STARHUB LTD
Co. Reg. No. 199802208C

28TH ANNUAL GENERAL MEETING

Responses to Substantial & Relevant Questions
Submitted by Shareholders, Securities Investors Association (Singapore) and Corporate Monitor

Singapore, 24 April 2026 – StarHub Ltd ("**StarHub**") thanks shareholders, Securities Investors Association (Singapore) (SIAS) and Corporate Monitor for their interest in submitting questions in advance of our 28th Annual General Meeting ("**AGM**") to be convened and held at Level 3, Rooms 324-326, Suntec Singapore Convention & Exhibition Centre, 1 Raffles Boulevard, Suntec City, Singapore 039593 on 30 April 2026 at 10.00 a.m.

Responses to all substantial and relevant questions received relating to the resolutions tabled for approval at the AGM are as listed in: (a) Annex A (Responses to Shareholders); (b) Annex B (Responses to SIAS); and Annex C (Reponses to Corporate Monitor). The responses make reference to StarHub's Annual Report 2025 and Letter to Shareholders dated 8 April 2026, which have been published on SGXNet and are also accessible at StarHub's Investor Relations website at https://ir.starhub.com/AGM-EGM.

For full details on StarHub's latest financial and business performance update for the financial year ended 31 December 2025, please visit the Results section on StarHub's Investor Relations website.

Following the conclusion of the AGM, the outcome of the AGM will be uploaded on SGXNet and made available on StarHub's Investor Relations website. The minutes of the AGM will be published on SGXNet and StarHub's Investor Relations website by 29 May 2026.

Annex A

RESPONSES TO SHAREHOLDERS

1. How does the acquisition of MyRepublic Broadband instead of M1 make better commercial sense for StarHub?

> The acquisition of MyRepublic Broadband is a natural progression of an existing partnership, rather than a new or unrelated acquisition. We already held a majority stake prior to the transaction, so moving to full ownership allows us to achieve greater strategic alignment, faster decision-making and clearer execution.
>
> Importantly, this gives us full control over the brand, customer base and key operational assets, which strengthens our ability to execute our multi-brand, multi-segment strategy in Broadband.
>
> From a commercial standpoint, it also enables us to capture the full economic value of the business, drive deeper integration and synergies across network, operations and bundling whilst accelerating growth in a segment where MyRepublic already has strong positioning with digital and niche customers.
>
> As highlighted in the announcement on 12 August 2025, this was not just an acquisition, but an acceleration of our strategy, allowing us to move faster and deliver greater value to customers with an asset that was fully aligned with how we are building our Consumer business.

2. In view of recent market consolidation, can intense price competition for mobile services be expected to moderate in the foreseeable future?

> The market remains intensely competitive continued price-led activity at the value end. At current levels, pricing is not sustainable, particularly with rising costs around network and cybersecurity across the industry.
>
> While consolidation could be a positive factor, the timing and outcome remain uncertain, and we expect competition to persist in the near to medium term. That said, as cost structures normalise across all players, we believe the market will gradually shift towards more disciplined, value-led competition.
>
> On our end, we are not leading on price. Our focus remains to be on quality, differentiation, and our multi-brand strategy to compete effectively. Whilst we expect competition to remain elevated in the near term, we are positioning ourselves to compete through value and be well placed when pricing discipline returns.

3. Please state the gain from the proposed termination of assigned rights in Ensign excluding the remeasurement of StarHub's remaining interest.

> As of 15 April 2026, we have updated the market that StarHub and Temasek have agreed to terminate the assigned rights arrangement relating to a portion of StarHub's overall economic and equity interest in Ensign InfoSecurity for total cash proceeds of S$121 million. This follows the natural evolution of the original transaction structure and allows StarHub to partially monetise its investment and redeploy capital towards other strategic and core business investments.

The transaction value was supported by an independent third-party valuation exercise which took into account the long-term growth prospects and margin profile of the business. This provided the assurance that the agreed valuation reflects a fair and commercially sound outcome.

As part of this, StarHub expects to recognise a fair value gain of over S$200 million[1] from the termination of the Aggregate Assigned Rights and the remeasurement of its remaining 38.92% equity interest in Ensign upon recognising Ensign as an associated company. Ensign remains an important cybersecurity partner to StarHub, and we look forward to the continued collaboration

[1] Estimated based on the StarHub Group's management accounts as at 31 March 2026. The actual fair value gain will be determined as at the date Ensign is recognised as an associated company instead of a subsidiary

4. Given the challenging business environment, would StarHub be able to maintain its 6c dividend for FY26?

We remain committed to FY2026 dividend outlook of the higher or 6.0 cents or our dividend policy.

While the near-term environment is challenging, our position is supported by a strong balance sheet, healthy liquidity, and expected recovery in free cash flow from FY2026 onwards as current investments normalise.

At the same time, we are executing on cost optimisation and disciplined capital allocation to strengthen cash flow over time. We will continue to take a responsible and balanced approach, ensuring dividends remain aligned with business conditions, cash flow and long-term financial resilience.

Annex B

RESPONSES TO SIAS

1. In the 2024 annual report, the CEO stated that the group would transition the DARE+ programme from a *Build and Invest* phase to a *Harvest* phase after years of transformation. One of the stated objectives of DARE+ was to shift expenditure from capital to operating in nature, with a focus on improving cost discipline and technology efficiency. However, capital expenditure increased from 7.3% of revenue in FY2023 to 16.1% in FY2025, or 8.1% excluding spectrum acquisition.

   In the FY2025 Q&A, management also introduced a new multi-year cost optimisation programme targeting $70 million in run-rate savings across FY2026-2028.

   a. **Can management clarify whether the new cost optimisation programme is a continuation of DARE+ or a reset of the strategy? What specific gaps in DARE+ execution necessitated this new programme?**

The cost optimisation programme is not a reset of DARE+, but rather a natural next phase of it. DARE+ was primarily about building the platforms, capabilities and infrastructure to transform the business which required upfront investment. What StarHub is doing now is moving decisively into the "harvest" phase, but in today's operating environment, harvesting requires a more structured and accelerated approach to cost discipline. The new programme is therefore about extracting value from what has already been built; starting with the decommissioning of legacy systems which were delayed from DARE+, coupled with further optimisation of the network along with simplifying systems across the business to reduce duplication, and optimising how the organisation is run. So rather than addressing gaps, it is about unlocking the full benefits of DARE+, and ensuring those benefits translate into sustainable cost savings, stronger cash flow, and improved profitability going forward.

   b. **For the benefit of stakeholders, can the board provide an objective report card on DARE+, covering total investment committed, realised financial and operational benefits, and the extent to which original targets have been met or missed? For targets that have fallen short, what were the underlying reasons and how is management being held accountable?**

DARE+ was a multi-year transformation programme to modernise StarHub's platforms, network and digital capabilities, and those foundations are now largely in place. Operationally, StarHub has delivered automation and built a scalable, high growth platform. Financially, DARE+ delivered on the intended benefits but intense competition in the Consumer segment has muted the full impact at the Group level.

This is less about targets being missed, and more about external pressures affecting timing of returns.

In terms of accountability, management is measured on both delivery and financial outcomes, with active Board oversight.

DARE+ has delivered the capabilities and foundation, and our focus now is on converting that into tangible financial outcomes in a disciplined and transparent way.

Net debt to EBITDA increased from 1.29 times in FY2024 to 2.0 times in FY2025, with net debt rising to $806 million from $577 million three years ago. The net debt to EBITDA ratio was 1.36 and 1.38 times in FY2022 & FY2023 respectively.

c. **Given this deterioration in leverage, how does the board justify maintaining a dividend of 6 cents? Is the dividend fully supported by operating cash flow, or is there reliance on borrowings? Is the dividend policy sustainable?**

We recognise the importance of dividends to our shareholders and have carefully weighed this in our capital allocation decisions. While we acknowledge that earnings are currently under pressure due to unsustainable market competition; consolidation is underway and we are strategically positioning for aggressive competition and eventual market stability.

We remain committed to driving long-term TSR and reiterate our dividend outlook and policy - the higher of 6.0 cents per share or to distribute at least 80% of net profit attributable to shareholders (excluding one-off, non-recurring items).

In determining dividend levels, we will take into consideration short-to mid-term business conditions, cash flow and investment requirements, and results expected from our ongoing business transformation initiatives and financial performance for the year.

Our cash generation abilities remain healthy, and although free cash flow (FCF) was temporarily impacted in FY2025 due to the spectrum payment, we expect positive FCF trends to resume from FY2026.

The commitment to at least 6 cents reflects our confidence in the underlying resilience of our core business and our ability to manage cash flows effectively.

While we acknowledge short-term bottom-line pressures, we are actively driving cost transformation, pursuing synergies from recent strategic moves, and optimising capital allocation to support sustainable FCF.

Moreover, we maintain a prudent approach to balance sheet management and liquidity, ensuring we can continue supporting dividends while investing in long-term growth.

d. Separately, can the board provide an assessment on the progress made by Ensign, and the strategic direction of the business? What is the status of the assigned rights, and has any decision been made? Specifically, has the automatic termination date been extended and, if so, what is the revised termination date?

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>
> [1] Estimated based on the StarHub Group's management accounts as at 31 March 2026. The actual fair value gain will be determined as at the date Ensign is recognised as an associated company instead of a subsidiary.

In addition, the group has established a steering committee to oversee strategic and financial matters, including mergers and acquisitions.

e. Is the board considering a more proactive shift towards growth through acquisitions, particularly in the enterprise segment? How does this align with balance sheet constraints and capital discipline?

> The establishment of the Board Steering Committee is intended to strengthen oversight and governance over our key strategic priorities, including capital allocation and M&A.
>
> Enterprise M&A is a key focus area for the year, given the structural growth opportunities and its role in strengthening our capabilities and regional scale. That said, our approach remains highly selective and disciplined. Any transaction must demonstrate clear strategic fit, synergy potential and a credible path to value creation.
>
> We remain mindful of our balance sheet and capital commitments and will ensure that any deployment of capital is aligned with financial resilience, cash flow discipline and sustainable shareholder returns.
>
> While we are actively evaluating opportunities, the committee ensures we can move with speed and conviction when the right assets come along, without compromising on governance or discipline.

2. In the consumer strategy, the company emphasises a brand centred on giving consumers a peace of mind, quality connections and a human-centred service experience. Management has stated that it places customers at the centre of every interaction and aims to be a trusted partner in customers' digital lives.

The chairman also highlighted "a human-driven approach" and a deep understanding of customers.

At the same time, in his Q&A, the CEO described the consumer business as a critical cash flow engine, raising questions on how customer experience and service quality are measured and managed in practice.

a. Can management provide specific metrics used to track customer satisfaction and service quality in the consumer segment, such as net promoter score, churn rates, number of complaints, complaint resolution times and repeat contact rates? How have these trended over the past three years?

> We take a data-driven approach to managing customer experience and service quality.
>
> Historically, we have tracked Net Promoter Score (NPS) as a core metric to monitor and manage our customer satisfaction, which improved meaningfully. For example, in FY2024 our NPS increased by 17% to 38.3, reflecting enhancements in user experience, value proposition and customer engagement.
>
> In FY2025, we evolved our measurement framework beyond NPS to capture a more holistic view of the customer journey. We now track a broader set of operational and experience metrics, including customer satisfaction scores. These are integrated into our Engagement & Satisfaction Score (ESS), a group-wide framework that provides a comprehensive view of customer sentiment, service quality and engagement across both Consumer and Enterprise segments. Concurrently, we are actively working on uplifting the customer journey and experience through our business simplification initiatives which focus on reducing friction, streamlining processes and improving end-to-end service delivery.
>
> In terms of trends, while the operating environment has become more competitive, we have seen continued improvements in engagement and experience metrics, even as we actively manage churn and service quality through targeted interventions.
>
> Ultimately, these metrics guide how we design and deliver our services and are closely aligned with our ambition to be a human-centric technology company, ensuring that as we scale our ambitions, the customer experience remains at the heart of what we do.

b. **How does management incorporate customer feedback from public channels, especially from social media platforms such as the company's Facebook[1] page into operational improvements? Has the use of chatbots as a cost management tool been effective at meeting customers' expectations?**

We take customer feedback seriously across all channels, including public platforms such as social media, as well as our official hotlines and email channels. Feedback from these sources is actively monitored and reviewed by our Customer-Operations and Consumer teams and fed into service recovery and improvement actions. In addition, we proactively tracked customer satisfaction scores through regular surveys allowing us to better understand evolving customer expectations and pain points. In FY2025, we further strengthened this through a more structured Voice of Customer (VOC) programme, supported by AI-enabled analytics. This allows us to: (1) Identify emerging trends and recurring issues from large volumes of interactions (2) Gain end-to-end visibility across the customer journey (3) Implement a continuous improvement loop to enable proactive enhancements to self-service and support experiences. On chatbots, they are part of our broader effort to enhance accessibility and responsiveness, particularly for routine queries. We continuously monitor performance through metrics such as resolution rates and escalation levels, and refine the experience to ensure they complement, rather than replace, human support. The objective is to strike the right balance; leveraging automation to improve speed and efficiency, while maintaining the human touch that customers expect from us.

c. **How does the board embed customer experience as a strategic priority, including setting targets, reviewing performance dashboards and linking management incentives to specific customer outcomes such as customer complaints, churn reduction and lifetime value?**

Customer experience is a key strategic priority for the Board and is embedded through regular oversight and performance tracking. The Board is kept updated on key customer metrics including satisfaction, churn, service quality and complaints alongside financial performance to ensure a balanced view. Management tracks these through structured dashboards with clear operational targets, enabling timely intervention where needed. Customer outcomes are also reflected within the broader performance and incentive framework for management, reinforcing long-term value creation. Ultimately, this is aligned with our ambition to be a human-centric technology company, where customer experience is central to how we operate and compete.

[1] https://www.facebook.com/StarHub/

3. On 16 May 2025, the company announced the appointment of Ms Lee Ghim Ha Jill, effective 1 June 2025.

[Refer to: Change - Announcement of Appointment::Appointment of Independent Non-Executive Director (Lee Ghim Ha Jill)]

a. Can the company disclose the search and nomination process that led to the appointment of Ms Lee Ghim Ha Jill, as required by the SGX template? Specifically, how was the candidate pool identified, how many candidates were considered and interviewed, and what were the key selection criteria applied?

The Nominating and Governance Committee ("NGC") conducted the search and nomination process in accordance with StarHub's established governance framework.

For this appointment, the NGC undertook a targeted search to identify candidates with relevant experience aligned with the Board's needs, and ensured that the process was structured and subject to appropriate evaluation.

Suitable candidates were identified, assessed and considered by members of the NGC and the Board before a final recommendation was made. The Company does not disclose the exact number of candidates considered or interviewed, in line with the confidential nature of Board deliberations.

In assessing candidates, the NGC applied the criteria disclosed in the Annual Report, including Board composition and diversity, relevant experience and competencies, independence, and the ability to contribute effectively to Board deliberations.

Based on this assessment, the NGC reviewed Ms Lee's qualifications and experience and recommended her appointment. The Board accepted the NGC's recommendation, having concluded that Ms Lee is independent and best meets the Board's current needs. Her appointment was approved, subject to regulatory approval by the Infocomm Media Development Authority of Singapore (IMDA), which was subsequently obtained.

Annex C

RESPONSES TO CORPORATE MONITOR

1. **For the Mobile division, there is a trend of falling ARPU coupled with higher data usage. How can StarHub reverse the ARPU and also ensure that it can properly charge customers for this higher data usage?**

> We recognise the trend of ARPU pressure alongside rising data usage, which is largely driven by industry-wide structural factors such as SIM-only migration and competitive pricing dynamics.
>
> Our strategy is therefore not to chase ARPU through pricing, but to improve overall customer lifetime value and unit economics.
>
> There are three key levers to this:
>
> First, we are deliberately moving away from price-led competition. Our intent is to grow through quality and value differentiation, rather than leading on price, particularly in a market that has been driven down by low-cost players. Our multi-brand, multi-segment strategy operates across Premium, Digital and Value segments, allowing us to price and monetise each segment effectively whilst catering directly to the customers of those segments.
>
> Second, we are seeing early traction from plan innovation and segmentation. For example, the launch of 5G Unlimited+ on the StarHub brand and upsell within the eight base is driving customers to step up spend for better quality and features, even in value segments.
>
> Third, we are focused on bundling and cross-product monetisation across mobile, broadband and entertainment. This allows us to capture value beyond standalone ARPU and improve overall unit economics.
>
> Importantly, while data usage continues to grow, we are leveraging our network investments and automation to scale usage efficiently, so higher consumption does not translate linearly into higher costs.
>
> In short, rather than directly "charging more for data", our approach is to increase value per customer through better products, segmentation and bundling, which supports monetisation even in a competitive pricing environment and positions us well as the market stabilises.

2. **Are there plans to grow Broadband's customer base and improve its ARPU? Can management detail what these plans are? What is the latest update on the 5G to 6G transition? Will higher speeds also entice more customers to switch over from competing telcos to sign up with StarHub?**

> Our Broadband strategy is anchored on our multi-brand, multi-segment approach, allowing us to grow both customer base and ARPU in a disciplined way, even in a highly competitive market.
>
> On customer growth, we leverage our portfolio across StarHub, MyRepublic and eight to address different segments - capturing value-conscious and niche users, while continuing to defend and grow our premium base.

Across the Broadband portfolio, we are focused on:

- Migration to higher-speed UltraSpeed plans
- Bundling with mobile and entertainment to enhance monetization
- Differentiation through service quality, reliability and premium hardware

This allows us to protect the brand at the mid-to-premium tiers, even as competition intensifies at the lower end.

On 5G, we are still in the early monetisation phase, and our priority is to fully extract value from existing investments across both Consumer and Enterprise. 6G remains longer-term, and we will take a measured, commercially driven approach.

In terms of switching, higher speeds do drive demand, but only when paired with clear customer value. Our focus is on combining network quality, bundling and service experience, which together create a stronger reason for customers to choose and stay with StarHub.

3. **Why has StarHub declined to disclose the operating metrics for the Entertainment division? Is it because subscriber numbers have declined yet again, exacerbating the year-on-year decline since 2021? What is the ARPU for 2025 and churn rate?**

The Entertainment segment is going through a structural transition, particularly with industry trends shifting towards direct-to-consumer (D2C) models for content distribution. In this environment, traditional metrics such as subscriber numbers, ARPU and churn, which were designed for legacy pay-TV model, are less reflective of the segment's underlying performance and direction.

Our focus has therefore shifted towards overall revenue, engagement and monetisation across platforms, which we believe are more meaningful indicators as the business evolves.
Strategically, we are repositioning our role within the ecosystem through partnerships. For example, our strategic partnership with MediaCorp expands our reach across both content distribution and advertising while developments such as the Premier League's move towards D2C are being addressed through new partnership models.

So rather than managing this segment as a traditional pay-TV business, our priority is to maintain commercial relevance and capture value across a broader, more digital ecosystem as the industry evolves.

4. **What is the competitive situation in the telco industry now? Are players still pricing aggressively to gain market share? When will pricing become more sensible – when the M1-Simba merger is approved?**

The market remains intensely competitive, with aggressive pricing at the value end.

At current price points, the economics are not sustainable, particularly with rising requirements around network quality, resilience and cybersecurity. As those costs normalise across the industry, pricing will have to follow.

On our end, we have been very deliberate in not leading on price. As a Critical Information Infrastructure (CII) provider with strengths across Premium, Digital and Value segments, we are focused on setting the tone through quality, differentiation and value, not discounting.

We believe that as cost realities set in across the industry, and with potential consolidation over time, the market will move towards more rational and disciplined pricing.

Rather than waiting for any single event, we see pricing normalisation as inevitable, and we are positioning ourselves to lead in a value-driven market, not a price-driven one. We are already seeing encouraging signs that customers are willing to pay more for better quality, bundled services and a stronger overall experience.

Our view is clear: pricing discipline will return, not because of any single event, but because industry fundamentals demand it. And when that happens, we believe we are positioned to lead and capture that upside.

5. The multi-year cost optimisation programme (2026 to 2028), is this similar to DARE and DARE+? Because those initiatives did not yield the expected results, so what makes management believe that this time will be different?

The cost optimisation programme announced at 1H2025 builds on DARE and DARE+, but it is fundamentally different in focus and execution.

DARE and DARE+ were primarily about building capabilities and transforming the business, building our digital platforms, network modernisation and new growth engines. Those required upfront investment, and while we did realise intended benefits, a significant portion was offset by intense market competition in the Consumer segment.

This current programme is about harvesting and structural reset. We are targeting minimum efficient scale, focusing on permanent removal of cost through simplification, automation and legacy decommissioning, rather than incremental efficiencies.

Importantly, this is also a more disciplined and measurable programme where we have outlined clearly identified cost buckets, a defined $70M target, and a structured execution roadmap over FY2026 to FY2028.

In short, the difference is:

- Before: build and invest
- Now: simplify, optimise and extract value

With a more stable cost base and improving market dynamics over time, we expect these savings to flow through more directly to the bottom line.

6. What is "minimum efficient scale" that StarHub keeps touting, and how can this be achieved? What is the timeline to achieve this efficient scale?

Minimum efficient scale means right-sizing our cost base to match the business through removing complexity, duplication and legacy inefficiencies.

We’re doing this through four areas: legacy decommissioning, network optimisation, systems re-architecture and business simplification which are all focused on structural, not temporary, savings.

This is a multi-year programme from FY2026 to FY2028. We expect to start recognising some of these savings in the latter half of FY2026, with the bulk of savings coming through in FY2027 and FY2028. The objective of this exercise is about building a leaner, more scalable business that can sustain profitability in a competitive market.

7. With the popularity of “on-demand” entertainment, will StarHub consider revamping its cable TV segment to reflect this new reality? Otherwise, the Company will continue to lose customers to competitors such as Apple TV+, Amazon Prime, and Netflix.

The shift towards on-demand and OTT consumption is structural, and we are actively adapting our Entertainment strategy to reflect this.

Entertainment continues to be a key acquisition and engagement tool for us, particularly through bundling across mobile and broadband. However, the operating model is evolving from a traditional pay-TV approach to a more partnership-led, platform-based model.

This includes:

- Integrating OTT services and making content more accessible across devices
- Expanding partnerships, such as with Mediacorp, to broaden reach across both subscription and advertising
- Continuing to differentiate through premium content, particularly sports.

Rather than defending a legacy cable model, we are proactively reshaping the business to align with how customers consume content today through leveraging partnerships to stay relevant, drive acquisition, and capture value in a more digital ecosystem.

8. Why is StarHub retaining its Cybersecurity division (within Enterprise) when margins are so dismal? Also, the growth rate seems to be falling every year, with 2025 showing just a 4.3% year-on-year revenue growth. What are the plans to reignite growth for this division?

Cybersecurity remains a strategic priority for us, given the structural demand and its importance to both our Enterprise customers and our role as a Critical Information Infrastructure (CII) provider.

On Ensign, as of 15 April 2026 , we have updated the market that StarHub and Temasek have agreed to terminate the assigned rights arrangement relating to a portion of StarHub’s overall economic and equity interest in Ensign InfoSecurity for total cash proceeds of S$121 million. This follows the natural evolution of the original transaction structure and allows StarHub to partially monetise its investment and redeploy capital towards other strategic and core business investments.

In terms of margins and growth, Ensign is still a scaling business. As with most cybersecurity platforms, there are ongoing investments in talent, capabilities and R&D, which can weigh on near-term margins and create some variability in growth. Ensign’s focus is therefore on building long-term scale and recurring capabilities, rather than optimising for short-term profitability.

Importantly, cybersecurity for StarHub remains deeply embedded in our DNA as a CII provider, more importantly, it is deeply embedded in the Modern Digital Infrastructure platform and continues to be a key differentiator in our Enterprise offerings.

While near-term growth may appear moderate, we remain confident in the long-term trajectory of the sector, and we will continue to participate in this space through both Ensign and our broader Enterprise platform.

9. The contract-based nature of StarHub's cybersecurity division is worrying, as this means revenue/profits will be lumpy. Does management have a plan to take up longer-term contracts with higher revenue certainty? Or perhaps transition to a software-as-a-service (SaaS) model which increases revenue predictability?

The nature of cybersecurity businesses tends to lean towards being project-based, which can result in lumpiness around revenue recognition.

Our strategy within StarHub Enterprise is to shift the mix towards more recurring and predictable revenue streams. This is being achieved by embedding cybersecurity into our Managed Services and Modern Digital Infrastructure platform, where engagements are typically multi-year in nature and structured around ongoing service delivery rather than one-off projects.

As we scale these platform-based and managed offerings, we expect a greater proportion of revenue to come from recurring contracts, improving both visibility and stability over time.

While some lumpiness will remain, the overall direction is clearly towards a more annuity-like, service-led model, aligned with how enterprise customers are increasingly consuming cybersecurity solutions.

10. CEO Eapen alluded to conducting more M&As to boost StarHub's revenue and profits, but what level of capex will be involved in such M&A? 2026's guidance is for capex to be 13% to 15% of revenue, which means at least S$300+ million based on 2025's revenue. Can management provide more colour on this?

To clarify, the expected 13% to 15% of total revenue capex guidance for FY2026 is driven by investments into 5G capex, IT, cybersecurity and network, which are necessary to support our role as a critical infrastructure provider.

M&A is separate from capex and will not automatically add to that run-rate spend. Any Enterprise investments, whether organic or inorganic, are anchored against a visible and largely secured orderbook, where we have high confidence in the underlying demand and returns.

Importantly, we remain cognisant of our balance sheet and the current earnings environment. We are not pursuing growth at the expense of financial discipline, and any M&A will be selective, capability-driven and value-accretive.

The elevated capex reflects targeted, necessary investments, while M&A and Enterprise scaling are being executed in a measured way against committed demand, ensuring we maintain both financial resilience and capital discipline.

The current capex guidance remains unchanged for FY2026.

11. Can the dividend policy of 6c/share still be maintained assuming higher capex levels and weakening mobile and enterprise performance? Is it time for StarHub to cut back on the dividend and prioritise the defence of its market share instead? Unless operating cash flow can improve materially, StarHub may be forced to reduce its dividend in light of the challenging business environment.

Refer to Response to SIAS, Annex B, Question 1c.