1.159	1.171
Senior Management	Male: Female	1.287	1.297	1.283
Middle Management	Male: Female	1.041	1.031	1.021
Function Employees	Male: Female	1.011	0.988	1.023

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Metrics	Unit Measurement	2025	2024	2023
Average Training Hours				
Average Training Hours Per Employee Per Year	Hrs/pax	8.88	11.7	14.6

By Gender				
Male	Hrs/pax	8.91	13.08	15.26
Female	Hrs/pax	8.85	9.66	13.62

By Employee Level				
Senior Management	Hrs/pax	9.60	19.47	15.98
Middle Management	Hrs/pax	9.89	13.78	16.52
Function Employees	Hrs/pax	8.37	10.41	13.79

Work-related Injuries^{2/}				
All Employees				
Total hours worked	Number	2,899,188	3,254,973	3,139,475
Workplace fatalities due to work-related injury	Number	0	0	0
	%	0	0	0
High-consequence work-related injuries (excluding fatalities)	Number	0	0	0
	%	0	0	0
Recordable work-related injuries	Number	0	3	3
	Per 1,000,000 hours worked	0	0.92	0.96
	Per 100,000 employees	0	183.32	188.21

Work-related Ill Health^{2/}				
All Employees				
Number of workplace fatalities from work-related ill health	Number	0	0	0
Number of recordable work-related ill health	Number	0	0	3

Metrics	2025		2024		2023	
	Number	%	Number	%	Number	%
New Hires						
By Gender						
Male	118	12.4	135	13.5	117	12.4
Female	56	9.5	64	10.1	70	10.7
By Age Group						
< 30 years old	38	35.2	47	35.6	64	46.0
30-50 years old	113	10.4	130	11.1	105	8.9
> 50 years old	23	6.6	22	6.7	18	6.4
Turnover						
By Gender						
Male	176	18.4	138	13.8	184	19.6
Female	114	19.3	100	15.7	130	19.8
By Age Group						
< 30 years old	36	33.3	22	16.7	55	39.6
30-50 years old	196	18.0	178	15.1	197	16.8
> 50 years old	58	16.6	38	11.5	62	22.1

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Metrics	Unit Measurement	Male	Female
Parental Leave 2025^{3/}			
Total employees entitled to parental leave	Number	955	590
Total employees that took parental leave	Number	17	8
Total employees that returned to work in the reporting period after parental leave ended	Number	24	15
Total employees that returned to work after parental leave ended that were still employed 12 months after their return to work	Number	20	10
Return to work rate^{4/}	%	96.0	100.0
Retention rate^{5/}	%	80.0	37.0

- 1/ Singapore is our primary location of operations. All employee data relates to Singapore. Employee numbers are based on headcount as at 31 December 2025.
- 2/ Information on workers who are not employees is omitted due to unavailable data from vendors and suppliers. StarHub will continue enhance the data collection process and progressively disclose this information in the next financial years.
- 3/ The return-to-work and retention rate methodologies were updated and finalised in 2025; therefore, the 2025 figures are not directly comparable with those reported previously.
- 4/ Return-to-work rate is computed using total number of employees that did return to work in 2025 after parental leave, divided by total number of employees due to return to work in the same year after taking parental leave.
- 5/ Retention rate is computed using total number of employees who returned to work after parental leave and remained employed 12 months after their return, divided by total number of employees returning from parental leave in the prior reporting period(s).

Governance Performance and other Indicators

Metrics	Unit Measurement	2025	2024	2023
Financial Information				
Revenue	\$mil	2,352.8	2,367.7	2,373.1
Net profit	\$mil	91.5	168.2	145.8
Dividends paid to shareholders	\$mil	106.7	123.8	86.4
Local Supplier^{1/}				
Local suppliers	%	72	72	70
Share of local suppliers to total procurement spend	%	87	85	85

- 1/ Local suppliers refer to suppliers based in Singapore, with the exclusion of intercompanies, as our operations are primarily located in Singapore

APPENDICES

STAKEHOLDER ENGAGEMENT

Stakeholder Group	Engagement method & frequency	ESG issues or impacts raised	StarHub's response
Customers (across Enterprise and Consumer businesses)	<ul style="list-style-type: none"> 24/7 assistance via customer service hotlines, live chat and digital mobile app Monthly customer satisfaction scores (CSAT) and net promoter scores (NPS) Industry trade shows and advisory conferences Executive Briefing Centre visits and workshops, as needed 	<ul style="list-style-type: none"> Network service quality (including coverage and speed) Requests of carbon footprint of product and services in business-to-business transactions 	<ul style="list-style-type: none"> Prioritising timely support and infrastructure upgrades to enhance network stability, reliability and security Upskilling technical consultants and solution specialists in sustainability capacity building and participating in recognised third-party ESG rating platforms
Employees (incl. Management and Board)	<ul style="list-style-type: none"> Quarterly townhalls (HubberHangout) for employees to engage directly with Management Annual employee engagement survey Regular managerial check-ins, including skip-level meetings 	<ul style="list-style-type: none"> Queries raised during HubberHangout covered topics such as corporate strategy, market outlook, workplace management, and benefits and welfare Through annual employee engagement survey, key areas of concern raised by employees are around cross-functional collaboration and workload 	<ul style="list-style-type: none"> Continuing to enforce our workplace compact to strengthen employee engagement, collaboration and well-being Leveraging on feedback received from our employee engagement surveys, we remain committed to deliver holistic employee value proposition (EVP) through our culture, opportunities for growth and development, and a focus on overall employee well-being
Suppliers (incl. distributors and retailers)	<ul style="list-style-type: none"> Ad-hoc engagement with key suppliers Supplier self-assessment questionnaires 	<ul style="list-style-type: none"> Structured procurement process, including sustainability considerations Compliance with StarHub's Supplier Code of Conduct 	<ul style="list-style-type: none"> Developed supplier engagement roadmap to deepen collaboration and accelerate decarbonisation Updated and rolled out Supplier Code of Conduct, procurement policy and procedures
Investors	<ul style="list-style-type: none"> Quarterly results briefings and bi-annual financial results announcements Annual Investor Day Annual general meeting Ad-hoc conferences and roadshows 	<ul style="list-style-type: none"> Transparent and timely updates on business performance Long-term business strategy and resilience Robust ESG risks management 	<ul style="list-style-type: none"> Regularly providing in-depth commentary on business outlook and financial performance Address ESG queries and communicate net-zero commitment and decarbonisation roadmap via email and survey feedback
Communities and NGOs	<ul style="list-style-type: none"> Regular events, workshops and community activities Employee volunteering events Partner-led community days 	<ul style="list-style-type: none"> Digital inclusion, social mobility and empowerment of vulnerable groups Access to technology and cyber-safety education Environmental conservation and responsible use of resources 	<ul style="list-style-type: none"> Regularly reviewing community needs to plan outreach programmes Partnering with voluntary welfare organisations and investing in projects to support underserved groups Providing digital tools, cyber-safety education and refurbished equipment to uplift beneficiaries

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Stakeholder Group	Engagement method & frequency	ESG issues or impacts raised	StarHub's response
Government and Regulators	<ul style="list-style-type: none"> Regular one-on-one or group meetings at various levels with government agencies and industry partners Active participation in government-led working groups, committees and forums Provide feedback through correspondences and consultation papers, draft regulations and policy statements 	<ul style="list-style-type: none"> Enhanced cybersecurity regulations and requirements Resilient telecommunications infrastructure meeting minimum quality of service standards Robust consumer protection through data privacy and anti-scam measures 	<ul style="list-style-type: none"> Ensuring regulatory compliance through comprehensive security checks, training and cybersecurity audits across the networks Committing continuous investments and upgrades to our infrastructure Updating policies and implementing anti-scam measures, including rolling out new mobile app, ScamSafe, to keep individuals safe
Trade unions	<ul style="list-style-type: none"> Annual Management-Union dialogues Regular consultative forums and/or workshops 	<ul style="list-style-type: none"> Reskilling and upskilling employees Talent well-being and union member benefits Support for affected talents with external opportunities during restructure 	<ul style="list-style-type: none"> Expanding opportunities for open dialogue with Management Developing training initiatives to foster a stronger and self-directed learning culture

MEMBERSHIPS AND ASSOCIATIONS

- | | |
|---|---|
| <ul style="list-style-type: none"> Asia Pacific Network Information Centre (APNIC) Asia Video Industry Association (AVIA) Association of Singapore Listed Companies (SGListCos) Chartered Secretaries Institute of Singapore (CSIS) Conexus Mobile Alliance Contact Centre Association of Singapore (CCAS) CPA Australia CPA Hong Kong Disaster Recovery Institute International (DRI) GSM Association (GSMA) Income Tax Board of Review (ITBR) Information Systems Audit and Control Association (ISACA) Institute of Singapore Chartered Accountants (ISCA) International Information System Security Certification Consortium (ISC2) | <ul style="list-style-type: none"> National Sustainable Procurement Roundtable (NSPR) Project Management Institute (PMI) Securities Investors Association Singapore (SIAS) Singapore Academy of Law (SAL) Singapore Advanced Research & Education Network (SingAREN) Singapore Business Federation (SBF) Singapore Chinese Chamber of Commerce & Industry (SCCCI) Singapore Computer Society (SCS) Singapore Corporate Counsel Association (SCCA) Singapore Green Building Council (SGBC) Singapore Hotel Association (SHA) Singapore Institute of Directors (SID) Singapore International Chamber of Commerce (SICC) Singapore National Employers' Federation (SNEF) |
|---|---|

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CLIMATE SCENARIO ANALYSIS

Scope of Analysis

In alignment with ISSB guidance, we assessed the potential impact of climate change on our business model and value chain for our primary operations in Singapore and Malaysia, considering our current decarbonisation plans and our revenue streams:

- Physical risks – Evaluated the financial impacts on core, geographically vulnerable assets, including data centres, mobile transceiver stations, network exchanges, and office facilities.
- Transition risks – Analysed potential operating cost implications under different transition scenarios, based on projected carbon price increases and emissions trajectories in both Singapore and Malaysia.

Time Horizons

Time Frame	Basis for Selection
Short-term (2027)	<ul style="list-style-type: none"> • Provides insights into risks that are likely to emerge within the next two years • Supports us in immediate strategic planning and policy adjustments to mitigate impacts
Medium-term (2030)	<ul style="list-style-type: none"> • Balances short-term and long-term considerations, informing medium-term investments and enabling trend analysis between 2030 and 2050 • Aligned with Singapore's national decarbonisation goals, which aim to reduce the national emissions to around 60 MtCO₂e by 2030
Long-term (2050)	<ul style="list-style-type: none"> • Essential for understanding long-term climate impacts, guiding sustainable develop goals and resilience planning • Influences our strategy and targets to respond to the broader climate change risks and transition implications • Aligned with Singapore's national decarbonisation goals, which aims to achieve net zero by 2050

Climate Scenarios

We selected different scenarios informed by the Intergovernmental Panel on Climate Change (IPCC), the Network for Greening the Financial System (NGFS), and other sources to assess the key impacts of both physical climate risks and the low-carbon transition. The table below outlines the scenarios used to test the resilience of our organisational strategy.

Physical Risk Climate Scenarios

Scenario	Description	Assumptions	Purpose in Assessment
RCP 2.6	Low-emission pathway aligned with Paris Agreement goals	<ul style="list-style-type: none"> • Global warming limited to 1.5-2°C (above pre-industrial levels) by 2100 • High mitigation efforts to curb emissions • Lower frequency and severity of extreme weather events 	Assess risks under a sustainable, low-carbon future
RCP 8.5	High-emission pathway representing worst case emissions outcomes	<ul style="list-style-type: none"> • Global warming exceeds 3°C (above pre-industrial levels) by 2100 • Limited climate policy action • Increased frequency and severity of extreme weather events 	Evaluate worst-case physical and transition risks

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Transition Risk Climate Scenarios

Scenario	Description	Assumptions	Purpose in Assessment
Net Zero 2050	Ambitious decarbonisation pathway aligned with global climate goals	<ul style="list-style-type: none"> • Rapid policy action • Significant carbon pricing • Accelerated shift to renewables and low-carbon technologies • Global warming limited to under 1.5°C (above pre-industrial levels) by 2100 	Assess risks from aggressive transition policies and market shifts
Current Policies	Business-as-usual (BAU) pathway based on existing commitments	<ul style="list-style-type: none"> • Limited new climate policies • Gradual emissions reduction • Continued reliance on fossil fuels • Global warming exceeds 3°C (above pre-industrial levels) by 2100 	Evaluate risks under slow transition and policy enforcements

Assumptions and Limitations

Area	Assumptions and limitations
Policy and Regulatory	<ul style="list-style-type: none"> • Singapore BAU scenario uses government-announced carbon tax values, while the remaining carbon pricing inputs are derived from NGFS scenario explorer • Although StarHub is not directly taxed, secondary impacts via change in electricity price are assumed
Energy System and Decarbonisation	<ul style="list-style-type: none"> • StarHub's emissions (incl. electricity use) are assumed to grow in line with revenue growth year-on-year • NGFS data is only available at 5-year intervals; linear interpolation applied for intermediate non-renewable energy proportions • Renewable energy proportions are based on government targets and NGFS scenario trends (Current Policies and NetZero 2050) • Singapore electricity price is used as the standard price assumption • Electricity consumption for certain assets is estimated using average consumption of comparable StarHub assets
Financial Modelling	<ul style="list-style-type: none"> • Asset values are estimated using building values disclosed in the financial statements allocated by floor area for operational assets, and by approximate full-replacement cost for selected network equipment • Content value is derived by allocating the financial statement value of network and office equipment to relevant assets, weighted based on electricity consumption • Revenue is allocated across assets based on the asset function, and the relative electricity consumption • Climate-related impacts translated into financial ratios aligned with cost and revenue projections
Passthrough Impacts	<ul style="list-style-type: none"> • Tax passthrough rate for electricity is derived from US EPA data and is applied to estimate carbon-related cost impact

APPENDICES

STARHUB ENVIRONMENTAL DATA ACCOUNTING METHODOLOGY

GHG Emissions

1. Reporting Boundary

StarHub consolidates and reports the GHG emissions based on operational control, where a company accounts for 100% of emissions from operations over which it or one of its subsidiaries has operational control. Operational control approach is chosen as 1) the approach is more representative of how StarHub operates; 2) StarHub retains $\geq 50\%$ equity of most of its subsidiaries which generally implies operational control over its subsidiaries; and 3) aligns with telco industry peers.

The GHG reporting approach is aligned with our consolidated financial accounting policies, i.e., the reporting boundary covers StarHub Ltd and all subsidiaries (together the "StarHub Group"). The reporting period is aligned with StarHub's financial year, i.e., 1 January to 31 December.

For the full list of subsidiaries, refer to the Annual Report Financial Statements.

2. GHG Emissions Accounting Methodologies

GHG emissions are calculated in accordance with the requirements of "The GHG Protocol: A Corporate Accounting and Reporting Standard", "The GHG Protocol: Scope 2 Guidance", "The GHG: Corporate Value Chain (Scope 3) Accounting and Reporting Standard", and "The GHG Protocol: Technical Guidance for Calculating Scope 3 Emissions". Our GHG inventory covers seven main gases specified in the Kyoto Protocol (i.e., CO₂, CH₄, N₂O, HFCs, PFCs, SF₆ and NF₃) and StarHub does not generate biogenic CO₂ emissions.

2.1 Scope 1 and 2 emissions

The methodologies used to compute Scope 1 and Scope 2 emissions for StarHub Group are summarised below.

Scope 1 (direct) emissions

- Emissions sources include stationary and mobile combustion of fuel (petrol, diesel and biodiesel), and fugitive emissions from refrigerant gases covered by the Kyoto Protocol (e.g. R407c, R410a, R32).
- Emissions are computed using activity-based method, with emission factors obtained from the Department for Environment, Food & Rural Affairs (DEFRA) UK Government GHG Conversion Factors for Company Reporting database. For biodiesel, emission factors are obtained from supplier. For refrigerants, the global warming potentials (GWP) used in the calculation of CO₂e are based on IPCC Fifth Assessment Report (AR5) over a 100-year period.

Scope 2 (indirect) emissions

- Accounts for emissions from purchased electricity, and emissions are reported using both location-based and market-based methods.
- Location-based emissions refer to emissions from the generation of purchased electricity using the average emission factors of the local electricity grid where the electricity is consumed. Emissions are computed using activity-based method, with grid average-emission factors obtained from governmental sources (e.g. the Singapore Energy Market Authority (EMA)) or international databases (e.g. International Energy Agency (IEA)). Where available, emission factors provided by suppliers are used (e.g. CLP Power Hong Kong).
- Market-based emissions refer to emissions from the electricity we purposefully purchased, reflecting the zero or lower carbon intensity of energy sources through the procurement of electricity via power purchased agreements (PPA), green energy tariffs (GET), and the procurement of unbundled RECs. Where available, emission factors and/or emission savings from suppliers (e.g. Tuas Power for biomass-derived energy) are used in the computation.
- Solar energy generated on-site is considered to have zero operation emissions.
- We use market-based emissions to track our performance towards the Group's GHG targets.

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2.2 Scope 3 emissions

Scope 3 emissions take into consideration all 15 categories defined by the GHG Protocol. The methodologies used to compute Scope 3 emissions for StarHub Group are summarised below.

Category 1 Purchased goods and services

- Includes emissions from the productions of goods and services purchased by StarHub, using spend-based method, in local Singapore currency.
- Emission factors are derived by mapping the purchased goods and services description against the economic sector and commodity categorisation in the US EPA Supply Chain GHG Emission Factors for US Commodities and Industries database. The Supply Chain Emission Factors with Margins, which represents emissions associated with cradle-to-shelf is applied.

Category 2 Capital goods

- Includes emissions from the production of capital goods purchased by StarHub, such as cabling, desktop/ laptop, furniture and fitting, mobile BTS, server etc.
- Emissions are computed using spend-based method, similar to Category 1 methodology.

Category 3 Fuel- and energy-related activities not included in Scope 1 or Scope 2

- Emissions are computed using activity-based method, based on fuels consumed and their associated well-to-tank (WTT) emissions, as well as purchased electricity and its associated upstream emissions.
- For purchased electricity, the location-based approach is used.
- Emission factors are obtained from the national emission factors from IEA Life Cycle upstream emission factors and DEFRA.

Category 4 Upstream transportation and distribution

- Includes emissions from transportation and distribution services outsourced to third-party.
- Emissions are computed using spend-based method, similar to Category 1 methodology.

Category 5 Waste generated in operation

- Includes emissions from the treatment and disposal of StarHub Group's operational waste. In Singapore, the primary waste disposal method is waste-to-energy incineration, whereas in Malaysia, landfill remains the dominant approach.
- Emissions are computed using activity-based method.
- Emission factors are obtained from US EPA GHG Emission Factors Hub.

Category 6 Business travel

- Computed from air travel, hotel accommodation, and land transport emissions from StarHub, and estimated for the StarHub Group's total by allocating emissions of the remaining subsidiaries based on their share of Scope 1 and 2 (location-based) emissions relative to the Group.
- For air travel and hotel accommodation paid for by the company, emissions are computed using activity-based method using data on distance travelled (air miles) and hotel room nights. Emissions data provided by StarHub's appointed travel agency are used. Where unavailable, the ICAO carbon emission calculator and emission factors from DEFRA are applied.
- For land transport by Grab or taxi, emissions are computed using spend-based method, using the fees shown on receipts. Emission factors are obtained from the US EPA Supply Chain GHG Emission Factors for US Commodities and Industries database.

Category 7 Employee commuting

- Emissions are computed from a survey of StarHub employees' typical transport modes (e.g., car, bus, train) and commuting distances, and estimated for the StarHub Group's total by allocating emissions of the remaining subsidiaries based on their share of Scope 1 and 2 (location-based) emissions relative to the Group.
- Emission factors are obtained from the Singapore Emission Factors Registry (SEFR); where unavailable, DEFRA factors are applied.

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Category 8 Upstream leased assets

- Includes emissions arising from electricity consumption at premises leased from third parties where the energy use and related emissions are outside StarHub Group's direct control.
- Emissions are computed using activity-based method.
- Renewable energy consumption or market-based emissions provided by lessors will be used; where unavailable, grid average-emission factors are applied.

Category 9 Downstream transportation and distribution

- Emissions from third-party transportation and distribution after point of sale expected to be immaterial and therefore considered not applicable.

Category 10 Processing of sold products

- Not applicable to StarHub.
- StarHub sells end products such as mobile devices and routers and does not expect any third-party to process these products.

Category 11 Use of sold products

- Emissions are computed based on quantity of product sold (e.g. mobile devices, routers) multiplied by the product's lifetime emissions associated with its use phase to derive the direct use-phase emissions.
- Product lifecycle emissions for the use phase are obtained either publicly or from vendors; where unavailable, emissions are estimated based on the product's power consumption, average lifespan, and the usage hours over its lifetime, using Singapore's grid average-emission factors (assuming these products are used locally).

Category 12 End of life of sold products

- Emissions are computed based on quantity of product sold multiplied by the product's lifetime emissions associated with its end-of-life (EOL) phase to derive the EOL emissions.
- Product lifecycle emissions for the EOL phase are obtained either publicly or from vendors; where unavailable, emissions are estimated based on the product's weight and the emission factors for the most appropriate EOL treatment methods using emission factors from the US EPA GHG Emission Factors Hub.

Category 13 Downstream leased assets

- Emissions are computed using activity-based method and summed across two sources.
- For downstream leased premises, emissions are computed based on the electricity consumed at the premises.
- For downstream leased customer premises equipment (e.g. set-top boxes), emissions are computed based on the quantity of equipment leased to consumers and enterprise clients, equipment power rating and typical usage hours in a year.
- Grid average-emission are applied in all calculations.

Category 14 Franchises

- Includes emissions from electricity consumption at our authorised partners' shops.
- Emissions are computed using activity-based method with grid average-emission factors.

Category 15 Investments

- Includes emissions from fuel and electricity consumption at associates and joint ventures.
- Emissions are computed based on StarHub Group's effective equity share to account for the proportion of Scope 1 and 2 emissions from Shine Systems Assets Pte Ltd and Antina Pte Ltd. Singapore's grid average-emission factors are applied.

APPENDICES

3. GHG Target Maintenance and Progress Reporting

StarHub adheres to the SBTi Criteria and Recommendations for maintaining and reporting progress against our GHG emissions reduction targets. We publicly disclose our consolidated GHG emissions and progress annually through our Sustainability Report and CDP Climate Change responses. Our key emissions reduction strategies encompass minimising fuel and electricity consumption, enhancing energy efficiency, transitioning to electric vehicles and refrigerants with lower GWP and increasing our sourcing of renewable energy.

As the use of renewable energy remains necessary in our decarbonisation journey, StarHub Group sources unbundled RECs following the governance framework and rules set out within our newly developed RECs Purchasing Guide. The Guide is aligned with the requirement of Singapore Standards (SS 673), a code of practice to support the management and use of RECs in Singapore.

Where offsets from carbon credits are used, they do not count towards StarHub's interim emissions reduction targets. As per SBTi Net-Zero Standard, offset is only recognised for residual emissions. StarHub commits to neutralise residual emissions at the point of reaching our long-term target.

4. Base Year Recalculation Policy

StarHub's base year for our near- and long-term GHG emissions targets is 2021. This base year represents the earliest year when we have the most complete and reliable data available. Our base year is maintained for a five-year period, unless significant changes occur in company structure, business activities, or calculation methodologies that result in a change of 5% or more in the organisation's total base year emissions.

5. Continual Improvement

StarHub prioritises using activity data (e.g. electricity consumption in kWh), product carbon footprint (PCF) or supplier-specific data to calculate our GHG emissions. In instances where such data is incomplete or unavailable, spend-based data or other suitable proxies are applied to estimate the Group's GHG emissions. We endeavour to transit from spend-based data to high-quality data as the measurement, reporting and verification processes mature across our value chain and in the broader ecosystem over time.

Energy

StarHub reports energy consumption within the organisation at the Group level. This includes fuel consumption for generators and company-owned vehicles, purchased electricity from the grid, purchased electricity from renewable sources acquired through PPA and green tariffs, and solar energy generated on site. The use of renewable energy generated from sources such as solar, wind, hydropower acquired through the retirement of unbundled RECs during the reporting year are reported as well.

Reporting of energy consumption outside the organisation is limited to StarHub Ltd and selected wholly owned subsidiaries in Singapore, covering electricity use at the upstream and downstream leased premises and partners' shops.

Gross calorific value (GCV) or higher heating value (HHV) are used to compute the heating value of the fuel.

Waste and Water

The data on waste and water information is limited to StarHub Ltd and selected wholly owned subsidiaries in Singapore.

We report two categories of waste generated: e-waste and non-hazardous waste. E-waste, encompassing ICT equipment from our corporate offices, data centres, shops and electronic devices collected from customers, is sent to licensed e-waste recycling vendors. Non-hazardous waste from our corporate office comprises general refuse, which is sent to waste-to-energy incineration, and paper waste, which is collected separately for recycling. We do not generate hazardous waste.

Water consumption at our corporate office and data centres mainly arises from pantries and washrooms. Consumption data is not available for premises where water use is shared with other occupants, and no sub-meter is in place.

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OUR CORPORATE POLICIES

Policy and Procedure ¹	Summary
StarHub Environmental Policy	Outlines StarHub's commitment to sustainable practice and environmental stewardship.
Employee Code of Conduct and Ethics	Sets out the ethical and behavioural standards for employees to underpin a positive, safe and inclusive culture at StarHub.
Grievance Procedures	Provides all employees with information and procedures on handling grievances in the workplace and maintains a work environment that is safe for employees.
Board Diversity Policy	Sets out the framework and targets pertaining to diversity on the Board of Directors.
Management and Staff Diversity Policy	Establishes StarHub Group's commitment and framework to promote diversity, inclusion and merit-based, fair employment practices across Management and staff.
Supplier Code of Conduct	Outlines the minimum standards and expectations placed on all suppliers who provide goods and/or services to StarHub.
Responsible Sourcing Policy	Embeds sustainable and responsible business practices within our supply chain.
Procurement Policy	Provides the guiding principles, approval requirements, sourcing rules, and governance expectations that all employers and entities must follow when engaging in procurement-related activities.
Anti-Corruption, Corporate Gift and Hospitality Policy	Requires all directors and employees to comply with all applicable anti-corruption and anti-bribery laws and regulations governing to the giving and receiving of any form of gratification.
Insider Trading Policy and Share Trading Policy	Prohibits directors and employees who possess material, non-public information from trading in securities or tipping others, in order to maintain market integrity, uphold corporate reputation, ensure legal compliance and promote fair and transparent trading.
Whistleblowing Policy	Provides a safe and confidential channel to report any concerns under full confidentiality and without the risk of reprisals.
Cybersecurity Policy	Outlines our principles and guidelines for maintaining a robust security posture and mitigating cybersecurity risks.
Information Classification and Handling Policy	Guides our stakeholders on the classification of information so that the information can be appropriately protected.
Employee Data Protection Policy	Sets out the framework and procedures on the collection, use, disclosure, retention and protection of employee's personal data , in accordance with the Singapore Personal Data and Protection Act 2021 ("PDPA") and applicable regulatory requirements.
Data Protection policy	Guides our stakeholders on the collection, use, handling and disclosure of personal data (beyond employee personal data) in compliance with the PDPA.






¹ Some policies are internal and not publicly disclosed.

APPENDICES

OUR CONTRIBUTION TO THE UN SDGS

SDGs (Targets)	Examples of Efforts and Initiatives	
Goal 3 (3.c, 3.d) 	Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none"> Continued to strengthen cybersecurity awareness across our workforce, customer base, and the wider community through targeted education and engagement initiatives Maintained our human-centric culture of integrating change seamlessly into work rhythms instead of introducing layers of initiatives
Goal 4 (4.a) 	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	<ul style="list-style-type: none"> Promoted continuous learning among employees through programmes and platforms like Design Thinking, The StarHub Way and LinkedIn Learning, empowering employees to take ownership of their growth
Goal 5 (5.1, 5.5) 	Achieve gender equality and empower all women and girls	<ul style="list-style-type: none"> Continued to uphold guidelines that promote merit-based hiring, fair workplace treatment, and diversity, in line with TAFEP guidelines Maintained four female Directors, representing 36% of the Board in 2025
Goal 7 (7.2) 	Ensure access to affordable, reliable, sustainable and modern energy for all	<ul style="list-style-type: none"> Increased electricity use from renewable sources to 28.7% Energy efficiency upgrades and operational optimisation
Goal 8 (8.2, 8.3, 8.8) 	Promote sustained, inclusive and sustainable economic growth full and productive employment and decent work for all	<ul style="list-style-type: none"> Leveraged our competency-based, insight-led hiring model, ensuring fair, efficient and high-quality recruitment practices Organised the annual key talent programme, equipping employees with the competencies needed for long-term career development
Goal 9 (9.1, 9.4, 9.c) 	Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation	<ul style="list-style-type: none"> Instituted Voice of Customer (VoC) programme that analyses all customer interactions through intelligent models, providing insights on how we can enhance self-service functionality and service delivery
Goal 10 (10.3) 	Reduce inequality within and among countries	<ul style="list-style-type: none"> Maintained our Progressive Wage Mark certification in 2025, ensuring fair remuneration and promoting inclusive growth for all Hosted a live cricket streaming event for migrant workers, featuring an interactive cyber safety segment aimed at equipping participants with practical tips to secure their mobile devices and protect personal data Sponsored new mobile devices to SPD to deliver quality services and connect with PwDs and their families more effectively

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SDGs (Targets)	Examples of Efforts and Initiatives	
<p>Goal 11 (11.6, 11.a)</p> 	<p>Make cities and human settlements inclusive, safe, resilient and sustainable</p>	<ul style="list-style-type: none"> Continued to offer the SmartSupport Home service which provides comprehensive lifespan extension for household technology Launched a dedicated initiative to refurbish decommissioned corporate laptops for community donation, providing fully restored, high-performance devices to selected beneficiaries and underprivileged students
<p>Goal 12 (12.5, 12.8)</p> 	<p>Ensure sustainable consumption and production patterns</p>	<ul style="list-style-type: none"> Continued providing one-for-one take-back and trade-in services, supporting NEA's EPR scheme Maintained our annual tech refresh exercise which prioritises the refurbishment of internal hardware to prevent unnecessary waste Launched the Enterprise Device Lifecycle Management Programme which offers coordinated repairs and a guaranteed take-back process, ensuring that end-of-life devices are managed responsibly
<p>Goal 13 (13.2, 13.3)</p> 	<p>Take urgent action to combat climate change and its impacts</p>	<ul style="list-style-type: none"> Updated our quantitative climate scenario analysis to inform our strategic business planning and resource allocation towards delivering a sustainable future Achieved average 14% year-on-year energy savings on our 3G mobile network cessation, driven by updates to more energy-efficient base stations and smarter network elements deployment of 4G and 5G networks
<p>Goal 16 (16.5)</p> 	<p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	<ul style="list-style-type: none"> Maintained our robust whistleblowing mechanisms to encourage our employees and external parties to raise concerns without risk of reprisals Introduced mandatory data protection training programmes for employees and relevant vendors to safeguard personal data across our operations and third-party ecosystem
<p>Goal 17 (17.8, 17.16)</p> 	<p>Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development</p>	<ul style="list-style-type: none"> Rolled out a supplier engagement roadmap aimed at deepening collaboration and accelerating decarbonisation across our supply chain In-kind sponsorship of broadband subscriptions to Access Singapore, creating greater opportunities for connectivity and inclusion for disadvantaged youths

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ISSB CONTENT INDEX

Code	Description	Disclosure
Materiality		
S1.17; S1.B32	Materiality – Material information about climate-related risks and opportunities that could reasonably affect the entity's prospects.	Our Transition Initiatives (Page 19)
S1.20	Reporting entity – Climate-related financial disclosures shall cover the same reporting entities as the financial statements.	StarHub Environmental Data Accounting Methodology (Page 60)
S1.21-24; S1.B42(a),(c)	Connected information – Provide information in a manner that clearly presents how climate-related disclosures connect to items in the financial statements.	Our Transition Initiatives (Pages 18 - 19) Annual Report (Page 216)
Governance		
S2.05-07	Governance – Enable users of general-purpose financial reports to understand the governance processes, controls and procedures an entity uses to monitor, manage and oversee climate-related risks and opportunities.	Sustainability Governance (Pages 7 - 8) Our Climate Ambition (Pages 15 - 16) Annual Report (Page 65, 74)
Strategy		
S2.08; S2.10; S2.12	Climate-related risks and opportunities – The entity's strategy for managing climate-related risks and opportunities.	Our Transition Initiatives (Pages 19 - 20) Appendices - Climate Scenario Analysis (Page 58)
S2.13	Business model and value chain – The current and anticipated effects of climate-related risks and opportunities on its business model and value chain.	Our Transition Initiatives (Page 20)
S2.14	Strategy and decision-making – The effects of climate-related risks and opportunities on its strategy and decision-making.	Our Transition Initiatives (Pages 16 - 17, 19 - 20)
S2.15; S2.16; S2.21	Financial position, financial performance and cash flows – The current and anticipated effects of climate-related risks and opportunities on its financial position, financial performance and cash flows for the reporting period.	Our Transition Initiatives (Pages 18 - 19)
S1.22; S2.23	Climate resilience – The resilience of the entity's strategy and business model to climate-related changes and uncertainties, taking into consideration its identified climate-related risks and opportunities through scenario analysis. Quantitative information may be presented as a single figure or a range.	Our Transition Initiatives (Pages 16 - 17, 19 - 20) Appendices - Climate Scenario Analysis (Pages 58 - 59)
Risk Management		
S2.24-26	Risk management – The entity's processes to identify, assess, prioritise and monitor climate-related risks and opportunities, including how those processes are integrated into the entity's overall risk management.	Our Transition Initiatives (Pages 18 - 20) Appendices - Climate Scenario Analysis (Pages 58 - 59) Annual Report (Page 88)
Metrics and Targets		
S1.53; S2.27	General requirements – The entity's performance in relation to its climate-related risks and opportunities, including progress towards climate-related targets it has set or is required to meet by law or regulation.	Goals and Targets (Page 12)
S2.29a(i); S2.29a(iii-vi); S2.B56	Greenhouse gases – Information relevant to the cross-industry metric category of greenhouse gas emissions generated during the reporting period.	ESG Data Tables (Page 50) StarHub Environmental Data Accounting Methodology (Page 60)
S2.29(b)-(g); S2.30; S2.B64	Other cross-industry metrics – The cross-industry metric categories of climate-related physical risks, transition risks, opportunities, capital deployment, internal carbon prices and remuneration, considering the aspects included in S2.B65 and using all reasonable and supportable information available at the reporting date.	Sustainability Governance (Page 8) Our Climate Progress and Outlook (Page 21)

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Code	Description	Disclosure
S2.32	Industry-based metrics – Industry-based metrics relevant to the entity's business models and activities, guided by the Industry-based Guidance in IFRS S2.	SASB Index (Pages 73 - 74)
S2.33-37	Climate-related targets – Quantitative and qualitative climate-related targets set to monitor progress towards achieving its strategic goals, and any targets required to meet by law or regulation. An entity shall consider the applicability of cross-industry metrics and industry-based metrics.	Goals and Targets (Page 12) Our Climate Ambition (Pages 15-16) Our Climate Progress and Outlook (Pages 21-22)
General Requirements		
S1.54; S1.55a; S1.56; S1.58a; S1.59	Sources of Guidance – Apply relevant IFRS Sustainability Disclosure Standards in identifying climate-related risks and opportunities. In the absence of an IFRS Sustainability Disclosure Standard that applies to the identified risk or opportunity, consider the applicability of SASB standards' disclosure topics and metrics.	Our Transition Initiatives (Page 18) ISSB Content Index (Pages 67 - 68)
S1.60; S1.62; S1.B47	Location of disclosures – Disclosures required by IFRS Sustainability Disclosure Standards within the general-purpose financial reports.	ISSB Content Index (Pages 67, 68)
S1.64	Timing of reporting – Report climate-related financial disclosures at the same time, covering the same reporting period, as the related financial statements.	StarHub Environmental Data Accounting Methodology (Page 60)
S1.70, S1.B53	Comparative information – Comparative information of the preceding period for all amounts and other relevant information.	Our Climate Progress and Outlook (Page 22)
Judgements, Uncertainties and Errors		
S1.74	Judgements - Key judgements made in the preparing climate-related financial disclosures.	Appendices - Climate Scenario Analysis (Page 59)
S1.77; S1.78	Measurement uncertainty – Most significant uncertainties affecting reported amounts in the climate-related financial disclosures.	Appendices - Climate Scenario Analysis (Page 59)
S1.83; S1.B58(a)-(b)	Errors – Correct material prior period errors by restating comparative amounts for the prior period(s) disclosed unless it is impracticable to do so.	There are no restatement of prior period errors this year.

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GRI CONTENT INDEX

GRI Standard		Description	Disclosure
GRI 2: General disclosures 2021	2-1	Organisational details	<i>Our headquarters is in Singapore (Page 3)</i>
	2-2	Entities included in the organisation's sustainability reporting	(Page 3)
	2-3	Reporting period, frequency, and contact point	(Page 3)
	2-4	Restatements of information	<i>No restatement</i>
	2-5	External assurance	<i>Independent Limited Assurance Report (Pages 75 - 80)</i>
	2-6	Activities, value chain and other business relationships	<i>Besides the full acquisition of MyRepublic Broadband in August 2025, there are no other significant changes to our organisational profile and supply chain during the reporting period. (Page 3)</i>
	2-7	Employees	(Pages 52 - 54)
	2-8	Workers who are not employees	<i>Omitted due to unavailable data from vendors and suppliers. StarHub will continue to enhance the data collection process and progressively disclose this information in the next financial years.</i>
	2-9	Governance structure and composition	Annual report: Corporate Governance (Page 61)
	2-10	Nomination and selection of the highest governance body	Annual report: Corporate Governance (Page 66)
	2-11	Chair of the highest governance body	Annual report: Corporate Governance (Page 61)
	2-12	Role of the highest governance body in overseeing the management of impacts	(Pages 7 - 8)
	2-13	Delegation of responsibility for managing impacts	(Pages 7 - 8)
	2-14	Role of highest governance body in sustainability reporting	(Pages 7 - 8)
	2-15	Conflicts of interest	Annual Report: Corporate Governance (Page 66)
	2-16	Communication of critical concerns	(Page 44)
	2-17	Collective knowledge of the highest governance body	(Page 8)
	2-18	Evaluation of the performance of the highest governance body	Annual report: Corporate Governance (Page 69)
	2-19	Remuneration policies	Annual report: Corporate Governance (Page 69) <i>Other than the Central Provident Funds contributions mandated by law for Singaporeans and SPRs, StarHub does not provide other retirement benefits for the Board and senior executives.</i>
	2-20	Process to determine remuneration	Annual report: Corporate Governance (Pages 69 - 74)
	2-21	Annual total compensation ratio	<i>Omitted due to confidentiality constraints. Staff compensation is company confidential information given the current competitive labour market in Singapore.</i>
	2-22	Statement on sustainable development strategy	(Page 3)
	2-23	Policy commitments	(Page 64)
	2-24	Embedding policy commitments	(Page 64)
	2-25	Processes to remediate negative impacts	(Pages 31 - 32)
	2-26	Mechanisms for seeking advice and raising concerns	(Pages 31 - 32)

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GRI Standard		Description	Disclosure
GRI 2: General disclosures 2021	2-27	Compliance with laws and regulations	(Pages 12, 44)
	2-28	Membership associations	(Page 57)
	2-29	Approach to stakeholder engagement	(Pages 9, 56 - 57)
	2-30	Collective bargaining agreements	<i>The nature of our MOU with SISEU does not constitute what would generally be expected under a collective bargaining agreement, where our employees as members of SISEU, receive education grants, access to Core Funds, etc. The working conditions and terms of employment of our employees are currently not influenced or determined based on the collective bargaining agreement from other organisations and are based on current market best practice and applicable MOM regulations.</i>
GRI 3: Material topics 2021	3-1	Process to determine material topics	(Page 10)
	3-2	List of material topics	(Page 11)
Climate Transition			
GRI 3: Material topics 2021	3-3	Management of material topics	(Pages 15 - 22)
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	(Pages 50 - 51)
	302-2	Energy consumption outside of the organisation	(Page 51)
	302-3	Energy intensity	(Page 51)
	302-4	Reduction of energy consumption	(Pages 15 - 17)
GRI 303: Water and effluents 2018	303-3	Water withdrawal	(Page 51)
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	(Page 50)
	305-2	Energy indirect (Scope 2) GHG emissions	(Page 50)
	305-3	Other indirect (Scope 3) GHG emissions	(Page 50)
	305-4	GHG emissions intensity	(Page 50)
	305-5	Reduction of GHG emissions	(Pages 21 - 22)
GRI 306: Waste 2020	306-3	Waste generated	(Page 51)
	306-4	306-4 Waste diverted from disposal	(Page 51)
Sustainable Supply Chain Management			
GRI 3: Material topics 2021	3-3	Management of material topics	(Pages 23 - 24)
GRI 204-1: Proportion of spending on local suppliers 2016	204-1	Proportion of spending on local suppliers	(Page 55)
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	(Pages 23 - 24)
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	(Pages 23 - 24)
People and Workforce Resilience			
GRI 3: Material topics 2021	3-3	Management of material topics	(Pages 26 - 33)

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GRI Standard		Description	Disclosure
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	(Pages 29 - 30)
	403-2	Hazard identification, risk assessment, and incident investigation	(Pages 29 - 30)
	403-3	Occupational health services	(Pages 29 - 30)
	403-4	Worker participation, consultation, and communication on occupational health and safety	(Page 29)
	403-5	Worker training on occupational health and safety	(Page 29)
	403-6	Promotion of worker health	(Pages 26 - 28)
	403-7	Prevention and mitigation of OH&S impacts directly linked by business relationships	(Page 30)
	403-8	Workers covered by an OH&S management system	(Page 29)
	403-9	Work-related injuries	(Page 54)
	403-10	Work-related ill health	(Page 54)
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	(Page 54)
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	(Page 32)
	401-3	Parental leave	(Page 55)
GRI 404: Training and education 2016	404-1	Average hours of training per year per employee	(Pages 53 - 54)
	404-2	Programs for upgrading employee skills and transition assistance programs	(Pages 32 - 33)
	404-3	Percentage of employees receiving regular performance and career development reviews	(Page 33)
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	(Pages 52 - 53)
	405-2	Ratio of basic salary and remuneration of women to men	(Page 53)
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	In 2025, we received one discrimination complaint through our confidential whistleblowing channel. In accordance with our whistleblowing process and internal grievance handling principles, independent inquiry and reviewing committees were formed to investigate and take appropriate actions to manage the complaint. The incident is no longer subject to action. (Page 32)
Customer Experience			
GRI 3: Material topics 2021	3-3	Management of material topics	(Pages 34 - 36)
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	(Page 38)
Community Impact			
GRI 3: Material topics 2021	3-3	Management of material topics	(Pages 39 - 42)
GRI 413: Local communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	(Pages 39 - 42)

APPENDICES

GRI Standard		Description	Disclosure
GRI 203: Indirect economic impacts 2016	203-2	Significant indirect economic impacts	(Pages 39 - 42)
GRI 413: Local communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	(Pages 37 - 42)
Ethical Business Practices			
GRI 3: Material topics 2021	3-3	Management of material topics	(Page 44)
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	(Page 44)
	205-2	Communication and training about anti-corruption policies and procedures	(Page 44)
	205-3	Confirmed incidents of corruption and actions taken	(Page 44)
GRI 206: Anti-competitive behaviour 2016	206-1	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	(Page 44)
Network Quality and Coverage Management			
GRI 3: Material topics 2021	3-3	Management of material topics	(Pages 48 - 49)
GRI 203: Indirect economic impacts 2016	203-2	Significant indirect economic impacts	(Pages 48 - 49)
Cybersecurity			
GRI 3: Material topics 2021	3-3	Management of material topics	(Pages 45 - 46)
GRI 418: Customer privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	(Pages 45 - 46)
Innovation			
GRI 3: Material topics 2021	3-3	Management of material topics	(Page 47)
GRI 203: Indirect economic impacts 2016	203-2	Significant indirect economic impacts	(Page 47)

APPENDICES

SASB CONTENT INDEX

Code	Metric Description	2025	2024	2023
Activity Measures				
TC-TL-000.A	Number of wireless subscribers (million)	2,205	2,332	2,162
TC-TL-000.B	Number of wireline subscribers (thousand)	179	281	293
TC-TL-000.C	Number of broadband subscribers (thousand)	568	578	580
TC-TL-000.D	Network traffic (petabyte)	5,341	3,951	3,518
Environmental Footprint of Operations				
TC-TL-130a.1	(1) Total energy consumed (GJ)	524,318	515,569	491,413
	(2) Percentage grid electricity (%)	69.8	81.1	83.9
	(3) Percentage renewable (%) ¹	28.1	16.8	13.7
Data Privacy				
TC-TL-220a.1	Description of policies and practices relating to behavioural advertising and customer privacy	Refer to our cybersecurity and data protection policies on pages 44 - 46.		
TC-TL-220a.2	Number of customers whose information is used for secondary purposes	StarHub complies with our PPA obligations with regards to giving customers choice over how informations is used.		
TC-TL-220a.3	Total monetary losses from legal proceedings associated with privacy	0	0	0
TC-TL-220a.4	(1) Number of law enforcement requests; (2) Customers whose info was requested; (3) % resulting in disclosure	Unable to disclose due to confidentiality obligations		
Data Security				
TC-TL-230a.1	(1) Number of data breaches; (2) % involving personally identifiable information (PII); (3) Number of customers affected	0	0	0
TC-TL-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Refer to our cybersecurity and data protection policies on pages 44 - 46.		
Product End-of-life Management				
TC-TL-440a.1	Materials recovered through take back programs, percentage of recovered materials that were (1) reused, (2) recycled, and (3) landfilled	Internal e-waste: 77.1t	Internal e-waste: 45.2t	Internal e-waste: 133.5t
		External e-waste: 11.7t	External e-waste: 11.5t	External e-waste: 11.8t
		All internal e-waste collected are sent to licensed e-waste recyclers; external e-wastes are managed by the NEA-appointed PRS operator		
Competitive Behaviour and Open Internet				
TC-TL-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations	0	0	0
TC-TL-520a.2	Average actual sustained download speed of (1) owned and commercially associated content and (2) non-associated content	The speeds are non-specific to our owned content or other non-associated content		
TC-TL-520a.3	Description of risks and opportunities associated with net neutrality, paid peering, zero rating, and related practices	In compliance with IMDA's Net Neutrality Policy		

1/ Normalised to account for fuel consumption.

APPENDICES

Code	Metric Description	2025	2024	2023
Managing Systemic Risks from Technology Disruptions				
TC-TL-550a.1	(1) System average interruption frequency and (2) Customer average interruption duration	Network availability of StarHub's fibre broadband was 100% and StarHub's mobile broadband service was >99.95%	Network availability of StarHub's fibre broadband was 100% (except for the month of May 2024, it was 99.9%) and StarHub's mobile broadband service was >99.95%	Network availability of StarHub's fibre broadband was 100% and StarHub's mobile broadband service was 99.94%
TC-TL-550a.2	Discussion of systems to provide uninterrupted service	<p>StarHub continues to maintain a reliable, resilient and low-latency mobile and broadband network through</p> <ul style="list-style-type: none"> (1) periodic security risk assessments, (2) continual improvement to our ISO 22301 security and resilience (3) robust controls over access to our systems, sites and information assets as well as physical safety and security of our facilities and systems (4) provide timely information and adopt all commercially reasonable remedial and mitigation measures and actions in the event of a security incident <p>More details on pages 45 - 46, 48 - 49.</p>		

APPENDICES

INDEPENDENT LIMITED ASSURANCE REPORT

To the Directors of StarHub Ltd.

Independent Limited Assurance Report

Conclusion

We have performed a limited assurance engagement on StarHub Ltd. (“the Company”)’s selected Global Reporting Initiative Disclosures (“GRI Disclosures”) in the Sustainability Report for the year ended 31 December 2025 (“Sustainability Report”) as identified below (collectively, the “SMI”).

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 listed below, as of 31 December 2025, are not prepared, presented or calculated, in all material respects, in accordance with the relevant topic standards in the GRI Universal Standards 2021.

Material Topic	GRI Standards	Topic-Specific disclosure	Selected GRI Disclosures
Climate Transition	GRI 302-1 (2016)	Energy consumption within the organisation	524,318 gigajoules or 145,644 megawatt-hour
	GRI 302-2 (2016)	Energy consumption outside of the organisation	91,061 megawatt-hour
	GRI 302-3 (2016)	Energy intensity	222.8 gigajoules per \$million revenue or 61.9 MWh per \$million revenue (for energy consumption within the organisation)
	GRI 302-4 (2016)	Reduction of energy consumption	Increased by 1.6% (from 2024)
	GRI 303-3 (2018)	Water withdrawal	8.83 megalitres
	GRI 305-1 (2016)	Direct (Scope 1) GHG emissions	2,668 tonnes CO ₂ e
	GRI 305-2 (2016)	Energy indirect (Scope 2) GHG emissions (location-based)	66,374 tonnes CO ₂ e
	GRI 305-2 (2016)	Energy indirect (Scope 2) GHG emissions (market-based)	47,806 tonnes CO ₂ e
	GRI 305-4 (2016)	GHG emissions intensity	21.5 tonnes CO ₂ e per \$million revenue
	GRI 305-5 (2016)	Reduction of GHG emissions	Decreased by 22.2% (from 2021 base year)
	GRI 306-3 (2020)	Waste generated	Total waste generated: 85.3 tonnes E-waste recycled: 77.1 tonnes Paper recycled: 1.2 tonnes
	GRI 306-4 (2020)	Waste diverted from disposal	General waste disposed: 6.3 tonnes E-waste disposed: 0.7 tonnes

APPENDICES

Material Topic	GRI Standards	Topic-Specific disclosure	Selected GRI Disclosures																																																			
People and Workforce Resilience	GRI 401-1 (2016)	New employee hires and employee turnover	<table border="1"> <thead> <tr> <th></th> <th>Number</th> <th>%</th> </tr> </thead> <tbody> <tr> <td colspan="3">New Hire</td> </tr> <tr> <td colspan="3">Gender</td> </tr> <tr> <td>Male</td> <td>118</td> <td>12.4</td> </tr> <tr> <td>Female</td> <td>56</td> <td>9.5</td> </tr> <tr> <td colspan="3">Age Group</td> </tr> <tr> <td><30 years old</td> <td>38</td> <td>35.2</td> </tr> <tr> <td>30 – 50 years old</td> <td>113</td> <td>10.4</td> </tr> <tr> <td>>50 years old</td> <td>23</td> <td>6.6</td> </tr> <tr> <td colspan="3">Turnover</td> </tr> <tr> <td colspan="3">Gender</td> </tr> <tr> <td>Male</td> <td>176</td> <td>18.4</td> </tr> <tr> <td>Female</td> <td>114</td> <td>19.3</td> </tr> <tr> <td colspan="3">Age Group</td> </tr> <tr> <td><30 years old</td> <td>36</td> <td>33.3</td> </tr> <tr> <td>30 – 50 years old</td> <td>196</td> <td>18.0</td> </tr> <tr> <td>>50 years old</td> <td>58</td> <td>16.6</td> </tr> </tbody> </table>		Number	%	New Hire			Gender			Male	118	12.4	Female	56	9.5	Age Group			<30 years old	38	35.2	30 – 50 years old	113	10.4	>50 years old	23	6.6	Turnover			Gender			Male	176	18.4	Female	114	19.3	Age Group			<30 years old	36	33.3	30 – 50 years old	196	18.0	>50 years old	58	16.6
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GRI 404-1 (2016)	Average hours of training per year per employee	<table border="1"> <thead> <tr> <th></th> <th>Hours/ pax</th> </tr> </thead> <tbody> <tr> <td>Average training hours per employee per year</td> <td>8.88</td> </tr> <tr> <td colspan="2">Gender</td> </tr> <tr> <td>Male</td> <td>8.91</td> </tr> <tr> <td>Female</td> <td>8.85</td> </tr> <tr> <td colspan="2">Employee Level</td> </tr> <tr> <td>Senior Management</td> <td>9.60</td> </tr> <tr> <td>Middle Management</td> <td>9.89</td> </tr> <tr> <td>Function Employee</td> <td>8.37</td> </tr> </tbody> </table>		Hours/ pax	Average training hours per employee per year	8.88	Gender		Male	8.91	Female	8.85	Employee Level		Senior Management	9.60	Middle Management	9.89	Function Employee	8.37																																		
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Material Topic	GRI Standards	Topic-Specific disclosure	Selected GRI Disclosures		
People and Workforce Resilience	GRI 405-1 (2016)	Diversity of governance bodies and employees	Senior Management		
			Gender	%	
	Male	62.5			
Female	37.5				
Age Group					
<30 years old	0.0				
30 – 50 years old	58.8				
>50 years old	41.2				
Ethnic Group					
Chinese	76.2				
Malay	0.0				
Indian	10.0				
Others	13.8				
Middle Management					
Gender			%		
Male	69.9				
Female	30.1				
Age Group					
<30 years old	1.9				
30 – 50 years old	69.6				
>50 years old	28.5				
Ethnic Group					
Chinese	75.7				
Malay	1.7				
Indian	14.0				
Others	8.6				
Function Employees					
Gender			%		
Male	58.4				
Female	41.6				
Age Group					
<30 years old	9.6				
30 – 50 years old	71.6				
>50 years old	18.8				
Ethnic Group					
Chinese	68.4				
Malay	9.6				
Indian	8.4				
Others	13.6				
GRI 405-2 (2016)	Ratio of the basic salary and remuneration of women to men				
			Female	Male	
			Total Employees	1	1.147
			Senior Management	1	1.287
			Middle Management	1	1.041
			Function Employees	1	1.011
GRI 406-1 (2016)	Incidents of discrimination and corrective actions taken	Incidents of discrimination and corrective actions taken: 1			

APPENDICES

Material Topic	GRI Standards	Topic-Specific disclosure	Selected GRI Disclosures	
People and Workforce Resilience	GRI 403-9 (2018)	Work-related injuries	Work-related Fatalities	2025
			Number of work-related fatalities	0
			Rate of fatalities as a result of work-related injury	0
			Work-related Injuries	2025
			Number of high-consequence work-related injuries (excluding fatalities)	0
			Rate of high-consequence work-related injuries (excluding fatalities)	0
			Number of recordable work-related injuries	0
			Rate of recordable work-related injuries (per 1,000,000 hours worked)	0
			Workplace Injury Incidence Rate (per 100,000 employees)	0
			Number of hours worked	2,899,188
	GRI 403-10 (2018)	Work-related ill health	Occupational Disease	2025
			Number of Occupational Disease Incidences	0
Sustainable Supply Chain Management	GRI 204-1 (2016)	Proportion of spending on local suppliers	Share of local suppliers as a percentage of total supplier payments: 87%	

In the course of our procedures, nothing came to our attention that cause us to believe that:

- the disclosures of the following selected primary components within the Sustainability Report has not described, in all material respects, on a comply or explain basis, in accordance with Rules 711B(1) and 711B(2) of the Singapore Exchange's (SGX) Listing Manual:
 - Material environmental, social and governance factors;
 - Policies, practices and performance;
 - Targets;
 - Sustainability reporting framework; and
 - Board statement and associated governance structure for sustainability practices.

The scope of our engagement, as agreed with the Company, does not extend to the primary component (aa) *Climate-related disclosures* listed under Rule 711B of SGX Listing Manual, and therefore we have not performed any procedures over this primary component. Our conclusion on the SMI does not extend to any other information that accompanies or contains the SMI and our report.

APPENDICES

Basis for conclusion

We conducted our engagement in accordance with Singapore Standard on Assurance Engagements (SSAE) 3000 (Revised), *Assurance Engagements Other Than Audits or Reviews of Historical Financial Information*. Our responsibilities under this standard are further described in the “Our responsibilities” section of our report.

We have complied with the independence and other ethical requirements of the Accounting and Corporate Regulatory Authority (ACRA) *Code of Professional Conduct and Ethics for 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 Singapore Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management including policies and 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.

Restriction on use

This report has been prepared for the Directors of the Company for the purpose of providing an assurance conclusion on the SMI 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 Company, or for any other purpose than that for which it was prepared. Our conclusion is not modified in respect of this matter.

Responsibilities of Management

Management is responsible for:

- designing, implementing and maintaining internal control that management determines is necessary to enable the preparation of the SMI, that are free from material misstatement, whether due to fraud or error;
- selecting suitable criteria for preparing the SMI and appropriately referring to or describing the criteria used;
- preparing the Selected GRI Indicators in accordance with the relevant GRI standards and preparing the primary components of the Sustainability Report in accordance with SGX Rules 711B(1) and 711B(2) of the Singapore Exchange’s (SGX) Listing Manual;
- preventing and detecting fraud and for identifying and ensuring that the Company complies with laws and regulations applicable to its activities;
- selecting the content of the Sustainability Report, including identifying and engaging with intended users to understand their information needs;
- establishing targets, goals and other performance measures, and implementing actions to achieve such targets, goals and performance measures; and
- supervision of other staff involved in the preparation of the SMI.

The Directors’ responsibilities include overseeing the Company’s reporting process for the Company’s GRI Disclosures and Sustainability Report.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the SMI 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 Directors of StarHub Ltd.

APPENDICES

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 SMI that are sufficient and appropriate to provide a basis for our conclusion. Our procedures selected depended on our understanding of the SMI 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:

- Inquiries with management to gain an understanding of the Company's key changes or developments in the data collection and processing for the SMI and identifying key internal stakeholders responsible for providing information relating to the SMI;
- Inquiries with relevant staff at the group and subsidiaries to obtain an understanding of the design and implementation of the systems and methods used to collect and report on the Selected GRI Disclosures, but did not evaluate the design of particular control activities, obtain evidence about their implementation or test their operating effectiveness;
- Inspection of the relevant underlying sources to determine whether the relevant information contained in such underlying sources has been appropriately included in the computations of the Selected GRI Disclosures; and
- Considered the presentation and disclosure of the SMI.

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
Public Accountant and
Chartered Accountants

Singapore
1 April 2026



STARHUB

STARHUB LTD

Reg. No.: 199802208C

67 Ubi Avenue 1, #03-01, Innovate @ Ubi, Singapore 408942 | T 6825 5000 | www.starhub.com