

## STARHUB LTD

### RISK AND SUSTAINABILITY COMMITTEE TERMS OF REFERENCE

#### 1. PURPOSE

- 1.1 The Risk and Sustainability Committee (the "RSC") is a committee established as a matter of best practice by the Board of Directors (the "Board") of StarHub Ltd (the "Company"). The main objectives of the RSC are: (a) to assist the Board in fulfilling its fiduciary responsibilities for the governance of risk; (b) to oversee responsibilities for the Company's Sustainability vision, strategy, initiatives, policies and practices; and (c) to act in the interest of the Company's shareholders as a whole in relation to enterprise risk management and Sustainability.
- 1.2 The RSC should also undertake periodic reviews of the operating and business environment of the Company and its subsidiaries to identify any elements which may have a possible impact on the risk profile and Sustainability performance of the Company and its subsidiaries.

#### 2. FUNCTIONS

- 2.1 The RSC shall:

In relation to Enterprise Risk Management:

- 2.1.1 advise the Board on the Company's overall risk tolerance and strategy;
- 2.1.2 advise the Board on and oversee the enterprise risk management framework and policies, risk exposures and risk strategy of the Company. The RSC will inventorise all risks, but may direct oversight of certain categories of risks to be allocated to the appropriate management and Board bodies that the RSC may identify to be the most appropriate for reviewing and overseeing such risks;
- 2.1.3 in relation to risk assessment:
- (a) review the Company's overall risk assessment processes with a view to guiding the Board in its decision making;
  - (b) review regularly and approve the parameters used in these measures and the methodology adopted; and
  - (c) set a process for the accurate and timely monitoring of material exposures and certain risk types of critical importance;
- 2.1.4 review the Company's capability to identify and manage new risk types;
- 2.1.5 review reports on any material breaches of risk limits and the adequacy of proposed action;
- 2.1.6 review together with the Audit Committee ("AC"), the adequacy and effectiveness of the Company's internal controls and enterprise risk management systems, including operational, compliance and information technology controls, and review and approve the statements to be included in the annual report concerning the adequacy and effectiveness of the Company's internal control and enterprise risk management systems;
- 2.1.7 review all relevant and material risk reports on the Company;

- 2.1.8 review and monitor the Management's responsiveness to the findings on the aforementioned, where relevant;
- 2.1.9 coordinate with the Management Risk Committee ("MRC") as to the inventory of risks and delineate as to the material items to be tracked by the RSC and those to be monitored on an ongoing basis by the MRC. Material events under the purview of the MRC will be reported to the RSC on a timely basis; and
- 2.1.10 encourage and foster greater awareness of enterprise risk management at all levels of the Group;

In relation to Cybersecurity:

- 2.1.11 oversee cybersecurity governance and strategy, including ensuring clear cyber governance and a cybersecurity strategy aligned with business priorities and risk appetite. In this regard, the Chief Information Security Officer (CISO) shall have a direct line of reporting to the RSC, alongside reporting to the Chief Executive, on cybersecurity matters;
- 2.1.12 oversee management of key cyber risks (including threats to systems, data and networks, and technology-related and third-party risks) and assess whether controls and mitigation plans are effective;
- 2.1.13 review cyber resilience and incident readiness, including ensuring adequate incident response and crisis management frameworks are in place to ensure the Company can prevent, respond to, and recover from cyber incidents;
- 2.1.14 oversee compliance and assurance by ensuring controls are in place for monitoring of cybersecurity, data protection and regulatory obligations, and review of audit findings, assessments, and remediation progress;
- 2.1.15 where appropriate, complement and augment Management's engagement with relevant regulatory authorities;
- 2.1.16 review Management's efforts to promote a strong cybersecurity culture, including employee awareness, accountability and leadership engagement;
- 2.1.17 provide the Board with regular updates on significant cyber risks, incidents, trends, preparedness, and advise the Board on actions requiring attention or approval.

In relation to Sustainability:

- 2.1.18 oversee and review the development and implementation of the Company's Sustainability commitments, strategies, targets, initiatives and policies and how these could be integrated into the Company's general operations, stakeholder engagement and commercial objectives;
- 2.1.19 regularly review the Company's Sustainability framework based on inter alia the key priority areas of Environmental, Social and Governance ("ESG"), to ensure that the framework is relevant to evolving local and global Sustainability trends and developments, and drive performance within the limitations of the available resources and capabilities of the Company;
- 2.1.20 oversee and review the management of the Company's impacts on economy, environment and people through periodic identification, assessment and monitoring of material Sustainability topics and their risks and opportunities;
- 2.1.21 work with the Organisation Development and Compensation Committee ("ODCC") on employee engagement issues and the Nominating and Governance Committee ("NGC") on governance issues;

- 2.1.22 review the development, oversee the assurance progress and recommend the annual Sustainability Report to the Board;
- 2.1.23 review the communications elements of the Sustainability topics to the pertinent stakeholders; and
- 2.1.24 manage and report to the Board on all Sustainability-related matters.

### **3. COMPOSITION AND CONSTITUTION**

- 3.1 The RSC shall comprise no fewer than three (3) members, a majority of whom shall be non-executive Directors, namely a Director who shall not be:
  - 3.1.1 an executive director of the Company and its subsidiaries; or
  - 3.1.2 a spouse, parent, brother, sister, son or adopted son or daughter or adopted daughter of an executive director of the Company and its subsidiaries.
- 3.2 The RSC shall have at least one (1) member who also serves on the AC, preferably the RSC Chairman.
- 3.3 The RSC may co-opt into the RSC persons other than Directors who have the relevant expertise to assist it, provided that the number of such co-opted members shall be less than the number of non-executive Directors on the RSC. Such persons may be either (a) full members of the RSC, or (b) associate members or invitees of the RSC with no decision-making powers or voting rights.
- 3.4 The Board shall appoint the Chairman of the RSC, who is a non-executive director.
- 3.5 Only members of the RSC have the right to attend RSC meetings. However, other individuals such as the Chairman of the Board, directors, the Chief Executive Officer, Chief Financial Officer and representatives of the AC, the ODCC and the MRC, may be invited to attend all or part of any meeting as and when appropriate and necessary.
- 3.6 If a member of the RSC for any reason ceases to be a member with the result that the number of members is reduced to below three (3) or the requisite majority set out in subparagraph 3.1 above is not satisfied, the Board shall, within three (3) months of that event, appoint such number of new members as may be required to make up the minimum number of three (3) members or the majority, as the case may be.
- 3.7 In the event that a member of the RSC who is a member of the Board retires, is removed or resigns from the Board, that member shall cease to be a member of the RSC.
- 3.8 The Board may, as it so decides, remove any member from the RSC.

### **4. MEETINGS AND PROCEEDINGS**

- 4.1 The RSC shall meet as required, but no less than two (2) times in each financial year.
- 4.2 The Company Secretary, failing whom any person appointed by the RSC to act as secretary, shall be the secretary (the "Secretary") for all meetings of the RSC.
- 4.3 A seven (7) days' notice or such shorter notice as may be agreed by the RSC members, shall be given by the Secretary of the RSC to each member of the RSC and any other person required to attend specifying the date, time, venue and agenda of the meeting of the RSC.
- 4.4 Meetings of the RSC may be conducted by means of telephone or audio-visual conferencing or other methods of simultaneous communications by electronic means.
- 4.5 The Secretary shall convene a RSC meeting on the requisition of a RSC member.

- 4.6 The quorum for the RSC shall comprise two (2) non-executive members. In the absence of the Chairman, the members present shall elect a Chairman from amongst themselves for the meeting.
- 4.7 All decisions at any meeting of the RSC shall be decided by a majority of votes of the RSC members present and voting (excluding co-opted members). The Chairman of the RSC shall have a second or casting vote in case of an equality of votes. The decision of the RSC shall at all times exclude the vote, approval or recommendation of any member who has a conflict of interests in the subject matter under consideration.
- 4.8 Resolutions in writing signed by the requisite majority of the members of the RSC shall be as effective as if a resolution passed at a meeting of the RSC and may consist of several documents in the like form each signed by one or more RSC member. The expressions 'in writing' and 'signed' include approval of any such RSC member by electronic mail or any form of electronic communication approved by the Board for such purposes from time to time incorporating, if the Board deems necessary, the use of security and/or identification procedures and devices approved by the Board.
- 4.9 Minutes of the RSC meetings shall be recorded by the Secretary and confirmed by the Chairman of the respective RSC meeting. The minutes shall be tabled to the Board for information and kept by the Secretary at the registered office of the Company.
- 4.10 The RSC shall otherwise regulate / govern itself as it deems fit but within the ambit of its specified functions and in accordance with applicable law or regulation.

## **5. ANNUAL GENERAL MEETING**

- 5.1 The Chairman of the RSC should attend all general meetings of shareholders to answer shareholder questions on the RSC's activities, role and scope of responsibilities.

## **6. REPORTING RESPONSIBILITIES**

- 6.1 The Chairman of the RSC shall report to the Board on the RSC's proceedings after each RSC meeting.
- 6.2 The RSC shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.
- 6.3 Taking into account the Company's reporting obligations (pursuant to, as applicable, relevant rules and regulations, including for instance the Singapore Exchange Securities Trading Limited's Listing Rules (the "SGX-ST Listing Rules")), the RSC shall give a report of its activities and the Company's enterprise risk management and strategy to be included in the Company's annual report, as necessary.

## **7. OTHER MATTERS**

- 7.1 The RSC shall:
- 7.1.1 have access to sufficient resources in order to carry out its duties, including access to the Secretary for assistance as required;
  - 7.1.2 be provided with appropriate and timely training, in particular in respect of enterprise risk management expertise, on an ongoing basis for all members;
  - 7.1.3 be provided with appropriate and timely updates with regards to Sustainability reporting requirements and trends, as well as broader forms of potential Sustainability involvement;

- 7.1.4 give due consideration to laws and regulations, the provisions of the Singapore Code of Corporate Governance, the requirements of the SGX-ST's Listing Rules and any other applicable rules, as appropriate;
- 7.1.5 oversee any investigation of activities which is within its terms of reference; and
- 7.1.6 arrange for periodic reviews of its own performance, its constitution and terms of reference to ensure it is operating at optimal effectiveness and recommend any changes it considers necessary to the Board for approval.

## **8. AUTHORITY**

- 8.1 The RSC is authorised to:
  - 8.1.1 seek any information it requires from any employee of the Company and its subsidiaries in order to perform its duties;
  - 8.1.2 obtain, at the Company's expense, outside legal or other professional advice on any matter within its terms of reference; and
  - 8.1.3 require any employee of the Company and its subsidiaries to be in attendance at a meeting of the RSC as and when required, and to respond to the RSC's questions and/or to provide the RSC with any other assistance.

30 May 2026