

SUSTAINABILITY REPORT

50% Reduction

in Scope 1 and Scope 2
GHG emissions by 2030

25% Reduction

in Scope 3 GHG
emissions by 2030

30% Renewable Energy Use

by 2030

Net-Zero

by 2050

INTRODUCTION

- 68 Statement from the Board
- 69 About this Report
- 70 Sustainability Highlights
- 71 Awards and Recognition

OUR PEOPLE & COMMUNITIES

- 106 Employee Engagement and Well-being
- 112 Talent Management and Development
- 116 Community Impact

SUSTAINABILITY AT STARHUB

- 72 Sustainability Framework
- 73 Sustainability Governance
- 75 Stakeholder Engagement
- 78 Materiality Assessment
- 79 Goals and Targets FY2024

RESPONSIBLE BUSINESS & VALUE CHAIN

- 121 Responsible & Ethical Business Practices
- 123 Supply Chain Management

SUSTAINABLE BUSINESS & GROWTH

- 83 Climate Change and Energy
- 91 Circularity
- 92 Sustainable Strategic Solutions

APPENDICES

- 124 StarHub ESG Data
- 127 Our Contribution to the UN SDGs
- 129 Memberships and Associations
- 130 Climate Scenario Analysis
Assumptions and Limitations
- 132 Energy and GHG Emissions
Reduction Initiatives
- 133 StarHub Environmental Data
Accounting Methodology
- 138 GRI Content Index
- 143 SASB Index
- 145 TCFD Index
- 146 Independent Limited Assurance Report

DIGITALISATION & SECURITY

- 95 Digital Inclusion
- 98 Data and Cybersecurity
- 102 Product and Service Quality

SUSTAINABILITY REPORT

INTRODUCTION

STATEMENT FROM THE BOARD

2024 marked a pivotal year in StarHub's sustainability journey. We took meaningful steps to operationalise our climate and sustainability commitments, embedding environmental, social and governance (ESG) considerations more deeply into our business strategy.

At StarHub, we believe that sustainable growth goes alongside creating long-term value for our stakeholders. Guided by this belief, we are committed to conducting our operations responsibly and sustainably. By leveraging our extensive infrastructure and strategic ecosystem partnerships, we continually seek to deliver innovative and sustainable solutions that incorporate cutting-edge technologies – benefitting our customers, communities, and the environment.

Embedding Sustainable Growth in our Business

Our journey towards a net-zero future is a collective learning experience.

In 2024, we celebrated the progress we have made while acknowledging the need to continuously adapt and enhance our strategies as climate evolves and technology advances. This included developing sustainability-linked key performance indicators (KPIs) to drive the overall management of sustainability performance across our operations, securing renewable energy through long-term sources such as power purchase agreements (PPAs) and ensuring we remain on track to meeting our near-term 2030 emissions reduction and renewable energy consumption targets, in support of the transition to a net-zero by 2050 future.

On the business front, we demonstrated our commitment to energy efficiency, resource optimisation and sustainable development innovative initiatives. One example included the *Borderless University* at the National University of Singapore (NUS) that offers ultra-fast and seamless connectivity beyond the campus. We also launched the *Low Latency Data Centre Connect*, enabling local and regional enterprises to benefit from the ultra-low latency and high-speed data centre connectivity, enhancing operational efficiency while playing our role in supporting Singapore as a key connectivity hub in the Asia Pacific region and beyond.

Championing Digital Inclusion and Security for all

In our second pillar, Digitalisation and Security, we remained steadfast in providing consistent, high-quality service and equal access to all. This is evident with our expanded 5G network coverage to 99% in Singapore, the introduction of new mobile accessibility features as well as supporting our customers in their transition from 3G to 4G/5G network.

Demonstrating our unwavering commitment to data protection and cyber resilience, we have appointed a dedicated Chief Information Security Officer (CISO) and established a new Information Security Office (ISO). This provides leadership and expertise to further strengthen our data protection and cyber resilience capabilities amidst the growing threat landscape.

Throughout the year, we collaborated extensively with Singapore Police Force (SPF) and launched the Scam Masterclass campaign promoting cyber vigilance and raising awareness on the rapidly evolving threats among the public. For our enterprise customers, we also partnered with Cywareness to launch a Cybersecurity Awareness Training Platform that will empower them with the latest knowledge to better protect against cyber and phishing attacks.

In view of our efforts on client engagement, driving greater value proposition and overall improvements in user experience, our aggregated Net Promoter Score (NPS) across both EBG and CBG customers increased by almost 17%, to 38.3 in 2024.

In 2024, we celebrated the progress we have made while acknowledging the need to continuously adapt and enhance our strategies as climate evolves and technology advances.

Empowering Our People and Communities

Investing in our people remains one of our top priorities. In 2024, we transformed and redesigned our workspace to reflect our dynamic and vibrant working culture, introduced a new workplace compact to empower greater collaboration, co-creation and connectivity among employees, and invested heavily in talent management and development to foster a more inclusive workplace with equal opportunities. We also believe in uplifting the community – especially the less privileged, disabled and at-risk youths, and supporting the vulnerable and underserved. Through our corporate social responsibility (CSR) initiatives, we continue to play our part in creating positive social impact by bridging the digital and social divide and promoting environmental stewardship.

Strengthening Governance and Transparency

At StarHub, trust and integrity are fundamental to the way we work. We uphold a zero-tolerance policy towards all forms of corruption and bribery to ensure a fair and ethical environment for all our employees, customers, and business partners. In 2024, we maintained zero incidents related to any such corruptions or violations, a result of our dedicated efforts and proactive approach.

Looking Ahead

A true testament to our ongoing efforts in driving a more sustainable future, we have been recognised as the World's Most Sustainable Wireless Telecommunications Provider in the 2025 Corporate Knights Global 100 rankings.

This recognition reflects our unwavering commitment to creating long-term value for our stakeholders throughout our sustainability journey. Looking ahead as we celebrate our 25th year anniversary in 2025, StarHub remains dedicated to collaborating with our employees, partners, and wider communities to care for the planet and future generations to come. Together, we are confident in our ability to achieve our sustainability ambitions and create a brighter, more sustainable future for all.

StarHub Ltd Board of Directors
March 2025

ABOUT THIS REPORT

Reporting scope and boundary

The sustainability information presented in this 14th annual Sustainability Report aligns with StarHub's financial reporting year from 1 January to 31 December 2024 (FY2024). The report covers information on StarHub and all our subsidiaries – collectively referred to as “StarHub Group” or “the Group” as listed on page 133.

With the exception for greenhouse gas (GHG) emissions and related data, our ESG data as well as targets published in this report covers StarHub Ltd. and all wholly-owned subsidiaries, namely StarHub Cable Vision Ltd., StarHub Mobile Pte. Ltd., StarHub Online Pte. Ltd., Nucleus Connect Pte. Ltd. and JOS (SG) Pte. Ltd. Data collection and target setting are in progress for non-wholly owned 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.

Reporting standards and framework

Our report has been prepared in accordance with the Global Reporting Initiatives (GRI) Universal Standards 2021. It also highlights our sustainability practices adhering to the primary components outlined in the Singapore Exchange Securities Trading Limited (SGX-ST) Mainboard Listing Rule 711B, and 711A regarding the preparation of an annual sustainability report. Similar to prior years, our report includes disclosures recommended by Sustainability Accounting Standards Board (SASB) based on Telecommunications Services (Industry Standard, Version 2013-12).

In transition to reporting against the latest International Financial Reporting Standards (IFRS), an initial International Sustainability Standards Board (ISSB) gap analysis was conducted in 2023 and we are working towards compliance with the ISSB requirements in Singapore. For climate-related elements where ISSB and the Task Force on Climate-related Financial Disclosures (TCFD) recommendations overlap, we have incorporated it in our TCFD recommendations as enhanced disclosures since 2023.

Our ambitions remain committed to the Sustainable Development Goals (SDGs) and included our contributions towards UN's SDGs (see pages 127–128). References to the GRI Content Index, TCFD Index, and SASB Disclosure Index are set out from pages 138 to 145.

Internal review and external assurance

Our sustainability reporting processes are subjected to internal review, with selected sustainability metrics subjected to external assurance to enhance additional credibility and reliability of reported disclosures. The assurance scope of work and conclusion can be found in the Independent Limited Assurance Report from pages 146 to 149.

Feedback

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

SUSTAINABILITY REPORT

SUSTAINABILITY HIGHLIGHTS

SUSTAINABLE BUSINESS & GROWTH

On track to meeting our sustainability-linked KPIs for 2024:

Reduced Scope 1 and Scope 2 GHG emissions by
16.7%
relative to 2021

Increased renewable energy consumption to
17.2%

Secured and signed a Power Purchase Agreement to ensure
12,000 MWh
per annum supply of renewable sources
to support ongoing efforts in the transition to cleaner energy sources

Achieved carbon neutrality for our corporate office and four retail shops

DIGITAL & SECURITY



Appointed a new **Chief Information Security Officer** and formed a dedicated **Information Security Office** to strengthen our cyber resilience

Introduced **new accessibility features and AI chatbot** upgrade on our mobile app for giga! (powered by StarHub), to empower individuals with disabilities for more inclusive and enhanced mobile experience

Increased aggregated Net Promoter Score by almost 17% to
38.3,
driven by improvements in overall user experience, greater value proposition, and stronger customer engagement

OUR PEOPLE & COMMUNITIES

Established **our new workplace compact** to strengthen collaboration, co-creation and connectivity among employees



Launched **The StarHub Way Experience** with over 95% of employee completion rate within the first six months

Contributed
over \$800,000
in cash donations and in-kind sponsorship in supporting close to **11,000 beneficiaries** through our community impact engagements

RESPONSIBLE BUSINESS & VALUE CHAIN



Recognised for **corporate governance and transparency best practices** by receiving the lowest governance risk score from ISS

Maintained **zero incidents** of non-compliance pertaining to internal fraud, bribery and corruption

OUR SUPPLIERS



Supported our local economy, where
72% of our suppliers are local enterprises that accounted for **about 85%** of our procurement spend

AWARDS AND RECOGNITION

ENVIRONMENT



"B" Management Score for 2024 CDP (formerly Carbon Disclosure Project) full corporate questionnaire for Climate Change



World's Most Sustainable Wireless Telecommunication Service Provider¹ and the 73rd most sustainable corporation globally



Rated "AA" since 2017

Included in FTSE4Good Index Series since 2020²



SIAS Investors' Choice Awards 2024
• Winner For Singapore Corporate Sustainability Award (Big Cap Category)
• Winner For Most Transparent Company Award (Communications Category)

GOVERNANCE



ISS best possible quality score of "1" for low governance risk throughout 2024



Singapore Governance and Transparency Index 2024 Ranked 42nd out of 477 SGX-listed companies



Winner of the 14th Institutional Investor Corporate Awards 2024 by Alpha Southeast Asia:
• #3 in Strongest Adherence to Corporate Governance
• #4 in Most Organised Investor Relations
• #5 in Best Senior Management Investor Relations Support

Recognised among the 15 large cap companies on the SGX-ST to exhibit exemplar board diversity standards, based on the 2025 Singapore Board Diversity Index

Winner of the "Highest Weighted return on equity over four years (Technology Equipment and Telecommunications Services sector)" award

PRODUCT AND SERVICE QUALITY



Winner of Overall experience for the following awards:
• Video Experience **74.1%**
• Download Speed Experience **116.1 Mbps**
• Games Experience **84.3% (joint winner)**
• Upload Speed Experience **17.1 Mbps (joint winner)**

Winner of 5G experience for the following awards:
• 5G Upload Speed **31.7 Mbps**
• 5G Video Experience **79% (joint winner)**
• 5G Games Experience **91.8% (joint winner)**

Winner of Coverage for Availability award **99.4% (joint winner)** and Winner of the Consistent Quality award, with a score of **82.6%**



StarHub Second Best Internet Service Provider
giga! Best Mobile Carriers and Telecommunications

OUR PEOPLE AND COMMUNITIES



"Excellence Award" at the People's Association (PA) Community Spirit Awards 2024 for meaningful continuous partnership with the Central Singapore Community Development Council (CDC), connecting with the community and building social capital through the "Junior Stars" programme since 2011



Charity Silver Award at Community Chest Awards 2024 - StarHub Ltd for its contributions and support for educational, vocational or interventional programmes offered at Metta School, SHINE Children and Youth Services, and Singapore Anglican Community Services (SACS)

(1) Sector and industry classifications by Corporate Knights are based on the Global Industry Classification Standard.

(2) FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that StarHub Ltd has been independently assessed according to the FTSE4Good criteria and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong ESG practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.

SUSTAINABILITY REPORT

SUSTAINABILITY AT STARHUB

SUSTAINABILITY FRAMEWORK

Guided by our ambition to empower a more sustainable future through transformative digital solutions, StarHub remains dedicated in fostering innovation and deepening collaboration with our people, partners, and communities to care for the planet and future generation.

Our four sustainability pillars support the sustainability approach and ongoing efforts to create long-term value for our business, people, economy and the environment. To ensure the success of our sustainability strategy, we have defined targets, goals, and KPIs under the respective pillars. These metrics provide a clearer roadmap for our efforts and enable us to track our progress more effectively.

SUSTAINABILITY PILLARS

Our ambition

To empower a more sustainable future through transformative digital solutions

Our four-pillar framework prioritises our sustainability approach and efforts to create long-term value for our business, people, economy and the environment

SUSTAINABLE BUSINESS & GROWTH

We support our customers along their decarbonisation journey, while playing our part as responsible stewards of sustainability

DIGITALISATION & SECURITY

We leverage our assets and expertise to uplift businesses and our communities in a digital, secure and connected world

OUR PEOPLE & COMMUNITIES

We seek to improve the lives of our people and communities in areas we operate in

RESPONSIBLE BUSINESS & VALUE CHAIN

We strengthen the governance framework, responsible business practices and ethical sourcing in the way we work

SUSTAINABILITY GOVERNANCE

Our Sustainability Governance Structure

THE BOARD

- Integrates sustainability and climate-related matters as part of its strategic formulation, performance objective and target setting
- Reviews business plans in relation to sustainability considerations, including major capital expenditures, existing performance in managing its impact and exposure to sustainability-related risks and opportunities, such as energy and resource management, climate change and emissions reduction
- Approves StarHub's material topics and the Sustainability Report

RISK AND SUSTAINABILITY COMMITTEE (RSC)

- Comprises members of the Board and the Chief Executive who are tasked with specific oversight of sustainability and climate-related matters
- Ensures the Board is kept informed on the identification, assessment and monitoring of StarHub's impact on our people, economy and the environment, as well as climate-related risks and opportunities
- Reviews business practices and risk management processes (including for climate-related risks and opportunities) to ensure alignment and integration of our sustainability strategy

MANAGEMENT RISK COMMITTEE (MRC)

- Composition includes Senior Executives overseeing business units, chaired by the Chief Executive, with the sustainability agenda driven by the Head of Sustainability
- Assists the RSC in developing management policies, strategies and frameworks for monitoring and mitigating our impact and climate-related risks and opportunities
- Develops new sustainability and emission reduction initiatives and establishes priorities and targets for the near- and long-term
- Reports performance against goals and targets to the RSC

SUSTAINABILITY ADVOCATES

- Composition includes working-level committee members responsible for developing, implementing, and coordinating sustainability-related programmes and initiatives

SUSTAINABILITY REPORT

Board and Board Committees

In alignment with the Code of Corporate Governance under the purview of MAS and SGX, the Board is collectively responsible for the long-term success of StarHub and has ultimate responsibility for our sustainability strategy and reporting. The RSC was established to oversee the responsibilities for StarHub's sustainability vision, strategy, initiatives, policies and practices, in addition to assisting the Board in fulfilling its fiduciary responsibilities for the governance of risk.

The RSC is chaired by Ms Nayantara Bali and consists of two other independent directors, Mr Han Kwee Juan and Ms Deborah Ong, as well as StarHub Chief Executive Mr Nikhil Eapen.

In 2024, the RSC met three times and discussed several topics related to sustainability, including, but not limited to:

- Climate-related risk and opportunities
- CSR strategies and approaches
- Emissions reduction updates and performance against our net-zero targets (SBTi-approved)
- Our approach to disclosures, including commitments to voluntary disclosures and mandatory requirements, as well as new sustainability- and climate-related reporting standards and frameworks

Following which, the Board then received updates on key sustainability matters arising from these RSC meetings.

At StarHub, we take an integrated approach to governance of sustainability matters. Besides the RSC, the Audit Committee (AC), Nominating and Governance Committee (NGC) and the Organisation Development and Compensation Committee (ODCC) also support the Board in areas such as internal controls and compliance, Board effectiveness and corporate governance policies. In 2024, the AC also received updates on sustainability-related disclosure requirements.

Embedding sustainability into performance management and remuneration

At the beginning of 2024, the ODCC approved two sustainability-linked KPIs related to our emissions reduction and renewable energy consumption initiatives. These two KPIs were incorporated in our StarHub Performance Share Plan (PSP)⁽³⁾ and took effect from 1 January 2024 for all C-suite and key Management employees.

Enhancing sustainability knowledge and skillset

Sustainability is a multidisciplinary and constantly evolving field. Given the rapidly emerging sustainability reporting standards and practices, it is critical to ensure there is sufficient diversity to adequately evaluate the different dimensions, perspectives, and risks of sustainability issues.

The Board also recognises that ongoing professional development is essential for all Directors to remain well-informed to provide effective oversight and strategic guidance. In 2024, our Board of Directors have attended training courses related to emerging global trends, enhancing governance and risk management, regulatory and compliance alignment, among others. In particular, understanding evolving risks trends – such as cyber threats, geopolitical shifts, artificial intelligence (AI)/ generative AI (gen AI) transformation and ESG – will strengthen governance structures and ensure more informed and resilient decision making.

The Company Secretariat and the Management Committee also provide regular updates to all Directors during Board meetings, as well as through emails and the Board Portal, regarding key industry trends, and of other material technology, legal, regulatory, accounting and sustainability developments that may affect the Group. These updates include those from the Management of our subsidiaries such as Ensign, Strateq, and JOS Malaysia and JOS Singapore.

⁽³⁾ For more details on our ERM framework and Board committees, composition and competency, refer to our Corporate Governance Report on page 152.

STAKEHOLDER ENGAGEMENT

We regularly engage with our key stakeholder and recognise the importance of stakeholder feedback in shaping our business strategy. An effective stakeholder engagement helps us to identify opportunities, address challenges, and ensure our long-term sustainability goals.

Our key stakeholder groups comprised of those who are most impacted by our business operations, products and services, as well as those with the greatest influence on us. Responses and feedback received from our stakeholder engagement help to better inform our understanding of the ESG topics that are material to our business operations. These further define our strategic priorities and guide the development and implementation of our sustainability initiatives.

Stakeholder Group	Engagement method & frequency	ESG issues or impacts raised	StarHub's response
Customers (Enterprise and Consumer) 	• Multiple service channels, including digital mobile apps, call centres, online and physical stores • Active interaction and prompt follow-up to feedback received via social media platforms or company website • Regular customer engagement surveys to track net promoter scores (NPS) • Organised trade events to bring together knowledge and focus groups for enterprise customers • Participation in conferences, showcase events bringing together knowledge partners and industry leaders	• Operational efficiency, enhancements in network service quality and coverage, data and cyber security are some common themes among both EBG and CBG customers • There is a growing interest among enterprise customers to embrace sustainability as part of their business strategy. Many are seeking service providers to disclose ESG performance and targets	• Prioritising timely customer support to elevate customer experience, a core part of our ongoing investments in technology infrastructure upgrades to ensure network stability, reliability and security • Advocating for sustainability capacity building among our technical consultants and solution specialists for enterprise customers
Employees (inc. Management and Board) 	• Quarterly townhall – HubbaHangout – hosted by the Management Committee • Annual Employee Engagement survey and more regular employee pulse check surveys	• Employee compensation, benefits and welfare • Well-being (work related stress, work-life balance) • Career and talent development, including upskilling and reskilling • Technology and information services management	• Introduced a new workplace compact to strengthen employee engagement and well-being • Redesigned our corporate office to enhance technology integration and promote innovation and teamwork • Offering holistic rewards programme and employee benefits to attract and retain our best talents

⁽³⁾ StarHub Performance Share Plan (PSP) serves as a long-term incentive to motivate key management staff to align their interest with StarHub's sustainability commitments and foster continual achievements. Pursuant to the PSP, contingent awards of StarHub shares will be granted annually, conditional on meeting targets set for a three-year performance period. Our sustainability-linked KPIs include: (1) Reduce 50% Scope 1+2 (market-based) emissions from 2021 base year, by 2030; (2) Increase energy use from renewable sources to 30%, by 2030. More information please refer to Annual Report 2024, page 168.

SUSTAINABILITY REPORT

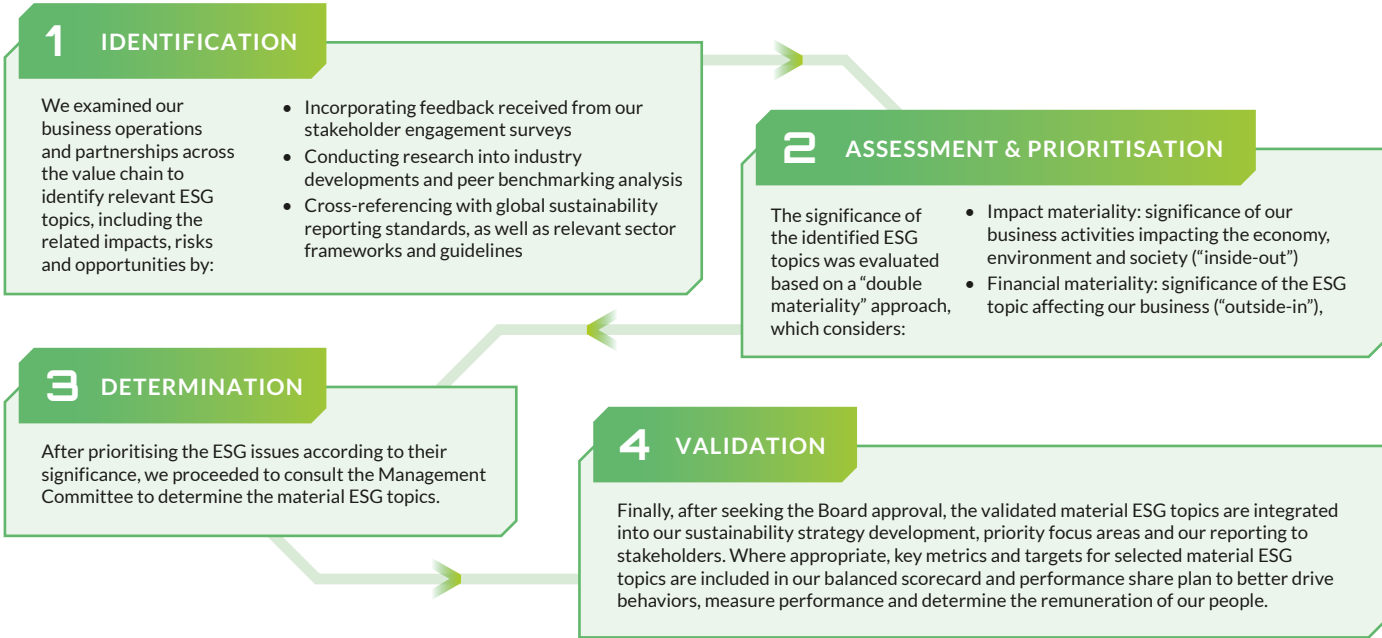
Stakeholder Group	Engagement method & frequency	ESG issues or impacts raised	StarHub's response
Suppliers (inc. distributors and retailers) 	- Meetings (in-person or online) during annual contractual reviews - Supplier self-assessment questionnaires	- Structured procurement process, including sustainability considerations - Compliance with terms and conditions of purchasing policies, including StarHub's Supplier Code of Conduct	- Revised our Environmental Policy to strengthen our responsible and sustainable business practices - Introduced green procurement guiding principles in our internal purchasing policy to formalise the practice of sustainable sourcing
Investors 	- One-on-one and group meetings, conducted either online or in-person, including conferences and non-deal roadshows - Quarterly results briefing and business performance update call - Independent third-party investor relations perception study - Annual investor day - Annual General Meeting	- Transparent and timely updates on business performance and corporate developments, Group and business strategies, views on operating landscape and business outlook - ESG risks identification and management, and climate transition plans	- Regularly providing in-depth commentary and updates on our business outlook and financial performance, including thematic briefings regarding StarHub's business operations and strategies - Responding to the ESG queries and highlighted our net-zero commitment and decarbonisation roadmap through email correspondences and survey feedback
Communities and NGOs 	- Regular events and ongoing conversations with impact partners and social service agencies - Long-term programme collaboration with government bodies and non-profit organisations - Community engagement and employee volunteering programmes - Cash donations and in-kind sponsorships	- Addressing the social needs among the less privileged children and youths - Access to connectivity and digital technologies - Social mobility and employability	- Regularly reviewing community needs to plan outreach programmes - Partnering with voluntary welfare organisations and investing in community projects to support less privileged youths and families

Stakeholder Group	Engagement method & frequency	ESG issues or impacts raised	StarHub's response
Government and Regulators 	- Regular engagement sessions with regulators, government bodies and public agencies in one-on-one or group meetings involving other industry partners - Active participation and contribution to government-led working groups, committees and/or forums - Provide feedback to Consultation Papers, draft regulations or guidelines, or policy statements and papers	- Supporting the digital readiness of Singapore's telecommunications infrastructure, workforce and economy, while addressing the widening digital divide - Key regulatory and compliance topics being discussed include: - Provision of secure and resilient telecommunications networks and services - Fulfilment of minimum quality of service standards - Data privacy, online safety and anti-scam measures to protect customers	- Ongoing measures to ensure compliance with regulatory requirements, including regular fixed and mobile quality of service measurements, regular audits of the cybersecurity and resiliency of our infrastructure, and implementation of anti-scam measures - Participating in Government grant projects to support regulatory efforts to protect public interest and business offerings - Working with policy-makers to raise awareness of regulatory initiatives and pertinent topics, such as - Working with SPF on joint publicity to raise public awareness on possible scam tactics employed by scammers, and good practices to avoid scams - Supporting our customers network migration journey with the cessation of StarHub's 3G services in November 2024
Trade unions 	- Annual dialogues with management - Regular consultative forums and/or workshops conducted through the Company Training Committee (CTC) initiative	- Knowledge sharing and capacity building for reskilling and upskilling employees - Awareness raising for trade union memberships	- Providing more opportunities for open and honest dialogue with the Management - Developing updated training and learning initiatives to build a stronger and self-directed learning culture

SUSTAINABILITY REPORT

MATERIALITY ASSESSMENT

At StarHub, we review our material ESG topics annually with the following process:



➔ More details on our remuneration policies and approaches on page 164.

In 2024, we undertook a refresh of our material ESG topics, following a double materiality assessment conducted in prior years leveraging on GRI and ISSB Standards. This materiality refresh reaffirmed the ongoing relevance of our existing list of material ESG topics, which are categorised accordingly under the four pillars of our sustainability framework.

SUSTAINABLE BUSINESS & GROWTH

- Climate change and energy
- Circularity
- Sustainable strategic solutions

DIGITALISATION & SECURITY

- Digital inclusion
- Data and cybersecurity
- Product and service quality

OUR PEOPLE & COMMUNITIES

- Employee engagement and well-being
- Talent management and development

RESPONSIBLE BUSINESS & VALUE CHAIN

- Responsible & ethical business practices
- Supply chain management

We intend to conduct a formal double materiality assessment in the next financial year 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. This assessment will help us prioritise key sustainability issues and align our efforts with stakeholder expectations and regulatory requirements.

GOALS AND TARGETS FY2024

Reflecting on our commitment to address climate change, StarHub is proud to announce that our sustainability ambition for 2024 is consistent with the Paris Agreement. We continue to actively pursue our near- and long-term group-wide GHG emissions reduction targets that were validated by the SBTi in November 2023. However, we acknowledge that the pathway to meaningful progress remains fraught with challenges, particularly in light of evolving political landscape and economic uncertainties. Changes in global leadership, evolving geopolitical tensions, and varying national commitments to the sustainability agenda and climate agreements have introduced inconsistencies in climate policies. By remaining informed, practical and adaptable, as well as ensuring alignment with Singapore’s full commitment to effective climate action, which was demonstrated by the recent submission of the 2035 Nationally Determined Contribution (NDC) to the United Nations Framework Convention on Climate Change (UNFCCC), we reiterate our commitment to navigating these challenges and contributing to a sustainable future.

As highlighted in our Climate Transition Plan published in September 2024, our climate ambitions have set out the key climate-related targets for FY2024 and beyond that aligned with recommendations of TCFD and CDP.

Legend:

On Track

Achieved

Not Achieved

MATERIAL TOPIC	2024 PERFORMANCE AGAINST EXISTING KEY TARGETS	FY2024 PROGRESS	KEY TARGET FOR FY2025 AND BEYOND
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SUSTAINABLE BUSINESS & GROWTH			
 Climate Change and Energy	• Achieved 16.7% reduction in absolute Scope 1 and 2 GHG emissions in FY2024 (against 2021 base year) • Increased energy use from renewable sources to 17.2% • Achieved carbon neutrality for our corporate office and four main retail shops		• 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% Scope 3 emissions⁽⁴⁾ by 2030 (against 2021 base year) • Increase energy use from renewable sources to 30% by 2030 • Maintain carbon neutrality for our corporate office and four main retail shops
 Circularity	• Diverted 100% of ICT e-waste from our operations for recycling		• Divert 100% of ICT e-waste from our operations and all subsidiaries under our operational control in Singapore for recycling by 2030
 Sustainable Strategic Solutions	• Delivered solutions to enable smart, safe and sustainable cities • Signed a MOU to further enhance learning experience at NUS with StarHub’s low-latency, seamless and borderless connectivity		• Accelerate the adoption of our strategic solutions to help create a more sustainable and green digital economy

⁽⁴⁾ Only emissions from purchased goods and services, capital goods, fuel and energy-related activities, and downstream leased assets are included in scope.

SUSTAINABILITY REPORT

MATERIAL TOPIC	2024 PERFORMANCE AGAINST EXISTING KEY TARGETS	FY2024 PROGRESS	KEY TARGET FOR FY2025 AND BEYOND
DIGITALISATION & SECURITY			
 Digital Inclusion	- Expanded our 5G network to 99% coverage in Singapore - Introduced new mobile accessibility features and AI chatbot upgrade via giga! app		Keep communicating the positive effects of our products and services on seniors, underprivileged students, low-income families, and individuals with disabilities. Additionally, we are evaluating effective methods to better quantify the impacts of our digital inclusion efforts for future reporting
 Data and Cybersecurity	- 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 criteria information within StarHub's operations		Continue to enforce strict compliance with local regulatory requirements and industry best practices and maintain integrity of information systems and customer databases
 Product and Service Quality	Achieved more than 99.95% mobile broadband service availability and 100% network availability for fibre broadband services for most of the time, except May 2024		- 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

MATERIAL TOPIC	2024 PERFORMANCE AGAINST EXISTING KEY TARGETS	FY2024 PROGRESS	KEY TARGET FOR FY2025 AND BEYOND
OUR PEOPLE & COMMUNITIES			
 Employee Engagement and Well-being	- Zero work-related fatalities and major injuries - Achieved 33.3% of female representation in our Board		- Maintain zero work-related fatalities and major injuries - Ensure that at least 25% of the Board members are women within the next one to three years
 Talent Management and Development	50 identified key talents participated our Key Talent Development Programme as part of our talent development strategy		Launch a Mentorship Program in 2024 as a crucial element of our talent development strategy
RESPONSIBLE BUSINESS & VALUE CHAIN			
 Responsible & Ethical Business Practices	- Zero incidents of non-compliance pertaining to fraud, corruption, anti-competitive and anti-trust behaviors - Zero incidents of non-compliance in marketing communications		- Maintain zero incidents of non-compliance with local laws and regulations pertaining to fraud, corruption, anti-competitive and anti-trust behaviors. - Maintain zero incidents of non-compliance in marketing communications
 Supply Chain Management	All new suppliers onboarded in 2024 have completed the supplier Self-Assessment Questionnaire (SAQ)		- Enhance ESG assessment on StarHub's first-tier suppliers - Integrate sustainability elements in our procurement policy

Reduced Scope 1 and Scope 2 GHG emissions by
16.7%
relative to 2021

Increased renewable energy consumption to
17.2%

SUSTAINABLE BUSINESS & GROWTH

We support our customers along their decarbonisation journey, while playing our part as responsible stewards of sustainability

As a leading human-centric technology company, we prioritise sustainability as a core driver of long-term growth and resilience. Our commitment focuses on **addressing climate change and managing energy consumption** through carbon reduction, efficiency initiatives and renewable energy adoption, while advancing **circularity** by minimising waste and optimising resource use. We develop **sustainable strategic solutions** that empower customers with low-carbon, intelligent technologies for a more connected and efficient future. Through innovation, collaboration, and accountability, we are building a more sustainable and inclusive digital economy.



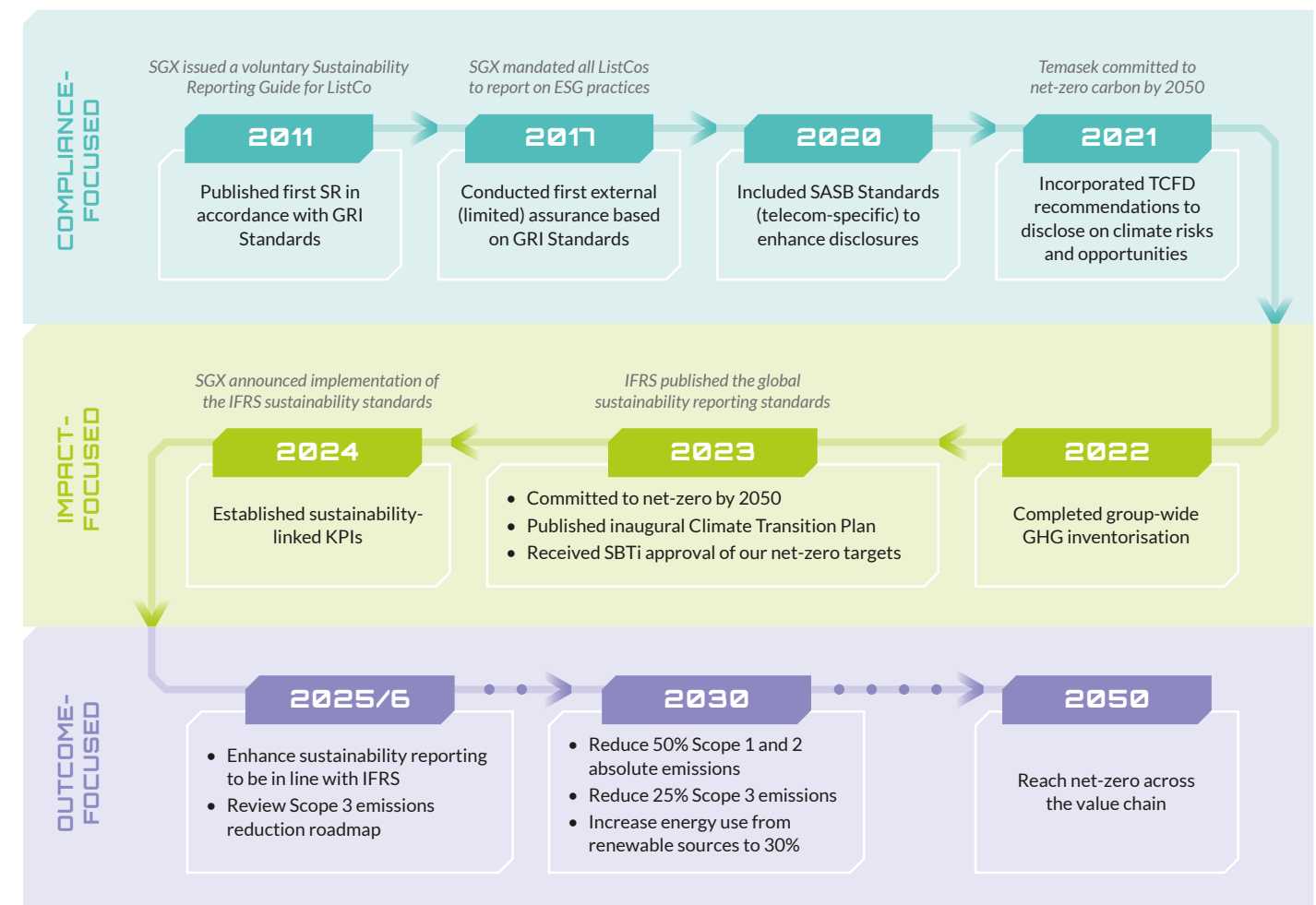
CLIMATE CHANGE AND ENERGY

Our decarbonisation goals and strategies

The climate emergency is no longer a distant concern—it is here, demanding urgent action. The Intergovernmental Panel on Climate Change (IPCC) continues to issue stark warnings at annual climate change conference meetings, which are echoed by urgent calls for action at global platforms such as the World Economic Forum in Davos, New York Climate Week, and the like. Around the world and here in Singapore, we are witnessing first hand an alarming surge in extreme weather events, from record-breaking temperatures and wildfires to unprecedented rainfall, prolonged flooding and rising sea levels.

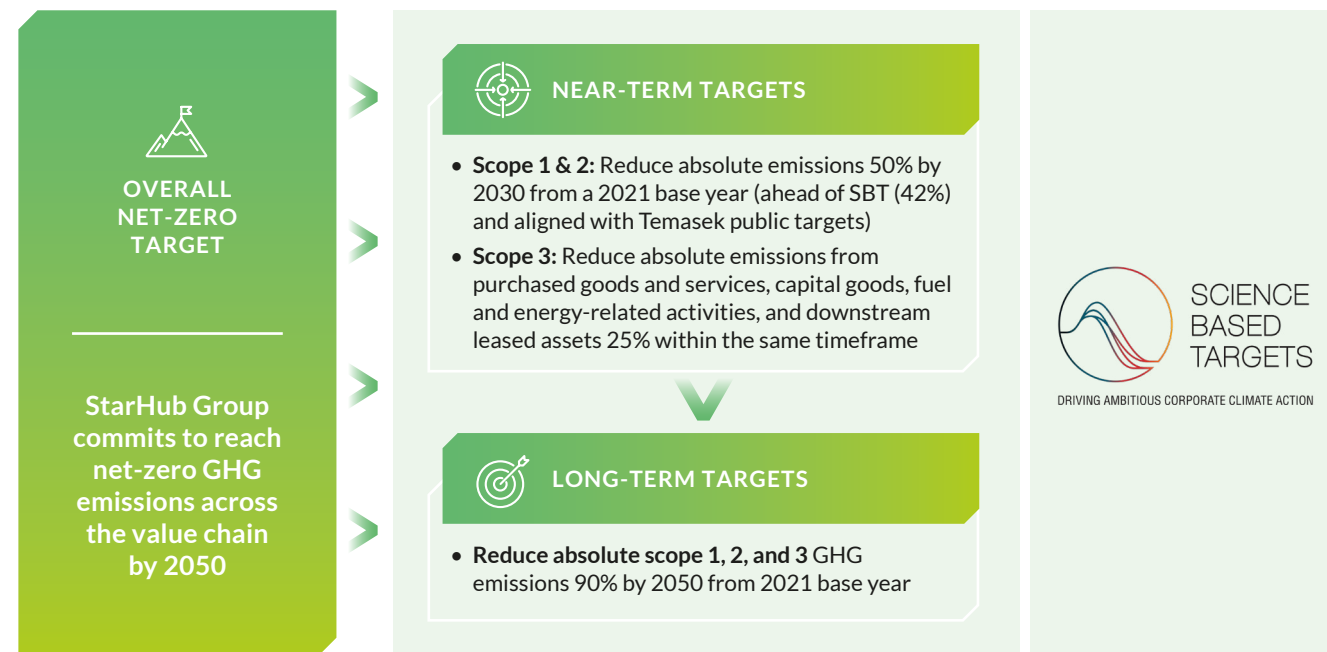
At StarHub, we recognise the urgency and the responsibility we share in addressing climate change. Guided by our commitment to achieving net-zero by 2050, we are determined to lead by example. This chapter details our strategic efforts to reduce emissions, increase renewable energy adoption, and actively contribute to a sustainable future.

Our decarbonisation journey is guided by a comprehensive timeline that includes key milestones and strategic initiatives as follows:



SUSTAINABILITY REPORT

Our near- and long-term targets, validated by the SBTi, align with the 1.5°C pathway and Singapore's climate goals. We believe these ambitious yet credible targets help to provide a clearly defined pathway and guide our decarbonisation strategy to reduce GHG emissions from our operations and supply chain.



Identifying the climate-related risks and opportunities

StarHub considers a broad spectrum of factors across the short (2025), medium (2030), and long-term (2050) time horizons as we assess our climate-related impacts, risks and opportunities. This includes evaluating both physical climate risks such as rising mean temperatures and flash flooding alongside transition climate risks and opportunities, which can encompass climate-related regulatory changes, carbon taxation, and shifts in market dynamics.

We have adopted an iterative and phased approach to the development of the climate scenario analyses to identify the business and financial impacts of climate-related risks across our operations primarily in Singapore, but also some in Malaysia and Hong Kong.

This assessment utilised two scenarios:

1. A 1.5°C warming scenario (RCP2.6) that simulates a world rapidly undergoing a green transition and would test our organisation's resilience to transition risks such as carbon pricing, and
2. A >3°C warming scenario (RCP8.5) utilised to test our organisation's resilience to physical risks as this scenario simulates a significant increase in the intensity and frequency of extreme weather events.

In 2024, we expanded the assessment scope to quantify the impacts of climate-related opportunities, namely, the potential revenue from low-carbon products such as green data centres, cost savings from retrofitting data centres to Green Mark certification and migrating IT applications to the cloud.

The results of our climate scenario analyses will be pivotal to informing StarHub's strategic business planning, influencing budget allocations, and driving sustainable investments to mitigate the most pressing climate risks and capitalise on any climate opportunities.

In September 2024, we also published our 2nd Climate Transition Plan that outlined our roadmap towards achieving net-zero GHG emissions by 2050. This report has built on our robust governance framework, strategic decarbonisation initiatives and extensive stakeholder engagement plan we have already put in place. We remain committed to invest in climate-resilient and energy efficient network infrastructure, renewable energy, and green products and services amongst others.

Guided by our decarbonisation strategies, our capital expenditure planning and projection also considers other factors, such as governmental intervention, technology advancements, as well as the potential trade-offs resulting from the climate-related risks and opportunities identified in our climate scenario analyses.

Our decarbonisation approach

In 2024, our operational energy consumption was 143,214 MWh, an increase of 4.9% from the previous year, driven primarily by growing business needs, 5G network migration, and data centre utilisation, among others.

Technological advancements, particularly in artificial intelligence (AI) and cloud computing, can be a powerful catalyst to drive innovation but will also create strong headwinds in sustainability efforts. For instance, generative AI (genAI) applications demand immense computational power, leading to increased power consumption and reliance on large-scale data centers. Furthermore, the expansion of data- and AI-driven solutions could significantly contribute to carbon emissions without the corresponding adoption of sustainable practices such as energy-efficient hardware, renewable-powered infrastructure, and optimised algorithms to minimise the baseload energy demand.

Mitigating these challenges while pursuing our climate commitments will require a pragmatic and adaptive approach. As we balance our technological progress with environmental responsibility, we have continued to focus our efforts to manage our environmental footprint through the following ways:

Reducing consumption

Our priority is reducing energy consumption and increasing efficiency in our operations (e.g., office buildings, retail areas, network systems). This approach will allow us to lower our overall absolute energy demand where feasible, thereby reducing our environmental impact and operational costs as much as possible.

Initiative #1

IMPROVE ENERGY EFFICIENCY IN BUILDINGS

In an external energy audit that was concluded in January 2024, our data centres – SH CO2 and RCG – were verified to be operating with an average monthly power usage effectiveness (PUE) of 1.69 and 1.52 respectively. Although these figures are above Singapore's average PUE of 1.47, they remain well below the requirement for Green Mark certification set by IMDA for existing data centres (i.e., maximum PUE of 2.20⁽⁵⁾). To ensure we continue to meet IMDA's updated target for new data centres (i.e., an updated PUE of 1.30⁽⁶⁾ or lower within the next decade from 2024), we are proactively reviewing our Green Mark re-certification roadmap.

Power-usage effectiveness (PUE) is the ratio of the total energy used by a data centre to that of the IT equipment energy used. A data centre with a lower PUE is more efficient.

Furthermore, we have implemented various energy efficiency measures in our data centres over the years, including optimising the operating ambient temperatures, replacing with more efficient models for lighting and heating ventilation and air conditioning (HVAC), consolidating suites as well as enhancing rack layouts and cooling efficiency.

⁽⁵⁾ Pre-requisite requirements for existing Data Centre criteria on Green Mark Award Rating. The data centre must have a current operating Power Usage Effectiveness (PUE) of no more than 2.2 for Green Mark certification. Source: https://www1.bca.gov.sg/docs/default-source/docs-corp-buildsg/sustainability/gm_dc_v1_1.pdf.

⁽⁶⁾ Based on Singapore's Green Data Centre Roadmap published by IMDA, they aim to uplift all data centres in Singapore to similarly achieve PUE ≤1.3 at 100% IT load over the next 10 years. Source: <https://www.imda.gov.sg/-/media/imedia/files/how-we-can-help/green-dc-roadmap/green-dc-roadmap.pdf>.

SUSTAINABILITY REPORT

Initiative #2

IMPROVE NETWORK ENERGY EFFICIENCY

With the continuous expansion of high-performing 4G and 5G network, it is important to improve network energy efficiency while handling the increasing data traffic. We are consistently reviewing our approaches towards network planning, deployment and management to ensure our enhancement efforts prioritise operational, energy and cost efficiencies.

Some of the enhancements efforts we have implemented include:

Decommissioned legacy 3G network and migrated the spectrum to 4G/5G, thereby reducing congestion and scaling down operation complexity

Completed the migration to high-performance multi-service transport access and core layer routers to improve service deployment and network operation and maintenance efficiency

Share infrastructure with our business collaborators

Simplify on-site infrastructure set-up process and reuse network equipment

In 2024, the initiatives we have undertaken to improve both building and network energy efficiencies are calculated to have resulted in 7,583 MWh energy savings, estimated to be equivalent to \$2.42 million savings annually.

➔ More details can be found in page 132.

Lowering carbon intensity

We drive our carbon intensity reduction efforts through using more renewable energy sources and leveraging innovative solutions across our operations. We target to achieve 30% of renewable energy consumption by 2030, signifying our proactive approach towards reducing reliance on fossil fuels and mitigating climate change by adopting cleaner energy options.

ADOPTING CLEANER ENERGY OPTIONS - 2024 HIGHLIGHTS

We secured and signed a Power Purchase Agreement (PPA) with Tuas Power in January 2024, for a five-year period from 2024 to 2028.

This agreement endorsed our strategic partnership with one of our energy suppliers, Tuas Power, as part of our support to Singapore's national energy transition plan, while procuring green energy at favourable net rates amidst the highly volatile energy market.

One of the key advantages is the immediate green energy supply of 12,000 MWh per year in the form of bundled Renewable

Energy Certificates (RECs) that started in February 2024, which is aligned with our sustainability-linked KPI to reduce our direct Scope 1 and Scope 2 emissions by 50% by 2030.

Given the physical constraints Singapore faces in generating renewable energy locally, with our support, the energy supplier is adopting a phased approach to increasing renewable energy generation using biomass. To ensure proper documentation and accountability, the energy supplier will ensure that the biomass used adopts internationally recognised standards and certifications, which are in accordance with Singapore's climate agenda.

Despite our physical constraints, we continue to explore the potential of generating on-site solar energy and procuring additional PPAs. We aim to secure a more steady supply of renewable energy for the medium- to long-term period, providing more opportunities for utility cost savings and price risk mitigation benefits to our operations.

Some other ongoing initiatives that have contributed to our carbon intensity reduction efforts include:

- Progressive electrification of our internal combustion engine (ICE) vehicle fleet

- Use of lower Global Warming Potential (GWP) refrigerants such as R32 in fan coil units at SH CO2 data centre
- Adoption of bio-fuel for generators at selective data centres

Investing in unbundled RECs and carbon offsets

The procurement of unbundled RECs and carbon credits may be of a lower hierarchy in our decarbonisation approach, but it remains necessary in our net-zero journey.

We prioritise the acquisition of unbundled RECs sourced from renewable energy development projects in markets where we

operate, ensuring the support for regional renewable energy projects thereby contributing to local sustainability efforts. For instances, our subsidiary, Strateq in Malaysia, subscribed to the Green Electricity Tariff (GET) with Tenaga Nasional Berhad (TNB). The renewable energy resources for the GET Programme are generated by solar power plants under the Large-Scale Solar Programme and TNB's and/or its subsidiary's hydropower stations.

In 2024, we purchased a total of 13,065 MWh of unbundled RECs from waste wood, solar and wind projects across Singapore, Malaysia and Vietnam, which allowed us to compensate our electricity consumption within the organisation to meet our sustainability-linked KPI, putting us on track to meeting our near-term 2030 climate targets.

In the same reporting year, we also purchased 2,917 MWh of renewable energy in the form of unbundled RECs, generated from solar projects in Vietnam to achieve carbon neutrality for our corporate office and four main retail shops in Singapore.

No carbon credits were purchased as there was no direct Scope 1 emissions from our corporate office and four main retail shops for the reporting year.

Climate-related Risk Management

StarHub's Enterprise Risk Management (ERM) framework integrates the management of climate-related risks alongside other top risks such as technology and security, people, market and competition among others. A top-down review by the RSC and MRC, along with a bottom-up risk assessment at the business unit level, identifies, assesses, and prioritises climate-related risks and opportunities with potential financial or strategic impacts on our operations and value chains. This assessment considers other factors such as operational feasibility, commercial viability, impact significance, peer benchmarking, marketplace maturity, and forward-looking insights.

Climate scenario analysis therefore plays a crucial role in quantifying the potential financial impacts of climate-related risks and opportunities, the magnitude of which informs the decision whether to pursue opportunities or accept, avoid, transfer, or reduce risks. Appropriate monitoring and control processes are then implemented by the relevant management and Board Committees identified by the RSC to manage the risk profiles within the risk appetite and tolerance limits. The climate-related risks and opportunities that have been assessed under the climate scenario analysis are outlined in the tables below.

Climate-related opportunities

Key opportunities	Related impact to StarHub Group	Significance of financial impact ^{1/}	
		1.5°C scenario	>3°C scenario
Demand for green products ^{2/} (e.g. green data centres) from enterprise customers	Higher revenue from green data centres and changing revenue profile		
Energy efficiency upgrades and operational optimisation	Reduction in energy costs from retrofitting existing data centres to BCA Green Mark certification		
Migration of IT applications to the cloud ^{3/}	Reduction in energy and carbon-related costs		

Legend:

Moderate significance (<\$1m potential financial impact)

High significance (≥\$1m potential financial impact)

^{1/} Financial impacts arising from potential climate-related opportunities are only quantified up until 2030 due to the uncertainties in projecting related market conditions in the long term.

^{2/} Green products are products and services with lower carbon footprint, or those that can bring about energy savings for our customers.

^{3/} The quantified impacts from this climate opportunity encompasses the migration of selective StarHub's data centre servers into the cloud.

SUSTAINABILITY REPORT

Climate-related risks

Key risks	Related impact to StarHub Group	Significance of financial impact ^{1/}	
		1.5°C scenario	>3°C scenario
Physical risks			
Rising mean temperatures and increased heatwave risk	• Rising cooling demand and accompanying energy costs in data centres • Greater potential for premature equipment failure from heat • Risk of service disruption from power cuts caused by high electricity demand nationwide		
Increased storm and flash flood risks	• Potential damage to network infrastructure resulting in service disruption • Potential higher insurance premiums for assets at-risk of flooding • Increased maintenance and repair costs		
Increased extreme precipitation risk	May weaken wireless signals, requiring increased transmission power to maintain connectivity, leading to higher energy consumption and possible service disruptions		
Transition risks			
Carbon tax increase	Rising operating costs due to potential carbon-tax pass through from suppliers and energy providers		
Data volume growth from increased demand for ICT services	Higher energy operating costs		
Enhanced climate-related disclosure requirement and stakeholder expectations	• Higher compliance costs to meet more stringent reporting requirements • Potential non-compliance resulting in reputational damage that may lead to losses in revenue and investment opportunities	Not quantified due to data limitations	Not quantified due to data limitations

Legend:

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

 Major-Severe significance (≥\$5m potential financial impact)

1/ Financial impact from climate-related risks to StarHub by 2050 before mitigation measures are assessed. The significance of impacts is based on StarHub's ERM framework. Further assumptions and limitations of this analysis have been stated in the appendices on page 130.

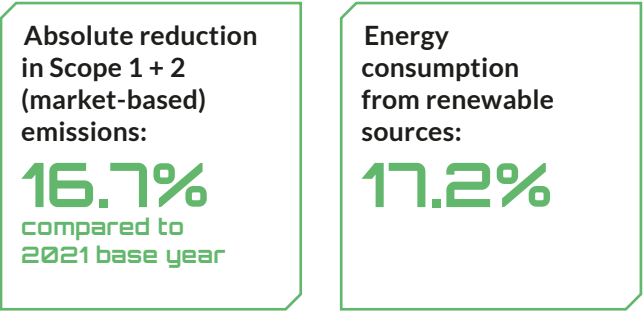
Given the significant impacts that transition risks, such as carbon tax, may have on our business, we have doubled down our efforts to reduce energy consumption as guided by our Climate Transition Plan. To mitigate the vulnerabilities of our operations to physical climate risks such as flooding and rising temperatures, we continue to incorporate climate change impacts in the design criteria of our infrastructure and re-iterate on business continuity management procedures.

With information and communication technology (ICT) services being one of the key enablers of decarbonisation across industries through digitalisation and AI-driven automation, we recognise that green products and services such as green data centres and digital solutions can be significant opportunities given our existing product ecosystem. Furthermore, the maturity of more advanced technologies such as cloud computing and AI also offers additional avenues to optimise processes and energy usage of our own and our customers. Leveraging on the collaborative network we have with our strategic business partners, suppliers and other key stakeholder groups, StarHub is well positioned to curate and co-develop green products and services for our customers.

Our performance and targets

Despite our total operational energy consumption increase, we have also raised our renewable energy consumption by 28.8% to 24,072 MWh, compared to the previous year. As such, this has increased our total renewable energy consumption to 17.2%, aligning us more closely with our target of reaching 30% by 2030.

As we continued to invest in green energy supply and RECs, we have also reduced our total Scope 1 and Scope 2 (market-based) emissions by 16.7% compared to the 2021 base year, putting us on track to meeting our target of 50% emissions reduction by 2030⁷.



Based on available information at the point of writing, we have collated, analysed and reported seven out of the 13 categories of Scope 3 emissions from StarHub for 2024, which have been externally assured. At the Group level, data for Categories 3 and 8 of Scope 3 emissions have also been disclosed in this report. As illustrated in the table on page 124, selected Scope 3 emissions⁸ remained significant. We are committed to take the necessary steps to report our full suite of Scope 3 emissions and endeavour to compile and analyse all applicable Scope 3 emissions from StarHub Group – and our performance against the targets – at the next publication of our annual Climate Transition Plan later in the year.

➔ For more information on our overall 2024 ESG performance data, refer to page 124.

(7) Our 2030 near-term Scope 1+2 (market-based) emissions target covers 100% of our total Scope 1 and Scope 2 (market-based) emissions.

(8) These Scope 3 emissions included StarHub Group's Category 3 (Fuel and energy-related) emissions and StarHub Ltd's Category 13 (Upstream leased asset) emissions. The increase in our Scope 3 Category 13 emissions was preliminary assessed to be attributed to the greater demand for strategic solutions from our enterprise customers.

SUSTAINABILITY REPORT

Capacity building remains our priority as we strive to elevate awareness and appreciation for climate actions within StarHub.

For the first time, we conducted inaugural in-house trainings for over 270 employees across **StarHub Ltd and our subsidiaries, Strateq and JOS Malaysia**, to highlight topics such as ESG material topics, climate-related risks and opportunities and sustainable revenue and expenditures.



Sustainability in-person training conducted in our newly renovated corporate office

We contributed to the 'Putting Words into (Climate) Action: Ushering in Corporate Transition Plans' guide, launched at the UN Global Compact Network Singapore (GCNS) Climate Action Thought Leadership Dialogue where StarHub was also involved in the panel discussion.

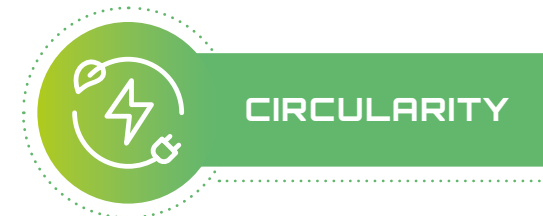


UN GCNS Thought Leadership Dialogue

We participated in the 2024 UN Global Compact Network Singapore's Summit panel discussion on Mastering the Energy Transition: Efficiency and Reduction Pathways to Net-Zero.



Panel Discussion at the UN GCNS Summit



Integral to reducing emissions amidst the rapidly increasing demand for more advanced technology and latest hardware, StarHub has been actively transitioning to a circular economy. From redesigning solutions for longevity, reparability and recyclability, to implementing device take-back programmes and ensuring responsible refurbishment and promoting subscription-based services to reduce resource use, we are constantly seeking for more effective ways to minimise our own electronic waste (e-waste) as we harness the transformative potential of the circular economy.

Our approach

Our e-waste management approach is underpinned by reinventing value in the circular economy. As such our business models have redefined the concept of ownership and value creation through the products and services we offer:

Redesign for longevity, reparability and recyclability

- **SmartSupport Home service:**
Providing device lifespan extension services for common home technology devices, such as personal laptops, smart TVs and printers, including the necessary technical support and security advice. In the event where the devices breakdown, the service rendered will also ensure the faulty devices are collected, sent for repair and refurbishment, before returning to our customers.
- **E-waste collection bin:**
In support of the National Environment Agency (NEA) Extended Producer Responsibility (EPR) scheme, we have prominently placed e-waste collection bins at major retail stores at Plaza Singapura and Tampines, to provide our customers avenues to upcycle their used hardware devices.
- **Other StarHub internal initiatives:**
During our annual tech refresh exercise, StarHub also refurbishes our used employee laptops for subsequent resale to employees and/or donation to the less privileged.

Take-back and trade in programmes

- **One-for-one take-back service:**
Offering retail customers convenient option during new product deliveries to return their old electronic devices to encourage responsible disposal. This service allows StarHub to subsequently arrange for repair, refurbishment and upcycling of these older devices.
- **Trade-in service:**
Another responsible disposal option offers retail customers to trade-in their used mobile devices (such as smartphones or tablets) that are in working condition to offset the purchase price of a new product at our StarHub retail stores or our Online Store.

Shared or subscription-based services (rental)

- **Enterprise Device Lifecycle Management Programme:**
Integrates device leasing, repairs, pick-up and return services in a 24- to 36-month leasing programme allowing enterprises to maximise the value of the latest mobile devices whilst ensuring the employees always have the necessary tools to remain productive
- **Consumer Rental Programme:**
A rent-use-return model for set-top boxes, routers and optical network terminals, maximising the likelihood of these devices to be reused, repaired, and eventually recycled responsibly.

Our performance and targets

In 2024, we have diverted 100% of our e-waste from our operations for recycling. We aim to do the same for all our subsidiaries under our operational control in Singapore by 2030. This on-going target reflects our dedication in minimising waste and promoting sustainable practices with our operations. Additionally, we continue to pursue more avenues to promote and facilitate our customers in using their tech devices more sustainably.

SUSTAINABILITY REPORT



SUSTAINABLE STRATEGIC SOLUTIONS

Through the use of digital applications such as IoT and AI, StarHub can better empower enterprise customers in their digital transformation and green transition journeys with innovative sustainable solutions.

Digitalisation in our business processes optimises operations, which ensures a more efficient and sustainable business model. Our technological capabilities are also strategically harnessed to support sustainability initiatives, allowing us to deliver more impactful sustainability outcomes across the wider ecosystem.

Our approach

As part of our ongoing DARE+ initiative, we have also accelerated our innovation efforts. In converging connectivity, cybersecurity and cloud in a new era of digitalisation, we also found new sustainability use cases for ourselves and our customers.

For example, our priority of creating new engines of growth and generating green revenue streams can be achieved by leveraging data-driven insights and cutting-edge technologies through cloud services and 5G connectivity. We believe these are integral to the pivotal role we play in developing state-of-the-art projects that will support one of the key pillars, Energy Reset, in line with the Singapore Green Plan 2030⁽⁹⁾ targets.

ENHANCING THE CAMPUS EXPERIENCE WITH STARHUB'S LOW-LATENCY, SEAMLESS, AND BORDERLESS CONNECTIVITY



Signing of the MOU to collaborate on building Singapore's first 'Borderless University'

StarHub and NUS have been collaborating on various smart campus pilot initiatives, including the implementation of a self-sustaining, 100% solar-powered 5G outdoor WiFi and WiFi on the Move, aimed at improving connectivity and enhancing user experience across NUS campuses.

Extending the learning environment beyond physical boundaries, StarHub and NUS signed a Memorandum of Understanding (MOU) on 5 July 2024 to establish Singapore's first 'Borderless University'. This initiative leverages on low latency, uninterrupted, and seamless connectivity through the deployment of state-of-the-art digital infrastructure, further advancing the University's aspirations in education, research, and innovation.

Powered by StarHub's Enterprise 5G and hybrid multi-cloud solution, Cloud Infinity, the 'Borderless University' initiative will spearhead future innovations in education, fostering a truly mobile and adaptable learning environment while supporting the transition to an energy-efficient, net-zero future.

➔ Read more about our case study in the Enterprise Business Review in our Annual Report on page 51.

DELIVERING SOLUTIONS TO ENABLE SMART, SAFE, AND SUSTAINABLE CITIES

In delivering solutions to enable smart, safe and sustainable cities, StarHub has deployed intelligent software-defined network that integrates seamlessly with 5G and network automation across various infrastructure nodes. Featuring location-based analytics and network telemetry to create *digital twins* — virtual replicas of physical devices and services — the setup will automate network operations and maintenance through AI.

Furthermore, the enhanced managed services are built around StarHub's own Cloud Infinity platform in collaboration with ServiceNow and IBM, where the hybrid multi-cloud architecture is able to ensure low-latency and high reliability, as well as enable business to achieve operational and cost efficiencies through real-time operational insights, predictively manage issues and automation of routine tasks.

➔ Read more about our case study in the Enterprise Business Review in our Annual Report on page 51.

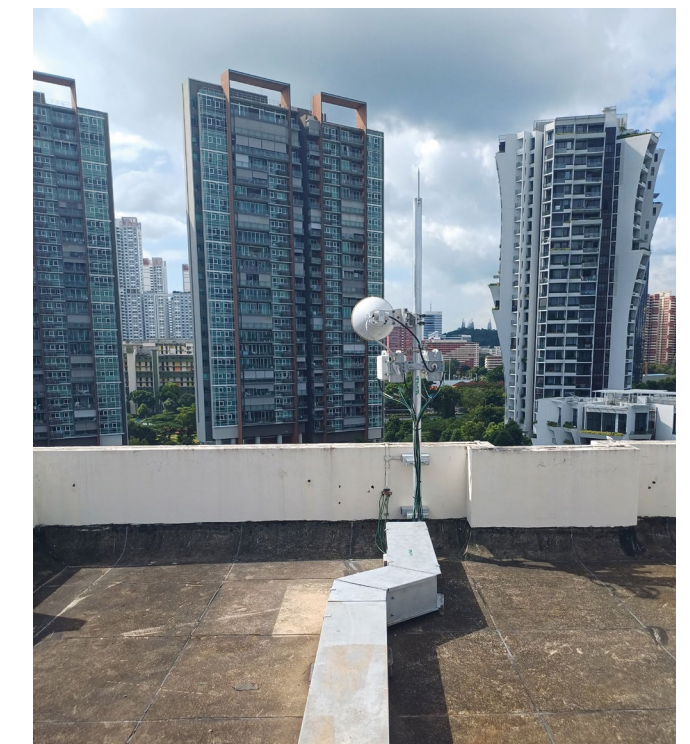
REPURPOSING COMMERCIAL MICROWAVE LINKS (CML) AND MOBILE RADIO FREQUENCY DATA FROM MOBILE BASE STATIONS FOR MORE EFFECTIVE RAINFALL MONITORING

It began as a proof-of-concept project since 2023, where StarHub and water management consultancy – Hydroinformatics Institute (H2i) – have been assessing the potential of using cellular signals and machine learning models to generate real-time rainfall maps. The application would be to further enhance the effectiveness of PUB, Singapore's national water agency, to monitor rainfall patterns for early warning response efforts during storm surges or monsoon seasons.

Encouraged by preliminary results that demonstrated rainfall estimation accuracy to be comparable to that of traditional rain gauges, while more improvements can be made through shorter distances of commercial microwave links (CML) between the mobile base stations and the individual raindrops. H2i continued the partnership with StarHub in 2024 to bring to scale a nation-wide rainfall estimation analytics, thereby co-creating new sustainable revenue streams for both.

Our strategic partnership has focused on addressing the key practical challenges that the hydro-meteorological research community faces in using cell phone signal-derived rainfall for the wider public good.

In line with Singapore's Smart Nation 2.0 Vision to ensure a thriving digital future for all, we aspire for this project to open up newer and more opportunities for similar signal and information processing applications in response to digital trends and developments, while improving our public's well-being.



Rainfall monitoring using commercial microwave links network

⁽⁹⁾ More information on the Singapore Green Plan 2030 can be accessed from here: <https://www.greenplan.gov.sg/targets/>.

Delivered >99.95% mobile services availability, serving more than
2.33 million mobile subscribers in Singapore

Increased NPS by almost 17% to 38.3,
driven by improvements in overall user experience, greater value proposition and stronger customer engagement

DIGITALISATION & SECURITY

We leverage our assets and expertise to uplift businesses and our communities in a digital, secure and connected world

In an increasingly digital world, we are committed to fostering **digital inclusion**, enhancing **data and cybersecurity**, and delivering **high quality product and service offerings** to empower individuals, businesses, and communities. By integrating security, reliability, and inclusivity into our digital transformation efforts, we continue to push our boundaries and enable a smarter, safer, and more connected future.



At StarHub, we believe that connectivity is the bedrock of progress and innovation. In a world that is progressively embracing digitalisation, access to technology and digital resources has transitioned from being a luxury to an essential requirement for personal advancement, economic prosperity, and societal well-being. Our commitment to digital inclusion is rooted in our dedication in empowering communities, bridging the digital divide, and fostering an environment where everyone has equal opportunity to thrive in the digital age.

Digital inclusion involves ensuring all individuals and communities, particularly those who are most disadvantaged, gain access to affordable and reliable internet services, possess digital literacy skills, and have the necessary tools to actively participate in the digital society.

Through our initiatives, we focus on creating an inclusive digital ecosystem that supports equitable community. This includes investing in infrastructure that supports connectivity in underserved areas, developing programmes to enhance digital literacy to deliver innovative solutions that address the unique needs of diverse populations.

➔ More information on our community impact and outreach programmes can be found in page 116.

Pioneering the Future of Connectivity with 4G/5G



In February 2024, we achieved over 99% 5G network coverage across Singapore, ensuring that nearly all Singaporeans have access to high-speed and next-generation connectivity. StarHub's 5G network offers internet speeds up to 10 times faster than 4G, empowering users to enjoy seamless browsing, streaming, and downloading experiences.

To free up spectrum for the newer 5G networks, we retired our 3G services from November 2024, while actively supporting our

3G customers in transitioning to 4G and 5G services. We have done so by offering wide selection of affordable smartphone and migration assistance such as 5G Star Plan and 5G mobile device upgrade at 0% interest, helping to minimise any gaps and disruptions for our existing customers while ensuring they can benefit from this improved connectivity.



➔ More information can be found in our "Product and Service Quality" section on page 102.

SUSTAINABILITY REPORT

Our efforts in delivering exceptional 5G services have also been recognised in the Opensignal Singapore Mobile Network Experience Awards⁽¹⁰⁾ in multiple categories as follows:

Winner of Overall experience for the following awards:

- Video Experience
74.1%
- Download Speed Experience
116.1 MBPS
- Games Experience
84.3% (JOINT WINNER)
- Upload Speed Experience
17.1 MBPS (JOINT WINNER)

Winner of 5G experience for the following awards:

- 5G Upload Speed
31.7 MBPS
- 5G Video Experience
79% (JOINT WINNER)
- 5G Games Experience
91.8% (JOINT WINNER)

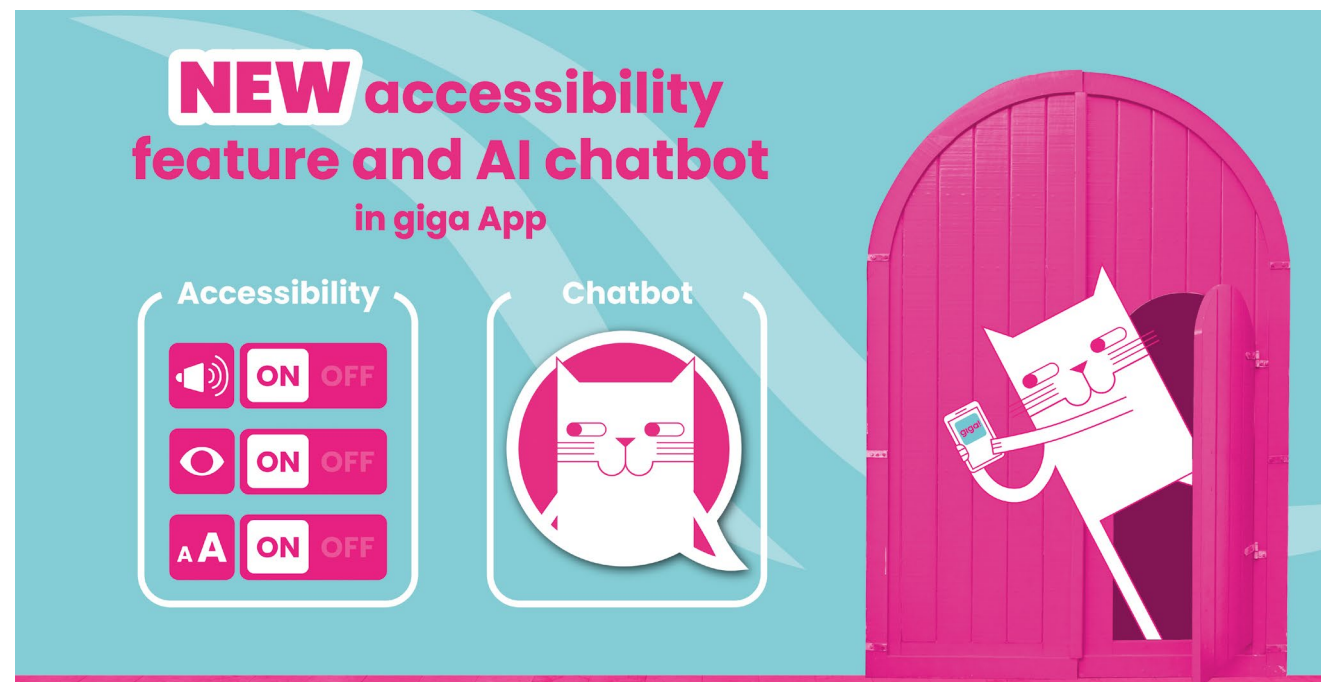
Winner of Coverage for Availability award

99.4% (JOINT WINNER)

Winner of the Consistent Quality award, with a score of

82.6%

Ensuring equal access of mobile services and information to all



In support of the Digital for Life (DfL) movement, StarHub introduced new accessibility features in the giga! mobile app, making it more user-friendly for everyone, including Persons with Disabilities (PWDs).

For example, new features such as Text-to-Speech, adjustable text size, high contrast mode, closed captions and transcripts, focus management and audio description help to facilitate app navigation for users with visual impairments. Our AI Chatbot upgrade with OpenAI technology also helps to improve context understanding and provides better guided responses for customer enquiries.

⁽¹⁰⁾ Awards based on Opensignal Mobile Network Experience Report December 2024, <https://www.opensignal.com/reports/2024/12/singapore/mobile-network-experience>.

With the help of new accessibility features and AI Chatbot, we hope to dismantle the barriers and promote stronger digital independence and equivalent access to mobile services and data.

We also continue to provide innovative solutions and subsidies to ensure our digital services are both affordable and accessible, especially for the underserved and vulnerable communities. By fostering seamless connectivity, we make sure everyone, regardless of their circumstances, has the tools they need to succeed in a digital world. This initiative reflects our broader commitment to inclusivity and support for all members of society, reinforcing our dedication to creating an equitable digital ecosystem.

Smart Mobility for All: Enhancing Commuter Experience

In our ongoing effort to promote digital inclusivity and improve urban mobility, StarHub Enterprise entered into a Memorandum of Understanding (MOU) with SBS Transit (SBST) to develop the Rail Incident Management System (RIMS), a mobile application designed to enhance commuter experience during train service delays or disruptions.

This collaboration underscores StarHub's ability to deliver unique and innovative solutions that drive meaningful change, leveraging its deep expertise in connectivity, security, and data intelligence that could elevate value and convenience for all commuters.

➔ Read more about this case study in the Enterprise Business Review in our Annual Report, page 52.

Fostering digital skills development

Digital inclusion not only provides the access but also empowers individuals with the skills to utilise technology effectively and safely for work, life and play. In 2024, StarHub's Information Security Office (ISO) conducted several phishing exercises for our employees, and while these exercises may not enhance digital literacy, they have greatly improved our employees' cyber knowledge and awareness in the digital age.

These initiatives aim to equip individuals with the skills they need to navigate in a rapidly evolving digital landscape while fostering inclusivity and resilience across society.

Additionally, StarHub has started integrating AI into our operations and talent development to drive both sustainability goals and a future-ready workforce. While utilising AI to optimise our operational efficiency, tools like Paradox helps to streamline hiring processes and identify forward-looking skills essential for our workforce.

As we strive to foster a 'Learn Everyday' culture, where our employees are encouraged to be curious and explore new knowledge whenever they can. Our upskilling initiatives in StarHub are also proven to be effective, reaching an employee training participation rate of 97% in 2024.

➔ More information on learning and development can be found in our "Talent Management and Development" section on page 112.

SUSTAINABILITY REPORT



DATA AND CYBERSECURITY

As a leading telecommunications and digital services provider in Singapore, we recognise the critical role of digital connectivity in everyday life. To enhance cyber resilience, we leverage our expertise and strategic initiatives to protect against cyber threats and data breaches. Our commitment to data privacy excellence goes beyond regulatory compliance; it is about building and maintaining our customers' trust. By implementing stringent data privacy measures and transparent practices, we ensure that sensitive information is safeguarded, empowering a safe digital experience for all. This approach not only allows our customers to engage confidently with our services but also fosters an environment where innovation and connectivity can flourish.

Leveraging expertise and strategic Initiatives

Cybersecurity Governance Framework

StarHub's Cybersecurity Governance Framework, established in 2021, is aligned with the National Institute of Standards and Technology's cybersecurity framework, ISO/IEC 27001 standards, the Telecommunications Act of 1999, the Broadcasting Act of 1994, and the Cybersecurity Act of 2018. Our operations have integrated the Cybersecurity Governance Framework with the Cybersecurity Policy, Information Classification and Handling Policy, and a series of guidelines and checklists intended for both staff members and outside vendors. StarHub's Data Protection Policy, which offers direction to our stakeholders on how to gather, use, handle, and disclose personal data in compliance with the Personal Data Protection Act (PDPA), is also a part of the framework.

To bolster our commitment on data protection and cyber resilience, StarHub appointed a dedicated Chief Information Security Officer (CISO) in February 2024 and established a new Information Security Office (ISO). This strategic move provides leadership and expertise to further strengthen our data protection and cyber resilience capabilities amidst the growing threat landscape.

StarHub has also conducted comprehensive training sessions on data protection for all StarHubbers and our subsidiaries. These trainings ensure that every member of our organisation is well-versed in the best practices and protocols for safeguarding data. Additionally, StarHub's data protection policy and cybersecurity measures are publicly accessible online, providing transparency and assurance to our users about our stringent security standards and practices. More information on our Data Protection Policy can be found on page 182–183.

StarHub's Cybersecurity Awareness Training Platform

Recognising the crucial role that people play as the first line of defence against cyber threats, StarHub launched the Cybersecurity Awareness Training Platform for our enterprise customers. Powered by Cywareness, this platform provides organisations with the knowledge and tools necessary to navigate the complex world of cyber threats. The platform is designed with a particular focus on mitigating the risks associated with phishing attacks.

On the other hand, human error remains a significant contributor to cybersecurity incidents, posing ongoing risks to organisations worldwide. To address this challenge, our Cybersecurity Awareness Training Platform also offers a comprehensive approach to internal employee education on the latest cybersecurity threats and best practices, featuring:



Engaging and Interactive Learning Modules:

Covering a broad spectrum of cybersecurity topics, these modules include phishing awareness, password security, and social engineering tactics, making learning both informative and engaging.



Realistic Phishing Simulations:

By conducting simulated phishing attacks and other real-world scenarios, the platform assesses employees' susceptibility to scams, allowing for targeted training interventions that strengthen defences.



Customisation Options:

Organisations can tailor training content and simulated attacks to align with industry regulations, security policies, and unique organisational needs, ensuring relevance and enhancing effectiveness.



Real-time Reporting & Analytics:

Offering comprehensive insights into employee performance, the platform enables organisations to track progress, measure effectiveness, and identify areas for improvement through detailed reporting and analytics.



Continuous Updates:

Enterprises stay informed on the latest cybersecurity trends and threats, with training content and simulations evolving to address new risks effectively.



User-friendly Solution:

With minimal steps required to launch simulation campaigns, our platform seamlessly integrates with existing directories, allowing for effortless management of recipients.

SUSTAINABILITY REPORT

The following shows a summary of our multi-layered cyber defence, which is made up of a succession of subsequent cybersecurity controls and procedures with deliberate redundancies:

OUR CYBERSECURITY DEFENSE		
Monitoring and Surveillance  - Dedicated centralised Data Protection Office (DPO) to ensure strict compliance with the PDPA - Active monitoring of threats by our Cybersecurity Incident Response team - Proactive surveillance such as risk assessments, penetration tests, vulnerability assessments and cybersecurity exercises	Advanced Cybersecurity Features  - Cloud-based identity and access management - Cloud-based secure remote access - Vulnerability Disclosure Programme to reduce risks associated with exploiting vulnerabilities of public-facing systems - Bug Bounty Programme to encourage vulnerability discovery by invited Whitehat hackers	Capacity-building and maintaining heightened Cybersecurity Awareness  - Specialised training as part of the cybersecurity team competency development plan (e.g. the Information Systems Audit and Control Association's Certificate of Cloud Auditing Knowledge, Digital Forensics Training, and Digital and Intelligence Service's Critical Infrastructure Defense Exercise 2024) - Third-party vendor cybersecurity engagement/forums - Timely alerts and advisories to our workforce, highlighting new security vulnerabilities and emerging cyber threats

Ongoing Commitment to Data Privacy Excellence and Compliance

Every year, we conduct internal audits to guarantee the effectiveness of our data privacy control procedures. We are proud to share that we were awarded the Data Protection Trustmark Certification (DPTM) in 2023 after having our data protection procedures verified by a third-party certification process. This certification remains valid for a three-year period, extending through 2026.



We stay committed to make our internal procedures better every day, upgrading the systems that manage personal data to automate and ensure seamless compliance with PDPA. Concurrently, we are collaborating with our data intermediaries to establish privacy by design as the standard practice.

Our marketing processes are reviewed regularly and the systems are in accordance with the Do Not Call (DNC) regulations. Through platform such as email advisories, e-learning opportunities, and cybersecurity awareness trainings and webinar, our ISO team regularly interacts with employees to ensure they stay up to date with security information on threats, as well as preventative and remediation steps. Annually, all our employees must complete our cybersecurity awareness course.

In 2024, there were no substantiated complaints concerning breaches of customer privacy, theft, loss of customer data or criteria information within our operations.

Empowering Safe Digital Experiences

Online Safety

As technology advances, so do online threats. We are witnessing an alarming increase in scams targeting individuals across multiple digital platforms, highlighting the urgent need for enhanced awareness and protection measures. Additionally, the growing demand for entertainment services increases the potential exposure to age-inappropriate content. At StarHub, we commit to safeguarding our customers and educating them on responsible internet use.

In response to the rising tide of scams, StarHub has taken proactive steps to safeguard our community by partnering with the SPF to launch a comprehensive public education campaign aimed at enhancing vigilance against cyber threats online. The alarming increase in scams — both in terms of cases reported and monetary amount lost to scammers — demands immediate action and awareness.

At the heart of these proactive steps is our Scam Masterclass campaign, a series of videos that features common deceptive tactics used by scammers, dramatised for emphasis and effect. These videos are designed to resonate with viewers from all walks of life and intended to reiterate that while anyone can fall prey to such scams, recognising the early warning signs can significantly improve one's defences. Each video also equips viewers with crucial knowledge and practical tools to outsmart scammers in different scenarios, contributing to a safer digital

environment for everyone. By cultivating a more vigilant and resilient digital community, we acknowledge the key role we play in enhancing public safety.



Stay ahead of Scams with StarHub

Leveraging SPF's expertise, Scam Masterclass also delves into the evolving nature of cyber threats, including the sophisticated use of technologies such as voice-changer AI. Featuring an ethical hacker, the videos expose common scam techniques including impersonation, job, and authority scams. To maximise reach and impact, our exclusive videos have been made available across multiple platforms, including StarHub's official website, retail stores, and social media channels, as well as on popular StarHub TV channels.

Vigilant Digital Community

In November 2024, one of our ISO employees, Neo, participated in a four-day exercise, known as the Critical Infrastructure Defence Exercise (Cidex) involving Singapore Armed Forces (SAF) soldiers, civilians from various agencies, and key industries to enhance the nation's ability to counter emerging cyber threats. Participants focused on identifying and neutralising threats to a cloud and AI-powered system, along with six critical services: power, water, gas pipelines, the 5G network, airports, and the rail system. This exercise challenged participants with realistic simulations of



cyberattacks intended to disrupt operations and civilian life, such as compromising a 5G mobile network and interrupting power supply and rail operations.

Neo honed her skills in detecting and analysing mobile network anomalies

during the training exercise, focusing on identifying threat actors and mapping their tactics to the observed data.

The collaboration between the SAF and the private sector is crucial for driving innovation in cybersecurity, ensuring the resilience of critical infrastructure and contributing to a more sustainable future.

As part of our online safety initiatives, StarHub offers CyberProtect and CyberCover to help consumers secure their devices against cyber threats. In addition, we share detailed information on how privacy and security are maintained, alongside best practices, through our website. This comprehensive approach ensures our users are equipped with the knowledge and tools they need to navigate the digital world safely and confidently.

For our enterprise customers, we have solutions such as Mobile Threat Defence, Internet Clean Pipe, Managed SASE, and Backup-as-a-service for Microsoft 365 which help businesses to provide mobile security service for corporate-owned and Bring-your-own-device (BYOD) devices, detect and prevent Distributed Denial-of-Service (DDOS) attacks, consolidate their networking and security services on the cloud, and store their data safely.

SUSTAINABILITY REPORT

In 2024, StarHub continued to offer the following cybersecurity services to keep our customers and network safe:



JuniorProtect Basic
Parental control services let parents limit their kids' access to harmful websites and monitor how much data they use on their phones.



CyberProtect
All-in-one internet security solution that combines virtual private network access with antivirus software to provide users with online security and privacy.



CyberCover
Programs for cyber protection intended to offer monetary assistance to clients impacted by identity theft, unapproved transactions, and other online mishaps.



Mobile Threat Defense (MTD)
Plans for business mobile security that offer full mobile security for devices owned by the company as well as BYOD options. Through real-time monitoring and analytics, MTD provides ongoing protection against complex assaults, including advanced phishing attempts on devices, networks, and applications. We offer MTD as part of our enterprise mobile plan packages.



SPFxNCPC 1799
Customers can further combat scams through StarHub's established dedicated short code, enabling customers to easily call in for assistance and report scam-related issues.

PRODUCT AND SERVICE QUALITY

With the rise of remote work, high quality service and stable network connectivity are foundational for personal, educational and professional activities, where reliable and seamless communications allow for stronger collaboration. It also empowers both individuals and businesses to thrive in a connected world, providing better user experience and enhances the quality of life. As at December 2024, StarHub had served more than 2.33 million mobile and 578,000 broadband active subscribers in Singapore.

Ensuring reliable connectivity

In 2024, we have consistently attained >99.95% availability for mobile services, meeting the target we have set for ourselves. We have also achieved 100% network availability for our fibre broadband services, except for the month of May 2024, where it fell slightly to about 99.9%. This was due to an isolated disruption to our fibre broadband service. We have taken mitigation measures to minimise the occurrence of similar disruptions moving forward.

Our measures to build and maintain a reliable, robust and resilient network:

Conduct regular security risk assessments in compliance with relevant regulatory requirements, performed by an independent third party.

Review and update our ISO 22301 security and resilience—business continuity management systems which include routinely testing and upgrading the business continuity plan.

Maintain strict access controls to our sites, systems, and information assets, as well as on the physical security and safety of our buildings and systems.

Timely information and possible steps to mitigate and restore damage in the event of a security incident.

In 2024, the assessment of one service difficulty incident⁽¹¹⁾ by IMDA was concluded with a \$13,000 financial penalty imposed on StarHub for a disruption to our mobile data service in March 2023. We have reviewed and tightened our internal processes and method operating procedures relating to network migration exercises in the future.

Strengthening ecosystem partnerships

As part of our DARE+ initiative and Cloud Infinity programme, we launched the Low Latency Data Centre Connect service (DCI-X) in August 2024, which is a secured and on-demand specialised fibre network capable of interconnecting all key domestic data centres.

This enterprise business connectivity offering is designed to support organisations with seamless, high-speed connectivity crucial for real-time data processing and interactive applications. The enhanced access to cloud services and applications will also improve customer and user experience, thereby reducing costs and increasing operational efficiencies.

HOW STARHUB LOW LATENCY DATA CENTRE CONNECT GIVES YOU AN OPERATIONAL EDGE

Customise to your needs  Our platform-embedded APIs empower you to create custom automation and management software tailored to your unique business needs.	Lower cost significantly  Reduce operational expenses significantly. Our compact, low-power solutions minimise real estate, energy consumption, and management overhead.	Grows with your business  Easily meet the growth in traffic without investing massively in CAPEX as Low Latency Data Centre Connect scales seamlessly to multiple terabits per second for future-proof operations.	Design your own network  Choose from various interfaces, connections, deployment scenarios and modulation schemes to optimise to your infrastructure.
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⁽¹¹⁾ Incidents are reported and disclosed as they refer to occurrences that have contravened relevant regulatory requirements and incur a financial penalty exceeding \$10,000.

SUSTAINABILITY REPORT

Through strategic ecosystem partnerships with other global industry leaders, such as Global Switch, Ciena, Digital Realty, and Terrabit Networks, we are able to leverage the global network of key data centre ecosystems and submarine cables for greater reliability connectivity beyond our shores. This, in turns, will place StarHub ahead of the competition in the local and regional connectivity business, and strengthen StarHub’s role in supporting Singapore as a key connectivity hub in the Asia Pacific region and beyond.

Leaping from insights to action

StarHub also adopts an “Insights-to-action” strategy by gathering real-time customer feedback through surveys across various existing consumer and business channels. This approach helps us to consistently enhance our products and services, while improving customer experience. By encouraging our customers to rate their interactions with our customer care team, we gain valuable insights into satisfaction levels and areas of improvement. These insights directly translate to actionable measures to better service our customers and inform our NPS, a critical metric for tracking and measuring all our customers’ experience.

Our 2024 NPS, aggregated across feedback received from CBG and EBG customers, increased year-on-year by almost 17%, driven by improvements in customer engagement, product offerings and strategic insights.

For example, we have transformed our enterprise business operating model to prioritise solution selling, fostering stronger and more meaningful client engagement. This shift has garnered positive feedback from our customers, resulting in improved NPS. Furthermore, by optimising essential processes across the client journey, we have enabled quicker resolutions and elevated the overall service experience for our customers.

	FY2024	FY2023
NPS	38.3	32.8

Prioritising safety and quality

We prioritise delivering high-quality products and services while strictly adhering to radio frequency (RF) emissions and safety standards. To address the concerns of customers, regulators, and the public about potential health risks associated with RF emissions from mobile devices and base stations, StarHub collaborates with the NEA and other mobile network operators to ensure all mobile equipment meets Singapore’s public health and safety standards.

In 2024, there were no instance of non-compliance in regard to the health and safety impact of products and services. We strongly uphold 100% compliance with all applicable RF radiation safety requirements established by regional authorities.

Invested close to \$1.23 million for almost 97% of our employees to receive **almost 22,000 hours** of training programmes

Contributed over \$800,000 to **support close to 11,000 beneficiaries** through our community impact engagements

OUR PEOPLE & COMMUNITIES

We seek to improve the lives of our people and communities in areas we operate in

Our people are the heart of our business, and their **engagement, well-being, and continuous development** are critical to building a strong, future-ready workforce. Beyond our organisation, we are committed to **giving back to communities** through impactful **CSR programmes** that promote digital inclusion, education and environmental stewardship. Through these efforts, we strive to create a positive and lasting impact, ensuring that both our people and the communities we serve thrive together.

SUSTAINABILITY REPORT



EMPLOYEE ENGAGEMENT AND WELL-BEING

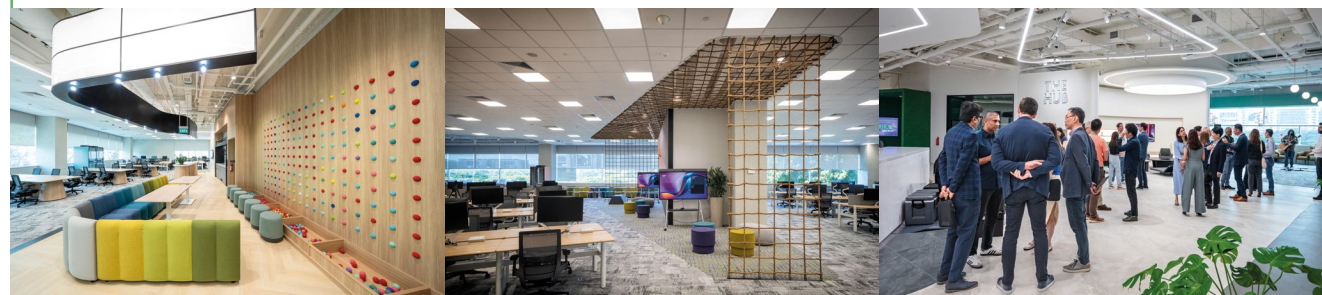
Employee well-being is fundamental to our overall success. At StarHub, we believe that a positive and supportive work environment, which encompasses the physical, digital, and emotional aspects, is crucial for a thriving workforce. This focus on well-being not only enhances our employees' lives but also increases our workforce productivity, improves employee retention as well as cultivates a stronger culture of innovation.

In 2024, we continue to prioritise employee well-being and engagement through a range of initiatives designed to foster a supportive and enriching work environment. These efforts include enhancements to our physical workspace and the implementation of more flexible working arrangements.

Employee Well-being

We ensure our employees well-being are being cared for through the following ways:

1 ENHANCED WORKSPACE



In the first half of 2024, we undertook a major transformation of our workspace at StarHub Green, our corporate office, and redesigned to better reflect the dynamic and vibrant working culture through modernising with more open areas and activity-based settings.

Besides being more energy efficient through smart lighting and air-conditioning systems, the redesigned office offers more social inclusiveness and technological integration, providing collaborative spaces that promote innovation and teamwork among our employees. For example, we introduced ideation rooms to facilitate brainstorming sessions and support employee productivity, in comparison to typical meeting rooms.

Our new physical workspace also features an open layout that maximises the natural daylight with biophilic designs that support indoor greenery, promoting a healthier and more productive work environment.

To better cater to the other primary needs for our employees in support of their general health and wellness, our redesigned office also provides private spaces for nursing mothers, multi-faith rooms for prayer, contemplation and reflection, as well as an office gym for all.



2 THE WAY WE WORK

Enabling a digital workplace

We are dedicated in empowering our employees through streamlined digital tools and processes. In 2024, we developed our own in-house application, Hubber1, a multi-functional app for easy access and booking of meeting rooms and

workstations, opening lockers remotely, and sharing digital name card. This new feature has received positive feedback from employees wherein it allows for greater efficiency and flexibility in how our employees structure their workday.

Cultivating a flexible and productive work environment

Reduced 'Formal' Workhours

Half an hour less each day – 8hrs instead of 8.5hrs

Flexi-Time – choose your own start & end times

8hrs between 8am–6pm, excluding lunch hour

Hubba Time 10am–4pm

Prioritise Meetings

1 day WFH per week

3 fixed WFO days by division + 1 day WFO of your choice + 1 day WFH of your choice

Renew & Recharge

Reduced meetings, full WFH 18–31 Dec 2024

Quarterly ½ Day Friday

Every Last Friday of quarter, work only 4hrs between 8am–1pm / HubbaTime: 10am–12pm

StarHub introduced our new workplace compact to ensure flexibility for greater collaboration, co-creation, and connectivity among employees.

We rolled out initiatives to enhance workplace flexibility and productivity, underscoring our commitment to a balanced work-life environment and operational excellence. Key measures include optimising work hours by reducing 'formal' work hours to eight hours and allowing flexible start and end times within an 8 AM to 6 PM window, subject to employees completing their eight-hour workdays. Meetings are also primarily scheduled during 'HubbaTime' from 10 AM to 4 PM to ensure focused work periods.

A hybrid work model enables our employees to work from home (WFH) one day per week, with an additional flexible day, alongside three work from office (WFO) days. To address end-of-year fatigue, the last two weeks of the year was carved out to allow employees to 'renew and recharge', with reduced meetings for a full WFH experience, subject to work exigencies. Quarterly half-day Fridays were also implemented to encourage well-being and reflection, with employees working only four hours on the last Friday of each quarter.

SUSTAINABILITY REPORT

3 MENTAL AND PHYSICAL WELL-BEING SUPPORT

Investing in our employees

We continue to provide mental and physical well-being support through enhanced employee benefits and access to the ThoughtFull Chat app – a mobile platform that offers mental health resources and 1-on-1 virtual coaching with a certified mental health coach to our employees.

We also encourage work-life balance through organising well-being events during lunch breaks. For example, our “Noontime Discovery” activities – TCM pain management, nutrition and movements – are held regularly in collaboration with different health and wellness organisations and have been very well received by all employees.



Through these resources, we aim to create a workplace where our employees feel valued, supported, and empowered to thrive holistically.

Employee Engagement

StarHub is committed in creating a workplace beyond fostering a collective sense of identity and shared purpose. Our approach to a multi-faceted employee engagement strategy includes enhancing collaboration and teamwork, boosting morale and job satisfaction, improving communication, strengthening organisational values, supporting inclusion and diversity, as well as reinforcing networking opportunities, among others.

Our employee voices matter

Investing in our people remains one of our top priorities as demonstrated by our sustained efforts on enhancing employee experience and engagement.

We value employee feedback and gather it through various channels, including our annual employee engagement survey, selected topical pulse checks as well as quarterly Townhalls – HubberHangouts.

By actively listening to our employees through these channels, we have received valuable insights and implemented measures that drive continuous improvement, enhance our employee well-being and foster a more engaged workforce. We also communicated these changes and showed appreciation for their generous contributions during our quarterly Townhalls.

StarHub remains committed in fostering employee engagement through ongoing internal communication and collaboration channels. We also continue to encourage regular one-on-one meetings between managers and their team members, with toolkits provided to facilitate productive discussions. These one-on-one engagement offers dedicated employee support, recognition and guidance, while providing valuable opportunities for managers to build stronger relationships, identify areas for improvement and ensure employees are thriving both professionally and individually throughout their career at StarHub.

Furthermore, StarHub regularly organises division-level engagement activities that bring together different teams and empower them to plan and run events to further strengthen communication and teamwork within their respective departments.

Case study

FOSTERING EMPLOYEE ENGAGEMENT BEYOND THE DESK

Recognising the importance of work-life balance and family, StarHub hosted our very first “Bring Your Kids to Work Day”, which provided the children of our employees an opportunity to catch a glimpse into their parents’ working lives, while promoting a deeper understanding of StarHub’s work culture that highlights our supportive and inclusive environment.

Coinciding with Children’s Day in October 2024, this special event featured interactive game activities, office tours, and educational sessions that inspired and entertained many family members and employees alike. Over the course of the morning, we hosted over 500 employees and their family members at our newly transformed and redesigned office.



Our Junior StarHubbers Take Centre Stage

Workplace Health & Safety

To care for our employees and ensure a safe working environment, StarHub has put in place an Occupational Health and Safety (OH&S) management system. Our workforce, especially those who perform work for and/or with us when work is conducted in public and open areas, is equipped with the necessary engineering controls, safe work procedures, competencies and trainings, as well as personal protective equipment (PPE) to carry out their work safely and ensure the protection of public health and safety.

Coordinated through our occupational health, safety, and well-being management policies, procedures, and initiatives, our OH&S management system¹² covers all our employees, and any other individuals who might be impacted by our workplace activities. While suppliers and other workers who are not our employees are protected by the health and safety management systems of their respective employers, we are also committed to ensure that they comply with StarHub’s OH&S policies and procedures when performing work on StarHub’s premises.

Chaired by the Chief of People, Organisation and Communication Officer, our Workplace Safety and Health Committee (WSHC) consists of management and employee representatives and meets at least once a quarter.

The WSHC oversees the hazard identification and risk assessment of our OH&S management system in accordance with the most recent regulations and industry standards, taking into account feedback received from employees and lessons discovered through risk assessments, near-misses, or any mishaps, where appropriate. The WSHC also selects OH&S training materials and monitors StarHub’s OH&S performance against pre-determined targets and curates OH&S training content.

⁽¹²⁾ StarHub was granted the bizSAFE Level 3 certification in 2023 by the Workplace Safety and Health Council of Singapore followed by an independent audit of the system triennially.

SUSTAINABILITY REPORT

The components of our OH&S management system are as follows:

Hazard Identification and Risk Assessment

Working with our designated employees throughout the organisation, our skilled risk assessment leaders and managers at the WSHC identify and evaluate the WSH hazards of each work activity that could cause an accident or poor health at work.

- Risks are first eliminated where possible before mitigation measures to reduce the likelihood of an incident occurs.
- The risk assessment is revised anytime a major change in work procedures occurs, or at least once every three years, or if an incident or near-miss occurrence takes place.
- The appropriate PPE has also been specified in the risk assessment to safeguard the worker from any lingering risks. A minimum of one worker will be assigned and trained as a first-aid emergency responder at each workplace or office.
- Contractors must also submit a risk assessment report for verification before commencing any on-site installation or maintenance.
- Every StarHub contractor working at one of our locations is required to abide by the requirements of the Workplace Safety and Health Act of 2006 (WSH Act).

Training

For workers whose responsibilities involve expertise in the WSH domain, StarHub continues to offer company-sponsored training to upgrade their competencies. This training includes instruction in first aid, work-at-height procedures, incident management, and emergency response.

Near-miss and Incident Reporting and Investigation System

We have established special channels of communication for our employees and outside collaborators to report any problems pertaining to WSH, including possible inadequacies in safe work procedures, hazardous situations that may cause high-consequence injury or ill health, near-misses, or occurrences.

Any issue that arises on our property can be reported by our workers and other employees to their direct supervisor or a Division WSH representative. If required, these individuals will escalate the matter and report it to the Ministry of Manpower (MOM). The employees of our outside partners may also decide to take the matter straight to MOM.

Employees who encounter potentially harmful conditions may leave the situation immediately and report it to their supervisor. Our Whistle Blowing Policy protects individuals from retaliation when reporting health or safety threats. Further details on the policy are available on page 181.

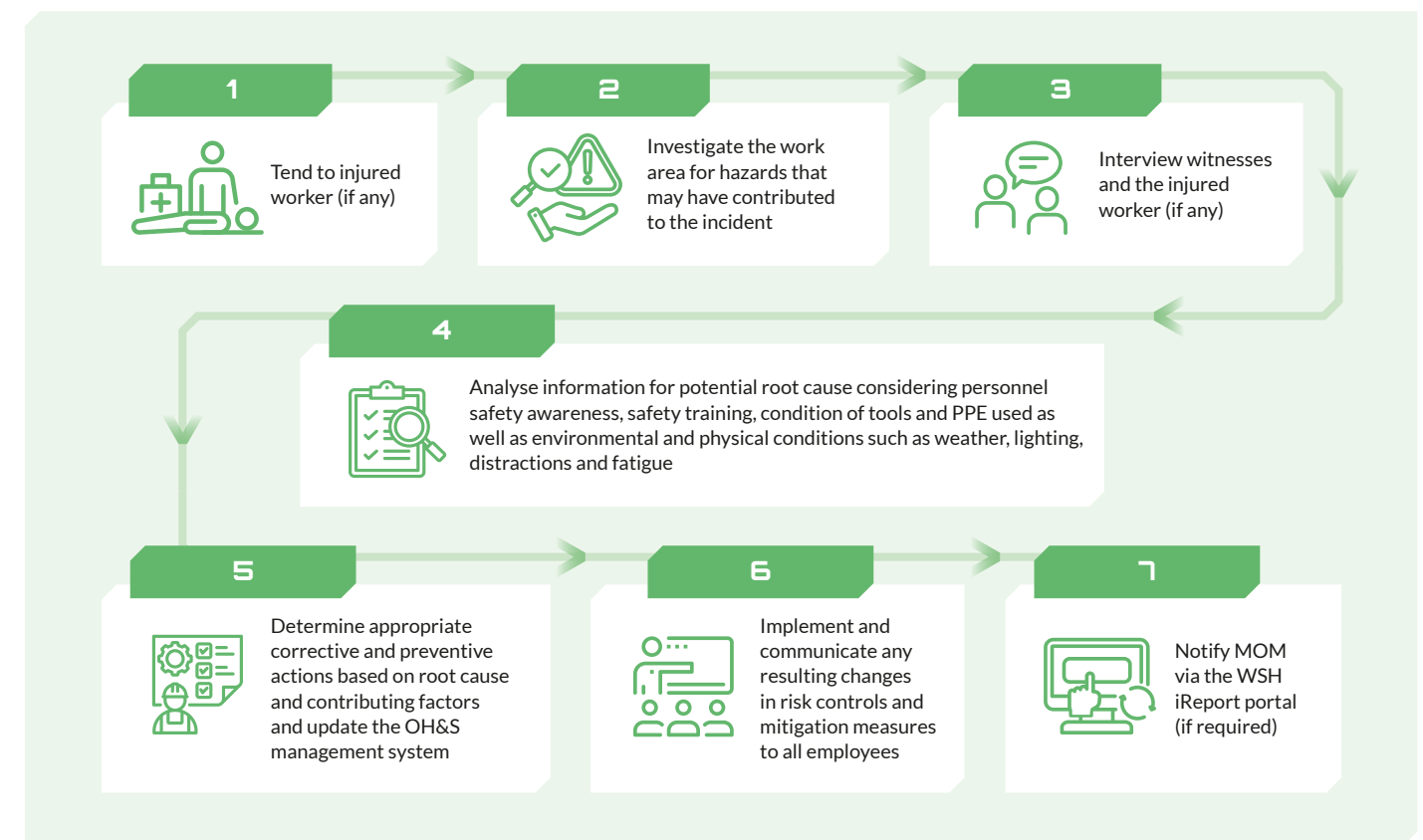
Contractor Management

All contractors must adhere to StarHub's health and safety policies while on the property, as explained by their StarHub supervisors. As part of the pre-work risk assessment evaluation, they will receive instructions on any PPE and risk control measures as well as access to first aid and emergency care on-site. Before beginning any high-risk assignment, StarHub will evaluate the worker's prior training and experience as part of our risk assessments.

When necessary, toolbox meetings with principal contractors and briefings are conducted to increase knowledge of the risks and stress the significance of taking mitigation steps. Employee can suggest improvements to their StarHub managers, who may discuss them with the WSHC representative if needed.

By law, all our contractors must provide health insurance for their employees. Singaporeans and Singapore Permanent Residents (SPRs) can utilise MediSave to cover eligible medical expenses.

Incident Investigation and Reporting Process for Near-misses and Incidents



Workplace Health, Safety performance¹³

Employee Workplace Health and Safety Performance

	FY2024	FY2023	FY2022
Number of workplace fatalities (including from work-related ill health)	0	0	0
Number of occupational disease cases ^{1/}	0	0	0
Number of high-consequence work-related injuries ^{2/} (excluding fatalities)	0	0	0
Number of recordable work-related injuries ^{3/}	3	3	4
Recordable injury rate (per 1,000,000 hours worked) ^{4/}	0.92	0.96	1.2
Workplace injury rate (per 100,000 employees) ^{5/}	183	188	233
Number of hours worked	3,254,973	3,139,475	3,419,758

^{1/} Occupational disease refers to the Second Schedule of the Singapore WSH Act which is reportable to MOM. Any disease not found on the list, but which results from exposure to chemical or biological agents at work is also an occupational disease.

^{2/} High-consequence work-related injuries refer to injuries from which the injured person cannot recover or be expected to recover fully to pre-injury health status within six months. Based on our risk assessment process, we have identified the following work-related potential hazards that pose a risk of high-consequence injury: working at height of more than two metres and collision/accident between vehicles on the roads.

^{3/} Recordable work-related injuries refer to injuries due to work exposure, resulting in medical/hospitalisation leave and light duty, all of which are reportable to MOM under the Singapore WSH Act. The three reportable injuries in FY2024 refer to a) two sprains: one employee sprained his wrist while lifting an equipment, resulting in one day of medical leave, and the other sprained his back while helping a customer move their furniture, requiring 28 days of medical leave. Both employees were treated as outpatient; and b) a cut on the forehead during a site survey which was also treated as outpatient, with the employee returning to work after two days of medical leave.

^{4/} Recordable injury rate refers to (no. recordable work-related injuries)/(no. working hours worked) x 1,000,000.

^{5/} Workplace injury rate refers to (no. recordable work-related injuries)/(no. of FTE) x 100,000; FTE in 2024 was 1,636.5.

⁽¹³⁾ Our workplace health and safety performance data for FY2024 has excluded information of workers who are not employees. Due to the organisational restructuring in 2024, we were unable to collect complete workplace health and safety information of our contractors for the entire year. Therefore it is not included in our performance data in 2024. StarHub will continue enhance the data collection process and progressively disclose this information in the next fiscal years.

SUSTAINABILITY REPORT



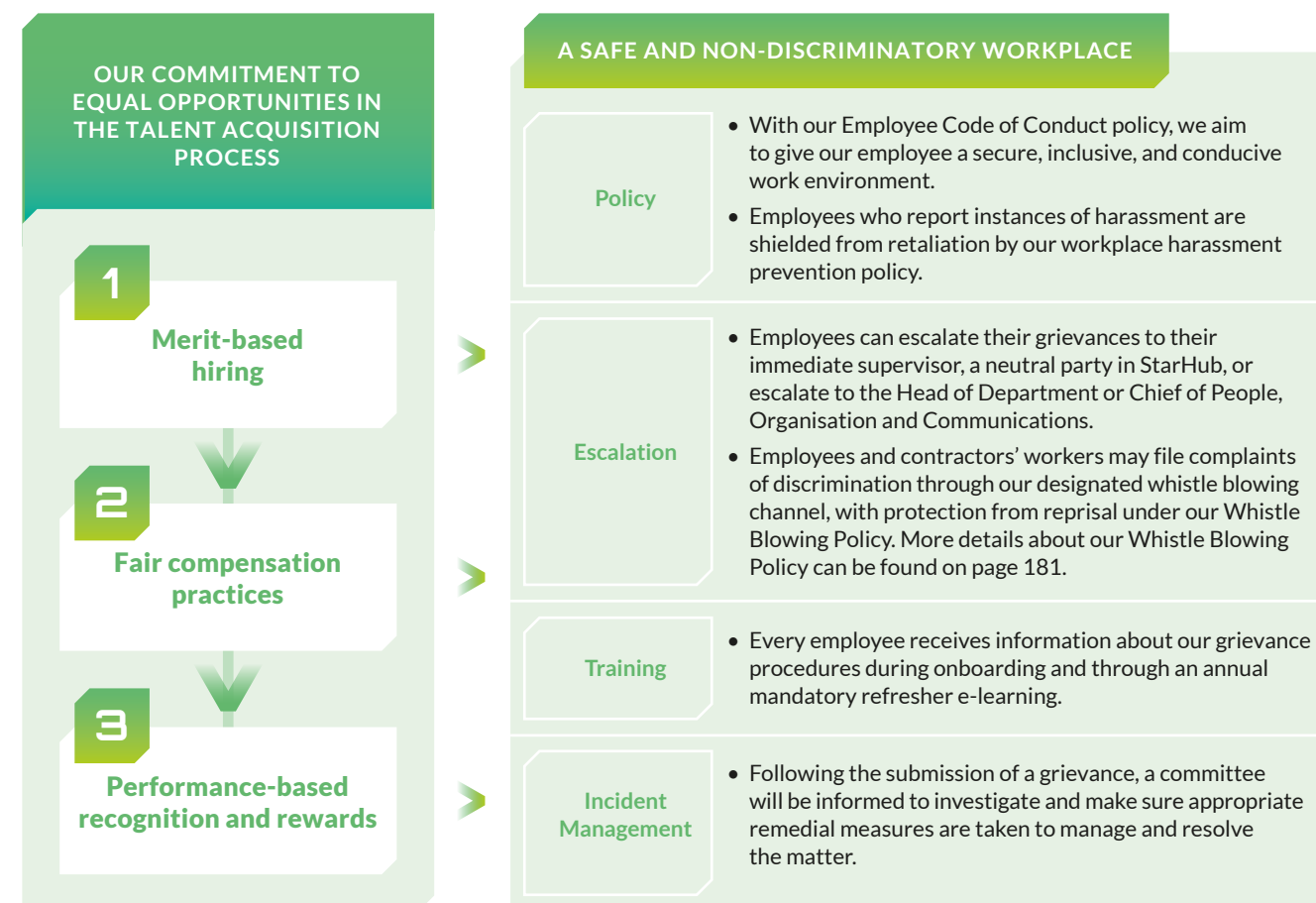
TALENT MANAGEMENT AND DEVELOPMENT

People are our greatest asset. Effective talent management drives innovation, achieves strategic goals and maintains our competitive edge. Our approach to talent management – from acquisition, development to key talent retention – is anchored on fostering an inclusive environment with equal opportunities and empowering a relevant and future-ready workforce.

Fostering an inclusive environment with equal opportunities

Our talent acquisition strategy prioritises performance and meritocracy, ensuring that candidates are evaluated based on their skills, experience, and aspirations to excel in their roles. In addition, we integrate the principles of diversity, equity, and inclusion (DEI) that are foundational to our hiring process. We believe this holistic approach allows us to build a workforce that not only reflects a rich and diverse perspective but also creates an inclusive environment where everyone has an equal opportunity to thrive and contribute.

Our commitment to equal opportunities is underpinned by a safe and non-discriminatory workplace. As illustrated below, we have put in place relevant policies, escalation processes, and training modules to raise awareness on employee diversity, harassment prevention, grievance procedures, including incident management.

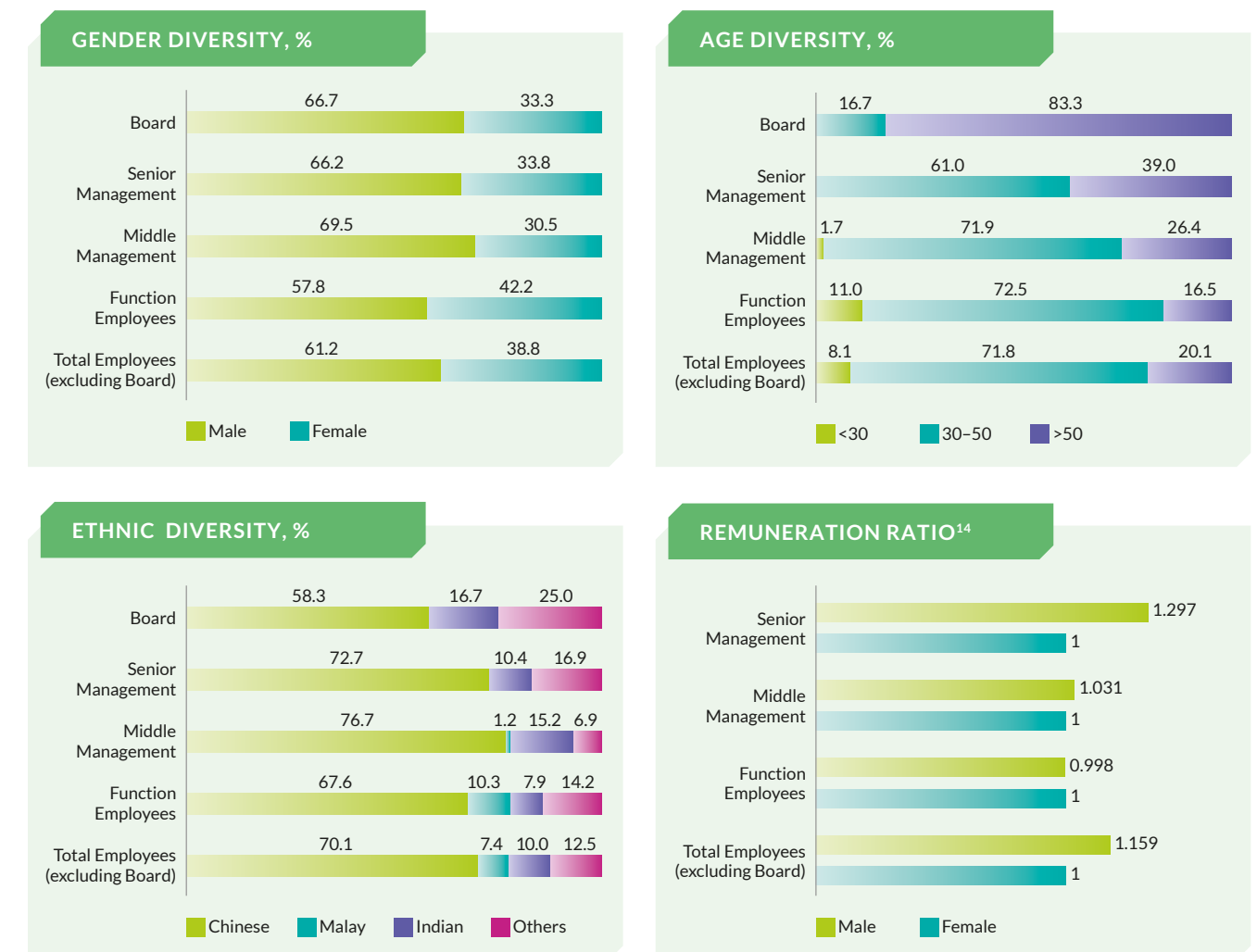


At StarHub, we also practice re-employment for employees who have reached the statutory retirement age of 63 on a term contract basis. This is subject to renewal until the age of 68 and contingent upon position availability, work performance, and medical clearance. We believe this approach aligns well with our talent acquisition strategy, where we recognise the continual contributions of experienced employees and ensure that hiring decisions are based on performance and meritocracy. It also reinforces a culture of inclusivity, demonstrating a commitment to equal opportunity for all age groups while retaining the institutional knowledge and maintaining a diverse and multigenerational workforce.

The Board believes that gender is an important aspect of diversity and targets to maintain at least 25% female representation on the Board within the next one to three years, recognising that the Board's needs might change over time. Since 2018, the Board has at least three female Directors. As of December 2024, we have four female Directors, which equates to 33.3% female representation, exceeding our target of 25% (FY2023: 27.3%; FY2022: 25%).

As a testament to our continual efforts to elevate our Board diversity practices, StarHub was among the 15 large cap companies on the SGX-ST recognised for exhibiting exemplary board diversity standards. This recognition is based on the 2025 Singapore Board Diversity Index (BDI), which evaluates board diversity across eight key attributes - gender, age, tenure, independence, culture, international experience, domain knowledge and industry expertise. The previous study was conducted in 2020, where StarHub was ranked 9th out of the 704 SGX-ST listed companies in the inaugural Singapore BDI 2020.

Furthermore, women make up 39% of our workforce, including 34% of our senior management, in a sector that is traditionally seen as male dominated. Overall, we have maintained healthy ratios for our gender, age and ethnic diversities across employee categories in 2024, as illustrated below.



⁽¹⁴⁾ We define our significant location of operation as Singapore given most of our staff are based in Singapore.

SUSTAINABILITY REPORT

PROMOTING FAIR AND PROGRESSIVE EMPLOYMENT PRACTICES

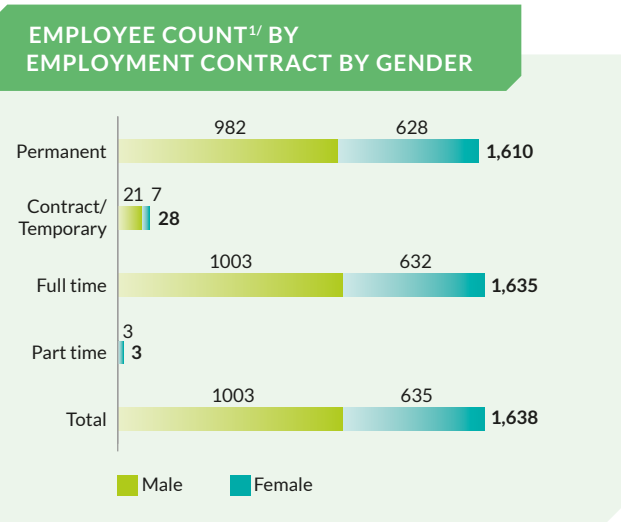
StarHub is dedicated to fostering fair and progressive employment practices, reflecting our commitment to inclusivity and equitable opportunities. As an active participant in the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP), we uphold guidelines that promote merit-based hiring, fair treatment, and workplace diversity. We are also committed to ensuring our employment practices are free from bias and discrimination. As of December 2024, no incidents of discrimination have been reported, either directly or through the Tripartite Alliance.

In addition, we continue to earn the Progressive Wage Mark certification in 2024, which reflects our commitment to providing progressive salaries for our lower-waged workforce segment and underscores our ongoing efforts to ensure fair wages and career development opportunities for all. Together, these initiatives and certification reaffirm our role as a responsible and forward-thinking employer.

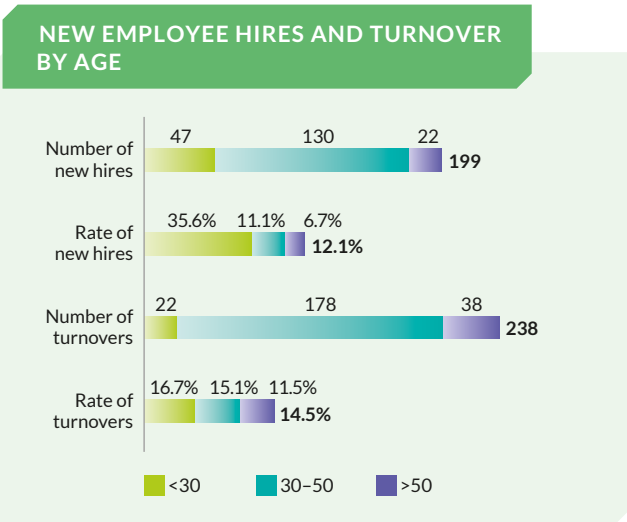
To supplement our talent acquisition strategy to attract the best talent, we also provide a holistic rewards programme to attract and retain our talents.

Some key benefits¹⁵ under our holistic rewards programme include:

- **Leave benefits** – StarHub offers additional leave days above the industry average for annual leave days for employee birthdays, care giving, and examinations, among many other personal responsibilities, reflecting our respect and recognition of the importance of our employees' lives outside of work. With effect from January 2024, the paternity leave entitlement has doubled from two to four weeks to afford our employee-fathers more opportunity to bond with their newborn and share the parental joy with their spouses.
- **Enhancement of employee benefits** – As a leading homegrown Singapore company delivering communications, entertainment and digital services, we are proud to provide employee-only privileges in the form of complimentary mobile plans, heavily subsidised home entertainment and broadband connectivity packages, among others. We are also regularly reviewing to enhance the health insurance coverage and *Flex* claims, which include cash reimbursements for healthcare, family, wellness and other discretionary matters.

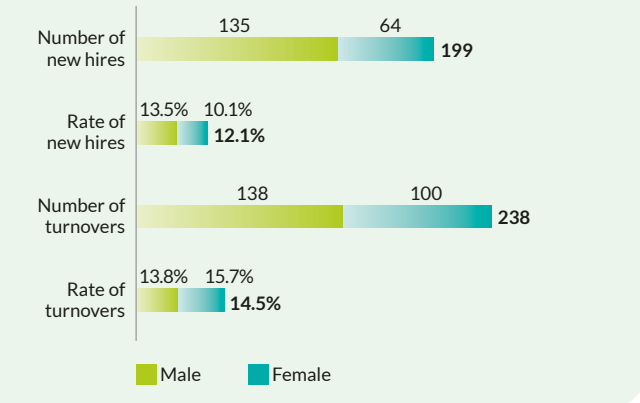


^{1/} Employee numbers disclosed covers our operation in Singapore only based on headcount as of 31 December 2024. In 2024, StarHub did not have any employees on the basis of nonguaranteed hours. Contract/temporary employees refer to employees on fixed term contracts. No significant fluctuation in numbers compared to FY2023.

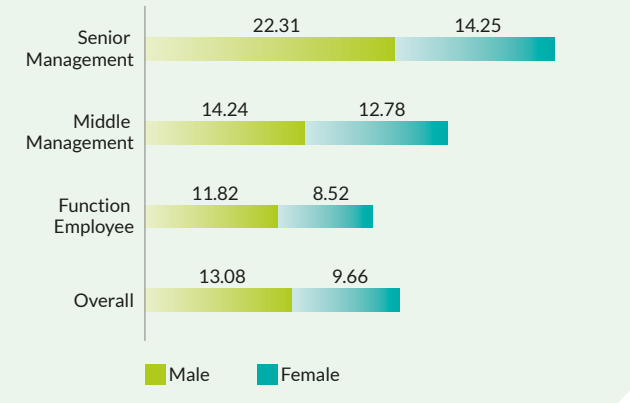


(15) These key benefits are available to eligible employees based in Singapore.

NEW EMPLOYEE HIRES AND TURNOVER BY GENDER



AVERAGE TRAINING HOURS PER EMPLOYEE CATEGORY PER GENDER^{1/}



^{1/} Employee numbers refer to head count and training hours included that of employees who had resigned during the reporting year.

Parental leave ^{1/}	Male	Female
Total number of employees that were entitled to parental leave	962	626
Total number of employees that took parental leave	35	26
Total number of employees that returned to work in the reporting period after parental leave ended	25	27
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	22	19

^{1/} Due to a change in the calculation methodology used for the return to work rate and retention rate in FY2024, comparable figures for the current year are not yet available. The rates will be reflected and published in our next Sustainability Report.

Empowering a relevant and future-ready workforce

Championing employee growth is critical to our organisational success. We continuously invest in programmes that strengthen the core competencies and functional skillsets of our employees to build a future-ready workforce.

At StarHub, all employees have access to a wide range of opportunities for professional and personal growth, including online learning modules, in-person workshops, leadership development seminars, professional certification programmes and on-the-job training. These initiatives are tailored to align with each employee's learning appetite, ability and career aspirations.

Against the backdrop of a rapidly changing environment, we have doubled down on building our in-house talent strength.

- In 2024, we **refined our Core Competency Framework**, which focuses on our renewed key themes such as Thinking Critically, Interacting with Others and Staying Relevant. By continually refining our framework, we can better adapt to changing market conditions, evolving customer needs and ensuring sustained success. In addition to guiding our strategy around talent attraction, leadership development, and learning, our 2024 renewed key themes also ensure strategic decisions related to hiring and performance evaluations are well aligned with our organisational priorities. All employees receive their annual performance reviews according to the framework.
- As we **developed the functional skills** to sharpen and implement StarHub's DARE+ plan, we have also tailored our training programme in 2024 to focus on emerging risk trends and key opportunities, such as 5G networks, network virtualisation, cloud connectivity, GenAI, cybersecurity, data analytics, and sustainability.
- To further **enhance the pipeline of future leaders**, we continue offering the annual Key Talent Development Programme. This six-month initiative combines mentorship with targeted learning modules, offering a balanced mix of experience, exposure, and education. In 2024, 50 identified key talents participated in the initiative, providing valuable feedback and insights that will shape the ongoing evolution of our talent development strategy.

In addition, we also collaborated with government agencies, such as IMDA and SkillsFuture Singapore, to offer employees longer-term professional development opportunities relevant for their roles and across the industry.

All in all, we invested about \$1.23 million across all our training programmes, where in total 97% of our employees received close to 22,000¹⁶ hours of training throughout the year.



StarHubbers attending The StarHub Way module

(16) Training hours included that of employees who had undertaken the training programme in 2024 but had subsequently resigned during the year.

SUSTAINABILITY REPORT

THE STARHUB WAY

As a guiding philosophy for achieving both business success and a thriving workplace, *The StarHub Way* is aimed at embedding our core values and principles across the organisation.

The six moves of The StarHub Way



Listen



Understand



Ideate



Debate



Commit



Reflect

The StarHub Way is more than just words—it's a set of actionable **moves** that empower every StarHubber to think, feel, and act in situations that shape our unique culture.

Launched in July 2024, *The StarHub Way* comprises of an immersive introduction ("The StarHub Way Experience") designed to help participants recognise key moments that can arise in different business situations, followed by two dynamic experience-led sessions ("The StarHub Way Modules"), where employees participate in immersive activities to understand how different behaviors may influence the desired outcomes.

Our commitment to shaping our culture has paid off. By the end of 2024, within six months, we have achieved our goal of having more than 95% of our employees complete the introduction module. We target to achieve a completion rate of 80% for at least one of the experience-led sessions by the end of 2025.



COMMUNITY IMPACT

Corporate social responsibility (CSR) is vital for companies to contribute meaningfully to the society, build trust and address real social and environmental challenges. At StarHub, we actively engage in CSR initiatives and community investments to make a positive impact. Each year, most business units participate in at least one CSR activity, supported by the Sustainability team that provides guidance and opportunities to give back. We believe this approach ensures we play an active and impactful role in creating value for the communities we serve.

In 2024, our initiatives focused on two key areas – bridging the digital and social divide and promoting environmental stewardship. These initiatives included philanthropic cash donations and corporate volunteering programmes to support educational workshops and campaigns. Our CSR programme uplifted the local communities, provided opportunities for personal growth and development to the less privileged, disabled, and at-risk youths, and supporting the vulnerable and underserved individuals. Besides creating social impact, we also initiated green collaborations with other organisations across the markets we operate in.

Throughout the year, we contributed over \$800,000 in cash donations and in-kind sponsorships, reaching close to 11,000 beneficiaries including Central Singapore CDC, Community Chest, Care Corner Singapore, Metta Welfare Association, Autism Resource Centre (ARC) and many more.

Bridging the digital and social divide

CRICKET LIVE SCREENING FOR MIGRANT WORKERS



Cricket fever hits the dormitory

We recognise the importance of inclusivity and community engagement, especially for migrant workers who often face challenges in staying connected to their cultural roots and social networks.

What we did In this spirit, StarHub organised a special live screening of the ICC Men's T20 World Cup final at Tee Up Dormitory. Cricket holds immense significance for many migrant workers, and this event provided a space for them to come together, share their passion for the sport, and foster a sense of community.

Impact With a crowd of 1,500 migrant workers, these screenings are designed to bring joy and strengthen community bonds, ensuring that participants can experience moments of camaraderie and a sense of belonging.

EMPOWERING DISADVANTAGED YOUTHS AND INDIVIDUALS

We believe in empowering disadvantaged youth and individuals to bridge the digital and social divide by providing opportunities for growth, connection, and inclusion.

What we did Below are three examples of the contributions we made indirectly through Community Chest:

1. Donation to Metta School, an organisation that provides special education to students with Mild Intellectual Disability (MID) and mild autism spectrum disorder (ASD). Metta School's holistic approach combines academics, vocational training, social-emotional learning, and creative arts, empowering students to develop essential life skills and build self-confidence.
2. Donation to Singapore Angelican Community Services (SACS) - Integrated Employment Services. The organisation aims to support and empower persons with mental health conditions to achieve meaningful and sustainable employment with the view of reintegrating them into the community. Achieved through various services such as vocational assessment, training, job placement and support for persons with mental health conditions. Additional services also include providing training and advisory support to businesses on how to integrate these persons in the workplace and implement inclusive workplace practices.

3. Donation to SHINE Children and Youth Services' Scaffold Program that provides early intervention support to lower secondary school students in mainstream schools, who are predisposed to latent risk factors of falling out of school. Aim is to achieve positive school affiliation and improved psycho-social wellness.

Impact

1. Metta School - One of the key programmes, the Employment Pathway Programme, covers both hard and soft skills for employment and provides students with job trial opportunities and on-site work experiences across different industries.
2. SACS served 542 users, with exemplary outcome targets (i.e., 97% of the cases secured a job, 83% sustained employment for three consecutive months, and 68% sustained employment for six consecutive months in the year.)
3. Scaffold Programme benefitted more than 50% of the participating students who completed the programme demonstrated an improvement in positive youth development competencies.

SUSTAINABILITY REPORT

BROADBAND SPONSORSHIPS

In today's connected world, reliable internet is vital for bridging digital and social divides. Broadband sponsorships provide underserved communities with necessary connectivity, facilitating access to information, skill development, and community engagement. StarHub exemplifies this through partnerships to improve operational efficiency and enrich lives by fostering independence and community involvement

- **JuniorProtect Plus**
We sponsored broadband and JuniorProtect Plus for a period of 24 months to Pathlight School. This sponsorship aims to support its alumni by enabling them to live independently through a residential living programme. Through our support, we aim to empower these individuals as they develop essential life skills and embrace greater autonomy.
- **Access Singapore Ltd**
We also sponsored broadband to Access Singapore Ltd to facilitate their community outreach project. This sponsorship enhances their capacity to support the community for efficient operations and increased engagement.

- **Unlocking ADHD**
StarHub has also provided broadband access to the Unlocking ADHD Office. This sponsorship is designed to support the organisation's employees and volunteers in their community outreach efforts. With reliable internet connectivity, Unlocking ADHD can continue delivering valuable resources and support to individuals and families affected by ADHD.
- **Supporting Individuals on the Autism Spectrum:**
StarHub is dedicated in supporting individuals on the autism spectrum and their families. In 2024, we sponsored business broadband plans for the Autism Resource Centre (Singapore) training centre, enabling them to expand their training capacity and reach more beneficiaries and caregivers. Additionally, we renewed our sponsorship of residential broadband plans to support autistic adults residing at ARC's residential homes, fostering their independent living skills and overall well-being.

JUNIOR STARS PROGRAMME AND CARECORNER (YOUTH SERVICES) PROGRAMME:

StarHub is actively involved in supporting youth through the Junior Stars Programme and partnerships with organisations like Care Corner (Youth Services).

StarHub's commitment to youth empowerment is evident in programmes such as Junior Stars Football Special and Cookie Baking CSR Workshop hosted by Metta Welfare Association. These initiatives provide young people with opportunities to develop new skills, build confidence, and engage in positive social interactions.



Junior Stars Football Special for children from lower-income families

StarHub and the Central Singapore Community Development Council continued their long-standing partnership through the Junior Stars programme, providing weekly lessons and holiday workshops to more than 7,000 vulnerable children since 2011. In 2024, we have collaborated with the Premier League for the Junior Stars Football Special to offer children from lower-income families

who would then gained valuable football skills and life lessons from a Premier League legend and dedicated community coaches.

We continued our support of Metta Welfare Association by participating in a Cookie Baking CSR Workshop in August 2024. This engaging event brought together StarHub employees and individuals supported by Metta to learn the art of cookie baking, fostering a sense of inclusivity and community. The Metta Welfare Association's Youth Employment Support programme empowers Metta School alumni with essential life skills that foster integration, independence, and socialisation in society. StarHub has been a longstanding partner of Metta School since 2014, championing educational initiatives for children and youths with special needs.



Taking a Cookie Baking CSR Workshop offered by Metta Welfare Association's Youth Employment Support programme

Promoting environmental stewardship

EARTH HOUR AMPLIFICATION:

As the official broadcast media partner of Earth Hour, StarHub provided airtime sponsorship during 6th March to 23rd March 2024 to raise awareness and publicity in support of the global environmental movement.



PROMOTING GREEN PRACTICES:



Strateq annual environment workshop and tree planting event

Our subsidiary Strateq, in collaboration with Free Tree Society Kuala Lumpur (FTS), organised an annual environment workshop and tree planting event at Taman Tugu Kuala Lumpur in September 2024. Our Strateq employees planted over 60 trees that would be distributed to homeowners, schools, communities, shelters, places of worship, roadsides, and jungles for wildlife habitats by FTS. Our Strateq employees also learned the science, impacts and solutions to the climate issues in the guided tour and workshops, in addition to promoting greater collaboration among the employees.

REDUCING ELECTRONIC WASTE:



While StarHub is cognisant of the negative environmental impact of electronic waste, we thrive to minimise our impact by giving back to the community. In 2024, we refurbished and donated 20 used monitors to SHINE Children and Youth Services, extending the lifespan of these devices and supporting the organisation's valuable work with children and youth.

➔ For more information on StarHub's electronic waste initiatives e.g. SmartSupport Home service and our take-back programmes, please refer to Circularity chapter, page 91.

Supported our local economy, where
72% of our suppliers are local enterprises that accounted for about 85% of total procurement spend

Maintained zero incidents of non-compliance pertaining to internal fraud, bribery and corruption

RESPONSIBLE BUSINESS & VALUE CHAIN

We strengthen the governance framework, responsible business practices and ethical sourcing in the way we work

We are committed to upholding the highest standards of **responsible and ethical business practices**, ensuring integrity, transparency, and accountability across our operations. Beyond our organisation, we uphold responsible **supply chain management**, working closely with partners to ensure ethical sourcing, environmental stewardship, and fair labour practices. By embedding robust compliance, risk management, and sustainability principles into our value chain, we continue to build trust with stakeholders while driving long-term, responsible growth.



RESPONSIBLE & ETHICAL BUSINESS PRACTICES

StarHub is committed to the highest standards of business integrity and ethical conduct. We believe that strong governance fosters responsible business practices, sustainable growth, and enhanced trust with our stakeholders. As of December 2024, we maintained our governance risk score from ISS at “1” (with 1 being the lowest risk rating), which assesses the company’s governance across board structure, compensation, shareholder rights, as well as audit and risk oversight.

We have a zero-tolerance policy towards corruption or legal violation. We strictly adhere to all legal and regulatory requirements in Singapore, including the SGX-ST listing requirements, the revised Code of Corporate Governance issued by the Monetary Authority of Singapore on 6 August 2018.

Our internal processes are designed to identify and address any potential risks, ensuring we remain compliant and uphold the highest ethical standards.

For instance, the control self-assessment (CSA) is a tool designed as part of the third line to our three lines model to provide independent risk assurance. We conduct our CSA process annually and across the organisation. The process enhances the awareness on process controls effectiveness for our functional managers, addresses key control processes in their areas of responsibility and identifies any weakness and inadequacies.

We also put in place comprehensive policies covering workplace safety, anti-harassment, anti-corruption, and responsible engagement with all our stakeholders. Our policy commitments regarding human rights are embedded in our employee and supplier policies, which are aligned with our commitment to the UNGC Ten Principles for responsible businesses in the areas of human rights, labour, environment and anti-corruption¹⁷. As part of our new employee onboarding programme, we have included all relevant policies and procedures and offer regular refresher courses to ensure compliance with laws, regulations and our commitments. We revised our Environment Policy in June 2024 as part of our commitment to responsible and sustainable business practices. This includes minimising and managing our environmental and carbon footprint.

These policy commitments are also published on our intranet to ensure our employees have easy access. We encourage open communication and provide multiple channels for employees to seek clarification or raise any concerns they may have. Any breach of our Employee Code or other policies will result in appropriate disciplinary action, which may include termination of employment.

➔ Please also refer to the Annual Report page 180 for more information on other corporate governance practices and policies.

Our policies are regularly reviewed and approved by the Management and/or Board, where appropriate. The policy commitments towards responsible business conduct, including the commitment to respecting human rights in relation to employee and supplier policies, can be publicly accessed¹⁸.

We conducted a high-level anti-corruption risk assessment for all our operations in 2023 to identify the forms of corruption and risk factors that are significant to StarHub without any further findings and deemed the assessment adequate for 2024. We assessed the adequacy and effectiveness of our mitigation measures against weaknesses within our operations which may present opportunities for corruption to occur which has helped us to minimise the likelihood of corruption and increase the chances of early detection.

Our anti-corruption trainings are incorporated in our onboarding and annual mandatory refresher course for all employees. More details on the significant risks related to corruption identified through our assessment and our mitigation measures are illustrated on page 122.

More importantly, we have put in place a robust whistle blowing mechanism to encourage our employees and external parties to raise concerns so as to effectively address any grievances raised. Our Whistle Blowing Policy provides a safe and confidential channel to report any concerns under full confidentiality and without the risk of reprisals. The AC Chairman and our General Counsel both oversee the whistle blowing channel and are dedicated to remediating any negative impact raised.

⁽¹⁷⁾ The Ten Principles of the UN Global Compact are derived from the Universal Declaration of Human Rights, the International Labour Organisation’s Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

⁽¹⁸⁾ Refer to <https://www.starhub.com/about-us/corporate-sustainability/climate.html>, <https://www.starhub.com/about-us/corporate-sustainability/people.html>, <https://www.starhub.com/about-us/legal-notice-and-terms/terms-and-conditions/vendor.html>. In addition, StarHub complies with IMDA’s Net Neutrality Policy. IMDA’s Net Neutrality Policy ensures internet service or network providers are treating all sources of Internet content equally and the right of a consumer to access content and services on the Internet on a non-discriminatory basis. It is against abuse of significant market power and anti-competitive behaviour, which is in line with international competition law principles. Network management is solely used to allocate access to the finite network resources and bandwidth according to our customers’ subscription plans, to promote fair use of network resources.

SUSTAINABILITY REPORT

SPECIFIC ACTIVITIES IN STARHUB IDENTIFIED AS VULNERABLE TO CORRUPTION RISK



Sales

- Lavish gifts & entertainment
- Bribes to intermediaries



Business units Dealing with Sensitive Data (e.g. consumer data, financial data)

- Bribes for data



Business units with Close Interaction with Government

- Kickbacks to government
- Pressure to assist with projects/ programmes to support certain politicians or political parties



Business units offering Charitable Contributions and Sponsorships

- Avoid clandestine money laundering vehicles or kickbacks to third parties



Business units with Substantial and/or Frequent Procurement

- Kickbacks
- Inflated invoice
- Bit rigging/ price fixing

MITIGATION MEASURES IN PLACE



Enhancement of the Anti-Corruption, Corporate Gift and Hospitality Policy mandating all directors and employees to comply with all applicable laws and regulations relating to the giving and receiving of any form of gratification



Employee Code of Conduct and Ethics Policy mandating all employees to maintain fair dealings and avoid conflict of interest



Whistle Blowing channel to the General Counsel or the AC Chairman



Annual declaration of conflict of interest



Multiple levels of vendor contract approval/ internal sign-off



Accounting controls on vendor invoice review, approval and payments



Compliance Leave Policy for employees with sensitive job functions



Enforce Insider Trading Policy and Share Trading Policy



Robust business travel and expense approval process



Public disclosure of charitable donations



Anti-corruption training and annual refresher course



SUPPLY CHAIN MANAGEMENT

At StarHub, sustainable supply chain management is vital as it directly impacts our environmental, social, and financial performance while supporting our commitment to achieve net-zero by 2050. We strive to align with broader objectives such as recognising environmental and social responsibility with our suppliers, maintaining regulatory compliance, managing risks and optimising cost and efficiency within our supply chain.

As a leading homegrown Singapore company, we are committed to supporting our local economy and fostering the growth of local enterprises. To date, our supplier network spans diverse regions and sectors, including major telecommunication infrastructure providers, hardware and software developers, equipment manufacturers and maintenance providers. In 2024, 72% of our total supplier base of 2,375 suppliers are local enterprises²⁰, accounting for about 85% of the total \$1.56 billion procurement spend.

We have put in place the Responsible Sourcing Policy that guides our commitment to adopt sustainable and responsible business practices within our supply chain. It outlines clear expectations for both StarHub employees and our suppliers, ensuring that all procurement decisions consider the environmental impact of products and services, as well as the ethical practices of our vendors. We also formalised the practice of sustainable sourcing by introducing green procurement guiding principles in our internal Purchasing Policy.

Our Supplier Code of Conduct mandates a precautionary approach to environmental challenges and minimises the negative impacts of sourcing and manufacturing. This Supplier Code of Conduct is aligned with the UN Global Compact Ten Principles and prohibits any form of corruption and bribery, thereby reinforcing our ethical standards. Complementary to the Code, we require all new suppliers to complete a Self-Assessment Questionnaire (SAQ) during onboarding and every three years thereafter, allowing us to understand and monitor how our suppliers manage their impact on the environment, people and economy.

Our commitment to sustainable supply chain management aligns with our goals to reduce environmental impact, improve stakeholder relationships, and ensure long-term growth in our triple bottom line.

In 2024, there was no critical concerns of major and severe impacts raised to the Board and we maintained our strong compliance record on internal fraud, bribery and corruption with zero incident reported for non-compliance.

Meanwhile, the assessment of one content offering incident¹⁹ by IMDA was concluded in 2024 with a \$50,000 financial penalty imposed on StarHub for contravening the Telecommunication and Media Competition Code, as we provided the relevant content to cross-carriage TV subscribers at different terms and conditions. We worked closely with IMDA to remedy the situation and offer reparations to affected cross-carriage TV subscribers.

⁽¹⁹⁾ Incidents are reported and disclosed as they refer to occurrences that have contravened relevant regulatory requirements and incur a financial penalty exceeding \$10,000.

⁽²⁰⁾ We define our total supplier base and corresponding spend to be that originating from StarHub and our wholly owned subsidiaries, and where our significant location of operation is Singapore.

SUSTAINABILITY REPORT

APPENDICES

STARHUB ESG DATA

Environment^{1/}

Metrics	Unit Measurement	FY2024	FY2023	FY2022
GHG Emissions ^{2/}				
Scope 1 (StarHub Group) ^{3/}	tCO ₂ e	1,669	1,962	1,187
Biofuel - stationary combustion ^{4/}	tCO ₂ e	11	21	not available
Fuel - stationary combustion	tCO ₂ e	38	44	50
Fuel - mobile combustion	tCO ₂ e	742	726	255
Refrigerants	tCO ₂ e	877	1,171	882
Scope 2 (location-based) (StarHub Group)	tCO ₂ e	63,440	61,534	67,083
Scope 2 (market-based) (StarHub Group) ^{5/}	tCO ₂ e	52,410	52,374	57,851
Total Scope 1+2 (market-based) (StarHub Group)	tCO ₂ e	54,079	54,336	59,037
Absolute change from base year ^{6/} (FY2021: 64,895 tCO ₂ e)	%	(16.7)	(16.3)	(9.0)
StarHub Group Scope 1+2 GHG emissions intensity	tCO ₂ e/\$mil revenue	22.8	22.9	25.4
Scope 3 (StarHub only) ^{7/}	tCO ₂ e	50,799	231,499	211,579
Category 1 Purchased goods and services	tCO ₂ e	not available	143,312	126,866
Category 2 Capital goods	tCO ₂ e	not available	7,916	6,047
Category 3 Fuel and energy related emissions	tCO ₂ e	5,952 (StarHub Group:10,320)	6,231 (StarHub Group:10,465)	7,667 (StarHub Group: 11,446)
Category 4 Upstream transportation and distribution	tCO ₂ e	not available	2,752	5,665
Category 5 Waste generated in operation	tCO ₂ e	7	8	11
Category 6 Business travel	tCO ₂ e	281	372	278
Category 7 Employee commuting ^{8/}	tCO ₂ e	162	304	370
Category 8 Upstream leased assets ^{9/}	tCO ₂	3,489 (StarHub Group: 3,658)	3,998 (StarHub Group: 4,919)	3,740 (StarHub Group: 4,435)
Category 11 Use of sold products	tCO ₂ e	not available	31,277	28,596
Category 12 End of Life (EoL) of sold products	tCO ₂ e	not available	29	33
Category 13 Downstream leased assets	tCO ₂ e	40,874	31,316	27,003
Category 14 Franchises	tCO ₂ e	34	66	68
Category 15 Investments	tCO ₂ e	not available	3,919	5,235

1/ Numbers in tables may not add up to total or 100% due to rounding.

2/ For more details on our GHG emissions consolidation approach and reporting boundary, please refer to our GHG emissions accounting methodology on pages 133–137.

3/ Data collection for fuel consumption and refrigerants top-up was done in a 2-year phase approach in FY2021 and FY2022. Since FY2023, all subsidiaries have commenced reporting Scope 1 emissions.

4/ Our biofuel refers to biodiesel with 7% palm oil methyl ester.

5/ Scope 2 (market-based) emissions include direct renewable electricity consumption and procurement of 11,000MWh biomass-derived energy from the power purchase agreement, and 13,065MWh unbundled RECs from waste wood, solar and wind generation projects across Singapore, Malaysia and Vietnam.

6/ Our base year refers to 2021. See further details in our GHG emissions accounting methodology – Base Year Recalculation Policy.

7/ While StarHub Group is dedicated to enhancing our Scope 3 emissions reporting, data collection remains complex at this stage to be available for our Sustainability Report 2024 disclosures. This report includes externally assured information of Scope 3 Categories 3, 5, 6, 7, 8, 13, and 14 whereas Scope 3 Categories 3 and 8 are also reported at the Group level. We are actively working to overcome these challenges and aim to present our full Scope 3 emissions information and performance against targets in our next Climate Transition Plan later in the following year. The total Scope 3 for the reporting year FY2024 excluded data that is not available at the time of publication of this report.

8/ Employee commute emissions for the reporting year FY2024 were estimated based on the valid results of 399 respondents from a survey conducted for all full-time and part-time employees. The survey took into account the company’s official hybrid work schedules, the headcount as of 26 December 2024, as well as the public holidays and 18 days of annual leave per employee.

9/ Scope 3 Category 8 emissions for FY2023 have been restated to reflect more complete dataset received from our upstream lessor, which were assured by their external auditors since the time of publication in April 2024. This resulted in a 21.6% difference compared to previously reported figures. This FY2023 restatement has not been externally assured by our sustainability auditors.

Metrics	Unit Measurement	FY2024	FY2023	FY2022
Energy				
Energy Consumption within Organisation (StarHub Group) ^{3/}				
Total Fuel Consumption	GJ	10,995	11,586	4,337
Stationary diesel	GJ	516	634	711
Stationary biodiesel	GJ	167	313	not available
Mobile diesel	GJ	3,450	3,995	3,526
Mobile petrol	GJ	6,863	6,643	99
Total Electricity Consumption	MWh	140,159	133,285	151,192
Non-renewable sources	MWh	116,087	114,593	132,745
Renewable sources	MWh	24,072	18,692	18,446
Biomass ^{10/}	MWh	11,000	not applicable	not applicable
Unbundled RECs	MWh	13,065	18,685	18,438
Self-generated solar energy	MWh	8	7	8
Percentage of renewable energy	% RE	17.2	14.0	12.2
Total Energy Consumption	GJ	515,569	491,413	548,627
	MWh	143,214	136,504	152,396
	GJ/\$mil revenue MWh/\$mil revenue	217.8 60.5	207.1 57.5	235.7 65.5
Energy Intensity				
Energy Consumption outside Organisation (StarHub only)				
Total electricity consumption	MWh	91,869	63,720	51,449
Upstream leased assets	MWh	11,658	12,240	10,669
Downstream leased assets	MWh	80,128	51,323	40,613
Partners’ shops	MWh	82	158	167
Waste Generation (StarHub only) ^{11/}				
Total Waste Generated within Organisation	tonnes	55.9	194.0	164.9
Waste directed to recycling	tonnes	50.7	177.9	146.3
(a) E-waste recycled	tonnes	45.2	133.5	144.9
(b) Paper recycled	tonnes	5.5	44.4	1.5
Recycling rate	%	90.7	91.7	88.8
General waste directed to waste-to-energy incineration	tonnes	5.2	16.1	18.5
External e-waste collected through nationwide EPR system ^{12/}	tonnes	11.5	11.8	11.3
Water Management (StarHub only) ^{11/}				
Water use	ML	9.23	7.62	9.54

10/ The use of biomass energy commenced since February 2024.

11/ Total waste generated during the reporting year was significantly lower than previous year following the completion of office renovation; water consumption has however increased due to more cleaning activities.

12/ External e-waste refers to e-waste collected at our premises as part of the nationwide EPR system. The weighted amount is provided by the NEA-appointed Producer Responsibility Scheme (PRS) Operator – ALBA E-waste Smart Recycling Pte Ltd.

SUSTAINABILITY REPORT

Social

Metrics	Unit Measurement	FY2024	FY2023	FY2022
Permanent employees	Number	1,610	1,521	1,631
Local employees ^{13/}	%	82.0	not applicable	not applicable
Female employees	%	38.8	41	42
Female Senior Managers ^{14/}	%	33.8	not applicable	not applicable
Female Middle Managers	%	30.5	32	32
Employee new hires rate	%	12.1	11.7	27
Employee turnover rate	%	14.5	19.7	22
Average training hours per employee	hrs/ pax	11.7	14.6	8.5
Training expenditure per employee	\$/ pax	655	555	600
Workplace fatalities	Number	0	0	0
Recordable work-related injuries	Number	3	3	4
Donations to charities	\$mil	0.8	0.6	1.9

Governance

Metrics	Unit Measurement	FY2024	FY2023	FY2022
Revenue	\$mil	2,367.7	2,373.1	2,327.3
Net profit	\$mil	168.2	145.8	62.2
Dividends paid to shareholders	\$mil	123.8	86.4	110.8
Local suppliers	%	72	70	84
Share of local suppliers to total procurement spend	%	85	85	82

13/ We have updated the definitions of local employees to cover employees who are Singapore citizens and SPRs in FY2024; As the disclosures for local employees in FY2023 and FY2022 refer to employees who are Singapore citizens only, the corresponding statistics for the prior two years are not applicable.

14/ We have redefined the categories of female senior managers to include females who are senior managers and/or HODs in FY2024. The disclosures in this category for the prior two years are not applicable.

OUR CONTRIBUTION TO THE UN SDGS

StarHub continues to support the following Sustainable Development Goals (SDGs) as part of the management of our impact on the environment, people and the economy. We report against 12 out of the 17 SDGs, see table below for details.

SDGs (SDG targets)		Material Topics	Examples of Efforts and Initiatives
Goal 3  (3.c, 3.d)	Goal 3 Ensure healthy lives and promote well-being for all at all ages	Employee Engagement and Well-being Data and Cybersecurity	- Continued company-wide initiatives to support mental health and well-being such as the quarterly half-day Fridays, ThoughtFull Chat app and social events such as Sips & Socials - Secured workplace with regular cyber advisories and cybersecurity upskilling sessions for employees
Goal 4  (4.a)	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Digital Inclusion Talent Management and Development Product and Service Quality	- Supported PathLight School, Access Singapore, Unlocking ADHD and ARC with broadband plans to enhance their training and outreach capacity for underserved communities - Collaborated with IMDA and SkillsFuture Singapore to encourage our key talents in professional development programmes
Goal 5  (5.1, 5.5)	Achieve gender equality and empower all women and girls	Employee Engagement and Well-being Talent Management and Development	- Maintained a diverse and inclusive workplace, with Management and Staff Diversity Policy, Workplace Harassment Prevention Policy as well as Grievance Policy in place - With our Board Diversity Policy implemented, we achieved 33.3% of our female representation on the Board in FY2024
Goal 7  (7.2)	Ensure access to affordable, reliable, sustainable and modern energy for all	Climate Change and Energy Sustainable Strategic Solutions	- Progressively increase the proportion of our renewable energy to 30% in 2030 through securing bundled RECs via power purchase agreements (PPAs) - Continued to improve energy efficiency in data centres and network infrastructure, e.g. switching to LED, installing smart energy saving features on 5G base stations
Goal 8  (8.2, 8.3, 8.8)	Promote sustained, inclusive and sustainable economic growth full and productive employment and decent work for all	Talent Management and Development	Continued embedding DEI principles throughout our talent acquisition process and ensuring comprehensive training programme, career development opportunities within StarHub
Goal 9  (9.1, 9.4, 9.c)	Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation	Climate Change and Energy Sustainable Strategic Solutions Product and Service Quality Digital Inclusion	- Continued the partnership with H2i in scaling up rainfall estimation analytics using CML - Achieved over 99% coverage for outdoor 5G network, boosting faster connectivity and enhanced digital experience and productivity

SUSTAINABILITY REPORT

Goal 10  (10.3)	Reduce inequality within and among countries	Digital Inclusion Employee Engagement and Well-being	- Received Progressive Wage Mark certification from MOM as a recognition to our support towards lower-wage employees - Adhered to the TAFEP guidelines, which prohibits any kind of discrimination in employment practices
Goal 11  (11.6, 11.a)	Make cities and human settlements inclusive, safe, resilient and sustainable	Climate Change and Energy Circularity	- Integrated EVs into our corporate fleet, contributing to better air quality and public health - Refurbished old laptops and monitors for subsequent resale to employees and/or donation to beneficiaries such as SHINE Children and Youth Services
Goal 12  (12.5, 12.8)	Ensure sustainable consumption and production patterns	Climate Change and Energy Circularity Supply Chain Management	- Offered customers device lifecycle management, facilitating device return and trade-in options extending the useful life of devices - Partnered with repairers and licensed recyclers to offer SmartSupport service, offering repair and recycling services for the electronics sold
Goal 13  (13.2, 13.3)	Take urgent action to combat climate change and its impacts	Climate Change and Energy Sustainable Strategic Solutions	- Continued to report progressively on climate scenario analysis in line with the TCFD framework and monitored our decarbonisation progress to achieve our GHG emissions reduction targets - Participated in the 2024 UN Global Compact Network Singapore's Summit panel discussion on Mastering the Energy Transition: Efficiency and Reduction Pathways to Net-Zero and continued capacity building to elevate awareness and appreciation for climate actions within StarHub
Goal 16  (16.5)	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Responsible & Ethical Business Practices	- Ensured Employee Code of Conduct and Ethics (including anti-corruption policies and procedures) is communicated to all employees during onboarding and thereafter annually - Maintained the whistle blowing channel with the oversight of the Board to allow employees and external parties to raise concerns without risk of reprisals - Regularly review our processes to ensure that StarHubbers fully comply with the PDPA and Do-Not-Call (DNC) Policy
Goal 17  (17.8, 17.16)	Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development	Digital Inclusion Supply Chain Management	- Continued partnerships with NGOs and regulatory bodies through community investment programme, donations and sponsorship - Progressively engaged with both new and existing suppliers to adhere our Supplier Code of Conduct and complete the SAQ to help us monitor and track the impact within our supply chain

MEMBERSHIPS AND ASSOCIATIONS

The full list of industry and trade associations of which StarHub is a member in FY2024 is as follows:

- 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)
 - 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)
 - United Nation Global Compact Network Singapore (UN GCNS)

ALIGNING OUR PUBLIC ENGAGEMENT AND MEMBERSHIP ASSOCIATIONS WITH THE PARIS AGREEMENT GOALS:

Since November 2022, StarHub has been a signatory of the Corporate Knights Action Declaration on climate policy engagement (an initiative by Corporate Knights and the Global 200 Council), thereby committing to:

1. Support climate action aligned with the Paris Agreement when engaging with policymakers
2. Work with our major industry/trade associations to advance alignment with the Paris Agreement
3. Monitor and disclose climate policy alignment for StarHub and our major industry/trade associations

SUSTAINABILITY REPORT

CLIMATE SCENARIO ANALYSIS ASSUMPTIONS AND LIMITATIONS

Area	Assumptions and limitations
General scenario analysis assumptions	A crucial aspect of scenarios is their ability to challenge conventional thinking about the future. In an uncertain world, scenarios aim to explore alternatives that could significantly change the foundation of “business-as-usual” assumptions, in this case being climate-related risks and opportunities. However, it should be noted that climate scenarios are hypothetical constructs and do not constitute as forecasts, predictions, or sensitivity analyses.
Climate-related policies assumptions	The carbon prices used in the scenario analysis were estimated based on announced prices (e.g. for Singapore). Where carbon prices were not available in some jurisdictions (e.g. Malaysia and Hong Kong) and in some time horizons (e.g. Singapore in the 2050 timeframe) scenario prices from the IEA World Energy Outlook 2023 were used as a proxy. While theoretical prices were used for some jurisdictions and timeframes, these were aligned with science-based pathways as determined by the IEA. Using a conservative estimate, we assumed the carbon cost is passed through in full to StarHub from the electricity providers, and that we bear the entire cost as we are unable to pass it on to our customers.
National and regional-level variables for physical climate risk factors and carbon pricing	Reference sources used for estimating the potential impacts from the scenario analysis include but are not limited to the following: • The NGFS & Climate Impact Explorer (physical risk indicators) • The IEA World Energy Outlook (carbon prices) • The IPCC AR6 Report (physical risk factors) • Other country specific sources and academic studies
Macroeconomic trends	A set of assumptions were used to simplify the analysis and isolate the impacts of select climate-related risks and opportunities on the business. The macroeconomic effects of climate change such as damage to infrastructure, agricultural losses, trade disruption, etc. may have implications on wider consumer behaviour and the general economic environment that StarHub operates in. However, given the high uncertainty of the magnitude and timing of these effects, they are not currently considered as part of the quantified impacts in this study. At a business level, we assume that business growth and inflation remain constant in the future timeframes (2025, 2030, 2050). Similarly, legal, reputational risks and contingent liabilities are mostly intangible; it is challenging to quantify the impacts from these risks with reasonable confidence at this point of time.
Developments in technology and energy usage	To account for the long-term build-up of climate impacts, the climate scenario analysis extends to a longer time horizon (2030, 2050), which is longer than the timeframe of traditional stress tests, and typical business planning horizons. Due to the uncertainty in predicting the development of technologies and changes in the energy mix in the far future, the climate scenario analysis assumes that these factors remain constant to the baseline year of 2022, used in this study.

Others	
Data quality	Climate scenario analysis and modelling are still an evolving area, with inherent uncertainties and limitations. The data used, such as company-level emissions, business activities, transition plans, and government interventions, may be limited or incomplete. Some data points used are subject to interpretation relating to their associated climate-related impacts, particularly when projecting climate-related policies such as carbon taxation where the pass-through of costs or direct impacts on a company’s carbon exposure vary by markets and such information may not be fully publicly available. Data limitations across business units or any public sources may restrict the scalability of the analysis, particularly for emissions, energy, and land use data needed for climate stress-testing. This scarcity can lead to biases, especially when interpolating country-level data for regional specifics, such as green data centres in regions with significant differences (e.g., Malaysia vs. Singapore).
Methodology	The scenario analysis does not capture potential non-linearities and some indirect impacts, such as losses borne by insurance companies and costs of adaptation measures introduced to limit losses. This may therefore understate the climate exposure and vulnerabilities. For example, the assessment of business interruption due to extreme climate events does not capture the potential costs associated with repair and maintenance, business continuity planning activation and any reputational impact related to non-performance of the operations, but it purely captures the losses in revenues associated with an extreme climate event.
Granularity	Bottom-up company-level analysis necessitates detailed data, such as absolute emissions or intensity across different scopes of a company’s activities. While this allows for accurate and relevant company-specific climate risk assessment, the data required from climate scenarios and parameters from international research bodies and organisations are often calibrated at levels of granularity which may not fully reflect local market dynamics and constraints.

SUSTAINABILITY REPORT

ENERGY AND GHG EMISSIONS REDUCTION INITIATIVES

The following table highlights our environmental efforts in FY2024 towards achieving our energy and emissions reduction goals. From optimising network infrastructure to embracing renewable energy sources, these initiatives drive our commitment to responsible operations and a low-carbon economy.

Main Energy and GHG Emissions Reduction Initiatives Implemented in FY2024

Initiatives	Estimated Annual Energy Reduction (kWh)	Estimated Annual Avoided GHG Emissions (tCO ₂)	Estimated Annual Cost Savings (\$)	Total Investment Committed (\$)
Improving energy efficiency in buildings	65,567	27	20,981	9,000,000
Replaced light fittings to LED	65,567	27	20,981	
Improving network energy efficiency	7,517,520	3,097	2,403,302	
Commenced the decommissioning of legacy 3G network ^{1/}	6,250,000	2,575	2,000,000	
Continued with the shutting down of legacy synchronous digital hierarchy (SDH) transmission equipment	500,000	206	160,000	
Continued with migration to high-performance multi-service transport access-layer routers	220,320	91	70,502	
Installed smart energy saving features such as massive input massive output (MIMO) muting, automatic power amplifiers (PAs) and cell switch off on 5G base stations	547,200	225	172,800	

^{1/} The annual energy reduction and associated cost savings reflect the entire 3G decommissioning and recovery exercise, which extends over a period exceeding one year.

STARHUB ENVIRONMENTAL DATA ACCOUNTING METHODOLOGY

GHG Emissions

1. Reporting Boundary

StarHub consolidates and reports GHG emissions based on operational control approach. This approach accounts for 100% of emissions from operations where StarHub or its subsidiary has operational control over, according to the management structure and decision-making policies. Other considerations on determining this approach includes 1) it is a better representative of how StarHub operates 2) StarHub retains ≥50% equity of most of its subsidiaries and 3) it aligns with prevailing industry practices among telecommunications companies.

Our GHG emissions reporting approach aligns with our consolidated financial accounting policies, i.e. the reporting boundary covers StarHub Ltd. and all subsidiaries (together as “StarHub Group”). The reporting period aligns with our financial reporting year covering from 1 January to 31 December.

In FY2024, the operations of StarHub Ltd. and wholly owned subsidiaries - StarHub Cable Vision Ltd., StarHub Mobile Pte. Ltd., StarHub Online Pte. Ltd., Nucleus Connect Pte. Ltd. and JOS (SG) Pte. Ltd. are based in Singapore and fully integrated in our reporting boundary. These GHG emissions are tracked and reported as “StarHub Ltd.”.

Other subsidiaries where their emissions are included as part of the StarHub Group, include Ensign InfoSecurity Pte. Ltd. and its subsidiaries (“Ensign”), Strateq Sdn. Bhd. and its subsidiaries (“Strateq”), JOS (Malaysia) Sdn. Bhd. (a subsidiary of Malaren), and MyRepublic Broadband Pte. Ltd. (“MR Broadband”) (a subsidiary of StarHub Online Pte. Ltd.) (collectively known as “Subsidiaries”).

➔ To read more about our subsidiaries, please visit StarHub webpage.

Table A-1 Structural change in StarHub Group over time in GHG emissions reporting

StarHub Group	FY2021 (base year)	FY2022	FY2023	FY2024
StarHub Ltd.	√√	√√	√√	√√
StarHub Cable Vision Ltd.	√√	√√	√√	√√
StarHub Mobile Pte. Ltd.	√√	√√	√√	√√
StarHub Online Pte. Ltd.	√√	√√	√√	√√
Nucleus Connect Pte. Ltd.	√√	√√	√√	√√
JOS (SG) Pte. Ltd.	not applicable	√	√	√√
Ensign InfoSecurity Pte. Ltd.	√	√	√	√
Strateq Sdn. Bhd.	√	√	√	√
JOS (Malaysia) Sdn. Bhd.	not applicable	√	√	√
MyRepublic Broadband Pte. Ltd.	not applicable	√	√	√

Legend:
√√ Emissions are tracked and reported as “StarHub Ltd.”
√ Emissions are tracked and reported as “Subsidiaries”

StarHub has no control or joint control over the financial and operating policies of associate and joint ventures. Emissions from these entities are reported in Scope 3 Category 15 Investments.

For the full list of subsidiaries, associates and joint ventures and their equity share for the reporting year, refer to the Annual Report Financial Statements.

SUSTAINABILITY REPORT

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.

2.1 Scope 1 and 2 emissions

The following tables summarise how we compute Scope 1 and 2 emissions at StarHub Group.

Table A-2 StarHub Group's Scope 1 and 2 emissions accounting methodology

GHG scope	Calculation methodology
Scope 1 (direct) emissions	- Emissions sources include stationary and mobile combustion of fuel (petrol, diesel and biodiesel), and fugitive emissions from refrigerant gases (e.g. R407c, R410a, R32). - Emissions not covered by the Kyoto Protocol (e.g. R22) are excluded from Scope 1. - Other gases such as FM200 gas, used in fire suppression systems, and SF6 gas, used as insulating medium in electrical high-voltage (HT) switchgear, can also be a potential source of emission should there be any leakages in the reporting year. - 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. 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. - StarHub reports emissions from both location-based and market-based methods. <i>Location-based emissions:</i> - Emissions are computed using activity-based method, with grid-average emission factors obtained from the Singapore Energy Market Authority (EMA), Institute for Global Environmental Strategies (IGES) (for Malaysia and Indonesia), and supplier CLP Power Hong Kong. <i>Market-based emissions:</i> - Refers to emissions from the electricity we purposefully purchased, reflecting the zero or lower carbon intensity of energy sources through the procurement of biomass-derived electricity via PPA or project-specific contract with electricity supplier 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.

Table A-3 Changes in coverage of Scope 1 and 2 emissions reporting over time in StarHub Group

StarHub Group	FY2021 (base year)	FY2022	FY2023	FY2024
StarHub Ltd.	Scope 1 + 2	Scope 1 + 2	Scope 1 + 2	Scope 1 + 2
Subsidiaries	Scope 2 only	Scope 2 only	Scope 1 + 2	Scope 1 + 2

2.2 Scope 3 emissions

Scope 3 emissions take into consideration all 15 categories defined by the GHG Protocol. We have evaluated and determined that Category 9 (downstream transportation and distribution) and Category 10 (processing of sold products) are not relevant. Category 9 emissions refer to emissions from third-party storage and distribution which we estimate to be about 5-10% of our reported Category 4 (or less than 0.1% of total Scope 3 emissions) and hence deemed immaterial. Our sold products include routers, mobile devices, wearables and accessories and servers, but we do not process them. Hence Category 10 is not applicable to StarHub.

The table below summarises the remaining 13 categories we are reporting.

Table A-4 Scope 3 emissions accounting methodology and applicability

Scope 3 category	Calculation methodology and applicability	
Category 1 Purchased goods and services	Emissions computed using spend-based method in local Singapore currency. Emissions factors are obtained 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.	^
Category 2 Capital goods	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 to account for the well-to-tank (WTT) and transmission and distribution (T&D) loss emissions for grid electricity consumed. - Reference sources for the emission factors include fugitive methane emission factor from Singapore EMA and DEFRA.	**
Category 4 Upstream transportation and distribution	- Includes emissions from transportation and distribution services outsourced to third-party, limited to land transportation (e.g. van, truck) within Singapore only. - Emissions are computed using spend-based method, similar to Category 1 methodology.	^
Category 5 Waste generated in operation	- Includes emissions from waste generated, including waste directed to recycling and waste directed to incineration and landfill. - Emissions are computed using activity-based method, with emission factors from the US EPA GHG Emission Factors Hub.	^
Category 6 Business travel	- Emissions are computed using hybrid method. - For air travel and hotel accommodation paid by the company, activity-based emissions are computed based on distance travelled (air miles) and hotel room nights. Where available, computed emissions provided by StarHub's appointed travel agency will be used. Otherwise, ICAO carbon emission calculator and emissions factors from DEFRA are used. - For land transport by Grab or taxi, spend-based emissions are computed based on the fees shown on receipts and emission factors from US EPA Supply Chain GHG Emission Factors.	^

SUSTAINABILITY REPORT

Category 7 Employee commuting	- Emissions are computed using distance-based method. - A survey of representative size of employee population is conducted to collect the typical mode of transport (e.g., car, bus, train) and distance travelled between home and worksite. Emission factors for the different transportation mode from Singapore Emission Factors Registry (SEFR) are used; in the absence of local emission factors, emission factors from DEFRA are used.	^
Category 8 Upstream leased assets	- Includes emissions from electricity consumption at upstream leased premises. - Emissions are computed using activity-based method. Where available, renewable energy consumption or computed market-based emissions provided by upstream lessors will be used. Otherwise, grid-average emission factor is used.	**
Category 11 Use of sold products	- Includes consumer sold products (e.g. routers, mobile phones, mobile wearables) and enterprise sold products (e.g. routers, media converters, business IP desk phone, server). - Direct use-phase emissions are computed based on units of equipment sold and the expected lifetime electricity consumption of the equipment, where the latter is a function of estimated average power rating of the product, user habit (e.g. hours of use) and average product lifetime. Grid-average emission factor is used. Where available, product manufacturer data will be used. Otherwise, proxy data are used.	^
Category 12 End of Life of sold products	- Includes e-waste collected from customers, packaging materials and all sold products in Cat 11. - Emissions are computed using activity-based method, based on the mass of equipment and materials in-scope and the corresponding disposal methods. - Emission factors from the US EPA GHG Emission Factors Hub are used.	^
Category 13 Downstream leased assets	- Emissions computed using activity-based method and calculated in two parts: for downstream leased premises, emissions are computed based on electricity consumed; for downstream leased products (e.g. set top boxes leased to consumers and enterprise customers), emissions are computed based on units of equipment leased, estimated average power rating, average product lifetime and likely user habit. - Grid average-emission factors are used in all calculations.	^
Category 14 Franchises	- Include emissions from electricity consumption at partner shops, managed by Esmart, Sworra and Planet Telecoms. - Emissions are computed using activity-based method, with grid average-emission factors.	^
Category 15 Investments	- Include emissions from electricity consumption at Associate and Joint venture. - Emissions are computed based on StarHub Ltd.'s share of equity to account for the proportion of Scope 1 and 2 emissions generated at Shine Systems Assets Pte. Ltd. and Antina Pte. Ltd.	^

Legend:
** Calculation methodology is applicable to StarHub Group
^ Calculation methodology is applicable to StarHub Ltd. only

3. GHG Target Maintenance and Progress Reporting

StarHub adheres to the SBTi Criteria and Recommendations for maintaining and reporting progress against our greenhouse gas (GHG) emissions reduction targets. We publicly disclose our consolidated GHG emissions and progress annually through our Sustainability Report, Climate Transition Plan 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 global warming potential (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 from Southeast Asia countries such as Vietnam in order to supplement the limited local RE supply. This approach aligns with the requirement of SS 673, which states that when sourcing from within the same geographical or market boundary is not possible, it is recommended that RECs originating from Southeast Asia, as defined by the United Nations geoscheme, is used.

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 kilowatt hours (kWh) to calculate our GHG emissions. In instances where activity data is incomplete or unavailable, spend-based data or other proxy data are applied to estimate GHG emissions. We endeavour to transit from spend-based data to activity-based 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 at the Group level. This includes diesel consumption from generators (stationary combustion), petrol consumption from company-owned vehicles (mobile combustion), purchased electricity from the grid, purchased electricity from renewable sources acquired through PPA 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.

Reporting of energy consumption outside the organisation is limited to StarHub Ltd. only, and this includes 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.'s operations only.

StarHub reports two categories of waste generated, namely e-waste and non-hazardous waste. E-waste, encompassing ICT equipment from our corporate offices, data centres and electronic devices collected from customers, are assessed for reusability and refurbishment. Items deemed beyond repair are sent to licensed e-waste recycling vendors. Non-hazardous waste from our corporate office comprises general refuse that is sent to waste-to-energy incineration plant and clean paper waste that is collected separately for recycling.

Water is not a material topic for StarHub given our small footprint as it is limited to water usage from our pantries and washrooms. We continue to monitor and report our water usage, which is sourced exclusively from national water agency, PUB and aligns with national water management strategies. Our water sources primarily originated from four sources, namely freshwater from local catchment, imported freshwater from neighbouring country, reclaimed or treated used water (also known as 'NEWater') and desalinated seawater.

SUSTAINABILITY REPORT

GRI CONTENT INDEX

Statement of use	StarHub has reported in accordance with the GRI Standards for the period 1 January 2024 to 31 December 2024
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None; GRI Sector Standard for the Telecommunications industry is not available yet

GRI Standard	Disclosure	Location
GRI 2: General disclosures 2021	2-1	Organisational details 69, 133, 242–246 Our headquarters is in Singapore
	2-2	Entities included in the organisation’s sustainability reporting 69, 133
	2-3	Reporting period, frequency, and contact point 69
	2-4	Restatements of information 124 , 143 1 Scope 3 Category 8 emissions for FY2023 2 Number of wireline subscribers for FY2023 and FY2022 3 Number of broadband subscribers for FY2023
	2-5	External assurance 146–149 Independent Limited Assurance Report
	2-6	Activities, value chain and other business relationships 69 There are no significant changes in activities, value chain and other business relationship compared to FY2023
	2-7	Employees 113–115
	2-8	Workers who are not employees Our workplace health and safety performance data for FY2024 has excluded information of workers who are not employees. Due to the organisational restructuring in 2024, we were unable to collect complete workplace health and safety information of our contractors for the entire year. Therefore it is not included in our performance data in 2024. StarHub will continue enhance the data collection process and progressively disclose this information in the next fiscal years
	2-9	Governance structure and composition 73–74, 156, 159–160
	2-10	Nomination and selection of the highest governance body 161–162
	2-11	Chair of the highest governance body 154–155
	2-12	Role of the highest governance body in overseeing the management of impacts 73–74, 154–155, 163–165
	2-13	Delegation of responsibility for managing impacts 73–74, 163–165
	2-14	Role of highest governance body in sustainability reporting 73–74
	2-15	Conflicts of interest 122
	2-16	Communication of critical concerns 122, 181

GRI Standard	Disclosure	Location
	2-17	Collective knowledge of the highest governance body 157-158
	2-18	Evaluation of the performance of the highest governance body 163
	2-19	Remuneration policies 166–170 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
	2-20	Process to determine remuneration 166–170
	2-21	Annual total compensation ratio Omitted due to confidentiality constraints Staff compensation is company confidential information given the current competitive labour market in Singapore
	2-22	Statement on sustainable development strategy 69
	2-23	Policy commitments 122, 180–183
	2-24	Embedding policy commitments 122
	2-25	Processes to remediate negative impacts 114, 122, 180
	2-26	Mechanisms for seeking advice and raising concerns 114, 122, 180
	2-27	Compliance with laws and regulations 122
	2-28	Membership associations 129
	2-29	Approach to stakeholder engagement 75–77
	2-30	Collective bargaining agreements 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.
GRI 3: Material topics 2021	3-1	Process to determine material topics 78
	3-2	List of material topics 78
Climate Change and Energy		
GRI 3: Material topics 2021	3-3	Management of material topics 82-90
GRI 302: Energy 2016	302-1	Energy consumption within the organization 125
	302-2	Energy consumption outside of the organization 125
	302-3	Energy intensity 125
	302-4	Reduction of energy consumption 85-86
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions 124
	305-2	Energy indirect (Scope 2) GHG emissions 124
	305-3	Other indirect (Scope 3) GHG emissions 124
	305-4	GHG emissions intensity 124
	305-5	Reduction of GHG emissions 89

SUSTAINABILITY REPORT

GRI Standard	Disclosure	Location
Circularity		
GRI 3: Material topics 2021	3-3	Management of material topics
GRI 303: Water and effluents 2018	303-3	Water withdrawal
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts
	306-2	Management of significant waste-related impacts
	306-3	Waste generated
	306-4	Waste diverted from disposal
	306-5	Waste directed to disposal
Sustainable Strategic Solutions		
GRI 3: Material topics 2021	3-3	Management of material topics
GRI 203: Indirect economic impacts 2016	203-2	Significant indirect economic impacts
Digital Inclusion		
GRI 3: Material topics 2021	3-3	Management of material topics
GRI 203: Indirect economic impacts 2016	203-2	Significant indirect economic impacts
GRI 413: Local communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs
Data and Cybersecurity		
GRI 3: Material topics 2021	3-3	Management of material topics
GRI 418: Customer privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data.

GRI Standard	Disclosure	Location
Product and Service Quality		
GRI 3: Material topics 2021	3-3	Management of material topics
GRI 203: Indirect economic impacts 2016	203-2	Significant indirect economic impacts
GRI 416: Customer Health, Safety and Well-being 2016	416-2	Incidents of non-compliance concerning the Health, Safety and Well-being impacts of products and services
Employee Engagement and Well-being		
GRI 3: Material topics 2021	3-3	Management of material topics
GRI 403: Occupational Health, Safety and Well-being 2018	403-1	Occupational Health, Safety and Well-being management system
	403-2	Hazard identification, risk assessment, and incident investigation
	403-3	Occupational health services
	403-4	Worker participation, consultation, and communication on occupational Health, Safety and Well-being
	403-5	Worker training on occupational Health, Safety and Well-being
	403-6	Promotion of worker health
	403-7	Prevention and mitigation of occupational Health, Safety and Well-being impacts directly linked by business relationships
	403-8	Workers covered by an occupational Health, Safety and Well-being management system
	403-9	Work-related injuries
	403-10	Work-related ill health
Talent Management and Development		
GRI 3: Material topics 2021	3-3	Management of material topics
GRI 401: Employment 2016	401-1	New employee hires and employee turnover
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees
	401-3	Parental leave

SUSTAINABILITY REPORT

GRI Standard		Disclosure	Location
GRI 404: Training and education 2016	404-1	Average hours of training per year per employee	115
	404-2	Programs for upgrading employee skills and transition assistance programs	115
	404-3	Percentage of employees receiving regular performance and career development reviews	115
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	113, 159–160
	405-2	Ratio of basic salary and remuneration of women to men	113
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	114
Responsible & Ethical Business Practices			
GRI 3: Material topics 2021	3-3	Management of material topics	121–122
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	121–122
	205-2	Communication and training about anti-corruption policies and procedures	121
	205-3	Confirmed incidents of corruption and actions taken	122
GRI 206: Anti-competitive behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	122
Supply Chain Management			
GRI 3: Material topics 2021	3-3	Management of material topics	123
GRI 204-1: Proportion of spending on local suppliers 2016	204-1	Proportion of spending on local suppliers	123
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	123
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	123

SASB INDEX

Code	Metric Description	FY2024	FY2023	FY2022
Activity measures				
TC-TL-000.A	Number of wireless subscribers (million)	2,332	2,162	2,156
TC-TL-000.B	Number of wireline subscribers (thousand) ^{1/}	281	293	306
TC-TL-000.C	Number of broadband subscribers (thousand) ^{2/}	578	580	578
TC-TL-000.D	Network traffic (petabyte)	3,951	3,518	3,431
Environmental Footprint of Operations				
TC-TL-130a.1	(1) Total energy consumed (GJ)	515,569	491,413	548,627
	(2) percentage grid electricity (%)	81.1	83.9	87.1
	(3) percentage renewable (%)	16.8	13.7	12.1
Data Privacy				
TC-TL-220a.1	Description of policies and practices relating to behavioural advertising and customer privacy	⌚ Please refer to our Cybersecurity and data protection policies on pages 98–102, 182–183.		
TC-TL-220a.2	Number of customers whose information is used for secondary purposes	StarHub complies with our PDPA obligations with regards to giving customers choice over how their information is used		
TC-TL-220a.3	Total amount of monetary losses as a result of legal proceedings associated with customer privacy	0	0	0
TC-TL-220a.4	(1) Number of law enforcement requests for customer information, (2) number of customers whose information was requested, (3) percentage resulting in disclosure	Unable to disclose due to confidentiality obligations		
Data Security				
TC-TL-230a.1	(1) Number of data breaches, (2) percentage 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	⌚ Please refer to our Cybersecurity and data protection policies on our AR 2024, pages 98–102, 182–183.		

^{1/} Number of wireline subscribers were restated in FY2023 and FY2022 to include MR Broadband products.

^{2/} Number of broadband subscribers were restated in FY2023 due to a typo error.

SUSTAINABILITY REPORT

Code	Metric Description	FY2024	FY2023	FY2022
Product End-of-life Management				
TC-TL-440a.1	(1) Materials recovered through take back programs, percentage of recovered materials that were (2) reused, (3) recycled, and (4) landfilled	Internal e-waste: 45.2t	Internal e-waste: 133.5t	Internal e-waste: 144.9t
		External e-waste: 11.5t	External e-waste: 11.8t	External e-waste: 11.3t
		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 anticompetitive 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	StarHub complies with IMDA's Net Neutrality Policy		
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% (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%	Network availability of StarHub's fibre broadband was 100% and StarHub's mobile broadband service was higher than 99.95%
TC-TL-550a.2	Discussion of systems to provide unimpeded service during service interruptions	StarHub continues to maintain a reliable, resilient and low-latency mobile and broadband network through (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 ➔ More details on pages 102–104.		

TCFD INDEX

TCFD Pillar	TCFD Recommendations	2024 Disclosures
Governance	Describe the Board's oversight of climate-related risks and opportunities	➔ Please refer to Our Sustainability governance, pages 73-74.
	Describe Management's role in assessing and managing climate-related risks and opportunities	
Strategy	Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term	➔ Please refer to our progress on page 83, our decarbonisation approach on page 85, and appendices on page 124.
	Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning	
	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	
Risk Management	Describe the organisation's processes for identifying and assessing climate-related risks	
	Describe the organisation's processes for managing climate-related risks	
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	
Metrics & Targets	Disclose the metrics used by the organisation to assess climate related risks and opportunities in line with its strategy and risk management process	➔ Please refer to our Environmental Data on pages 124-125.
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks	
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	

SUSTAINABILITY REPORT

INDEPENDENT LIMITED ASSURANCE REPORT

To the Directors of StarHub Ltd

Report on StarHub Ltd’s Sustainability Report for the year ended 31 December 2024 and the selected Global Reporting Initiative Sustainability Reporting Standards disclosures (“Selected GRI Disclosures”)

Conclusion

We have performed a limited assurance engagement on whether StarHub Ltd’s (“the Company”) Sustainability Report 2024 (“the report”) and the Selected GRI Disclosures for the year ended 31 December 2024 has been prepared in accordance with Global Reporting Initiative Sustainability Reporting Standards (“GRI Standards”).

Based on the procedures performed and evidence obtained, nothing has come to our attention to cause us to believe that:

- (a) the Report has not described the sustainability practices on a comply-or-explain basis with reference to the following components as listed under Rule 711B of the Singapore Exchange’s (SGX) Listing Manual;
- Material environmental, social and governance factors;

Climate-related disclosures;

Policies, practices and performance;

Targets;

Sustainability reporting framework; and

Board statement and associated governance structure for sustainability practices.
- (b) the Selected GRI Disclosures as identified in the table below, are not presented, in all material respects, in accordance with the relevant topic-specific disclosures requirements in the GRI Standards; and
- (c) the Selected GRI Disclosures as identified in the table below, are not calculated, in all material respects, in accordance with the relevant topic-specific disclosures requirements in the GRI Standards.

GRI Standards	Topic-Specific disclosure	Selected GRI Disclosures
Energy		
GRI 302-1 (2016)	Energy consumption within the organisation	515,569 gigajoules (GJ) or 143,214 megawatt-hour (MWh)
GRI 302-2 (2016)	Energy consumption outside of the organisation	91,869 megawatt-hour (MWh) (for StarHub only)
GRI 302-3 (2016)	Energy intensity	217.8 GJ per \$million revenue or 60.5 MWh per \$million revenue (for energy consumption within the organisation)
GRI 302-4 (2016)	Reduction of energy consumption	Increased by 4.9% (from 2023)
Water Use		
GRI 303-3 (2018)	Water withdrawal	9.23 megalitres (ML)
Emissions		
GRI 305-1 (2016)	Direct (Scope 1) GHG emissions	1,669 tCO ₂ e
GRI 305-2 (2016)	Energy indirect (Scope 2) GHG emissions (location-based)	63,440 tCO ₂ e
GRI 305-2 (2016)	Energy indirect (Scope 2) GHG emissions (market-based)	52,410 tCO ₂ e
GRI 305-3 (2016)	Other indirect (Scope 3) GHG emissions	Scope 3 tCO₂e
		Cat 3 Fuel and energy related emissions
		Cat 5 Waste generated in operation
		Cat 6 Business travel
		Cat 7 Employee commuting
		Cat 8 Upstream leased assets
		Cat 13 Downstream leased assets
		Cat 14 Franchises
		* Includes non-wholly owned subsidiaries i.e. Ensign Infosecurity Pte. Ltd. and its subsidiaries, Strateq Sdn. Bhd. and its subsidiaries, JOS (Malaysia) Sdn. Bhd., and MyRepublic Broadband Pte. Ltd.

GRI Standards	Topic-Specific disclosure	Selected GRI Disclosures					
Emissions							
GRI 305-4 (2016)	GHG emissions intensity	22.8 tCO ₂ e per \$million revenue					
GRI 305-5 (2016)	Reduction of GHG emissions	Decreased by 16.7% (from 2021 base year)					
Waste							
GRI 306-3 (2020)	Waste generated	• Total waste generated: 55.9 tonnes • Non-hazardous general waste disposed of: 5.2 tonnes • Internal e-waste recycled: 45.2 tonnes • Paper recycled: 5.5 tonnes					
GRI 306-4 (2020)	Waste diverted from disposal	• Internal e-waste recycled: 45.2 tonnes • Paper recycles: 5.5 tonnes					
Employment							
GRI 401-1 (2016)	New employee hires and employee turnover	Gender		Male	Female	Total	
		Number of new hires		135	64	199	
		Rate of new hires		13.5%	10.1%	12.1%	
		Number of turnovers		138	100	238	
		Rate of turnover		13.8%	15.7%	14.5%	
		Age Group	<30	30-50	>50	Total	
		Number of new hires		47	130	22	199
		Rate of new hires		35.6%	11.1%	6.7%	12.1%
		Number of turnovers		22	178	38	238
		Rate of turnover		16.7%	15.1%	11.5%	14.5%
Talent Management							
GRI 404-1 (2016)	Average hours of training per year per employee				Male	Female	
		Senior Management			22.31	14.25	
		Middle Management			14.24	12.78	
		Function Employees			11.82	8.52	
		Overall			13.08	9.66	
Equality, Diversity, and Inclusion							
GRI 405-1 (2016)	Diversity of governance bodies and employees	Gender		Male	Female		
		Board		66.7%	33.3%		
		Senior Management		66.2%	33.8%		
		Middle Management		69.5%	30.5%		
		Function Employees		57.8%	42.2%		
		Total Employees (excluding Board)		61.2%	38.8%		
		Age Group	<30	30-50	>50		
		Board		0%	16.7%	83.3%	
		Senior Management		0%	61.0%	39.0%	
		Middle Management		1.7%	71.9%	26.4%	
		Function Employees		11.0%	72.5%	16.5%	
		Total Employees (excluding Board)		8.1%	71.8%	20.1%	
		Ethnic Group	Chinese	Malay	Indian	Others	
		Board		58.3%	0%	16.7%	25.0%
		Senior Management		72.7%	0%	10.4%	16.9%
		Middle Management		76.7%	1.2%	15.2%	6.9%
		Function Employees		67.6%	10.3%	7.9%	14.2%
		Total Employees (excluding Board)		70.1%	7.4%	10.0%	12.5%
Equality, Diversity, and Inclusion							
GRI 405-2 (2016)	Ratio of the basic salary and remuneration of women to men	Ratio of base salary		Female	Male		
		Senior Management		1	1.297		
		Middle Management		1	1.031		
		Function Employees		1	0.998		
		Total employees (excluding Board)		1	1.159		

SUSTAINABILITY REPORT

GRI Standards	Topic-Specific disclosure	Selected GRI Disclosures	
Workplace Health and Safety			
GRI 403-9 (2018)	Work-related injuries	Work-related Fatalities	2024
		Number of work-related fatalities	0
		Rate of fatalities as a result of work-related injury	0
		Work-related Injuries	2024
		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	3
		Rate of recordable work-related injuries (per 1,000,000 hours worked)	0.92
		Workplace Injury Incidence Rate (per 100,000 employees)	183.32
		Number of hours worked	3,254,973
GRI 403-10 (2018)	Work-related ill health	Occupational Disease	2024
		Number of Occupational Disease Incidences	0
Equality, Diversity & Inclusion			
GRI 406-1 (2016)	Incidents of discrimination and corrective actions taken	Incidents of discrimination and corrective actions taken: 0 cases	
Procurement practices			
GRI 204-1 (2016)	Proportion of spending on local suppliers	Share of local suppliers as a percentage of total supplier payments: 85%	

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 those standards are further described in the “Our responsibilities” 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, issued by the Institute of Singapore Chartered Accountantse. This standard 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.

Responsibilities of Management

Management is responsible for:

- designing, implementing and maintaining internal control relevant to the preparation of the Report and the selected GRI disclosures that are free from material misstatement, whether due to fraud or error;
- preparing the Report and the selected GRI disclosures in accordance with Rule 711B of the SGX Listing Manual and GRI Standards;
- 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 Report and the selected GRI disclosures, 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 Report and the selected GRI disclosures.

The Directors' responsibilities include overseeing the Company's sustainability report.

Inherent limitations in preparing the Sustainability Report and the selected GRI disclosures

Due to the inherent limitations of any internal control structure, it is possible that errors or irregularities in the information presented in the Report may occur and not be detected. Our engagement is not designed to detect all weaknesses in the internal controls over the preparation and presentation of the Report, as the engagement has not been performed continuously throughout the period and the procedures performed were undertaken on a test basis.

Our responsibilities

We are responsible for:

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

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

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

- Inquiries of management to gain an understanding of the Company's processes for determining the material issues for the Company's key stakeholder groups;
- Interviews with relevant staff at group level and selected business unit level concerning sustainability strategy and policies for material issues, and the implementation of these across the business;
- Interviews with relevant staff at the corporate and business unit level responsible for providing the information in the Report;
- Inquiries about the design and implementation of the systems and methods used to collect and report on the selected GRI Disclosures, including the aggregation of the reported information;
- Comparison of the selected GRI Disclosures presented in the Report to corresponding information in the relevant underlying sources to determine whether all the relevant information contained in such underlying sources has been appropriately included in the selected GRI Disclosures; and
- Reading of the information presented in the Report to determine whether it is in line with our overall knowledge of, and experience with, the sustainability performance of the Company.

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.

Due to the inherent limitations of any internal control structure, it is possible that errors or irregularities in the information presented in the Report may occur and not be detected. Our engagement is not resigned to detect all weaknesses in the internal controls over the preparation and presentation of the Report, as the engagement has not been performed continuously throughout the period and the procedures performed undertaken on a test basis.

Restriction on use or distribution

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

KPMG LLP
Public Accountants and
Chartered accountants

Singapore
10 March 2025