OUR SUSTAINABILITY COMMITMENT

STATEMENTS

Sustainability Highlights

Community Development & Social Impact

Star Education Fund, together with its partners-in-education, awarded **RM6.95 million** in scholarships, benefitting **81** students.

Star Foundation disbursed **RM180,499.60** to support six (6) NGOs under the *Supporting NGOs Programme*, contributing to healthcare, infrastructure improvements and educational support for underserved communities.

67% of the Group's new hires were female, reflecting continued progress in gender diversity.

Media Leadership & Audience Engagement

The Star cemented its status as a premier Malaysian news outlet by securing multiple prestigious honours for journalistic excellence, brand leadership, and its award-winning "***True or Not***" fact-checking initiative.

TheStar.com.my continued to receive recognition from Reuters Institute as Malaysia's most trusted English-language news portal, recording a monthly average of **31.2 million** page views with 5.1 million users. 988 retained its position as the most popular Chinese radio station, while Suria ranked among the top three (3) Malay radio stations for audiences aged 15 years and above, based on the Nielsen Consumer & Media View ("CMV") survey results released in April 2025.

Energy Efficiency & Emissions Reduction

Consolidated data room infrastructure resulted in a **31%** reduction in energy usage.

Waste Management Efficiency

Reduced total operational waste by **15.9%**, or **37.29MT**.

About This Sustainability Statement

OUR REPORTING PRACTICE

GRI 2-1, 2-2, 2-3, 2-4, 2-5, 2-14, 2-24

At Star Media Group, we recognise our responsibility to operate sustainably in a manner that supports long-term economic resilience, protects the environment and contributes positively to society, while upholding high standards of governance.

This Sustainability Statement sets out the initiatives undertaken during the financial year ended 31 December 2025 ("FY2025") and explains how economic, environmental, social and governance ("EESG") considerations are embedded into our strategy, operations and decision-making. It provides a transparent account of our performance during the year, alongside the risks and challenges we continue to manage.

FY2025 represents a significant step forward in our sustainability journey. During the year, we developed a structured five (5)-year Environmental, Social and Governance ("ESG") plan, setting out coherent, measurable and auditable key performance indicators ("KPIs") to guide and strengthen our sustainability efforts moving forward. The plan establishes clear Group-wide goals and translates them into specific departmental KPIs, driving focused action across the organisation and embedding greater accountability at all levels.

Together, these developments mark a shift towards a more coordinated and performance-driven approach to sustainability, embedded across the business. As we move into the next phase, our focus will be on translating this foundation into measurable outcomes, strengthening delivery across our key ESG priorities, and reinforcing our role as a leading voice and trusted partner in sustainability and ESG in Malaysia.

References

In this Statement, references to "Star Media Group ("SMG"), "the Company", "the Group" and "we" refer to Star Media Group Berhad and its subsidiaries.

Scope and Boundaries

Star Media Group comprises 25 subsidiaries, which operate both domestically and internationally. For the purposes of this Statement, the Group's four (4) core subsidiaries from the Print, Digital, Events and Radio segments have been included. Inactive or dormant subsidiaries have been excluded from the scope of this Statement.

- StarProperty Sdn. Bhd.
- Rimakmur Sdn. Bhd.
- Star RFM Sdn. Bhd.
- Magnet Bizz Sdn. Bhd.

Reporting Framework

This Statement has been developed in accordance with the Global Reporting Initiative ("GRI") Sustainability Reporting Standards Update 2021. Our GRI Content Index is available on pages 237 to 239 of this Annual Report.

In addition, the content within this Statement has been guided by:

- Bursa Malaysia Securities Berhad's ("Bursa Malaysia") Main Market Listing Requirements
- Securities Commission Malaysia's Malaysian Code on Corporate Governance ("MCCG") 2021
- Bursa Malaysia's Corporate Governance Guide, 4th Edition
- Bursa Malaysia's Sustainability Reporting Guide, 3rd Edition

Forward-Looking Statements

This Statement includes forward-looking statements relating to our sustainability objectives, initiatives and anticipated outcomes. These statements are based on current expectations and information, and are subject to risks, uncertainties and changing circumstances that may cause actual results to differ materially. Accordingly, these statements do not constitute guarantees as future targets, strategies and plans may be affected by new developments and changes in regulations, standards and operating conditions.

STATEMENTS

About This Sustainability Statement

Availability

This Statement is publicly available on our website at www.starmediagroup.my.

Statement of Assurance

A thorough internal data-gathering and validation process was undertaken in compiling the information presented in this Statement. To further strengthen the credibility of our disclosures, the following indicators underwent independent limited assurance to assess the accuracy and reliability of the information and metrics reported:

1. Supply Chain Management
2. Emissions Management
3. Community and Society

More information on this assurance exercise can be found in the Independent Limited Assurance Report on page 144 of this Annual Report.

All data presented in this Statement has been verified by the respective business units. The Statement was subsequently reviewed by the Group Chief Executive Officer ("CEO"), Sustainability Steering Committee ("SSC") and the Audit Committee, before endorsement by the Board of Directors of the Company ("Board") for publication.

Restatements of Performance Data

This Statement includes several restatements of performance data, previously presented in our FY2024 Sustainability Statement and now includes:

- A restatement of energy consumption from diesel gensets in FY2024 to include diesel usage of 1,198 litres from three (3) units of 11kV generators located at Star Media Hub.
- A restatement of energy consumption in FY2024 under the categories of non-renewable fuel and purchased electricity, heating, cooling and steam.

Board's Responsibility Statement

The Board has overseen the preparation of this Sustainability Statement and believes that the information presented accurately reflects the Group's ESG performance and commitment to sustainable development. In exercising this oversight, the Board reviewed the Statement in detail and considered guidance from the SSC, providing assurance that the reporting is fair, transparent and aligned with the Group's sustainability objectives.

Reporting Period

In line with our annual reporting cycle, this Statement covers the period from 1 January 2025 to 31 December 2025.

Feedback

We welcome your comments and feedback. Please direct them to:

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15, Jalan 16/11
46350 Petaling Jaya
Selangor Darul Ehsan
Tel : +603 7967 1388
Fax : +603 7954 6752
Email : investor-relations@thestar.com.my

About This Sustainability Statement

GRI 2-22

SHAPING A SUSTAINABLE FUTURE

Dear Stakeholders,

We are pleased to present SMG's ninth Sustainability Statement, reflecting a year of purposeful progress in strengthening our commitment to responsible growth. Amid structural shifts in the media landscape and rising stakeholder expectations, sustainability continues to guide how we create value, safeguard trust and build long-term resilience.

As a multi-platform media organisation, our responsibility extends beyond managing operational impacts. We play a role in strengthening national sustainability literacy, shaping responsible public dialogue and providing platforms that influence businesses, policymakers and communities. Sustainability is therefore embedded in our strategy, governance and day-to-day operations.

Key Developments in 2025

GRI 2,3

Driven by our commitment to enhancing our sustainability performance and impacts, the Group developed its first five (5)-year ESG Plan during the year, which covers the period from 2026 to 2030. Marking a significant step forward in strengthening the coherence, measurability and accountability of our sustainability approach, our ESG plan establishes a structured framework to guide execution, reinforce governance and position SMG as a leading voice and trusted partner on sustainability and ESG in Malaysia.

At its core, the plan defines clear sustainability pillars and Group-level goals that articulate our long-term ambitions across EESG priorities. Crucially, our ESG Plan also features clear and actionable KPIs to ensure sustainability priorities are embedded directly into business planning and day-to-day decision-making. Group-level KPIs provide measurable reference points to track performance and progress across our operations, while each department has developed its own aligned five (5)-year roadmap and KPIs tailored to operational responsibilities.

A distinctive feature of the plan is the appointment of ESG Knights, a cross-functional network drawn from departments across the Group. Led by the ESG and Sustainability Lead, the ESG Knights support Heads of Department ("HODs") in translating strategic priorities into practical action, coordinating initiatives, strengthening data capture and fostering collaboration across teams. This structure promotes shared accountability, reduces silos and reinforces alignment with Group-wide sustainability goals.

FY2025 also marked a significant expansion of our regional ESG engagement. In November, we elevated our flagship ESG platform into the Asia ESG Summit, strengthening cross-border dialogue and reinforcing our role as a credible regional convener for sustainability discourse.

In parallel, through collaboration with the *Asia ESG Positive Impact Consortium ("A-EPIC")* and industry partners in the Philippines and Indonesia, we inaugurated the first *Asia ESG Positive Impact Awards*. The platform brought together sustainability leaders from across Southeast Asia to showcase measurable outcomes, recognise champions of responsible growth and advance ESG excellence at a regional level.

Together, these initiatives reflect our commitment not only to strengthening our internal ESG foundations, but also to shaping broader sustainability conversations across the region.

Driving Responsible Economic Value

GRI 2-24, 201, 203, 205

Our economic sustainability is anchored in a diversified and resilient business model spanning print, digital, radio, events and property. This balanced portfolio strengthens our market relevance while mitigating exposure to cyclical advertising pressures and evolving audience behaviours.

Our trusted brands, including *The Star*, *The Star Online*, *mStar*, and radio stations 988 and Suria, together with flagship initiatives such as the *Asia ESG Positive Impact Consortium, StarESG Positive Impact Awards, the Star Outstanding Business Awards* and the *StarProperty Real Estate Developer Awards*, enable deep audience engagement while serving as credible platforms for business recognition, industry dialogue and ESG thought leadership.

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About This Sustainability Statement

ESG remains firmly embedded within our content and engagement strategy. In FY2025, ESG-related articles across our titles increased by 72%, reflecting our commitment to strengthening sustainability literacy and shaping informed public discourse. Complementing this, ESG-focused forums, workshops and industry initiatives facilitated knowledge-sharing and advanced best practices across sectors.

Operational discipline continues to underpin long-term value creation. We regularly review and optimise our portfolio, prioritising investments in high-growth and digital-first channels while strengthening efficiency across the Group. Supply chain sustainability also remains a focus area, and we continue to enhance our ESG evaluations of suppliers, particularly within higher-impact categories such as Information Technology ("IT") equipment and key raw materials.

Guided by principles of integrity, transparency and accountability, and through close engagement with investors, employees, suppliers and regulators, we align our economic strategy with stakeholder expectations. This integrated approach provides a robust foundation for us to generate responsible returns, strengthen operational resilience and sustain long-term value creation.

Bolstering Environmental Stewardship

GRI 2-3

As a media organisation operating across newsrooms, printing facilities and digital infrastructure, our activities are inherently energy-intensive. Managing our environmental footprint responsibly is therefore essential to operational resilience, cost discipline and meeting rising expectations around climate accountability.

In FY2025, we prioritised energy optimisation and efficiency improvements across our facilities. The consolidation of data room infrastructure at Menara Star delivered a 31% reduction in energy consumption compared with FY2024, while upgraded lighting using energy-efficient bulbs contributed to a 6% reduction in utilities costs. With these measures demonstrating how operational improvements can generate both environmental and financial benefits, we also installed individual energy meters to monitor electricity and air-conditioning usage with greater precision, enabling more informed energy-saving initiatives in future.

Meanwhile, we undertook a specialist-led audit and implemented targeted upgrades to our rooftop solar energy system at Star Media Hub. Installed more than a decade ago, the system had experienced performance decline, but the enhancements restored its efficiency and reliability, in contributing to a lower carbon footprint. Recognising the important role of renewable energy, we are also assessing the feasibility of installing additional solar systems at Menara Star and other suitable building rooftops.

Sustainable procurement remains integral to our environmental approach. High-value purchases, particularly newsprint and woodfree paper, are assessed through ESG-based supplier evaluations covering waste management, energy efficiency and water stewardship. In FY2026, this framework will be expanded to all suppliers to further strengthen procurement governance and reduce upstream environmental risks.

At the same time, we actively manage material efficiency through disciplined newspaper yield monitoring, production-specific allocation and optimisation of end-core diameters. These measures reduce waste intensity while maintaining production quality and productivity, contributing to a 16% reduction in waste paper generated during the year under review.

Looking ahead, we will continue to strengthen energy management, expand renewable energy integration and improve resource efficiency across our operations and supply chain. Through steady, measurable improvements, we aim to reduce our environmental footprint while supporting Malaysia's transition to a low-carbon future.

Fostering Social Impact and Community Growth

We are committed to creating lasting impacts by investing in our people, nurturing future talent and strengthening communities through initiatives that deliver meaningful outcomes over time.

Education remains a cornerstone of our socio-economic contribution and a powerful pathway to social mobility. In FY2025, 214 scholarships valued at RM14.33 million were made available across 29 institutions. Through the *Star Education Fund* and its partners-in-education, 81 scholarships worth RM6.95 million were awarded, supporting deserving students from entry-level to postgraduate studies.

About This Sustainability Statement

We also marked the 11th edition of the *Star Golden Hearts Awards*, celebrating individuals and organisations whose service strengthens society across causes ranging from wildlife conservation and community development to disaster relief and social welfare. In FY2025, we evaluated over 500 nominations, with winners receiving up to RM10,000 each to sustain and scale their community work.

Concurrently, we continued to provide direct assistance where it matters most. In FY2025, combined contributions from Star Foundation totalled RM490,499.60, benefitting 832 individuals. Notably, donations to non-governmental organisations ("NGOs") increased by more than 60% compared with the previous year, reflecting stronger momentum in community support.

We also remain committed to promoting workforce diversity and recognising dedication. In FY2025, 67% of new hires were female, reflecting continued progress in gender diversity, while 62 employees with 15 years or more of service were honoured for their long-standing commitment to SMG.

Strengthening Governance and Policy Frameworks

Strong governance underpins SMG's credibility, resilience and long-term value creation. By upholding high standards of ethical conduct, transparency and accountability, we strengthen stakeholder trust and ensure sustainability is embedded in decision-making across the Group.

We maintain a zero-tolerance approach to corruption in line with the *Malaysian Anti-Corruption Commission ("MACC") Act 2009* and other applicable regulatory requirements. To reinforce this commitment, all Board members and employees have signed the *MACC Anti-Corruption Pledge*, supported by dedicated training on *Section 17A* to strengthen awareness of legal obligations and expected standards of conduct.

Governance awareness also remained a priority during the year. We conducted 15 Anti-Corruption Policy training sessions to reinforce ethical expectations and promote consistent application across the organisation, including engagement activities held in conjunction with the Group's 54th anniversary celebrations.

Equally, responsible journalism is central to our role as a trusted media organisation. Ethical and accurate reporting is guided by the *National Union of Journalists' ("NUJ") Code of Professional Conduct*, the *Printing Presses and Publications Act 1984* and the *Communications and Multimedia Act 1998*, and reinforced through internal standard operating procedures ("SOP"). These safeguards support editorial integrity and help ensure our print, digital and broadcast content remains responsible, timely and trustworthy.

Looking Ahead with Purpose

FY2025 marked a year of deliberate progress as we strengthened the way sustainability is led, governed and delivered across SMG. In a rapidly evolving media and ESG landscape, we remained focused on what matters most: protecting trust, building resilience and creating value responsibly.

With our five (5)-year ESG Plan as the guiding roadmap for 2026 to 2030, we will sharpen execution against the priorities most material to our business and stakeholders. These include strengthening national sustainability literacy and responsible public dialogue, modernising our workforce for the future of media, reducing our operational and digital environmental footprint, and enhancing governance and disclosure standards towards National Sustainability Reporting Framework (NSRF) and IFRS S1/S2 alignment.

We will deepen our role as a facilitator for constructive ESG engagement, using our platforms to bring together industry, policymakers and communities, elevate sustainability outcomes and accelerate the adoption of better practices. At the same time, we will continue to invest in initiatives that widen opportunity, support social mobility and respond to real community needs, while strengthening the governance foundations that sustain credibility, integrity and confidence in our content and operations.

Anchored by our diversified portfolio across print, digital, radio and events, we will continue to strengthen sustainable income streams, drive operational efficiency and build a future-ready organisation that remains relevant to Malaysians and valued by stakeholders.

With collaboration, innovation and accountability as our guiding principles, we aim to be more than a responsible media organisation. We aspire to be a trusted force for progress, strengthening sustainability literacy, enabling informed public dialogue and contributing to a more resilient and sustainable future for generations to come.

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The Star Media Group ESG Plan

As our commitments and actions in sustainability have grown, we recognised the need for a more coordinated and focused approach — one that minimises duplication of effort and drives collective action on the most material sustainability issues facing the Group.

With this in mind, in FY2025 we developed our first five (5)-year ESG plan, covering the period from 2026 to 2030. The plan establishes a clear foundation for a more coherent, measurable and auditable approach to sustainability, supporting our ambition to position SMG as a leading voice and trusted partner on sustainability and ESG in Malaysia.

The five (5)-year ESG plan comprises the following core components:

Group-Level Goals

The plan defines six (6) Group-level goals that articulate our long-term sustainability ambitions across key EESG themes. These goals provide a unified direction and ensure that sustainability efforts contribute meaningfully to stakeholder expectations and long-term business resilience.

Strengthen national sustainability literacy and responsible public dialogue

Modernise SMG's workforce and talent pipeline for the future of media

Enhance governance, PDPA/cybersecurity and editorial transparency

Reduce operational and digital environmental footprint

Achieve NSRF & IFRS S1/S2 compliant disclosures with assurance readiness by 2029

Establish SMG as a reference point for sustainability, governance and societal transitions in Malaysia

Group-Level KPIs

To support accountability and performance tracking, the plan includes a defined set of Group-level KPIs. These KPIs provide measurable reference points to assess progress against our ambitions and enable consistent monitoring over time.

Sustainability Literacy Engagement

Trust and Integrity Sentiment

Youth Talent and Graduate Conversion

Digital-First Workflow Adoption

Disclosure and Assurance Maturity

The Star Media Group ESG Plan

Sustainability Pillars

The plan is underpinned by sustainability pillars, which function as the operational enablers of our ESG strategy. These pillars translate high-level goals and KPIs into focused areas of action across the organisation.

Sustainable Operations & Resource Efficiency	Workforce, Wellbeing & Inclusion	Governance, Data & Integrity	Responsible Media & Social Impact (SMG Differentiator)	Digital Enablement & Innovation	ESG Reporting, Assurance & Transparency

Department-Level ESG Plans

At the implementation level, each department has developed its own five (5)-year ESG plan, comprising initiatives and KPIs aligned with its operational responsibilities. Measurable annual targets have been set for each year of the five (5)-year period to support consistent performance improvement.

HODs have been appointed as Senior Responsible Owners ("SROs") for their respective departmental ESG plans. They retain full ownership of delivery, resource prioritisation and performance outcomes at the department level, and are accountable for driving execution within their teams.

Progress reports flow to the SSC, which provides consolidated review, challenge and governance across the Group. Reporting ultimately flows to the Board, which retains strategic oversight and accountability for Group-level sustainability matters.

The plan was approved by the Board in February 2026, with FY2026 serving as a foundational year to establish baseline data across key indicators to guide performance measurement in subsequent years.

ESG Knights

A key feature of the plan's development and implementation is the appointment of ESG Knights across the organisation.

Drawn from various departments, the ESG Knights play a supporting and enabling role alongside their respective HODs. They help translate sustainability plans into practical day-to-day action by embedding initiatives within teams, coordinating activities, gathering operational data and insights, and maintaining momentum against agreed commitments.

Led by the ESG & Sustainability Lead, the ESG Knights also operate as a connected, cross-departmental network. This structure enables collaboration, knowledge-sharing and the exchange of best practices across the Group, helping to promote consistency, avoid silos and strengthen alignment with Group-wide sustainability priorities.

STATEMENTS

Sustainability Governance

GRI 2-9, 2-12, 2-13, 2-14

Our Governance Framework

We maintain a robust sustainability governance framework to ensure effective oversight of material sustainability matters across the organisation. The framework supports clear accountability, informed decision-making and alignment between our sustainability priorities, business strategy and stakeholder expectations. Through defined roles, policies and reporting structures, we monitor progress, manage risks and integrate sustainability considerations into our operations and long-term planning.

Our Board sets the strategic direction and holds ultimate accountability for ESG performance. It is supported by the SSC chaired by the Group CEO, which ensures ESG considerations are embedded into strategy and operations, functioning as the Group's central decision-making body on sustainability. The Committee comprises six (6) members, including the Group CEO, Company Secretary and Heads of Finance, Print, People, and Corporate Communication & Social Impact.

Day-to-day implementation is overseen by the Sustainability Working Committee ("SWC"), which tracks progress, supports target-setting and engages external stakeholders such as regulators, NGOs and industry experts to remain aligned with evolving standards. Our sustainability framework also includes the Internal Audit Department which operates as an independent function through its conduct of internal audits, to provide critical oversight, transparency and accountability within our organisation structure.

The illustration and table below outline our sustainability governance framework and the roles of key stakeholders.

Sustainability Governance

Board of Directors

- Provides overall direction and oversight for SMG's sustainability agenda.
- Evaluates and approves sustainability strategies, priorities and targets proposed by the SSC.
- Oversees ESG risks and opportunities, ensuring they are effectively identified and managed.
- Offers guidance and feedback to the SSC.
- Assesses the completeness and adequacy of the Sustainability Statement by the SSC and approves it for publication.

Other Board Level Committees

- Integrates sustainability considerations into discussions within each committee's area of responsibility.
- Provides guidance and input to the SSC and the Board on sustainability topics relevant to their respective focus areas.

Sustainability Steering Committee

- Leads the Group's sustainability agenda and reports directly to the Board on all related matters.
- Engages with relevant Board Committees to discuss and consult on sustainability issues.
- Leads the development, implementation, monitoring and review of organisational sustainability strategies and initiatives, incorporating input from other Board-level committees
- Oversees performance against established sustainability targets and ensures strategies are aligned with long-term objectives.
- Provides guidance on the accuracy, relevance, timeliness and consistency of sustainability disclosures, management approaches, and reporting metrics.
- Advises on sustainability governance, including control frameworks, reporting metrics and organisational structures.
- Ensures sustainability considerations are integrated into business operations, risk management and internal control processes.
- Coordinates the collection and review of progress reports from the SWC to track the implementation of sustainability initiatives.

Sustainability Working Committee

- Takes ownership of sustainability initiatives and data within their department, ensuring practices and procedures are consistently integrated.
- Is accountable for identifying and managing sustainability-related activities and issues, reporting progress regularly to the SSC.
- Gathers and consolidates sustainability information to produce analyses and reports for the SSC, Board-level committees, and the Board.

Upskilling Our Board and Senior Management

We are committed to continuously developing our Board's sustainability skills through targeted training on emerging ESG risks, evolving regulations and industry best practices, ensuring Board members are equipped to guide and oversee our evolving sustainability journey.

Meanwhile, all members of Senior Management have completed a sustainability awareness programme conducted by external consultants. This initiative helped build a shared understanding of ESG principles and their relevance to our operations and strategic decision-making, supporting effective formulation and implementation of sustainability initiatives.

Moving forward, we will continue to explore the introduction of relevant sustainability-related training to enhance competency at all levels of the organisation.

Establishing Sustainability KPIs

We view sustainability as a core aspect of organisational success. In line with this, we have set the goal for all HODs to implement at least two (2) ESG-focused initiatives each year within their areas of responsibility.

Looking ahead, sustainability-related KPIs will be guided by the six (6) Group-Level KPIs under our five (5)-year ESG plan, driving more cohesive and impactful performance towards common goals across departments.

Anti-Corruption Initiatives

We are committed to upholding ethical business conduct as an essential principle and foundation of organisational sustainability. Supporting this, our Anti-Corruption Policy sets out clear standards and expectations of our employees and stakeholders, with targeted training programmes offered to support awareness and ensure compliance.

Whistleblowing Policy

Our Whistleblowing Policy provides a secure and confidential channel for reporting unethical conduct, reinforcing our dedication to transparency and accountability. The policy forms an integral part of our corporate governance framework and aligns with recognised standards of ethical conduct.

Key features of the policy include:

- Clearly defined reporting channels, with direct access to the Head of Internal Audit and/or the Chairman of the Audit Committee.
- Protections for whistleblowers who report concerns in good faith, safeguarding them from retaliation.

STATEMENTS

Stakeholder Engagement

GRI 2-30

STAKEHOLDER ENGAGEMENT

Engaging with our stakeholders enables us to build trusted relationships and make informed sustainability decisions that create shared value. The table below outlines our key stakeholder groups, their primary areas of concern and the ways in which we respond and engage with them.

FREQUENCY: ● Ongoing ◆ Annually ▲ Periodic ■ At least twice a year ★ Bi-Annually ⬢ When needed

Shareholders/Analysts

Who They Are

Institutional and retail investors, as well as other stakeholders, who hold shares in SMG or track our financial performance.

Engagement Platforms

- Regular shareholder communications/ announcements on Bursa Malaysia, including quarterly financial results ●
- Annual General Meetings ◆ / Extraordinary General Meetings
- SMG's website updates ●
- Annual Reports and circulars/statements to shareholders ◆

Why We Engage

To maintain transparency, build trust, and ensure confidence in our financial performance and strategic direction.

Key Interests

- Financial performance
- Business direction/strategy
- Ethical business practices
- Regulatory compliance

How SMG Addresses

- Providing transparent disclosures on performance and strategy in reports and announcements submitted to Bursa Malaysia
- Responding to inquiries and meeting requests as they arise in a timely manner

Government/Regulators and Policymakers

Who They Are

Local and national government agencies, regulatory bodies and policymakers who shape media and business regulations.

Engagement Platforms

- Attendance/participation in the Group's events ●
- Meetings/discussions ●
- News/information content dissemination platforms (through ministries) ●

Why We Engage

To ensure compliance with laws and regulations, uphold good governance and build partnerships that support the media's role in public and private sector initiatives.

Key Interests

- Ethical business practices
- Regulatory compliance
- Public/private partnerships
- Community investment
- Economic contribution

How SMG Addresses

- Developing meaningful public-private partnerships that support collaborative initiatives and advance shared objectives
- Upholding ethical business conduct and responsible practices

Stakeholder Engagement

FREQUENCY: ● Ongoing ◆ Annually ▲ Periodic ■ At least twice a year ★ Bi-Annually ⬢ When needed

Customers (Business)

Who They Are

Advertisers, corporate clients and business partners who use our advertising and promotional platforms.

Engagement Platforms

- Meetings/discussions ●
- Roadshows/product presentations ●
- Attendance/participation in our events ●
- Customer service channels (email and call centre) ●
- Social media (Facebook, Instagram, LinkedIn, X, TikTok, YouTube) ●
- Regular communications via email blasts and monthly newsletters ●
- Sponsorships/donations ●
- Networking lunches/dinners/gatherings ●
- Customer satisfaction surveys ●
- Supplier registration ●
- Training programmes and workshops ●

Why We Engage

To understand their business needs and support the development of effective advertising solutions that ensure long-term satisfaction and loyalty.

Key Interests

- Reach and readership of publications
- Return on advertising investment
- Ethical business practices
- Privacy and data security

How SMG Addresses

- Offering competitive advertising packages
- Upholding responsible business practices

Customer/Consumer

Who They Are

Individual subscribers, readers and audiences of our print, digital and on-air platforms.

Engagement Platforms

- Loyalty programme (for those who subscribe to SMG services) ●
- Reader feedback system (to improve quality of articles) ●
- Star Daily news email alerts ●
- Networking lunches/dinners/gatherings ●
- Customer service channels (email and call centre) ●
- Social media (Facebook, Instagram, LinkedIn, X, TikTok, YouTube) ●
- Regular communications via email blasts and monthly newsletters ●
- Customer satisfaction surveys ●
- Attendance/participation in the Group's events ●
- Meetings/discussions ●
- Network gatherings ●
- Media engagements (press conferences) ●
- Training programmes and workshops ●
- Sponsorships/donations ●

Why We Engage

To gather insights that facilitate the development of quality content and enhancement of the customer experience, driving loyalty and increased lifetime customer value.

Key Interests

- Price-to-quantity ratio (price vs number of pages)
- Content direction
- Balanced reporting
- Subscription packages

How SMG Addresses

- Providing engaging, relevant and valuable content
- Ensuring content is stringently fact-checked

STATEMENTS

Stakeholder Engagement

FREQUENCY: ● Ongoing ◆ Annually ▲ Periodic ■ At least twice a year ★ Bi-Annually ⬢ When needed

Suppliers and Industry Peers/Partners

Who They Are

Suppliers, technology vendors, industry peers and collaborative partners across the media ecosystem.

Engagement Platforms

- Visits to suppliers for due diligence ◆
- Meetings/discussions ●
- Networking lunches/dinners/gatherings ●
- Supplier assessments ●
- Supplier registration ●
- On-site visits to office/plants/sites (visiting SMG office and vice versa) ●
- Attendance/participation in the Group's events ●

Why We Engage

To promote sustainable supply chain practices, encourage innovation and build strong relationships that support mutual growth and operational excellence.

Key Interests

- Business direction/strategy
- Procurement practices
- Knowledge sharing
- Supply chain labour standards and environmental commitments
- Ethical business practices
- Product innovation

How SMG Addresses

- Arranging periodic visits for suppliers and industry partners to our headquarters and printing facilities to facilitate dialogue, understanding and closer relationships
- Supporting local suppliers wherever possible
- Upskilling suppliers in sustainability best practices

Employees

Who They Are

All employees, including full-time, part-time and contract staff across every department within SMG.

Engagement Platforms

- Performance appraisals ◆
- Employee engagement communications ●
- Town hall sessions ▲
- Union meetings ■
- Regular communications via email blasts and monthly newsletters ●
- Training programmes and workshops ●
- Employee feedback forms ●
- Attendance/participation in the Group's events ●

Why We Engage

To better understand their needs, supporting the offering of purpose-fit development programmes and initiatives that foster a positive, motivating workplace culture.

Key Interests

- Human capital development
- Equal employment opportunities
- Employment benefits and welfare
- Ethical business practices
- Diversity and equality
- Occupational health and safety ("OSH")
- Corporate developments

How SMG Addresses

- Providing competitive remuneration and benefits
- Upholding ethical labour practices
- Investing in employee training and development
- Supporting workplace diversity and inclusion
- Investing in workplace health and safety

Stakeholder Engagement

FREQUENCY: Ongoing | Annually | Periodic | At least twice a year | Bi-Annually | When needed

Local Communities

Who They Are

Local communities in areas where we operate, including underserved groups and partner NGOs who serve these communities.

Engagement Platforms

- Email blasts and monthly newsletters
* Customer service channels (email and call centre)
- Social media (Facebook, Instagram, LinkedIn, X, TikTok, YouTube)
- Community-focused initiatives, including site visits to NGOs
- Sponsorships/donations
- Media engagements (press conferences)
- Attendance/participation in the Group's events

Why We Engage

To promote societal well-being, support development initiatives and uphold our corporate social responsibility through meaningful programmes and partnerships.

Key Interests

- Ethical business practices
- Community investment
- Local employment and procurement
- Publicity for local community causes

How SMG Addresses

- Supporting educational programmes and providing scholarships
- Supporting critical healthcare procedures
- Providing funding to local community heroes
- Encouraging our employees to give back to the community
- Donating to NGOs

STATEMENTS

Materiality Assessment

GRI 2-24, 3-1, 3-2

MATERIALITY

Our value creation efforts are guided by the principle of materiality, through which we identify the sustainability issues that have significant EESG impacts to our business and stakeholders. This approach channels resources and management focus towards areas where we can generate the greatest impact for our business and our stakeholders over the short, medium and long term.

Our last full materiality assessment was conducted in FY2022, resulting in the identification of 14 material matters across the EESG pillars. Since then, we have undertaken annual validation exercises to confirm that these material matters and their relative prioritisation remain aligned with our evolving sustainability landscape and stakeholder expectations.

Looking forward, we will conduct a full materiality assessment in FY2026 in alignment with the requirements of the *NSRF*.

Materiality Assessment Process

The following outlines the key steps in our materiality assessment process:

STEP 1 – Understand the Organisation's Context

We begin by reviewing our purpose, values and business strategies, alongside key stakeholder and supplier relationships. Guided by Bursa Malaysia's sustainability reporting requirements, this contextual review establishes a baseline understanding of relevant sustainability challenges and informs the identification and refinement of potential material topics.

STEP 2 – Identify Actual and Potential Impacts

We assess actual and potential impacts across economic, environmental and social dimensions, including human rights considerations. These impacts are evaluated across both short- and long-term time horizons and arise from our operations, business relationships and broader value chain. Engagement with internal and external stakeholders, supported by expert input and third-party assessments where relevant, enhances the robustness of this analysis.

STEP 3 – Assess Actual and Potential Impacts

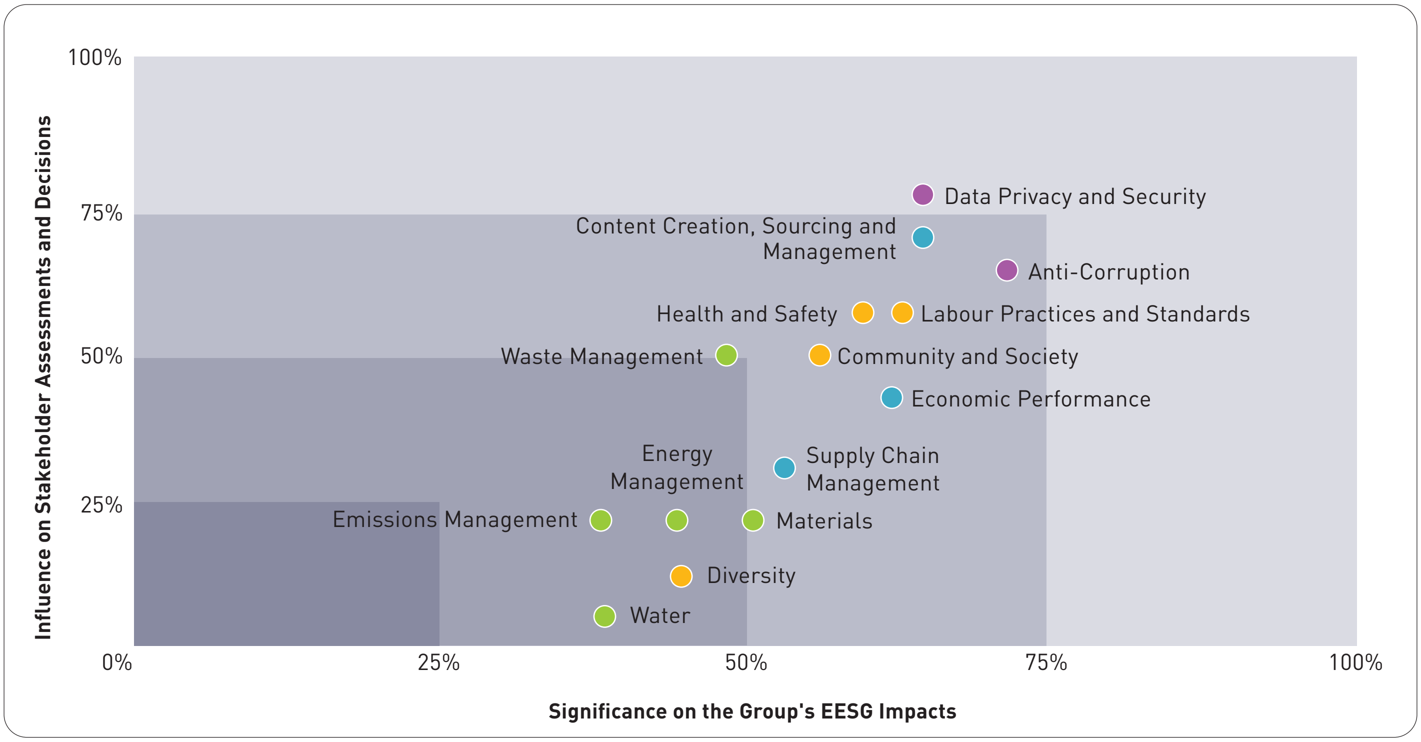
Identified impacts are evaluated based on their significance to our business, stakeholders and sustainability objectives. Negative impacts are assessed in terms of severity and likelihood, with priority given to those posing heightened risks to operations, reputation or stakeholder well-being. Positive impacts are assessed based on their scale, scope and potential to support long-term value creation.

STEP 4 – Prioritise the Most Significant Impacts for Reporting

Material topics are prioritised based on their importance to stakeholders and their impact on the Group's EESG performance. These topics are grouped under broader sustainability themes and ranked to ensure that the most critical issues are addressed first. The final list is reviewed to confirm completeness before being approved to reflect the Group's strategic priorities, ensuring transparency and relevance in our sustainability reporting.

Materiality Assessment

Our Materiality Matrix illustrates the relative importance of each sustainability issue, based on its significance to stakeholders and its impact on the Group's EESG performance.



Economic

- Content Creation, Sourcing and Management
- Supply Chain Management
- Economic Performance

Environmental

- Emissions Management
- Energy Management
- Materials
- Waste Management
- Water

Social

- Community and Society
- Diversity
- Health and Safety
- Labour Practices and Standards

Governance

- Anti-Corruption
- Data Privacy and Security

The matrix shows the classification of material matters into three (3) levels of priority:

- High-priority matters include Data Privacy and Security, Content Creation, Sourcing and Management, and Anti-Corruption, reflecting their critical role in long-term value creation and stakeholder trust.
- Moderately critical matters include Labour Practices and Standards, Community and Society, and Health and Safety, which remain essential to operational resilience and social impact.
- Lower-priority matters continue to be monitored for emerging trends and changes in relevance.

STATEMENTS

Materiality Assessment

In FY2025, particular focus was placed on issues positioned in the top-right quadrant of the Materiality Matrix, representing those with the most significant combined impact on EESG outcomes and stakeholder interests. Our top six (6) material matters for FY2025 were therefore Data Privacy and Security, Community and Society, Labour Practices and Standards, Anti-Corruption, Content Creation, Sourcing and Management and Health and Safety.

Data Privacy and Security

As digitalisation accelerates and cyber risks become more complex, protecting our digital infrastructure and information assets remains a critical priority. We take a proactive approach to safeguarding personal, sensitive and confidential data by regularly strengthening our data protection controls, policies and procedures to preserve security, integrity and stakeholder trust.

Anti-Corruption

We adopt a firm zero-tolerance stance towards corruption and bribery across all aspects of our business. Through clearly defined policies, internal controls and ongoing awareness efforts, we uphold transparency, impartiality and ethical conduct in both our editorial practices and operational activities.

Community and Society

Guided by our role as a leading media organisation, we are committed to creating positive social impact within the communities we serve. We support a range of purpose-driven initiatives that focus on education, economic participation and community development, reflecting our belief in contributing meaningfully to society beyond our core business.

Content Creation, Sourcing and Management

The credibility and quality of our content underpins the trust placed in us by our audiences and stakeholders. We apply rigorous editorial governance and sourcing standards to ensure content across our platforms is accurate, balanced and reliable, supporting informed public discourse and responsible decision-making.

Labour Practices and Standards

We are committed to upholding human rights and maintaining fair, ethical and responsible labour practices throughout the organisation. By fostering an inclusive and respectful workplace, we aim to support employee well-being, engagement and long-term satisfaction across the workforce.

Health and Safety

We place strong emphasis on maintaining safe and secure environments for our employees, contractors and the public. By adhering to OSH requirements and continuously strengthening safety practices, we work to protect well-being and minimise risks across all operational settings.

Materiality Assessment

Aligning with the UN SDGs

We have aligned our material sustainability matters with the *United Nations Sustainable Development Goals ("UN SDGs")*, a globally recognised framework for advancing sustainable development. This alignment helps focus our actions on outcomes that support global sustainability priorities, while ensuring relevance to our business and stakeholders.

Material Matter	Aligned UN SDGs
Content Creation, Sourcing & Management	4 Quality Education; 10 Reduced Inequalities
Supply Chain Management	8 Decent Work and Economic Growth; 9 Industry, Innovation and Infrastructure
Economic Performance	8 Decent Work and Economic Growth
Emissions Management	7 Affordable and Clean Energy; 12 Responsible Consumption and Production; 13 Climate Action
Energy Management	7 Affordable and Clean Energy; 12 Responsible Consumption and Production; 13 Climate Action
Materials	9 Industry, Innovation and Infrastructure; 12 Responsible Consumption and Production
Waste Management	12 Responsible Consumption and Production

Material Matter	Aligned UN SDGs
Water	6 Clean Water and Sanitation
Community and Society	4 Quality Education; 8 Decent Work and Economic Growth; 10 Reduced Inequalities; 11 Sustainable Cities and Communities
Diversity	5 Gender Equality; 8 Decent Work and Economic Growth; 10 Reduced Inequalities
Health & Safety	3 Good Health and Well-Being; 8 Decent Work and Economic Growth
Labour Practices & Standards	5 Gender Equality; 8 Decent Work and Economic Growth
Anti-Corruption	16 Peace, Justice and Strong Institutions
Data Privacy & Security	9 Industry, Innovation and Infrastructure; 16 Peace, Justice and Strong Institutions

STATEMENTS

Economic

CONTENT CREATION, SOURCING AND MANAGEMENT

GRI 2-28, 3-3

WHY IT MATTERS

As Malaysia's leading media group, we are committed to delivering accurate, reliable journalism that informs the public and supports responsible discourse. Our reporting is guided by robust ethical standards, including source protection and careful sensitivity to the 3Rs: race, religion and royalty. This ensures our reporting remains fair, impartial and respectful.

Our portfolio spans print, digital, radio and events anchored by trusted brands such as *The Star*, *The Star Online*, *mStar*, *Majoriti*, radio stations 988 and Suria, and flagship initiatives including the *Asia ESG Positive Impact Consortium*, the *ESG Positive Impact Awards*, *SOBA* and the *StarProperty Real Estate Developer Awards*. Together, these platforms allow us to engage diverse audiences while upholding consistent editorial standards.

We maintain journalistic integrity through structured editorial controls, ethical sourcing and accountable management practices. These measures strengthen accuracy and credibility, reinforcing public trust and ensuring we remain a dependable source of news in Malaysia.

OUR APPROACH

Maintaining Strict Content Guidelines

The Group operates under strict content guidelines across all print and digital platforms. Our editorial teams adhere to structured processes for fact-checking, verification and assessing source credibility, ensuring accuracy and accountability in all published content.

We recognise the growing role of artificial intelligence AI in media operations and use AI tools selectively to support specific editorial tasks such as headline suggestions, translation and social media posting, with the aim of improving workflow efficiency.

The use of AI to write articles is strictly prohibited. Editorial judgement and responsibility remain firmly with our journalists, reinforced by clear oversight to ensure all content meets ethical and professional standards.

STATEMENTS

Economic

Following Ethical Principles

Our key content creation principles include:

- Adherence to house style and editorial standards.
- A structured process for selecting and compensating columnists and contributors based on their expertise and relevance to the audience.
- Strict editorial guidelines for fact-checking, multi-layered verification and the right of response.
- A robust editorial review process involving at least two (2) layers of copy-clearing and scrutiny before any content is published, whether online or in print.
- Oversight of sensitive 3Rs issues by a dedicated task force, led by the Chief Content Officer.
- Proactive engagement with our internal legal team or panel of lawyers to assess potential defamation risks and ensure compliance with legal standards.
- Strict protection of vulnerable audiences, particularly children, through anonymity and careful language.
- Strategic use of AI to enhance efficiency, without compromising human editorial judgement.

Our SOPs guide a thorough information-gathering process that includes research, interviews and investigations. All content is subject to rigorous fact-checking before dissemination across our platforms.

We align our editorial practices with external ethical standards, including the *NUJ Code of Professional Conduct*, and ensure compliance with the *Communications and Multimedia Act 1998*. Our internal guidelines support compliance with privacy laws, protect journalistic sources, establish online moderation where appropriate, and ensure reporting avoids offensive language and stereotypes.

As a responsible media group, we pay close attention to issues relating to racial, religious and gender discrimination across all our media products. We also adhere to relevant laws, including the *Child Act 2001*, and regularly consult with civil society organisations to avoid the use of potentially offensive terms and phrases.

We continue to strengthen our ethical guidelines through ongoing engagement with key government bodies, including the Ministry of Communications and the Ministry of Home Affairs. These engagements support enhanced source protection and the careful handling of sensitive issues, particularly the 3Rs, while maintaining editorial integrity.

Protecting National Sensitivities

We approach issues relating to the 3Rs with careful consideration and sensitivity. A dedicated team of senior editors reviews all 3R-related stories. In FY2026, we expanded this oversight by appointing two (2) additional editors to further strengthen the content review process.

To minimise risk and maintain constructive engagement, comments on social media are disabled for 3R-related content. These measures, supported by collaboration with key government bodies, safeguard our reputation and enable us to navigate complex sensitivities while upholding editorial integrity.

Driving Excellence Through Industry Participation

Our membership in key industry associations reinforces our commitment to excellence and leadership in media and communications. These affiliations connect us to global networks, enabling us to stay abreast of emerging trends, advocate ethical practices and drive innovation across the media ecosystem. In FY2025, we participated in the following associations:

- Member of World Association of Newspapers and News Publishers (WAN-IFRA)
- World Editors Forum (WEF)
- International Press Institute (IPI)
- Member of Asia News Network (ANN)
- Member of Malaysian Press Institute (MPI)
- Member of Malaysian Newspaper Publishers Association (MNPA)
- Board member of Malaysian National News Agency ("Bernama")
- Malaysia Media Council (MMC)

Connecting with and Understanding Our Customers

We actively engage with our audiences through multiple channels to better understand their needs and preferences. Feedback is gathered through letters to the editor, email, panel discussions, forums, conferences, market research and direct engagement at events such as roadshows.

In FY2025, we began utilising "Chartbeat", a digital analytics tool that provides real-time insights into reader behaviour across our online platforms. This enables us to better understand audience preferences and optimise content engagement.

Our online team actively manages Facebook, Instagram and TikTok to foster interaction, gather feedback and address sensitive comments.

- Facebook is primarily used to share news and promote articles, with active moderation to remove inappropriate comments.
- Instagram focuses on entertainment and lifestyle content, with comment sections monitored for relevance and tone.
- TikTok is used to promote radio programmes and entertainment content, with oversight by the brand department to ensure consistency and relevance.

Our radio stations, 988 and Suria, extend our reach to diverse communities across the country. Both stations recorded a combined average of 5.6 million monthly active sessions. In addition, 988 and Suria collectively generated an average of over 4.7 million web and app screen views, supported by approximately 584,000 active users in FY2025.

Through these stations, we deliver daily news, entertainment and public service announcements on public safety, health and national identity. In FY2025, we broadcast 79,901 public service announcement spots, totalling 56,570 minutes of airtime, or an average of 6,658 spots per month, with full compliance with Malaysian Communications and Multimedia Commission ("MCMC") standards.

Embracing ESG as a Pillar of Content

Our commitment to sustainability and responsible journalism is reflected in the increasing amount of ESG content we create and initiatives we lead. A key driver of this effort is the *Asia ESG Positive Impact Consortium*, which supports the advancement of environmental, socio-economic and governance practices through collaboration, advocacy and knowledge sharing.

The *ESG Positive Impact Awards* continue to serve as a flagship platform recognising organisations and individuals demonstrating strong ESG practices, while providing opportunities for thought leadership and dialogue on sustainability-related issues.

In FY2025, our ESG engagement included eight (8) virtual ESG clinics, two (2) on-ground *ESG Power Breakfasts*, an *ESG Winner Showcase* and the *ESG Positive Impact Awards*, alongside a range of ESG-focused events engaging industry professionals and stakeholders. These included *ESG Gala Nights*, International Sustainability Standards Board ("ISSB") workshops, the *Asia ESG Summit*, masterclasses and power breakfast sessions. Collectively, these initiatives provided platforms to discuss ESG challenges, sustainability reporting and best practices, fostering collaboration across industries.

STATEMENTS

Economic

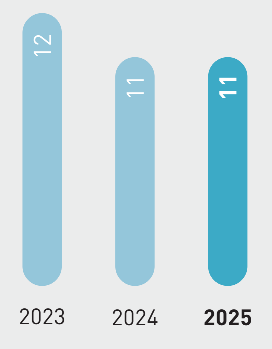
OUR PERFORMANCE

While content creation, sourcing, and management are mainly qualitative, we use analytical tools to track website performance and social media interactions. These insights help us improve our strategies and engage our audience more effectively.

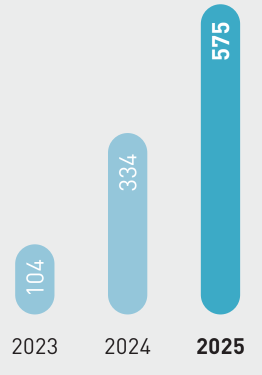
We prioritise curating ESG content from reputable sources, including corporate sustainability reports and industry publications. This is then enhanced through collaborations with subject matter experts to ensure our ESG narratives remain insightful and impactful.

In FY2025, the number of ESG-related articles published by our titles increased from 334 to 575, reflecting efforts to lead discourse and influence positive action in this important area.

Number of StarESG Monthly Pullouts



Number of ESG-Related Articles



LOOKING AHEAD

We will continue to evolve our content creation strategies to respond to shifting audience expectations and the changing media landscape. Under our five (5)-year ESG plan, we aim to increase the prominence of ESG-labelled content and further strengthen our editorial governance processes. Together, these efforts are intended to reinforce our position as a trusted and forward-looking media organisation that supports informed public discourse and meaningful stakeholder engagement.

SUPPLY CHAIN MANAGEMENT

GRI 204-1, 3-3

WHY IT MATTERS

Supply chain management is a key sustainability topic at SMG. As a provider of printed news, the materials we procure, particularly newsprint and printing ink, are a significant determinant of our environmental impact. This places a responsibility on us to adopt responsible sourcing practices, including the use of sustainably forested and responsibly procured materials, in line with our commitment to operate as a responsible media organisation.

In addition, by supporting local suppliers wherever possible, we are able to make a tangible contribution to the local economy by circulating value within the domestic business ecosystem, while also strengthening supply chain resilience.

OUR APPROACH

Engaging Responsible and Certified Suppliers

We prioritise suppliers that meet recognised environmental and sustainability certification standards, particularly for critical materials such as newsprint and printing ink. Our procurement policies emphasise internationally recognised forestry certifications, including those issued by the *Forest Stewardship Council ("FSC")* and the *Programme for the Endorsement of Forest Certification ("PEFC")*, which support responsible forest management and sustainable sourcing practices.

International Organisation for Standardisation ("ISO") certifications provide an additional benchmark in supplier selection and monitoring. One of our printing ink suppliers, IPI Sdn. Bhd. holds *ISO 14001* certification, while Huber Group is in the process of obtaining the same certification.

To support alignment with national sustainability initiatives, we also prioritise suppliers with MyHIJAU certified products and those holding *Green Label Certification (ISO 14024)*, reinforcing responsible sourcing practices and alignment with broader national sustainability objectives.

STATEMENTS

Economic

Strengthening Our Procurement Practices

Robust procurement practices are central to ensuring compliance, ethical conduct and alignment with our sustainability objectives. Our Procurement SOPs provide a comprehensive framework governing compliance, ethical practices and adherence to our Limit of Authority for all transactions.

Specific SOPs have been developed for material suppliers, including newsprint and printing ink, to ensure consistent standards across key procurement categories. All newsprint vendors are required to either publish sustainability policies on their official websites or hold recognised sustainability certifications.

In FY2025, a preliminary ESG survey was conducted focusing on major newsprint and woodfree paper vendors. This survey ensured that each vendor holds valid and active forestry certifications and has a sustainability commitment statement or policy outlining guiding principles related to ESG matters.

All new suppliers undergo a review of their sustainability and ethical practices prior to onboarding. In addition, all departments and business units are required to obtain clearance from the Technology department before initiating any technology-related procurement, strengthening oversight and risk management across the Group.

Mandating Detailed, Ongoing Assessments and Upholding Standards

We conduct bi-annual assessments of our newsprint and warehouse vendors to monitor their sustainability performance. While most newsprint suppliers are overseas, on-site visits are carried out for local warehouse vendors, and the validity of certifications is verified on an ongoing basis. These assessments help ensure suppliers continue to meet ESG expectations.

ESG surveys are conducted for high-value purchases, particularly for key materials such as newsprint and wood-free paper, to assess vendors' sustainability performance.

In FY2025, we developed a new vendor ESG survey designed to cover all suppliers, further strengthening transparency, accountability and continuous improvement across the supply chain.

Prioritising Local Suppliers

We prioritise local suppliers as part of our responsible procurement approach to improve supply chain efficiency. This helps us to reduce transportation distances and effectively manage costs. Partnering with local suppliers also strengthens supply chain resilience and supports local economic development, reinforcing our commitment to sustainable operations across the Group.

OUR PERFORMANCE

Metric	FY2024	FY2025
Percentage of local spending	86.12%	**74.45%**
Total spending on environmentally responsible suppliers (local suppliers)	RM5,102,959	**RM408,239**
Spending on A4 paper	RM12,531	**RM8,827**
Spending on laptops and new servers	RM307,371	**RM399,412**
Spending on local newsprint vendors	RM4,783,057	**NIL**
Total newsprint spending	RM12,368,718	**RM9,581,745**

LOOKING AHEAD

Guided by our five (5)-year ESG plan, we will continue to strengthen sustainability across our supply chain by embedding ESG considerations into our procurement and vendor management processes. This includes expanding supplier evaluations, with a particular focus on higher-impact categories such as IT equipment and key raw materials.

ECONOMIC PERFORMANCE

GRI 201-1, 203-1, 3-3

WHY IT MATTERS

Economic performance underpins our sustainability strategy and the resilience of our business. Our ability to generate and distribute economic value supports business continuity and delivers benefits to stakeholders, including employees, suppliers, customers and the communities in which we operate.

OUR APPROACH

Maintaining Diverse Revenue Streams

Our diversified business interests across print and digital media, broadcasting, event management, and property development and investment, provide a strong foundation for the creation of economic value. This diversity supports business resilience and helps mitigate the impact of changes in our operating environment and economic fluctuations.

Diversification also extends to the content we produce. Through a portfolio of English, Chinese and Malay publications and platforms, we engage audiences across different demographics and psychographics, enabling us to serve a broad and varied readership while strengthening relevance across key market segments.

STATEMENTS

Economic

To further enhance this, we continue to invest in ESG as a strategic pillar of our content offering. This includes ESG-focused coverage across our publications, as well as events, workshops, seminars and engagement activities. These initiatives support deeper engagement and trust with the small and medium enterprises ("SME") segment, which remains one of our key markets.

At the same time, we continually refine our content strategy to maximise economic impact and improve operational efficiency. Where appropriate, this includes consolidation and portfolio optimisation to enhance financial returns. In this context, one of our Bahasa Malaysia-language online platforms, Majoriti has ceased operations in February 2026, allowing resources to be redeployed to areas with stronger long-term growth potential.

Driving Revenue Through Events

FY2025 saw stronger engagement across several flagship events, including ESG-focused programmes, supporting revenue growth while reinforcing our positioning in sustainability-related thought leadership.

A major highlight during the year was the After Work Fest concert organised by 988 in Penang, which attracted an estimated 150,000 visitors across two (2) days. Building on this success, we are planning a larger follow-up event in Kuala Lumpur in FY2026 to further expand audience reach and commercial opportunities.

Digital as a Driver of Growth

We continue to strengthen our digital platforms, including *The Star Online*, *mStar* and radio digital extensions, to enhance monetisation and audience engagement. AI-driven strategies are being incorporated to optimise content delivery and revenue opportunities.

Looking ahead, a new mobile application targeting youth audiences is under development and scheduled for launch in the second half of 2026, reflecting our continued focus on expanding digital reach and relevance in a rapidly evolving media landscape.

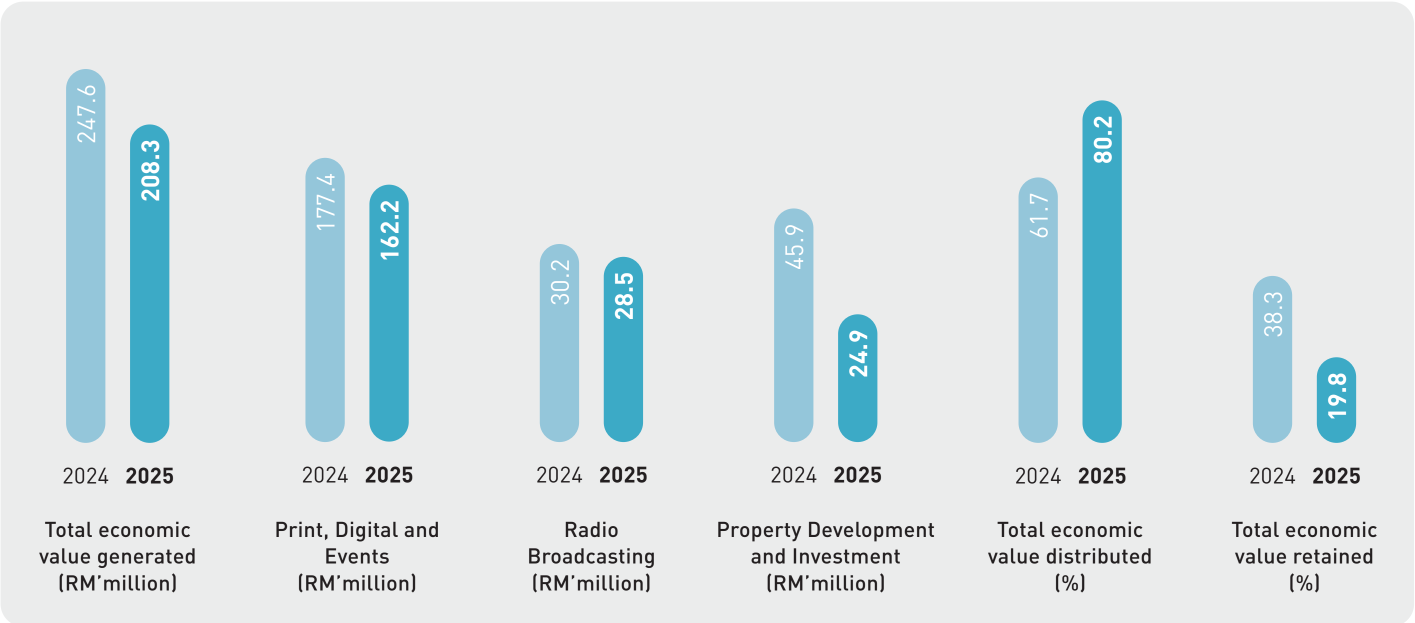
Empowering Our People to Create Economic Value

Our workforce is a key enabler of digital transformation and economic growth. In FY2025, employees received training on AI tools such as Google Gemini to support experimentation and productivity improvements in daily operations.

Since 2020, employees have accessed more than 50,000 courses covering technical, functional, leadership and soft skills development, supporting capability building and long-term organisational resilience.

OUR PERFORMANCE

In FY2025, we recorded total revenue of RM208.3 million, a 16% decline compared with the year prior, largely due to the completion of our property development project. Moving forward, we plan to strengthen our topline through expanded digital offerings and high-impact events while exploring other opportunities for revenue generation.



LOOKING AHEAD

We remain focused on driving economic performance through diversified revenue streams, disciplined portfolio optimisation and sustained digital growth. Our multi-platform presence across print, digital, broadcasting, events and property continues to provide a stable foundation for value creation while enabling us to adapt to evolving market conditions.

Guided by our five (5)-year ESG plan, we aim to deepen engagement with SMEs and corporate stakeholders through integrated editorial coverage and curated events. In addition, digital transformation remains central to our strategy. Investments in platform enhancement, AI-driven optimisation and the planned launch of a youth-focused mobile application in FY2026 will support audience expansion, monetisation and long-term relevance.

STATEMENTS

Environmental

EMISSIONS MANAGEMENT

GRI 305-1, 305-2, 305-3, 305-5, 3-3

WHY IT MATTERS

We recognise that climate change is a critical global challenge, and that the expectations of customers, regulators, investors and other stakeholders are increasingly shaped by how organisations manage and reduce their emissions. As such, effective emissions management across our operations is an important determinant of our credibility, competitiveness and long-term value.

Our approach to managing and reducing emissions has a direct bearing on the resilience of our business. It enables us to respond to evolving regulatory requirements, meet stakeholder expectations and access business opportunities, while reducing exposure to potential legal, financial and reputational risks associated with inadequate climate action.

OUR APPROACH

Optimising Energy Use

We are committed to reducing energy consumption and carbon emissions through energy-efficient operations and, where feasible, the use of renewable energy. In FY2025, we focused on optimising our facilities to improve efficiency and reduce environmental impact.

The consolidation of data room infrastructure at Menara Star reduced the energy use from 2,095 sq ft to 345 sq ft and achieved a 31% reduction in energy consumption versus FY2024. To support more accurate monitoring, we installed individual energy usage meters to track power and air-conditioning consumption in the downsized space. These measures provide clearer visibility of energy usage patterns and enable more targeted energy-saving actions.

Harnessing Renewable Energy

Our rooftop solar energy system at Star Media Hub generates electricity that we sell back to the grid via the Feed-in-Tariff ("FIT") programme, thus generating additional revenue for the Group. In doing so, we also contribute to Malaysia's energy transition away from fossil fuels and towards renewable sources.

STATEMENTS

Environmental

Tracking GHG Emissions Across Scopes

We track our greenhouse gas ("GHG") emissions across Scope 1, Scope 2 and Scope 3, with Scope 3 reporting covering business travel and employee commuting, introduced in FY2024.

In FY2025, we enhanced Scope 3 data collection by strengthening data inputs and improving consistency in reporting methodologies to support more accurate measurement and better-informed emissions reduction planning. In addition, employees who use electric vehicles ("EVs") are eligible for an EV allowance, which functions as an alternative to mileage tracking for internal combustion vehicles.

Scope 1 Emissions

Our Scope 1 emissions arise primarily from petrol-powered Company vehicles and diesel generator sets. In line with the GHG Protocol and the Malaysia Emission Factor Database ("myEFD"), we calculate and monitor these emissions carefully. In FY2025, we focused on optimising vehicle usage and reducing reliance on generator sets where possible.

Scope 2 Emissions

Our Scope 2 emissions are derived from purchased electricity and calculated using the myEFD. In FY2025, we continued to improve energy efficiency across our operations.

At our print facilities, we completed a full LED conversion in the administrative office and continued replacing fluorescent lighting with LED fittings across staircases, operations offices, pre-press ("CTP"), internal walkways and press control rooms. We also optimised air compressor and wastewater treatment plant operating hours by aligning them with print production volumes.

At Menara Star, we replaced two (2) 10 hp and two (2) 8 hp ducted-type air-conditioning units in high-impact areas with more efficient models, and installed an additional digital power meter in Data Room 2 to enable more accurate energy monitoring.

Scope 3 Emissions

Our Scope 3 emissions cover business travel, calculated from mileage claims, and employee commuting, based on bi-annual employee declarations. This includes both domestic travel (short- and medium-haul) and overseas travel (short-, medium-, and long-haul).

Working with Vendors to Reduce Supply Chain Emissions

We engage with our suppliers to reduce environmental impacts across our supply chain. For high-value purchases, particularly involving newsprint and wood-free paper, we conduct ESG surveys that focus on waste reduction, energy efficiency and water conservation.

We prioritise suppliers with recognised ISO certifications and monitor alignment with our sustainability expectations. Looking ahead, we plan to introduce a vendor ESG survey covering all suppliers in FY2026, further strengthening sustainable procurement practices and supporting longer-term supply chain decarbonisation.

OUR PERFORMANCE

We have implemented a range of initiatives to optimise energy consumption and strengthen the monitoring and evaluation of our GHG emissions. The tables below present our Scope 1, Scope 2 and Scope 3 emissions over the past three (3) financial years, covering operations at Menara Star and Star Media Hub in Bukit Jelutong. These disclosures reflect our ongoing efforts to manage emissions and reduce our overall carbon footprint.

Type Of Emissions	2023	2024	2025	Total Emissions (%)
	Tonnes of CO_2e (tCO_2e)			
Scope 1	5.66	34.65*	**15.53**	**0.31**
Scope 2	5,442.27	4,568.26	**3,698.42**	**73.22**
Total	5,447.93	4,602.91*	**3,713.96**	**73.52**
Scope 3	-	1,752.31	**1,337.37**	**26.48**
Total	5,447.93	6,355.22*	**5,051.33**	**100**

* *Performance data restated due to the inclusion of 1,198 litres of diesel usage from three (3) units of 11kV generators at Star Media Hub in FY2024.*

Scope 1 Emissions for the Past Three (3) Financial Years

Scope 1 emissions decreased significantly, from 12,238.45 litres in FY2024 to 3,522.42 litres in FY2025, mainly due to a sharp reduction in petrol consumption from company-owned vehicles and the disposal of several motor vehicles.

Year	Non-Renewable Energy Consumed	Amount Consumed (Litres)	GHG Emissions (tCO_2e)
2025	**Petrol - Vehicle**	**3,522.42**	**8.14**
	Diesel - Genset	**1,850.00**	**4.96**
	Diesel - Vehicle	**910.34**	**2.44**
2024	Petrol - Vehicle	12,238.45	28.39
	Diesel - Genset	1,498.00*	4.01*
	Diesel - Vehicle	833.86	2.25
2023	Petrol - Vehicle	121.95	0.28
	Diesel - Genset	2,000.00	5.39

- *Performance data restated due to the inclusion of 1,198 litres of diesel usage from three (3) units of 11kV generators at Star Media Hub in FY2024.*

STATEMENTS
Environmental

Scope 2 Emissions for the Past Three (3) Financial Years

In FY2025, Scope 2 emissions decreased compared to the previous two (2) financial years, in line with lower electricity consumption. Total non-renewable electricity purchased amounted to 6,332,914 kWh compared to 6,639,914 kWh in FY2024, resulting in emissions of 3,698.42 tCO_2e, a 19.0% year-on-year ("YoY") reduction.

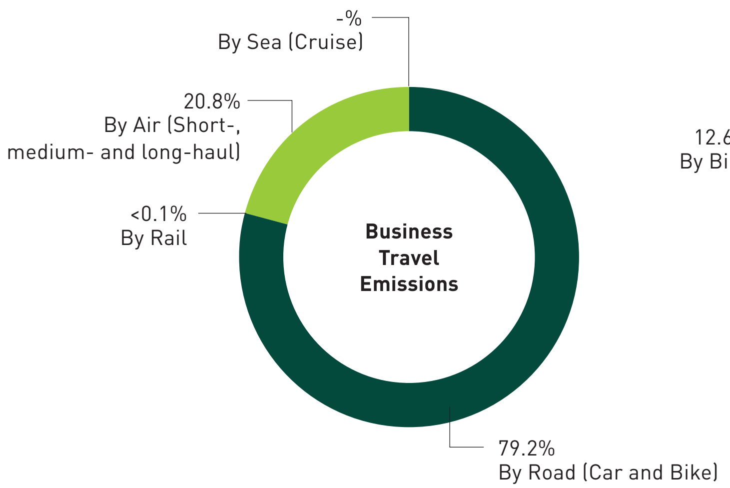
This positive trend reflects improved energy management practices.

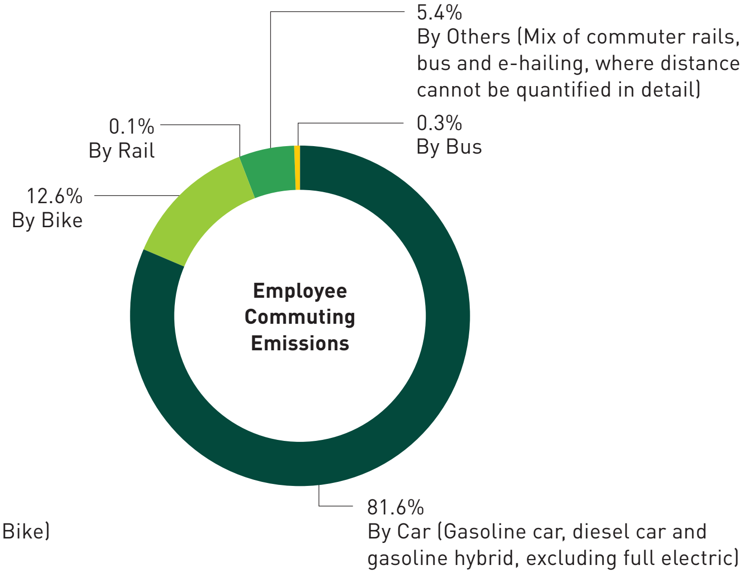
Year	Non-Renewable Electricity, Heating, Cooling and Steam Purchase for Consumption (kWh)	GHG Emissions (tCO_2e)
2025	**6,332,914.00**	**3,698.42**
2024	6,639,914.00	4,568.26
2023	7,179,773.00	5,442.27

Scope 3 Emissions for the Past Three (3) Financial Years

We track Scope 3 emissions from business travel and employee commuting. In FY2025, business travel emissions were mainly contributed by road transport (car and bike), accounting for 79.2%, followed by air travel at 20.8%. Rail travel contributed less than 0.1%, while no significant emissions from sea travel. Employee commuting was mainly driven by private vehicles, with cars accounting for approximately 81.6% and motorcycles 12.6%. Other modes, including commuter rail, bus, and e-hailing, made up 5.4%, while bus and KTM rail each contributed minimally.

Overall, our Scope 3 emissions reflect continued reliance on conventional transport, highlighting opportunities to encourage the adoption of lower-carbon alternatives amongst our workforce.





Other Indirect (Scope 3) GHG Emissions

Scope 3 – Business Travel Emissions (tCO_2e)	2024	2025
By Road	236.50	**196.04**
By Air	50.16	**51.37**
By Rail	0.29	**0.07**
By Sea	6.56	**-**

Scope 3 – Employee Commuting Emissions (tCO_2e)	2024	2025
By Car	1,030.36	**889.09**
By Bike	328.22	**137.70**
By Rail	37.46	**0.79**
By Others	62.50	**58.80**
By Bus	0.26	**3.51**

Moving forward, we aim to further strengthen and refine our data collection processes, with a particular focus on employee commuting, to enhance the accuracy and completeness of our Scope 3 emissions reporting in FY2026.

LOOKING AHEAD

We are committed to progressively reducing our carbon footprint across Scope 1, 2 and 3 emissions. In line with our five (5)-year ESG plan, we will optimise energy consumption across our operations to improve efficiency, strengthen load management and enhance monitoring.

Our efforts will include increasing the use of cleaner energy sources where feasible, reinforcing operational controls and leveraging real-time monitoring and analytics tools to track resource use and emissions more effectively.

STATEMENTS

Environmental

ENERGY MANAGEMENT

GRI 302-1, 302-4, 3-3

WHY IT MATTERS

As energy-intensive activities such as newspaper production and printing are central to our operations, proactive energy management is essential. Strategic investments, including our rooftop solar energy system, help reduce reliance on fossil fuels, enhance energy resilience and deliver long-term cost efficiencies while lowering our carbon footprint. By integrating sustainable energy solutions into our operations, we strengthen our business resilience and support the transition to a lower-emissions future.

OUR APPROACH

Adopting Solar Energy

Our rooftop solar energy system at Star Media Hub remains a core component of our energy management strategy, generating renewable energy that contributes to both operational resilience and the low-carbon transition.

As the system was installed more than 10 years ago, we observed a noticeable decline in performance in recent years. In response, we engaged a specialist vendor to conduct a comprehensive audit and implement targeted upgrades to improve system efficiency.

Looking ahead, we are exploring the installation of solar energy systems at Menara Star, alongside potential deployment across additional building rooftops. Technical and financial assessments are currently underway to evaluate feasibility and potential impact.

Optimising Energy Use

Our Energy Management team plays a central role in monitoring and optimising energy consumption across our operations. Building on energy efficiency upgrades implemented in FY2024, including LED lighting conversions and the introduction of digital timers and floor-specific metering, we implemented additional targeted measures in FY2025 to further reduce energy use.

At Menara Star, these measures included:

- Aggressive auto-scaling and scheduled shutdown of resources during off-peak hours
- Implementation of domain-wide energy-saving settings for personal computers
- Replacement of outdated air-conditioning units with more energy-efficient models
- Upgrading editorial floors with extended operating hours from split air-conditioning systems to variable refrigerant flow systems
- Installation of LED lighting with motion sensors in staircases, together with load scheduling, to reduce peak-hour demand
- Installation of digital power meters in the downsized data room to provide real-time, location-specific consumption data, with further installations in high-impact locations planned

In parallel, the Menara Star data room was downsized by 83%, resulting in a 31% reduction in energy consumption compared to FY2024.

Meanwhile, at our printing plant in Star Media Hub, operating hours for air compressors and the wastewater treatment plant were aligned with production schedules, thereby minimising unnecessary energy use.

OUR PERFORMANCE

We assess the effectiveness of our energy management initiatives by measuring total energy consumption, solar energy generated and sold, cost savings from energy efficiency projects, and our contribution to reducing carbon emissions from grid electricity consumption.

Energy Consumption for the Past Three (3) Financial Years

Energy Category	Metric	2023	2024	2025
Direct non-renewable fuel consumed	GJ	77.02	478.45*	**214.09**
Direct renewable fuel consumed		0	0	**0**
Electricity, heating, cooling and steam purchased for consumption		25,847.18	24,382.14*	**23,012.58**
Self-generated electricity, heating, cooling and steam which are not consumed		0	0	**0**
Electricity, heating, cooling and steam sold		(1,464.32)	(1,100.20)	**(839.33)**
Total Energy Consumption		24,459.88	23,760.40*	**22,387.34**

* *Performance data restated due to the inclusion of 1,198 litres of diesel usage from three (3) units of 11kV generators at Star Media Hub in FY2024.*

Solar Energy Yield for the Past Three (3) Financial Years

Reporting Indicators	2023	2024	2025
Solar energy yields gross revenue (RM)	480,459.01	360,986.53	**300,433.48**
Total reduction of CO_2 emissions from TNB Grid system (tonne)	237.54*	178.48*	**136.16**
Total solar energy generated (kWh)	406,755.00	305,610.00	**233,148.00**

* *The 2023 and 2024 reduction in CO_2 emissions have been revised to follow the 2025 conversion factor for consistency.*

LOOKING AHEAD

In line with our five (5)-year ESG plan, we will continue to strengthen energy management by reducing electricity consumption and improving energy efficiency across all operations, supported by targeted initiatives and clearly defined KPIs across key departments.

STATEMENTS

Environmental

MATERIALS

GRI 301-2, 3-3

WHY IT MATTERS

As a leading publisher of Malaysia's top English daily and other printed media, we have a significant materials footprint, making materials management a core issue within our environmental and broader ESG agenda. The volume and type of materials we use have direct implications for environmental impact, supply chain resilience, cost stability and public trust.

By optimising material use, managing consumption and sourcing materials responsibly, we are able to make a tangible positive impact on the environment while safeguarding the integrity and continuity of our operations. Effective materials management also supports our reputation and standing as a responsible and sustainable organisation in the eyes of regulators, partners, advertisers and the public, contributing to long-term value and business resilience.

OUR APPROACH

Optimising Newsprint Consumption

We track newsprint efficiency using a newsprint yield metric, which enables precise measurement of material utilisation in our printing operations. To reduce overall consumption, newsprint is allocated to the Production Unit based on actual requirements rather than in bulk, helping to minimise excess usage. In addition, we have taken steps to reduce the diameter of our newsprint end-cores, thus improving the productivity of each newsprint roll and minimising waste generated.

Sourcing Sustainable Materials

We prioritise sustainably sourced materials, including FSC-certified paper, and work closely with our newsprint vendors to ensure responsible sourcing practices are upheld. Our suppliers adhere to recognised sustainability standards and maintain relevant industry certifications, reinforcing our commitment to environmentally responsible procurement across the supply chain.

Stringently Managing Ink Use

We ensure that all ink used in our printing operations comply with ISO 2846-2 Coldset offset lithographic printing standards. We maintain rigorous oversight of ink procurement, working closely with vendors to meet our stringent specifications. In FY2025, our Malaysian ink supplier IPI Sdn. Bhd secured ISO certification.

While we have explored the use of environmentally friendly inks, their significantly higher costs currently make replacement commercially unviable. Nonetheless, we continue to evaluate innovations in ink technology to identify sustainable alternatives that maintain quality and operational efficiency.

Minimising Press Run Wastage

We actively minimise print waste by addressing material losses at both the start-up and production stage of our press operations.

During the start-up phase, waste is primarily generated while calibrating the press to achieve optimal print quality. To reduce this, we carefully optimise press start-up speed and fine-tune settings to reach approved colour, alignment and density standards as efficiently as possible. By accelerating the process of achieving good copies without compromising quality, we significantly reduce the number of start-up sheets required.

Throughout the production stage, we deploy an advanced automation system (QI) that continuously monitors and controls print quality. This system enables real-time adjustments, ensuring consistency and reducing the risk of defects or reprints. Our highly skilled press operators further support this process, applying their technical expertise to produce conforming, high-quality products within the shortest possible time span while maintaining strict quality standards.

In addition, we work closely with our suppliers to uphold material quality. Through constant communication regarding product specifications and performance expectations, we help ensure that inputs such as paper and ink consistently meet our standards, reducing variability and preventing avoidable waste.

OUR PERFORMANCE

Our daily newspaper printing operations primarily utilise two (2) grades of paper: 70gsm Woodfree and 42gsm newsprint.

In FY2025, we recorded a 4.40% improvement in material yield for 70gsm Woodfree compared to FY2024. Conversely, yield for 42gsm newsprint declined by 2.08% over the same reporting period. As woodfree paper produces fewer pages per kilogram than standard newsprint, the amount of woodfree paper consumed as a percentage of total paper consumed in printing increased from 2.42% to 9.24% during the year under review.

We recognise that material efficiency remains an important operational and environmental priority and, moving forward, we will review each stage of the daily printing process to identify opportunities to reduce print waste, optimise paper usage, and improve overall yield performance. This will be supported by continuous monitoring and process refinement, driving more efficient resource utilisation in future reporting periods.

STATEMENTS

Environmental

Representation of Total Newspaper Yield for the Past Three (3) Financial Years

In FY2025, total newspaper yield declined to 385.01 pages per kilogram, compared to 403.27 pages per kilogram in FY2024. The decline was due to newsprint quality issues from a vendor during the year that have since been resolved.

	2023	2024	2025
Total newspaper yield (pages/ kg)	399.20	403.27	**385.01**
Percentage of newspaper are printed on recycled newsprint (%)	100	100	**81***

* *During FY2025, our previous local newsprint manufacturer ceased operations, requiring us to secure alternative supply arrangements to maintain uninterrupted printing operations.*

Given the immediate operational and logistical pressures, we prioritised supplier reliability, production continuity, and timely delivery to ensure the sustainability of our daily publishing commitments. An overseas supplier was therefore appointed to bridge the supply gap and stabilise operations.

We recognise that fibre sourcing and material composition are important environmental considerations. As part of our ongoing procurement review, we will continue to assess opportunities to incorporate responsibly sourced and lower-impact paper options where feasible, taking into account quality, availability, and operational requirements.

LOOKING AHEAD

Looking ahead, we will strive to reduce material consumption by pursuing more stringent paper use reduction targets, optimising our printing practices and enhancing digital workflows. We will also prioritise the sourcing of sustainable materials and work closely with suppliers that demonstrate strong environmental practices.

WASTE MANAGEMENT

GRI 306-1, 306-2, 306-3, 306-4, 3-3

WHY IT MATTERS

Effective waste management is a critical component of our environmental performance, operational efficiency and long-term sustainability. How waste is generated, managed and disposed of directly affects costs, regulatory compliance and the environmental impacts associated with our operations and supply chain.

OUR APPROACH

Our Three (3) Objectives

Our waste management approach is guided by three (3) primary objectives: reducing waste generation, enhancing recycling efforts and mitigating the environmental impact of non-recyclable waste. Together, these objectives help reduce our environmental footprint while demonstrating our commitment to responsible and sustainable operations to stakeholders, employees, partners and communities.

Recycling and Reusing Waste

We generate a range of waste from our printing operations, including printing plates, press spoilage, newspaper brown wrappers, side covers, end cores, paper stripping and test run spoilage. To manage this responsibly, recyclable materials are segregated, weighed and handed over to licensed contractors for proper recycling.

Where feasible, we extend the life of materials through reuse. For example, cloths used in printing are deep-cleaned by contractors for reuse. In FY2025, we repurposed already-produced image plates which were unused in the printing process for use as a dummy plate substitute. In addition, we took steps to reduce the diameter of our newsprint end-cores, thereby reducing waste generated from each roll of newsprint used.

Upholding Stringent Waste Disposal Practices

We manage all scheduled waste in accordance with the Environmental Quality Act 1974. Licensed contractors approved by the Department of Environment ("DOE") ensure that waste is disposed of safely within the required 180-day period. These practices support regulatory compliance and responsible waste handling across our operations.

Supporting the Circular Economy

We prioritise the use of recycled newsprint paper in our production processes to conserve resources and reduce environmental impact. Our OSH Committee plays a key role in overseeing waste management practices and ensuring alignment with the DOE's guidelines for self-regulation. The committee convenes quarterly, with environmental matters — including waste generation, waste management practices and resource efficiency — as standing agenda items. It reviews performance trends, addresses identified issues, and discusses opportunities for continuous improvement in support of responsible waste management and circular economy principles.

Reducing Print Waste

We have established KPIs for print waste to drive continuous improvement across our operations. These KPIs encourage senior management to lead efforts to increase the ratio of good pages to spoiled pages, helping to minimise material waste and improve production efficiency.

Improving Our Waste Governance Practices

In FY2025, we further strengthened our waste governance framework through:

- Improved monitoring and reporting standardisation
- Enhanced segregation practices at the source
- Closer operational oversight of material usage
- Structured review of spoilage and print efficiency

These actions contributed towards a substantial reduction in overall waste generated, as detailed below.

OUR PERFORMANCE

Waste Generation & Reduction

In FY2025, the Group generated a total of 207.94MT of waste, a 15.8% reduction compared to the 246.99MT of waste generated in FY2024. Of this total, 197.53MT comprised operational waste, while the remaining 10.41MT was scheduled waste, with data presented subject to minor reporting adjustments following improved data standardisation.

Operational Waste by Category

The consistent reduction across key operational waste categories reflects improved production planning, tighter quality control processes, enhanced material usage monitoring, and strengthened waste segregation practices across facilities.

Waste Category	Metric Tonnes (MT)		
	2023	2024	2025
Endcore	26.31	22.95	**18.28**
Stripping	23.50	17.30	**14.77**
Wrappers	21.06	16.61	**16.5**
Spoilt Copies	187.84	164.37	**135.99**
CTP Used Plates	13.80	13.59	**11.99**
Total	272.51	234.82	**197.53**

The most significant reductions were recorded in:
1. Spoilt copies (28.38MT reduction since FY2024)
2. Endcores (4.67MT reduction since FY2024)
3. Stripping materials (2.53MT reduction since FY2024)

The majority of our operational waste generated is diverted for recycling and recovery through licensed recycling partners.

Scheduled Waste by Category

Scheduled waste is managed in full compliance with the *Environmental Quality Act 1974* and the *Environmental Quality (Scheduled Wastes) Regulations 2005*.

DOE-licensed contractors exclusively handle all scheduled waste, maintaining proper manifest documentation and traceability. As total waste generation declines, the absolute volume of waste available for diversion correspondingly reduces. The reduction in diverted tonnage therefore reflects upstream waste prevention improvements rather than reduced recycling effort.

Waste Category	Metric Tonnes (MT)		
	2023	2024	2025
SW109 Waste Containing Mercury	0.12	0.10	**0***
SW110 eWaste	0.05	0.01	**0***
SW204 Sludge	0.26	0.92	**0****
SW305 Spent Lub Oil	0.70	0.37	**0.7**
SW322 Waste of Organic Solvents	0.90	2.78	**3.29*****
SW409 Contaminated Containers	0.30	0.26	**0.26**
SW410 Contaminated Cloth (Rags)	2.64	2.43	**2.35**
SW411 Spent Activated Carbon	1.53	0.43	**2.17******
SW417 Waste of Inks	0.48	2.71	**1.64**
SW423 Spent Processing Solution	N/A	2.16	**N/A*******
Total	6.98	12.17	**10.41**

* *In FY2025, we recorded zero waste generated under SW109 (Waste Containing Mercury) and SW110 (eWaste). Waste under these categories remained within the prescribed six (6)-month storage period at the end of the financial year and was therefore not due for disposal. Measurement and disposal of these wastes is scheduled to take place by the end of February 2026 in accordance with regulatory requirements.*

** *Disposal of SW204 (Sludge) was also recorded at zero in FY2025. Sludge collection is typically conducted once or twice annually. The first collection attempt in March 2025 identified that the sludge was overly diluted and required reprocessing. A subsequent collection in August yielded similar results. Technical assistance was therefore sought from the equipment supplier, whose report dated 27 September 2025 recommended chemical cleaning and internal inspection of the VRHP 3000 unit. During this period, the sludge was safely contained within the concentrated waste tank. Disposal is currently in progress and is expected to be completed at Kualiti Alam in 2026. This operational sequence explains why both generation and disposal were recorded as zero in FY2025.*

*** *For SW322 (Waste of Organic Solvents), the increase in disposal volume in FY2025 was partly attributable to the disposal of solvent waste carried over from FY2024, which remained within the allowable six (6)-month storage period.*

**** *Disposal of SW411 (Spent Activated Carbon) increased in FY2025 due to the operational rotation of two (2) activated carbon tanks, which are replaced on a half-yearly basis. Two (2) disposals were carried out during the year, in February and December. The February disposal included waste generated in FY2024 that was still within the permitted storage timeframe, contributing to the YoY increase.*

***** *The disposal of SW423 (Spent Processing Solution) was recorded at zero in FY2025. The higher volume recorded in FY2024 was due to a one-off disposal following the shutdown of operations at Star Media Hub Penang, during which remaining materials from the production plant, including spent processing solutions, were cleared and disposed off. No similar event occurred in FY2025.*

LOOKING AHEAD

Moving forward, our priority remains to prevent waste at its source, optimise material efficiency and uphold full regulatory compliance across our operations. At the same time, we will continue to strengthen our data management and controls to ensure alignment with Bursa Malaysia's sustainability reporting requirements and the *NSRF*.

In addition, we will continue to track waste generated from events and assess targeted measures to reduce waste from this source.

WATER

GRI 303-5, 3-3

WHY IT MATTERS

Water is a critical input in our production processes, particularly for printing operations where consistent quality and availability are essential. Inefficient or irresponsible water use carries risks of regulatory non-compliance, supply disruptions and increased operating costs, which may in turn affect business continuity and the long-term sustainability of our operations.

By prioritising responsible water management, we help safeguard against uninterrupted operations, reduce negative environmental and community impacts, and reinforce trust with regulators, partners, employees and the public. This approach supports operational resilience while demonstrating accountability for the responsible use of shared resources.

OUR APPROACH

Closely Monitoring Water Consumption

We monitor water consumption through monthly water bills provided by Pengurusan Air Selangor Sdn. Bhd. ("Air Selangor"), enabling consistent tracking of usage across our operations. To ensure accurate measurement, we regularly replace ageing or rusted pipes and install new water meters. Our most recent main meter was replaced in February 2025, further strengthening the reliability of our consumption data.

Reverse osmosis water is used in our printing operations to remove impurities and ensure water quality suitable for production. In FY2025, dedicated meters were installed to monitor reverse osmosis water usage, supporting more efficient and responsible consumption. Looking ahead, we aim to build on these measures by establishing water consumption targets informed by usage data and operational requirements.

Reducing Water Use and Building Resilience Against Disruptions

In FY2025, we implemented measures to reduce water consumption across our operations, including the installation of new meters to improve monitoring of overall and reverse osmosis water usage. These actions support early identification of inefficiencies and help minimise water loss.

At Menara Star, our technical team conducts routine inspections of toilet fittings, with any leaks or faults rectified promptly to prevent unnecessary water wastage. This proactive maintenance approach supports efficient daily water use across facilities.

To strengthen operational resilience, we maintain water storage tanks that are able to sustain essential operations for at least three (3) days in the event of supply disruptions. This helps safeguard business continuity while reducing reliance on emergency water sourcing.

OUR PERFORMANCE

Total Water Consumption

In FY2025, total water consumption was 16.69ML, compared to 9.32ML in FY2024. The FY2024 figure was based on estimated data from Air Selangor due to a faulty water meter. Moving forward, we will continue to review our water usage and take steps to improve monitoring and efficiency where needed.

Year	Total Water Consumption (Megalitres)
2025	**16.69**
2024	9.32
2023	11.33

Water Consumption at Star Media Hub

Year	Water Consumption (Megalitres)
2025	**7.98**
2024	2.42
2023	2.77

Water Consumption at Menara Star

We recorded higher water consumption at Menara Star in 2025 due to the carrying out of repainting works covering the entire building and renovation works on levels 3 and 15.

Year	Water Consumption (Megalitres)
2025	**8.71**
2024	6.90
2023	8.56

LOOKING AHEAD

Looking Ahead

As part of our five (5)-year ESG plan, we aim to strengthen our water reduction efforts by exploring measures such as rainwater harvesting, implementing smart meters for real-time monitoring and leveraging AI-driven anomaly detection to identify unusual usage patterns.

Through these initiatives, we seek to achieve sustained reductions in water consumption over the long term while embedding responsible water management practices across the organisation.

Social


Star MEDIA GROUP
GRATITUDE DAY
2025
THE COOLEST BOSS
THANK YOU TEAM!
WORK HARD PLAY HARD
I NEED A VACATION
Together, We Thank!
#GratitudeDay2025 #LifeatSMG #TogetherWeThank #WorldGratitudeDay

COMMUNITY AND SOCIETY

GRI 413-1, 3-3

WHY IT MATTERS

As a leading media organisation in Malaysia, our business is deeply rooted in local communities, which form the core of our readership, workforce and supply base. This places a responsibility on us to remain actively engaged and to undertake initiatives that support community development and contribute to Malaysia's broader socio-economic advancement.

Through consistent and ongoing community engagement, we are able to strengthen our standing as a responsible, locally grounded and community-focused organisation. This, in turn, supports audience preference, reinforces readership loyalty and contributes to the long-term resilience and sustainability of our business.

OUR APPROACH

Our approach to community and societal impact is guided by five (5) focus areas: community development, education, access to basic needs and infrastructure, environmental protection, and health and well-being. In each, we design and support initiatives that respond to the specific needs of the communities we serve, with an emphasis on generating meaningful and lasting outcomes.

Expanding Access Through Education

Education is a core pillar of our community engagement efforts. Through flagship initiatives such as the *Star Education Fund*, *Newspaper-in-Education ("NiE")* and The Star *BRATs Journalist Programme*, we support access to learning opportunities, talent development and English language proficiency among young Malaysians.

STATEMENTS

Social

Star Education Fund

The *Star Education Fund* partners with leading educational institutions to help students from diverse backgrounds access quality education. In FY2025, the Fund strengthened its reach through partnerships with 29 institutions, including three (3) new and returning partners-in-education, offering scholarships valued at RM14.33 million.

The Star BRATs Journalist Programme

The Star *BRATs Journalist Programme* provides aspiring journalists aged 14 to 22 with exposure to essential journalism skills, with selected participants having their work published on our platforms. In FY2025, the programme continued to offer publication opportunities, with plans to revive the internship component for top-performing participants. These efforts support future talent development while reinforcing the relevance of journalism in a changing media landscape.

The Star *Newspaper-in-Education (NiE)*

This platform comprises educational resources published in StarLifestyle on Tuesdays, Wednesdays and Fridays, and in StarEdu on Sundays, alongside the Star NiE Teachers' Workshop Programme, which is conducted in collaboration with state educational departments nationwide.

The latest four (4)-page pullout on Wednesdays only leverages specific activity-based content to support English language learning. Designed for varying proficiency levels and aligned to classroom needs, it can be easily integrated into lessons, creating a more engaging and effective learning experience for students.

Meanwhile, the Teachers' Workshop Programme continues to expand in both scale and reach. In 2025, a total of 851 schools were engaged, equipping 908 teachers with practical approaches to maximise the use of the pullout plus the overall use of The Star newspaper in the classrooms to enhance student learning outcomes.

Star Foundation

The *Star Foundation* oversees four (4) core programmes:
- *Star Social Impact Grant*
- *Medical Fund Programme*
- *Supporting NGOs Programme*
- *Star Golden Hearts Award*

Through these programmes, we channel resources towards initiatives that address community development, access to basic needs and infrastructure, environmental protection, and health and wellbeing.

Since 2021, the *Star Social Impact Grant ("SSIG")* has supported projects that deliver tangible benefits to individuals and communities. Grant applications are assessed through a structured evaluation process that includes proposal reviews and due diligence to assess project credibility, feasibility, sustainability, environmental and biodiversity impact, and long-term outcomes. Final recommendations are submitted to the Board of Trustees for approval. Upon completion of the 12-month project period, grant recipients are required to submit an impact report, with selected outcomes featured across our print and digital platforms to promote transparency, accountability and public awareness.

Environmental protection initiatives form part of our broader community impact agenda. In FY2025, we provided RM30,000 to Persatuan Pemuliharaan dan Kajian Marin Malaysia to support the removal of abandoned fishing nets around Lang Tengah Island, helping to safeguard marine ecosystems. A separate grant was also extended to the *Turtle Conservation Society of Malaysia* to support efforts to protect Southern River Terrapins.

Healthcare support is delivered through the *Star Foundation's Medical Fund Programme*, which provides financial assistance for life-saving medical procedures, particularly for underprivileged youths aged 21 and below who require critical surgical intervention. Applications undergo due diligence by the Foundation team, medical evaluation by a panel of doctors and final approval by the Board of Trustees, and approved cases are supported by pre-surgery media coverage to raise awareness and mobilise community support. In FY2025, the programme provided RM125,000 for a cochlear implantation and RM50,000 for corrective heart surgery.

In addition to these structured programmes, we provide direct financial support to NGOs and community organisations, enabling them to continue their work in delivering essential services to underserved groups.

OUR PERFORMANCE

Star Social Impact Grant

In FY2025, SSIG awarded RM135,000 to three (3) organisations:

Tenvision Consulting ("RE:KAYU ")

RM15,000 to provide certified wood-working skills training for 10 underprivileged youths and ex-offenders

Turtle Conservation Society of Malaysia

RM40,000 to support conservation of Southern River Terrapins

Persatuan Pemuliharaan dan Kajian Marin Malaysia

RM30,000 to support the removal of abandoned fishing nets around Lang Tengah Island

Kiwanis Down Syndrome Foundation ("KDSF")

RM50,000 to establish sensory rooms in all four (4) KDSF centres to address sensory processing challenges of children with Down Syndrome

Organisation	Grant Amount (RM)	Number of Individuals Benefitting from the Investment
RE:KAYU	15,000	10
Turtle Conservation Society of Malaysia	40,000	305
Persatuan Pemuliharaan dan Kajian Marin Malaysia	30,000	(Project ongoing from May to October 2026)
KDSF	50,000	220
Total	**135,000**	**535**

Over the past three (3) financial years, SSIG has awarded RM469,000, benefitting 2,110 individuals. Fluctuations in YoY grant amounts are due to the adoption of a needs-based allocation approach, whereby the individual requirements of each project guide contributions, rather than a fixed annual target.

Year	Grant Amount (RM)	Number of individuals Benefitting from the Investment
2025	**135,000**	**535**
2024	134,000	242
2023	200,000	1,333

Medical Fund Programme

In FY2025, the *Star Foundation's Medical Fund Programme* disbursed RM175,000 to support critical healthcare procedures, benefitting two (2) recipients. The allocation of funds follows a case-by-case approach, with each case carefully reviewed by at least two (2) internal medicine practitioners and relevant specialists to ensure impartiality, transparency and accountability.

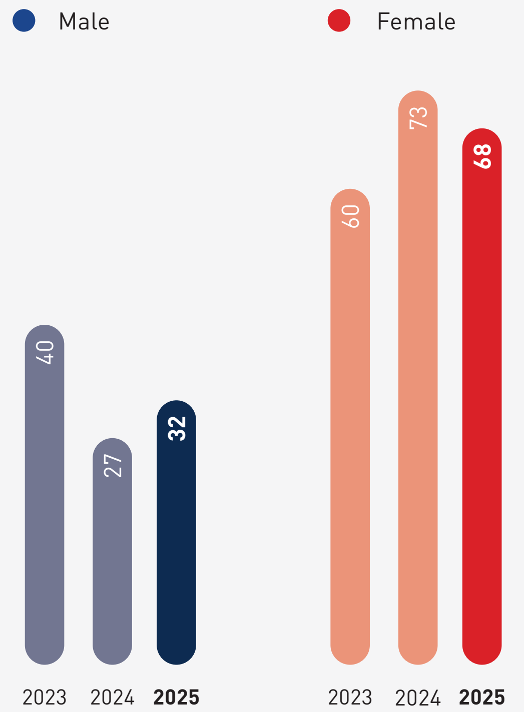
Year	Disbursement (RM)	Number of Recipients
2025	**175,000**	**2**
2024	335,866.80	5
2023	173,000	2

Star Education Fund

In FY2025, scholarships worth RM6.95 million were successfully awarded to 81 recipients, ensuring continued equitable access to higher education. The Fund also expanded its offerings during the year with the introduction of new programmes, including the *Master of Business Administration ("MBA")* and the *International Baccalaureate ("IB") Diploma Programme*, reflecting evolving educational pathways and workforce needs.

Scholarship Amount and Number of Recipients for the Past Three (3) Years

Year	Scholarship Amount (RM mil)	Number of Recipients
2025	**6.95**	**81**
2024	5.78	81
2023	5.76	78



Gender of Recipients (%)

Education Levels of Recipients (%)

Star Golden Hearts Award ("SGHA")

The SGHA celebrates individuals and organisations whose efforts have made a significant impact on their communities. This year, over 500 nominations were evaluated by a panel of judges, resulting in 10 winners whose initiatives addressed key social and environmental challenges. Winners from the organisation received RM10,000, while winners in the Individual category received RM8,000 to support the continuation of their work.

Winner	Contribution
RE:KAYU	Empowers underprivileged youths and ex-offenders by teaching them carpentry skills, with participants upcycling wood waste into purposeful creations
Chew Song Kong	Uplifts vulnerable families by providing essential food aid and community support
Captain K. Bala	Leads search, rescue and relief operations while empowering communities with life-saving and survival skills training
Adrine M. K. Lee	Delivers vital home healthcare solutions to vulnerable and bedridden patients, fostering a sense of hope and security
Nazri Prem Nasir	Advocates impactful community initiatives for children and youth via education, life skills and hope
RESPonsible Elephant Conservation Trust ("RESPECT")	Protects Sabah's elephant population through habitat conservation, promoting human-wildlife coexistence and community empowerment
Tropical Rainforest Conservation & Research Centre("TRCRC")	Safeguards Malaysia's rainforest biodiversity by preserving endangered plant species and undertaking large-scale rainforest restorations
Lightup Borneo PLT	Empowers remote communities by bringing sustainable micro-hydro power to the off-grid villages across Malaysia
OrphanCare Foundation	Operates Malaysia's baby hatch and promotes family-based care to prevent child abandonment and ensure children grow up in a family environment
Johnson Lam Hooi Liang	Empowers communities to repair, reuse and share skills, fostering responsibility and building a greener and more sustainable future.

Social

SMG Employee CSR Initiative

The SMG Employee CSR Initiative aims to empower our employees to take an active role in giving back to the community by engaging in impactful initiatives that address pressing social and environmental issues. Four (4) key activities were organised throughout the year, in partnership with various NGOs and social enterprises:

Food for Soul 2.0

We partnered with the Food Aid Foundation to distribute 400 hot meals and 100 bags of dry goods to bottom 40 income ("B40") families

Give Your Denim a Second Life

A total of 20 employees took part in a back-pocket jeans removal activity with SURI Lifestyle, supporting single mothers from the B40 community

SGHA 2025 CSR Programme

We collaborated with McDonald's Malaysia to organise an outreach activity for 120 children at Pusat Penjagaan Kanak-Kanak Cacat Taman Megah

Scam Awareness Talk

We organised an educational session with the Royal Malaysia Police ("PDRM") for 56 employees, enhancing their awareness of financial and digital safety

Donations to NGOs

In FY2025, we disbursed RM180,499.60 through *Star Foundation* to support six (6) NGOs under the Supporting NGOs Programme, contributing to healthcare, infrastructure improvements and educational support for underserved communities.

Pusat Penjagaan Kanak-Kanak Cacat Taman Megah	Contributed RM44,242.00 for the installation of an industrial awning on the rooftop.
Malaysian Society of Wound Care Professionals ("MSWCP")	Provided RM49,450.00 for the provision of 23 specialised wound care kits with medical dressings to support wound care management to underserved patients.
Pertubuhan Kebajikan Yesuvin Mahligai ("YM") Selangor	Repairs and upgrades totalling RM33,944.00 for a children's home.
Pertubuhan Pengurusan Rumah Anak-Anak Yatim dan Miskin "Anning"	Contributed RM18,500.00 towards upgrading works at a residential care facility.
Persatuan Kebajikan Kasih	Funded the purchase of 10 computers totalling RM17,990.00 for educational use.
Pertubuhan Kebajikan Anak-Anak Yatim Berlian Ayer Tawar	Contributed RM16,373.60 for furniture and essential items to provide a safe and comfortable environment for children.

Donation to NGOs over the past three (3) years

Year	Total Amount Disbursed (RM)	Number of Individuals Benefitting from the Investment
2025	**180,499.60**	**295**
2024	112,705.00	212
2023	45,000.00	85

Other CSR Initiatives

In FY2025, our radio station 988 launched a purpose-driven CSR initiative titled *"The Other Love x Hairppy Day"*, led by DJ Chrystina Ng. The campaign, themed *"Companionship and Love"*, mobilised the community to donate 380 hair bundles to support individuals experiencing cancer-related hair loss.

The initiative also raised approximately RM46,000 through event features and themed merchandise sales, with proceeds channelled to Locks of Hope Malaysia, the National Cancer Society Malaysia ("NCSM") and the Childhood Cancer Caregivers Support Organisation ("CRISO"). By combining community engagement with tangible support, the initiative delivered meaningful assistance to vulnerable groups while raising public awareness of their needs.

LOOKING AHEAD

As part of our five (5)-year ESG plan, we will adopt a more structured and impact-driven approach to our community and societal initiatives moving forward.

This includes expanding sustainability-focused content, deepening public engagement on key societal transition issues, and strengthening how we measure audience reach and participation across literacy programmes, talks and campaigns. Rather than focusing primarily on the number of activities delivered, we will prioritise meaningful reach, quality of engagement and measurable outcomes.

In parallel, we will continue to support scholarships and youth development programmes, with the aim of increasing the number of student beneficiaries every year. By introducing clearer KPIs and structured monitoring, we will ensure that our community investments remain measurable, accountable and closely aligned with our broader ESG ambitions.

DIVERSITY

GRI 2-26, 405-1, 3-3

WHY IT MATTERS

At our organisation, diversity and equal opportunity are fundamental to delivering long-term value for stakeholders. A workforce that reflects a wide range of perspectives and experiences strengthens our ability to understand diverse audiences, produce relevant and responsible content, and make balanced, well-informed decisions.

Furthermore, by fostering an inclusive work environment in which individuals feel respected and empowered to contribute, we support stronger collaboration, innovation and employee engagement. This benefits not only our people, but also our partners and audiences, reinforcing our reputation as a responsible employer and supporting sustainable business performance.

OUR APPROACH

Embedding Fairness and Equal Opportunity in Recruitment

Our Group Recruitment Policy provides the foundation for fair and equitable hiring practices across the organisation. Recruitment decisions are based strictly on merit, with equal opportunities extended to all candidates regardless of gender, age, race, ethnicity, disability or other protected characteristics.

The policy sets out clear guidelines governing job advertising, candidate selection and appointment processes. By applying these consistently, we aim to build a diverse workforce while ensuring that all hiring decisions are transparent, objective and aligned with organisational needs.

Strengthening Diversity at Leadership Level

We recognise that diversity at the leadership and Board levels is critical to effective governance and long-term value creation. In FY2025, the Nomination Committee continued to review the composition of the Board, taking into account a broad range of factors including skills, experience, ethnic representation, leadership capabilities and diversity of perspectives.

Beyond professional credentials, the Board selection process places emphasis on leadership qualities, interpersonal effectiveness and the ability to contribute constructively to Board deliberations.

Gender diversity remains a key area of focus. While the Company currently meets the requirement under the Main Market Listing Requirements of having at least one (1) female director, the Board acknowledges the gap between its current composition and the MCCG's 30% target.

As of FY2025, the Board comprised seven (7) directors, of whom two (2) are female Directors, representing 29% of the Board composition. The Board remains focused on achieving the 30% benchmark through the identification of suitably qualified female directors in the Board appointment process.

In parallel, we continue to balance experience with generational diversity at Board level. The inclusion of directors across different age groups helps ensure continuity of institutional knowledge while introducing fresh perspectives to guide the organisation in a dynamic operating environment.

Maintaining Robust Frameworks and Processes

We uphold inclusive and fair practices across all aspects of the employee experience, using annual performance reviews to discuss challenges faced by employees and to identify appropriate actions for improvement.

In parallel, we maintain a zero-tolerance approach to discrimination, supported by established grievance channels which provide a safe avenue for employees and stakeholders to report misconduct, discrimination, fraud or unethical behaviour.

Meanwhile, our comprehensive Whistleblowing Policy aligns with Malaysia's *Whistleblower Protection Act 2010* and ensures confidentiality and protection against retaliation for all whistleblowers. All reports are treated seriously and investigated promptly, with matters escalated to the Audit Committee where appropriate.

OUR PERFORMANCE

GENDER AND AGE DIVERSITY

Our workforce is well-balanced across gender and age groups, with strong female representation at managerial and executive levels. However, non-executive and technical roles continue to be male-dominated, reflecting broader industry trends.

Number of Employees by Gender and Age Group for Each Employee Category and Functions

Year	2023						2024						2025					
Age Group	Managerial		Executive		Non-Executive/ Technical Staff		Managerial		Executive		Non-Executive/ Technical Staff		Managerial		Executive		Non-Executive/ Technical Staff	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Under 30 years old	2	5	32	71	23	23	3	2	35	73	23	25	**2**	**3**	**34**	**80**	**19**	**29**
30-50 years old	76	95	109	122	123	61	80	92	104	112	113	56	**80**	**102**	**96**	**103**	**101**	**55**
Over 50 years old	61	57	35	28	46	14	60	50	32	30	46	14	**62**	**54**	**37**	**30**	**46**	**17**
Total	139	157	176	221	192	103	143	144	171	215	182	95	**144**	**159**	**167**	**213**	**166**	**101**

M - Male
F - Female

STATEMENTS

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Ethnic Diversity

Our workforce reflects Malaysia's multi-ethnic landscape, with representation across major ethnic groups. While certain groups, such as the Iban and Kadazan communities, remain underrepresented, all hiring decisions are made strictly on merit. Looking ahead, we will explore initiatives to enhance representation from underrepresented groups, where appropriate.

Number of Employees by Gender for Each Ethnic Group

Year	2023						2024						2025					
Ethnicity	Managerial		Executive		Non-Executive/ Technical Staff		Managerial		Executive		Non-Executive/ Technical Staff		Managerial		Executive		Non-Executive/ Technical Staff	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Malay	29	26	80	89	84	36	30	27	78	87	84	37	**32**	**35**	**76**	**84**	**76**	**39**
Chinese	72	101	55	91	23	27	73	88	56	84	22	21	**72**	**94**	**54**	**84**	**21**	**23**
Indian	30	26	37	35	78	31	30	24	35	40	69	28	**32**	**26**	**34**	**41**	**63**	**30**
Iban	1	-	-	1	-	1	1	-	-	1	-	1	**1**	**-**	**-**	**1**	**-**	**1**
Kadazan	1	1	1	1	1	2	1	1	-	-	1	2	**1**	**-**	**-**	**-**	**1**	**1**
Orang Asli	-	-	-	-	-	-	-	-	-	-	-	-	**-**	**-**	**-**	**-**	**-**	**-**
Others	6	3	3	4	6	6	8	4	2	3	6	6	**6**	**4**	**3**	**3**	**5**	**7**
Total	139	157	176	221	192	103	143	144	171	215	182	95	**144**	**159**	**167**	**213**	**166**	**101**

M - Male
F - Female

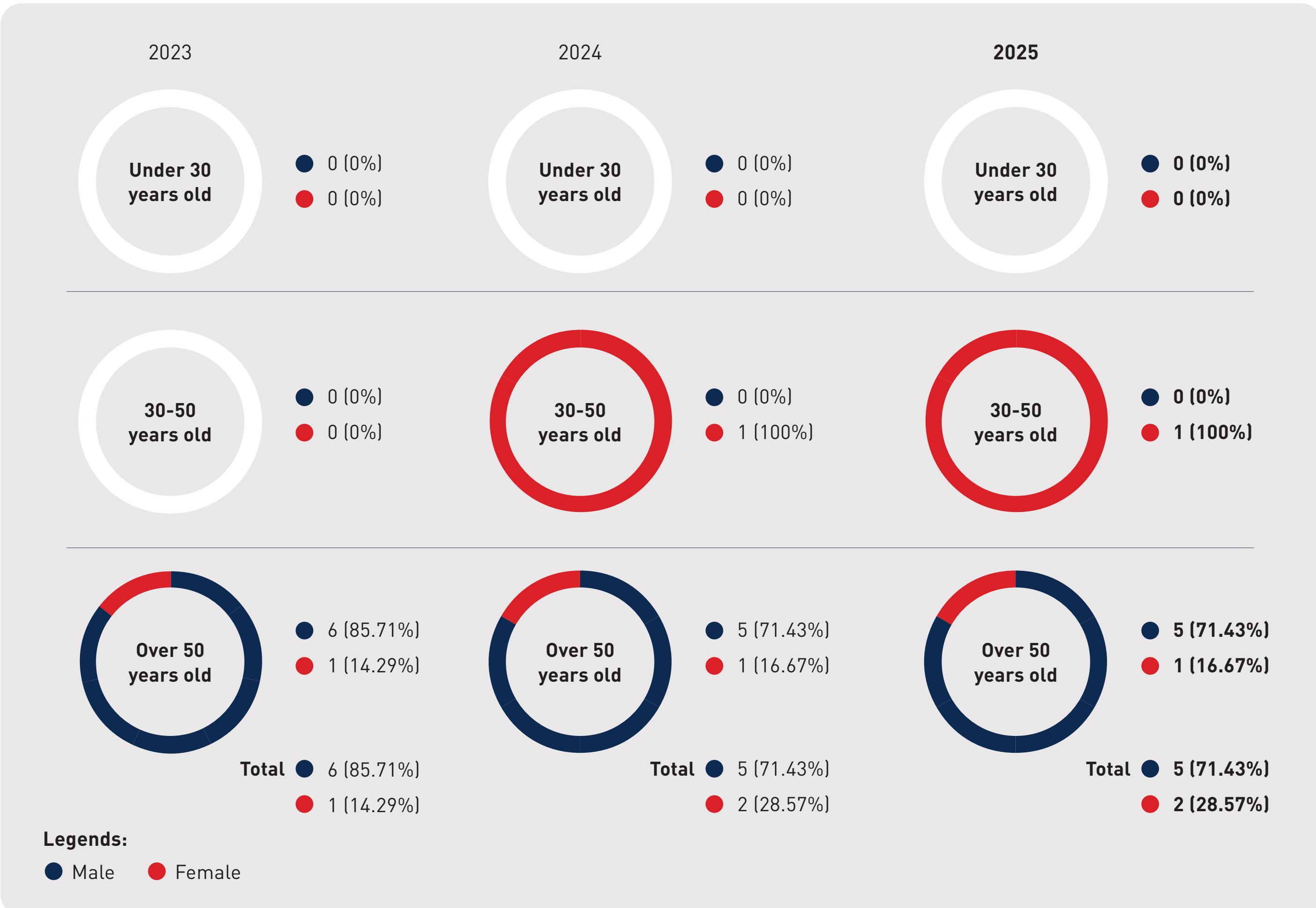
Employees with Disabilities

The number of employees with disabilities increased to two (2) in FY2025. We remain open to expanding opportunities for persons with disabilities and will continue to assess ways to enhance accessibility and inclusion across our workplaces.

Board Composition

We maintained 29% female representation on our Board during the year under review, with all but one Board member being over 50 years of age.

Our Board comprises individuals with diverse expertise in areas such as business strategy, finance and media, supporting effective oversight and informed decision-making across key functions of our business.



LOOKING AHEAD

Building on our progress to date, we will continue to advance workforce diversity with a stronger focus on equal opportunity and leadership representation. We are committed to ensuring fair and transparent access to recruitment, development and progression opportunities at all levels of the organisation.

In the coming years, we will broaden outreach to underrepresented communities while maintaining a merit-based approach. We will also strengthen diversity within our leadership pipeline to ensure varied perspectives are reflected in decision-making roles.

Through clear structures and sustained commitment, we aim to foster an inclusive workplace where opportunities are equitable and every employee is empowered to contribute to our long-term growth.

HEALTH AND SAFETY

GRI 403-1, 403-2, 403-4, 403-5, 403-9, 3-3

WHY IT MATTERS

Workplace health and safety are central to our resilience as an organisation. Ensuring that employees feel safe and secure at work supports higher productivity, improves retention and strengthens the overall quality of our human capital.

More fundamentally, maintaining a strong track record in workplace health and safety reduces exposure to legal, financial and reputational risks, while positioning us as a progressive and trustworthy employer. This, in turn, enhances our ability to attract, develop and retain talent over the long term.

OUR APPROACH

Upholding Health and Safety Through Robust Governance

Health and safety at our organisation are driven by a comprehensive *Occupational Safety and Health (OSH) Policy*, which provides the overarching framework for managing workplace safety across all operations. The policy is prominently displayed at all facilities and is reviewed annually by the Menara Star OSH Committee to ensure it remains relevant and effective.

This governance framework enables us to operate in compliance with applicable health, safety and environmental legislation, including the *Occupational Safety and Health (Amendment) Act 2022*, the *Environmental Quality Act 1974*, the *Fire Services Act 1988* and the *Factories and Machinery Act 1967*. Our internal policies, safety manuals and work instructions are reviewed and updated on an ongoing basis to reflect regulatory changes and strengthen employee protection and employer obligations. We also align our practices with the *MS 1722:2011 Occupational Safety and Health Management Systems* standards, supported by periodic workplace inspections and reviews.

Governance oversight is further strengthened through OSH Committees established at all facilities with more than 40 employees. These committees comprise representatives from both management and staff, and play an active role in monitoring safety performance, supporting policy implementation and reinforcing accountability across the organisation.

Upholding Rigorous Safety Management Practices

Health and safety are managed as an integral part of daily operations rather than as a standalone compliance exercise. Employees and contractors are actively encouraged to report unsafe acts, conditions and incidents, reinforcing a shared responsibility for maintaining a safe working environment.

For contractor-related activities, a Permit to Work system is mandatory, supported by safety induction training and task-specific safety briefings conducted prior to commencement of work. These practices help ensure that risks are identified early, controls are clearly communicated and accountability is maintained throughout the execution of work.

Emergency preparedness forms a key component of our safety management approach. Emergency Response Teams ("ERTS") operate at two (2) key facilities to provide timely and coordinated responses during emergencies. At Star Media Hub, the ERT comprises 42 members organised into specialised teams, including Security, Technical, Chemical Spillage, Warden, Firefighting and First Aid. Team members undergo regular training and participate in OSH Committee discussions to ensure readiness and alignment with organisational procedures.

Identifying and Managing Workplace Hazards

Workplace risks are systematically identified and managed through Hazard Identification, Risk Assessment and Risk Control ("HIRARC") processes. These assessments inform the development of SOPs for high-risk activities and guide the implementation of appropriate control measures. In addition, we carried out the following risk assessments during the year.

Fire safety infrastructure, including fire extinguishers, sprinklers and hydrants, is subject to regular inspection and maintenance. Noise-related risks are managed through periodic noise risk assessments conducted with external consultant support, complemented by hearing conservation training and audiometric testing for employees working in high-noise environments.

Heavy machinery, including hoisting systems and pressurised vessels, undergoes annual certification in accordance with Department of Occupational Safety and Health (DOSH) requirements. Oversight of these processes is carried out by the Facilities and Engineering teams with support from Building and Property Services.

During the year, we also carried out a chemical health risk assessment, a Noise Risk Assessment ("NRA") and an assessment of risks from our local exhaust ventilation system. In addition, audiometric tests were conducted on participating employees to identify any incidents of hearing loss.

Promoting Inclusive and Accessible Safety

We are committed to providing a safe and inclusive environment for all employees and visitors, including persons with disabilities. Accessibility measures across our facilities include ramps at entrances, accessible toilets at all business locations and a wheelchair lift which we installed at our Cybertorium at Menara Star.

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OUR PERFORMANCE

WORKPLACE FATALITIES

We maintained our record of zero workplace fatalities for the third consecutive year, reflecting our commitment to and action on workplace safety.

Number of Workplace Fatalities

Employee Category	Total Hours Worked			Total Number of Days Worked			Total Number of Fatalities		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Management	533,001	520,073	**563,189**	62,706.00	61,185.00	**66,258**	0	0	**0**
Executive	717,600	709,984	**716,006**	84,423.50	83,527.50	**84,236**	0	0	**0**
Non-Executive/ Technical Staff	498,132	484,465	**477,685**	61,308.50	59,626.50	**58,791**	0	0	**0**
Total	1,748,733	1,714,522	**1,756,880**	208,438.00	204,339.00	**209,286**	**0**	**0**	**0**

Injuries and Lost Time Incident Rate

The increase in lost time incidents among non-executive and technical staff in FY2025 highlights the need to further reinforce safety practices and on-site supervision. In response, investigations were conducted and findings shared with relevant departments to implement corrective actions. We continue to strengthen safety awareness initiatives and expand the deployment of OSH Coordinators across key locations to enhance real-time oversight.

Injuries and Lost Time Incident Rate

Employee Category	Total Number of Cases/Incidents Resulting in Lost Workdays			Lost Time Incident Rate		
	2023	2024	2025	2023	2024	2025
Management	0	0	**0**	0	0	**0**
Executive	0	0	**0**	0	0	**0**
Non-Executive/ Technical Staff	0	6	**14**	0	2.89	**5.86**
Total	0	6	**14**	0	2.89	**5.86**

Participation in Health and Safety Training

Participation in health and safety standards training increased in FY2025, reflecting our efforts to improve the frequency and accessibility of training programmes. Continued focus on training participation is expected to further strengthen safety performance and workplace awareness.

Number of Trainings and Employees Covered

Employee by Category	Number of Health and Safety Standards Training Attended		
Year	2023	2024	2025
Management	11	8	18
Executive	8	8	25
Non-Executive/ Technical Staff	50	9	12
General Workers	-	-	-
Total	69	25	**55**

LOOKING AHEAD

As part of our five (5)-year ESG plan, we aim to enhance the reach and effectiveness of our health, safety and well-being initiatives, supported by improved tracking of participation and coverage through HR data. This structured approach will enable us to monitor engagement, identify gaps and continuously refine our efforts.

By prioritising proactive prevention, awareness and accountability, we aim to embed a strong culture of safety and well-being across all operations, fostering a safe and supportive working environment.

Social

LABOUR PRACTICES AND STANDARDS

GRI 2-7, 2-16, 2-23, 2-24, 2-25, 2-26, 401-1, 404-1

WHY IT MATTERS

Our employees are central to the quality of our content, services and offerings. As such, providing a supportive and inclusive work environment that enables them to perform at their best is fundamental to long-term value creation.

When employees feel valued, fairly treated and engaged, productivity and commitment increase, strengthening alignment with organisational objectives and supporting the achievement of long-term business goals. At the same time, investing in our people and supporting their growth enhances our standing as a responsible employer, reinforcing our ability to attract, develop and retain talent and strengthening our workforce over time.

OUR APPROACH

Upholding Ethical Labour Practices

Our labour standards are guided by internationally recognised principles, including the *International Bill of Human Rights* and the *United Nations Universal Declaration of Human Rights*. In support of these principles, we have established internal policies that strictly prohibit coercion, harassment or bullying in any form, and maintain a zero-tolerance approach to any unethical labour practices, including forced or unpaid labour.

To reinforce these standards, we maintain a comprehensive Whistleblowing Programme, which provides a confidential channel for employees and stakeholders to report concerns without fear of retaliation. While no cases were reported under the programme in FY2025, it remains a critical safeguard for transparency and accountability across our operations and supply chain.

In addition, employees may raise concerns through established grievance procedures, with matters escalated to supervisors or the Group People department where appropriate. All grievances are investigated thoroughly and resolved within defined timeframes, ensuring consistent and fair outcomes that uphold our labour standards and workplace expectations.

Supporting Constructive Labour Relations

We value collaboration with the NUJ and the National Union of Newspaper Workers ("NUNW") as a key driver of fair and equitable labour practices that benefit all employees, including non-unionised staff. In 2025, we successfully signed the NUJ Collective Agreement after just three (3) meetings, with the signing witnessed by the then Minister of Human Resources, Yang Berhormat Tuan Steven Sim Chee Keong, a testament to our efficient and constructive dialogue with employee representatives.

Feedback gathered during negotiations, often shared verbally, continues to play a crucial role in improving workplace conditions and employee benefits. Our Group People department, together with HODs, ensures these concerns are addressed thoughtfully, balancing employee needs, such as medical benefits and insurance costs, with the organisation's financial sustainability. This collaborative approach fosters trust, mutual respect and equitable outcomes for all stakeholders.

Investing in Workforce Capability

Workforce development remains a strategic priority, supporting both individual career progression and organisational capability. In FY2025, training initiatives focused on three (3) core areas: governance, skills development and competency development.

Training programmes are supported by post-training evaluations, enabling continuous refinement to better align learning outcomes with organisational needs and employee aspirations. These initiatives complement performance appraisals and career progression frameworks, ensuring employees have access to ongoing development opportunities.

Employee Training

In FY2025, we delivered 12,669 hours of training across 703 employees, compared to 13,005 hours for 892 employees in FY2024. While overall participation declined in line with our smaller workforce size, training engagement remained strong across employee categories.

OUR PERFORMANCE

Management staff recorded 5,767 training hours, while executive employees accounted for 5,398 hours, an increase from FY2024 despite the same number of participants. Training among non-executive and technical staff also improved, rising to 1,504 hours from 1,057 hours in FY2024.

Total Hours of Training by Employee Category

Year	2023		2024		2025	
Employee by Category	Number of Employees	Total Hours of Training	Number of Employees	Total Hours of Training	Number of Employees	Total Hours of Training
Management	173	2,006	513	7,171	**243**	**5,767**
Executive	441	5,384	297	4,777	**297**	**5,398**
Non-Executive/ Technical Staff	263	3,501	82	1,057	**163**	**1,504**
Total	**877**	**10,891**	**892**	**13,005**	**703**	**12,669**

Employee Distribution

In FY2025, permanent employees continued to form the majority of our workforce, at 86.16%, slightly higher than 84.38% in FY2024. The proportion of contractors declined to 3.89% from 4.99% in FY2024, while temporary staff represented 9.95% of the workforce, remaining broadly consistent with previous years.

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Percentage of Employees Based on Employee Working Period

Year	2023		2024		2025	
Employees' Working Period	Number	%	Number	%	Number	%
Permanent	911	83.65	897	84.38	**909**	**86.16**
Contractors (including all workers who are not employees but whose work and/or workplace is controlled by the Company)	77	7.08	53	4.99	**41**	**3.89**
Temporary Staff	101	9.27	113	10.63	**105**	**9.95**
Total	**1,089**	**100**	**1,063**	**100**	**1,055**	**100**

Employee Turnover and Hiring Trends

In FY2025, total employee turnover declined to 100 employees, compared to 109 in FY2024. Executive employees accounted for the largest share of turnover at 47%, followed by management at 30% and non-executive/technical staff at 23%.

During the year, the Group recorded 105 new hires, with executives comprising the majority at 60%, followed by management at 25.71% and non-executive/technical staff at 14.29%. Most new hires were permanent employees 92.28%, while 57.14% were below 30 years old, reflecting the Group's continued focus on building a stable workforce and attracting younger talent.

Total Employee Turnover by Employee Category

Year	2023		2024		2025	
Rate of Employee Turnover by Category	Number	%	Number	%	Number	%
Management	29	27.36	38	34.86	**30**	**30.00**
Executive	51	48.11	58	53.21	**47**	**47.00**
Non-Executive/ Technical Staff	26	24.53	13	11.93	**23**	**23.00**
Total	**106**	**100**	**109**	**100**	**100**	**100**

Total Employee Turnover by Employee Working Periods

Year	2023		2024		2025	
Employees' Working Period	Number	%	Number	%	Number	%
Permanent	95	89.62	103	94.50	**87**	**87.00**
Contractors (including all workers who are not employees but whose work and/or workplace is controlled by the Company	11	10.38	6	5.50	**13**	**13.00**
Temporary Staff	-	0.00	-	0.00	**-**	**0.00**
Total	**106**	**100**	**109**	**100**	**100**	**100**

Total Employee Turnover by Age

Year	2023		2024		2025	
Rate of Employee Turnover by Age	Number	%	Number	%	Number	%
Under 30 years old	38	35.85	35	32.11	**31**	**31.00**
30-50 years old	54	50.94	54	49.54	**53**	**53.00**
Over 50 years old	14	13.21	20	18.35	**16**	**16.00**
Total	**106**	**100**	**109**	**100**	**100**	**100**

Total Number of New Hire Employees by Employee Category

Year	2023		2024		2025	
Employee by Category	Number	%	Number	%	Number	%
Management	41	26.45	27	25.47	**27**	**25.71**
Executive	73	47.10	68	64.15	**63**	**60.00**
Non-Executive/ Technical Staff	41	26.45	11	10.38	**15**	**14.29**
Total	**155**	**100**	**106**	**100**	**105**	**100**

Total Number of New Hire Employees by Employee Working Period

Year	2023		2024		2025	
Employees' Working Period	Number	%	Number	%	Number	%
Permanent	136	87.74	86	81.13	**97**	**92.28**
Contractors (including all workers who are not employees but whose work and/or workplace is controlled by the Company)	19	12.26	20	18.87	**8**	**7.62**
Total	**155**	**100**	**106**	**100**	**105**	**100**

Total Number of New Hire Employees by Age

Year	2023		2024		2025	
Rate of New Employee Hires by Age	Number	%	Number	%	Number	%
Under 30 years old	71	45.51	65	61.32	**60**	**57.14**
30-50 years old	77	49.67	39	36.79	**45**	**42.86**
Over 50 years old	7	4.52	2	1.89	**-**	**-**
Total	**155**	**100**	**106**	**100**	**105**	**100**

Employee Diversity and Retention

In FY2025, 67% of new hires were female, reflecting continued progress in gender diversity. We also recognise long-serving employees as part of our retention efforts, with 34 employees reaching 25 years of service during the year.

STATEMENTS

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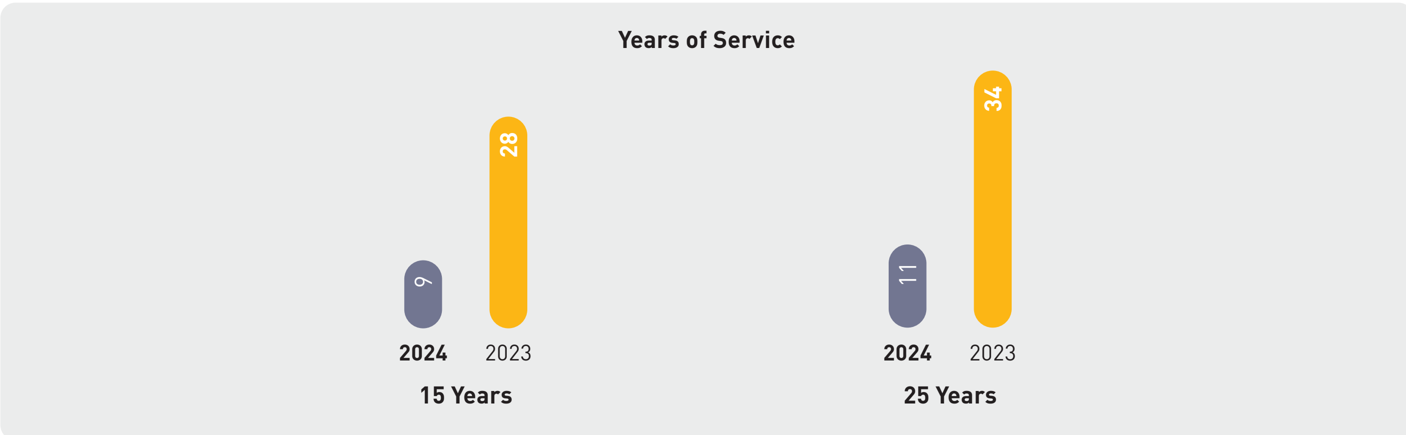
Total Number of New Hire Employees by Genders

Year	2023		2024		2025	
Rate of New Employee Hires by Gender	Number	%	Number	%	Number	%
Male	73	47.10	48	45.28	**35**	**33.00**
Female	82	52.90	58	54.72	**70**	**67.00**
Total	**155**	**100**	**106**	**100**	**105**	**100**

Total Number of Recipients of Long Service Award



Human Rights and Workplace Ethics

We recorded zero substantiated complaints relating to human rights violations over the past three (3) financial years, underscoring our continued commitment to ethical labour practices and workplace integrity.

Number of Substantiated Complaints Concerning Human Rights Violations

	2023	2024	2025
Number of substantiated complaints regarding human rights violations	0	0	**0**

LOOKING AHEAD

We aim to strengthen workforce capability through more structured and targeted training programmes, equipping employees with the skills required in a rapidly evolving media landscape. This will be complemented by a stronger emphasis on constructive employee engagement, fostering open communication, encouraging feedback and reinforcing trust across all levels of the organisation.

Governance

ANTI-CORRUPTION

GRI 2-16, 2-23, 2-24, 2-26, 205-2, 205-3, 3-3

WHY IT MATTERS

Ethical integrity is at the core of our business and the trust we build with our stakeholders. Corruption undermines this trust, weakens stakeholder relationships and exposes the business to legal, financial and reputational risks. Maintaining stringent ethical standards and a strong record of integrity is therefore essential to safeguarding our business and sustaining stakeholder confidence and driving long-term value creation.

OUR APPROACH

Adopting a Strong Policy Stance

We maintain a zero-tolerance approach to bribery, corruption and any form of unethical conduct, in strict compliance with the *MACC Act 2009*, including *Section 17A*, and other applicable regulatory requirements. Both the Board and employees have signed the *MACC Anti-Corruption Pledge*, and dedicated training on *Section 17A* has been conducted to reinforce awareness of legal obligations and the consequences of corrupt practices.

This stance is supported by our Anti-Corruption Policy, which is a core component of our governance framework. In FY2025, refresher training was conducted for employees across all levels to reinforce policy standards and ensure consistent application across operations. In addition, our Whistleblowing Policy provides a secure and confidential channel for reporting unethical conduct without fear of retaliation, further strengthening our governance framework.

Encouraging Ethical Reporting Through Whistleblowing

As a publicly listed company, we are committed to transparent and ethical business practices, including accurate and responsible reporting on financial and operational matters. Our Whistleblowing Policy plays a critical role in supporting this commitment.

The Whistleblowing Policy provides Board members, employees and external stakeholders with a secure channel to report suspected misconduct, including fraud and corruption.

The programme operates independently from employee grievance mechanisms, allowing for focused and impartial handling of ethical concerns.

Whistleblowers who report concerns in good faith are protected from retaliation, and strict confidentiality is maintained throughout the process.

While anonymity is not permitted to reduce the risk of malicious reporting, reporting channels are clearly defined and accessible, with disclosures directed to the Head of Internal Audit and/or the Chairman of the Audit Committee via post or email.

OUR PERFORMANCE

Attempted Solicitation of Bribe

In FY2025, an allegation was raised through one of the Group's suppliers concerning an employee suspected of attempting to solicit funds in exchange for favourable supplier selection. The matter was promptly escalated to senior management before any financial benefit was received or transaction completed.

In line with established procedures, we undertook a formal investigation and due process review. Based on the evidence presented, a domestic inquiry panel concluded that the employee had attempted solicitation and breached the Group's anti-corruption policies and guidelines. Appropriate disciplinary action was taken in accordance with the Company's policy, which resulted in the employee being dismissed from service. Although no funds were received and no financial loss or criminal transaction occurred, we nevertheless took the additional step of reporting the matter to the authorities.

While this was an isolated incident, it demonstrated that our governance controls, supplier relationships and speak-up culture effectively enable early detection and timely intervention. Moving forward, we will take measures to refresh anti-corruption communications to all employees and suppliers, reinforce awareness and training across departments, and further enhance procurement monitoring and oversight measures.

Anti-Corruption Training

Our anti-corruption training coverage significantly increased in FY2025, with 61.44% of directors and employees receiving training, underscoring our commitment to embedding ethical principles across the organisation. The anti-corruption training is conducted on an ongoing basis and it is compulsory for all directors and employees. The Group aims to achieve 100% attendance by FY2026.

Key Performance Indicators – Anti-Corruption Training

Year	Directors/Employee Category	Total Directors/ Employees	Directors/ Employees Trained	Training Percentage (%)
2025	**Board Members**	**7**	**1**	**14.29**
	Management	**303**	**180**	**59.41**
	Executive	**380**	**254**	**66.84**
	Non-Executive/ Technical Staff	**267**	**153**	**57.30**
2024	Board Members	7	1	14.29
	Management	287	2	0.70
	Executive	386	57	14.77
	Non-Executive/ Technical Staff	277	5	1.81
2023	Board Members	6	1	16.67
	Management	296	103	34.80
	Executive	397	188	47.36
	Non-Executive/ Technical Staff	295	199	67.46

Percentage of Employees Trained

Year	Total Directors/Employees Trained	Overall Training Percentage (%)
2025	**588**	**61.44**
2024	65	6.79
2023	491	49.40

Confirmed Corruption Cases

Year	Number of Confirmed Incidents	Actions Taken
2025	**0**	**N/A**
2024	0	N/A
2023	0	N/A

LOOKING AHEAD

Moving forward, we will continue to strengthen our anti-corruption framework by reinforcing robust internal controls and fostering a culture that promotes ethical conduct at all levels of the organisation.

This will be supported by expanded training coverage, refreshed communications on anti-corruption policies, and enhanced monitoring and oversight in procurement and operational processes. By nurturing a speak-up culture and maintaining rigorous governance controls, we will ensure timely detection of potential risks and uphold our zero-tolerance stance against bribery, corruption and unethical conduct.

DATA PRIVACY & SECURITY

GRI 2-27, 418-1, 3-3

WHY IT MATTERS

Through our operations, we handle a significant volume of personal, financial and user data, and have a responsibility to safeguard this information and protect individuals. Any breach could have serious consequences, disrupting operations, undermining stakeholder trust and exposing us to reputational, legal and financial risks.

At the same time, our ongoing digitalisation journey has expanded our digital attack surface. As cyber threats continue to increase in sophistication, it is essential that we continue to invest in robust data privacy and security technologies to protect our data assets and maintain the integrity of our operations.

OUR APPROACH

Strengthening Governance and Policy Frameworks

Building on our commitment to ethical practices and compliance, we have strengthened our IT and cybersecurity frameworks to safeguard critical data and digital assets.

We adopted Deloitte's Cyber Strategy Framework, encompassing 34 cybersecurity capabilities. This framework provides a structured approach to risk management, incident response, data protection and ongoing monitoring. Oversight is maintained through a formal governance structure, including the appointment of two Data Protection Officers in FY2025 to meet amended Personal Data Protection Act ("PDPA") requirements, ensuring compliance and accountability across the Group.

Key IT advancements during the year include the adoption of AI across multiple business processes, enhancing operational efficiency while maintaining strict data privacy and security standards. These efforts strengthen our existing governance measures, which include policy adherence, risk monitoring and employee training.

Our data protection practices are guided by the following principles:

- **Data minimisation** – restricting access to personal data to employees who require it for legitimate business purposes.
- **Data security** – implementing robust safeguards, including encryption and access controls, supported by trained personnel.
- **Data confidentiality** – preventing unauthorised disclosure, misuse or loss of personal data.

Policy/SOP	Last Updated
IT Usage and Security Policy	**June 2024**
IT Usage and Security Policy (For Tech)	**July 2024**
SMG Data Centre Security Policy	**December 2025**
Technology SOP	**December 2024**
Data Management Procedures	**December 2025**
Data Loss Playbook	**January 2024**
Cyber Incident Playbook	**December 2025**

Managing Cyber and Data Privacy Risks

We maintain a proactive approach to identifying and managing data privacy and cybersecurity risks. Although we face frequent hacking and phishing attempts each month, no successful breaches occurred during FY2025, reflecting the effectiveness of our preventive controls and monitoring systems.

Quarterly risk assessments, reviewed by the Risk Management Committee, identified no material issues during the year. These assessments inform targeted mitigation measures and ensure that our controls remain responsive to emerging threats. In addition, external penetration testing conducted by third-party specialists identified only low-risk vulnerabilities, all of which were addressed promptly.

Our SOPs are reviewed periodically, or as required, by a panel comprising senior management and key functional leaders to ensure alignment with regulatory requirements and industry best practices. We also maintain strict controls over data sharing, with personal data never disclosed to third parties for marketing or sales purposes without explicit consent.

Building Employee Awareness and Capability

Employees play a critical role in safeguarding data, and we continue to invest in building awareness and capability across the organisation. Our training programmes focus on compliance with data protection laws, adherence to internal policies and appropriate responses to potential cyber incidents.

In FY2025, we rolled out mandatory data privacy training for all employees, aligned with Personal Data Protection (Amendment) Act 2024 requirements, fulfilling the commitment made in the previous reporting year. These initiatives strengthen a security-conscious culture and ensure that employees remain vigilant in protecting our data assets.

OUR PERFORMANCE

In FY2025, we recorded zero substantiated complaints related to data privacy breaches, demonstrating the effectiveness of our governance and control measures. We continued to enhance threat detection through advanced vulnerability management tools and external penetration testing to strengthen system resilience.

We also maintained our target of keeping customer data-related complaints below 5% of total complaints, a benchmark that we have consistently achieved since FY2022.

Year	2023	2024	2025
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	0	0	**0**

LOOKING AHEAD

As part of our five (5)-year ESG plan, we will ensure that all relevant employees complete mandatory data protection training to reinforce awareness of PDPA requirements and best practices in handling personal information. In parallel, we will continue to strengthen our cybersecurity monitoring and incident management capabilities to prevent material data and security breaches.

STATEMENTS

Independent Limited Assurance Report

Independent Limited Assurance Report on Subject Matter Information in Star Media Group Berhad's Sustainability Statement 2025

We, Grant Thornton Consulting Sdn Bhd ("Grant Thornton") were engaged by Star Media Group Berhad ("SMG") to provide limited assurance on selected Common Sustainability Matters ("CSMs") ("Subject Matter Information") as reported by SMG in its Sustainability Statement for the year ended 31 December 2025 ("Sustainability Statement").

Limited Assurance Conclusion

Based on the work we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information presented in the Sustainability Statement has not been prepared, in all material respects, in accordance with the Reporting Criteria.

This conclusion is to be read in the context of what we say in the remainder of this report.

Subject Matter Information

The scope of our work was limited to assurance over selected CSMs reported in SMG's Sustainability Statement, as presented below..

Underlying Subject Matter	Units	Reporting location (Page Reference)
Community and Society		
a) Total amount invested in the community where the target beneficiaries are external to the listed issuer; and	Currency	Page 117-123 in the Annual Report
b) Total number of beneficiaries of the investment in communities	Number	
Supply Chain Management		
a) Proportion of spending on local suppliers	Percentage %	Page 95-96 in the Annual Report
Emissions Management		
a) Scope 1 emissions;	Tonnes CO_2-eq	Page 101-105 in the Annual Report
b) Scope 2 emissions; and	Tonnes CO_2-eq	
c) Scope 3 emissions (only for category 6: business travel and category 7: employee commuting)	Tonnes CO_2-eq	

Our assurance is with respect to the year ended 31 December 2025 Subject Matter Information only and we have not performed any procedures with respect to earlier periods or any other information included in the SMG's Sustainability Statement and, therefore, do not express any conclusion thereon.

Independent Limited Assurance Report on Subject Matter Information in Star Media Group Berhad's Sustainability Statement 2025 (cont'd)

Reporting Criteria

The Subject Matter Information needs to be read and understood together with the Reporting Criteria, which SMG is solely responsible for selecting and applying.

The reporting criteria adopted for reporting the Subject Matter Information are based on SMG's internal sustainability reporting guidelines along with their definitions and calculation methodologies as disclosed within the Sustainability Statement ("Reporting Criteria").

Board of Directors and Management's Responsibilities

The Directors and Management of SMG are responsible for:
- determining appropriately selected reporting CSMs;
- the design, implementation and maintenance of internal control relevant to the preparation and presentation of Subject Matter Information that is free from material misstatement, whether due to fraud or error;
- selecting and/or establishing suitable Reporting Criteria;
- measuring or evaluating and presenting the Subject Matter Information in accordance with the Reporting Criteria; and
- the preparation of the Sustainability Statement and the Reporting Criteria and their contents.

Our responsibilities

We are responsible for:
- planning and performing the engagement to obtain limited assurance about whether the Subject Matter Information has been prepared in accordance with the Reporting Criteria;
- forming an independent limited assurance conclusion, based on the work we have performed and the evidence we have obtained; and
- reporting our limited assurance conclusion to SMG.

Our Quality Management and Independence

Our firm applies Malaysian Approved Standard on Quality Management, ISQM 1, *Quality Management for Firms that Perform Audits and Reviews of Financial Statements, or Other Assurance or Related Services Engagements*, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the *By-Laws (on Professional Ethics, Conduct and Practice)* of the Malaysian Institute of Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

STATEMENTS

Independent Limited Assurance Report

Independent Limited Assurance Report on Subject Matter Information in Star Media Group Berhad's Sustainability Statement 2025 (cont'd)

Assurance standards and level of assurance

We performed a limited assurance engagement in accordance with the approved standard for assurance engagements in Malaysia, International Standard on Assurance Engagements 3000 (Revised), *"Assurance Engagements other than Audits and Reviews of Historical Financial Information"* ("ISAE 3000 (Revised)"), and in respect of the greenhouse gas emissions information included within the Subject Matter Information, in accordance with International Standard on Assurance Engagements 3410, *"Assurance Engagements on Greenhouse Gas Statements"* ("ISAE 3410"). These standards requires that we plan and perform this engagement to obtain limited assurance about whether the Subject Matter Information is free from material misstatement.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks which vary in nature 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. Accordingly, we do not report a reasonable assurance conclusion.

Work performed

Considering the circumstances of the engagement our work included, but was not restricted to:

- assessing the suitability of the Reporting Criteria as the basis of preparation for the Subject Matter Information;
- conducting interviews with management and relevant staff at group level and selected business unit level concerning sustainability strategies and policies for material issues, and the implementation of these across the business operations;
- assessing the risk of material misstatement of the Subject Matter Information, whether due to fraud or error, and responding to the assessed risk as necessary in the circumstances;
- conducting interviews with relevant management of SMG and examining selected documents to obtain an understanding of the processes, systems and controls in use for measuring or evaluating, recording, managing, collating and reporting the Subject Matter Information;
- conducting interviews with sites, selected on the basis of a risk analysis including the consideration of both quantitative and qualitative criteria;
- performing analytical procedures for consistency of data with trends and our expectation;
- performing selected limited substantive testing including agreeing a selection of the Subject Matter Information to corresponding supporting information;
- considering the appropriateness of a selection of selected unit conversion factor calculations and other calculations used by SMG to prepare the Subject Matter Information including by reference to widely recognised and established conversion factors;
- considering the organisational boundary of SMG for the reporting of Subject Matter Information;
- evaluating the overall presentation of the Subject Matter Information; and
- reading the Sustainability Statement and narrative accompanying the Subject Matter Information in the Sustainability Statement with regard to the Reporting Criteria, and for consistency with our findings.

Independent Limited Assurance Report on Subject Matter Information in Star Media Group Berhad's Sustainability Statement 2025 (cont'd)

Inherent limitations

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different but acceptable evaluation and measurement techniques that can affect comparability between entities over time. Non-financial information is subject to more inherent limitations than financial information given the nature of the underlying characteristics of the subject matter and the methods used to determine such information.

In addition, due to the inherent limitations of any internal control structure, it is possible that errors or irregularities in the information presented in the Sustainability Statement 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 Sustainability Statement, as the engagement has not been performed continuously throughout the period and the procedures performed were undertaken on a test basis.

Intended use of this report

This limited assurance report, including our conclusion, has been prepared solely for the Board of Directors of SMG in accordance with the terms of the letter of engagement between us. Our work has been undertaken so that we might state to SMG those matters we are required to state to them in an independent limited assurance report and for no other purpose. We have not considered the interest of any other party in the Subject Matter Information.

To the fullest extent permitted by law, we do not accept nor assume responsibility and deny any liability to any party other than SMG for our work or this report, or for the conclusion we have reached.

Our report is released to SMG on the basis that it shall not be copied, referred to or disclosed, in whole (save for inclusion in the SMG's Sustainability Statement 2025) or in part, without our prior written consent.

Kishan Jasani
Country CEO of Malaysia
Grant Thornton Consulting Sdn Bhd
Kuala Lumpur
Date: 1 April 2026