



## 4. ACCOUNTABILITY AND AUDIT

The Board provides a balanced and informed assessment of the Group's performance, position and prospects to shareholders in the Group's quarterly business performance updates and half-yearly operating performance and financial results which are released via SGXNET, together with the associated press releases and accompanying presentation slides.

For the half year financial statements, the Board provides a negative assurance confirmation to shareholders, in line with the requirements of the SGX-ST Listing Manual. StarHub recognises that prompt and full compliance with statutory reporting requirements is imperative in maintaining shareholder confidence and trust.

The Chief Executive updates the Board through quarterly reports on the state of the business, including key performance and financial highlights, issues and priorities which Management is focused on, and the longer-term challenges which Management is addressing to ensure we stay committed on value creation for our customers, employees and shareholders. Other related business reports and updates are also provided to the Board regularly and upon request by the Board, to keep the Board informed of the key business initiatives and the latest market developments and trends as well as challenges and opportunities for the Group.

StarHub has also procured the relevant undertakings from all Directors and executive officers, in compliance with SGX-ST Listing Rule 720(1).

### A. RISK MANAGEMENT AND INTERNAL CONTROLS

The Board provides oversight to the management of risk and internal controls of StarHub Group. It reviews the adequacy of the Group's risk management system and internal controls with the support from the Risk and Sustainability Committee (RSC) and the Audit Committee (AC), to safeguard shareholders' interests and Group assets.

# CORPORATE GOVERNANCE

The RSC inventorises all risks, but may direct oversight of certain categories of risks to be assigned to the appropriate Management and Board bodies that the RSC may identify to be the most appropriate for reviewing and overseeing such risks, as follows:

Board Oversight	Main Board	Audit Committee	Risk and Sustainability Committee	Organisation Development and Compensation Committee	Nominating and Governance Committee
Management Oversight	Whole of StarHub Management	Finance	Management Risk Committee/ Sustainability/ Operations	Chief Executive/HR	Chief Executive
<b>Risk Inventory</b>	<b>Strategic</b> <ul style="list-style-type: none"> <li>Ability to take advantage of opportunities for growth, expansion and diversification</li> <li>Customer experience and management</li> <li>Competition / disruption</li> </ul>	<b>Financial</b> <ul style="list-style-type: none"> <li>Accounting</li> <li>Disclosures</li> <li>Reporting</li> <li>Treasury and tax</li> <li>Internal audit</li> </ul> <b>Compliance</b> <ul style="list-style-type: none"> <li>Listing and statutory</li> <li>Business and processes</li> <li>Control self-assessment</li> <li>Fraud and whistle blowing</li> </ul>	<b>Operations</b> <ul style="list-style-type: none"> <li>Business continuity and operational risks</li> <li>Cyber posture – potential breach, requirements, breach management</li> <li>Cyber regulatory – Critical Information Infrastructure (CII) needs, governance, reporting</li> <li>IT transformation</li> <li>Network transformation, including 5G</li> <li>Physical risks – data centres / infrastructure etc.</li> <li>Macroeconomic risks</li> <li>Insurance and related matters</li> <li>StarHub's 2030 and 2050 climate related goals</li> </ul>	<b>Talent and Organisational Design</b> <ul style="list-style-type: none"> <li>Leadership strength</li> <li>Talent Management / Succession planning</li> <li>Employee Value Proposition</li> </ul>	<b>Board Composition</b> <ul style="list-style-type: none"> <li>Board strength</li> <li>Compliance with listing regulatory requirements</li> <li>Chief Executive appointment (working with the ODCC)</li> </ul>
<b>Sustainability Inventory</b>	<ul style="list-style-type: none"> <li>Review and endorse Environmental, Social and Governance (ESG) framework and report</li> <li>Ensure ESG is central to overall business strategy</li> </ul>	<ul style="list-style-type: none"> <li>TCFD Reporting (working with the RSC)</li> <li>Control assessments</li> </ul>	<ul style="list-style-type: none"> <li>TCFD Reporting (working with the AC)</li> <li>SGX 27 Metrics</li> <li>Target setting, execution and monitoring</li> <li>External verification - limited assurance</li> <li>Energy and climate change</li> <li>Circularity</li> <li>Green ICT solutions</li> <li>Online safety</li> <li>Data privacy and cybersecurity</li> <li>Product and Service Quality</li> <li>Digital inclusion and CSR</li> <li>Supply chain management</li> <li>Responsible selling</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability linked compensation framework</li> <li>Talent Management (including diversity, equality and inclusion)</li> <li>Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>Governance framework (working with the RSC)</li> <li>Business conduct and ethics</li> <li>Stakeholder engagement</li> <li>Board diversity, capability building and training</li> </ul>

The RSC has full capacity to review risk matters within its Terms of Reference, while having access to Management for support and resources. It has the discretionary capacity to extend invitations to any Director or executive to attend its meetings.

In relation to sustainability matters, the RSC oversees responsibilities for the Group’s sustainability vision, strategy, initiatives, policies and practices.

Risk and Sustainability Committee	
Membership <sup>(1)</sup>	Key Responsibilities
<p><b>Ms Nayantara Bali</b>, RSC Chairman and ID</p> <p><b>Mr Nikhil Eapen</b>, ED</p> <p><b>Mrs Deborah Ong</b>, ID<sup>(2)</sup></p> <p><b>Mr Han Kwee Juan</b>, ID<sup>(2)</sup></p> <p>During FY2024, the RSC held three meetings.</p>	<ul style="list-style-type: none"> <li>Review the types of business risk that the Group undertakes in achieving its business strategy, and the appropriate risk management framework and policies for managing StarHub’s risks</li> <li>Provide oversight in the design, implementation and monitoring of the risk management framework and internal controls for operations, compliance and information technology, and ensure that action plans to mitigate the identified risks are put in place</li> <li>Review the adequacy and effectiveness of StarHub’s system of risk management and internal controls for operations, compliance and information technology</li> <li>Review the adequacy and effectiveness of policies and procedures for timely risk identification and remediation, including disclosure requirements for regulatory compliance</li> <li>Oversee and review the development and implementation of the Group’s sustainability commitments, strategies, targets, initiatives and policies, and how these could be integrated into the Group’s general operations, stakeholder engagement and commercial objectives</li> <li>Regularly review the Group’s sustainability framework based on the three pillars of Environmental, Social and Governance, to ensure the relevance and achievability of the framework, review the communications elements of the sustainability topics and manage and report to the Board on all sustainability-related matters</li> <li>Review and oversee the development and assurance progress, and recommend the annual Sustainability Report to the Board for approval</li> <li>Oversee and review the management of the Group’s impacts on economy, environment and people through identification, assessment and monitoring of material sustainability topics, risks and opportunities</li> <li>Provide guidance on cybersecurity, data ethics and governance to ensure appropriate controls and measures are in place</li> <li>Set and instil in StarHub an appropriate risk-awareness culture for effective risk governance</li> <li>Ensure that all Group material risks are identified and inventorised, and direct oversight of certain categories of risks to be allocated to the appropriate management and Board Committee that the RSC may identify to be most appropriate</li> <li>Work with the ODCC on employee engagement issues and the NGC on governance issues</li> </ul>

(1) Mr Paul Ma stepped down as a member of the RSC on 28 September 2024.

(2) Mrs Deborah Ong and Mr Han Kwee Juan joined as members of the RSC with effect from 26 July 2024 and 1 September 2024 respectively.

The RSC is supported by the Management Risk Committee (MRC), which comprises 3 members of the Executive Committee (namely Chief Financial Officer, Chief People, Organisation and Communications and Chief Information Service Officer) and 3 members of the Management Committee (namely General Counsel, Head Government & Strategic Affairs and Head Sustainability). The MRC assumes an advisory role in overseeing the implementation of the Group’s enterprise risk management programme, the corporate insurance programme as well as the facilitation of the self-assessment exercise required of business units on an annual basis. The MRC actively identifies current and emerging risks that are crucial to business, while ensuring that they are adequately managed across the organisation. It also maintains oversight on cybersecurity, data ethics and governance, and sustainability. The MRC regularly updates the RSC on matters pertaining to oversight, assessment and implementation of organisational resilience and ensures timely actions and decisions are attended to key issues.

➔ Further details on StarHub’s approach to sustainability can be found in the Sustainability Report on pages 67 to 149 of the Annual Report.

# CORPORATE GOVERNANCE

## Enterprise Risk Management System and Internal Controls

The Group's Enterprise Risk Management (ERM) programme adopts a holistic and structured approach towards the management of risks which is integrated into the Group's key business activities and decision-making processes. The all-encompassing programme focuses on risks and opportunities that are pertinent to the Group's primary business operations as well as aligning to the Group's strategic priorities. StarHub strives to embed risk management practice in the day-to-day corporate affairs across all levels and adopts a disciplined yet pragmatic approach to managing risks.

To optimise the management of risk, we have an established risk governance structure consisting of the Board, RSC, MRC and risk owners. The Group's top risks are reviewed by the RSC for tracking and monitoring. These risks are strategic, operational, regulatory/legal, information technology, cybersecurity, governance, customers, human resource, financial and climate-related. In consultation with the Board and other Board Committees, the identified risk areas are mapped and assigned to the corresponding Board Committees for management and control. The RSC maintains the oversight and provides guidance on the identified top risks, which are subject to rigorous discussions at MRC and RSC meetings that take place three times a year.

Independent external and internal audits are conducted to assess the effectiveness of the Group's internal financial controls. The AC is responsible for reviewing audit findings along with the adequacy of actions taken by Management in addressing the matters raised in the auditors' recommendations. Material findings are then reported to the Board.

To ensure corporate assets are protected and public concerns are appropriately addressed, the Group maintains a crisis management plan alongside the business continuity management programme, which is regularly reviewed by the MRC.

StarHub is committed to effective corporate governance driven by a robust enterprise-wide risk management framework and internal controls to safeguard stakeholders' interests and StarHub's assets. This is achieved by ensuring the necessary resources are available for those tasked with managing and improving the corporate risk management framework. StarHub seeks to achieve the key outcomes of such a framework, namely, by having a thorough understanding of the Group's risks (current and emerging), and by ensuring the exposures of these risks are within acceptable tolerances that reflect StarHub's values, objectives and commitments.

For FY2024, the Board has received written assurance from:

- The Chief Executive and the CFO that the financial records of the Group have been properly maintained and the financial statements give a true and fair view of the Group's operations and finances; and
- The Chief Executive, the CFO, MRC members along with other key management personnel that the risk management and internal controls systems are adequate and effective to address the financial, operational, compliance, and information technology risks as well as the risk management objectives which the Group considers applicable to its present business landscape and operational context.

Based on the Group's current risk management system and internal controls, the reviews of Management as supported by internal and external audit findings, together with the relevant written assurance from the Chief Executive, the CFO, MRC members and other key management personnel, the Board (with the concurrence of the RSC and the AC) is of the opinion that as at 31 December 2024, the risk management system and internal controls of the Group are adequate and effective to address the financial, operational, compliance, information technology risks as well as the risk management objectives which the Group considers applicable to its present business landscape and operational context.

Though the Board acknowledges that the Group has an adequate and effective risk management system and internal controls, there can be no absolute assurance that the Group will not be adversely impacted by unforeseen events since these are often unpredictable in nature, which could be exacerbated by material errors, human lapses and irregularities. However, the Board considers corporate prudence supported by appropriate risk counter-measures and internal controls as fundamental when conducting business affairs.

➔ Further details on StarHub's approach to enterprise risk management can be found in the Risk Management section on pages 184 to 191 of the Annual Report.

## B. AUDIT COMMITTEE

The AC oversees the effective governance of the Group's financial reporting and internal controls to ensure quality and integrity of its financial statements and the adequacy of related disclosures. The internal auditors and the external auditors both report to the AC.

Audit Committee	
Membership	Key Responsibilities
<p><b>Mrs Deborah Ong</b>, AC Chairman and ID<sup>(1)</sup></p> <p><b>Ms Nayantara Bali</b>, ID</p> <p><b>Ms Ng Shin Ein</b>, ID</p> <p><b>Mr Teo Ek Tor</b>, NED</p> <p><b>Mr Paul Ma</b>, NED</p> <p>The AC comprises five NEDs, with the majority (including the AC Chairman) being IDs. During FY2024, the AC held four meetings and a private session with the external auditors and internal auditors without Management being present.</p>	<ul style="list-style-type: none"> <li>• Reviewing and approving quarterly business performance updates and half yearly financial results announcements and financial statements, before recommending to the Board for approval</li> <li>• Monitoring compliance with relevant statutory and listing requirements to ensure the integrity of the Group's financial statements and reporting, including the relevance and consistency of the accounting principles adopted</li> <li>• Providing oversight in the design, implementation and monitoring of the system of internal controls (financial controls, compliance with laws and regulations, and information technology (Financial Controls)), working with the RSC as required</li> <li>• Reviewing and reporting to the Board at least annually on the adequacy and effectiveness of the Group's Financial Controls</li> <li>• Reviewing the adequacy, effectiveness, scope and results of the external audit, and the independence and objectivity of the external auditors (taking into account the nature, extent and cost of non-audit services provided by the external auditors during the financial year)</li> <li>• Reviewing the scope and results of the internal audit and the independence and objectivity of the internal auditors</li> <li>• Reviewing interested person transactions to ensure compliance with the SGX-ST Listing Manual and the Shareholders' Mandate for Interested Person Transactions that is renewable annually</li> <li>• Making recommendations to the Board on the proposals to shareholders for the appointment, re-appointment and removal of the external auditors, and approving the remuneration and terms of engagement of the external auditors</li> <li>• Commissioning and reviewing findings of internal investigations into suspected fraud, irregularity, failure of internal controls or violation of any law that is likely to have a material impact on the Group's results</li> <li>• Reviewing reports made under StarHub's Whistle Blowing Policy, and where appropriate, directing the investigation of such matters and any follow-up actions to be taken</li> </ul>

<sup>(1)</sup> Mrs Deborah Ong was appointed as a member of the AC on 1 May 2024, and as Chairman of the AC on 18 September 2024, succeeding Mr Paul Ma who stepped down as Chairman of the AC and remained on as a member of the AC.

The AC members are appropriately qualified to discharge their responsibilities and collectively have strong and recent accounting and related financial management expertise and experience. They keep abreast of changes to accounting standards and issues which affect the Group through, *inter alia*, consultation with the external and internal auditors.

The AC has explicit authority to investigate any matter within its Terms of Reference, with full access to and co-operation from Management. The AC also has full discretion to invite any Director or executive to attend its meetings, and to require Management to provide it with reasonable resources to enable it to discharge its functions properly. After each AC meeting, the AC Chairman reports to the Board on significant matters which have been discussed.

# CORPORATE GOVERNANCE

## Key Audit Matters (KAMs)

The significant areas of audit focus in relation to the financial statements for FY2024 are: (a) revenue recognition, and (b) valuation of non-financial assets. During FY2024, the AC received updates from Management on the status of these areas, and reviewed and discussed with the external auditors on the results of their audit, including their findings on the key areas of audit focus.

In assessing the KAMs, the AC took into consideration the appropriateness of:

- Revenue recognition policies and assumptions adopted; and
- Assumptions and estimates made in valuation of non-financial assets.

→ Significant matters that were discussed with Management and the external auditors have been included as KAMs in the Independent Auditors' Report on pages 202 to 206 of the Annual Report.

## C. EXTERNAL AUDIT

The AC has performed a review of the independence and objectivity of the external auditors, as well as the fees paid for and the type of non-audit services provided by the external auditors to StarHub and the Group during FY2024. The AC meets with the external auditors without the presence of Management, at least annually.

The audit and non-audit fees paid or payable to KPMG LLP and its network firms (KPMG) for FY2024 are \$1.0 million and \$0.3 million respectively, as disclosed in Note 25.3 to the Financial Statements for FY2024. The non-audit fees as a percentage of the total fees paid to KPMG for FY2024 would be 32%. The non-audit services mainly included tax compliance and advisory services. These constitute permissible non-audit services under the Accountants (Public Accountants) Rules – Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities.

The AC has evaluated the potential threats to KPMG's independence and objectivity arising from the provision of non-audit services by KPMG to the Group, and the appropriate safeguards that were put in place to mitigate such threats. Such safeguards included:

- having the non-audit services undertaken by a separate and different KPMG team from the audit team, with no overlap of lead partners on the respective team;
- StarHub taking management responsibility and decision for the results of the work performed by KPMG;
- obtaining the AC's approval prior to engaging KPMG to provide any non-audit service, including a non-audit service that results or may result in the aggregate non-audit services fees exceeding 50% of the Group's total audit and non-audit fees to KPMG for the relevant financial year. When giving its approval, the AC had to be satisfied that the provision of non-audit services does not impinge on the independence of the auditors; and
- reporting to the AC on a quarterly basis, the nature and extent of non-audit services procured, and the fees to be incurred, both for individual non-audit services and in aggregate, relative to the total audit and non-audit fees of the Group.

In addition, the AC has requested information on and reviewed KPMG's policies and processes for maintaining independence and monitoring compliance with relevant requirements, and KPMG has confirmed its independence as auditors of the Group.

Based on the independence review, the AC is satisfied that the nature and extent of such non-audit services provided to the Group would not compromise the independence and objectivity of KPMG and that Rules 712 and 715 of the SGX-ST Listing Manual have been complied with. Accordingly, and having regard to the adequacy of the resources and experience of the external auditors and the audit engagement partner and staff assigned to the audit, the AC has recommended to the Board that KPMG be nominated for re-appointment as the Group's external auditors at the upcoming AGM of StarHub. To further maintain the independence of KPMG and in accordance with Rule 713 of the SGX-ST Listing Manual, the AC ensures that the audit partner-in-charge of the Group is rotated every five years. The current audit partner-in-charge had been appointed with effect from 1 January 2021. None of the Directors (including the AC members) or Management is or has in the past two years been a former partner, director or employee of the Group's external auditors.

The AC has also reviewed the appointment of different auditors for its subsidiaries for FY2024 pursuant to Rule 716 of the SGX-ST Listing Manual. The Board and the AC have confirmed that they are satisfied that the retention of: (a) Deloitte & Touche LLP (Deloitte) as the auditors of Ensign, and (b) PricewaterhouseCoopers LLP (PwC) as the auditors of MyRepublic Broadband, for FY2024, would not compromise the standard and effectiveness of the audit of the Group.

Deloitte, through its member firms, has provided non-audit tax advisory services to Ensign during FY2024. The Audit and Risk Committee of Ensign (Ensign ARC) has carried out a review of Deloitte's independence, and it is satisfied with Deloitte's independence. Deloitte has further confirmed its independence, within the meaning of regulatory and professional requirements. Appropriate safeguards were also established to address any potential independence threats arising from the provision of non-audit services to Ensign as well as the Group. Such safeguards included (a) assigning a separate and different Deloitte team from the audit team for the provision of non-audit services to Ensign and/or the Group, (b) undertaking an independent internal quality control review with respect to the audit of Ensign and (c) obtaining the AC's approval before any engagement of Deloitte to perform non-audit services where the total non-audit fees exceed or may exceed 50% of the Group's total audit and non-audit fees for the relevant financial year.

PwC, through its member firms, has carried out the internal audit function of the Group (excluding Ensign and MyRepublic Broadband) and provided non-audit services to certain subsidiaries of the Group. PwC has confirmed its independence within the meaning of regulatory and professional requirements, and appropriate safeguards were established to address any potential independence threats arising from the provision of non-audit services to the Group. Such safeguards included (a) assigning a separate and different PwC team from the audit team for the provision of non-audit services, (b) ensuring that both the audit and non-audit services team do not place any reliance on work performed by each other, and (c) obtaining the AC's approval before any engagement of PwC to perform non-audit services.

StarHub's auditor, KPMG, has reviewed the audit work of Deloitte and PwC as part of its overall review of the StarHub subsidiaries' audited financial statements in order to express an opinion on the Group's consolidated financial statements.

For the Strateq Group, JOS Malaysia and JOS Singapore, they use the same auditors as StarHub, namely KPMG.

➔ Details of the aggregate amount of external auditors' fees paid for FY2024 and the breakdown for the audit and non-audit services are set out in Note 25.3 to the Financial Statements of the Annual Report.

## D. INTERNAL AUDIT

The internal audit function of the Group (excluding Ensign and MyRepublic Broadband) for FY2024 was carried out by PricewaterhouseCoopers Risk Services Pte. Ltd., an independent firm. The internal auditor is guided by the International Standards for the Professional Practice of Internal Auditing, prescribed by the Institute of Internal Auditors.

The internal auditor reports to the AC functionally, and to the Chief Executive and the CFO administratively. The appointment, termination and remuneration of the internal auditor are approved by the AC. The internal auditor has unfettered access to all of StarHub's documents, records, properties and personnel, including access to the AC. The AC meets with the internal auditor without the presence of Management, at least once annually, to ensure independent discussions, address key audit findings, and strengthen governance oversight.

The internal auditor adopts a risk-based auditing approach in developing the annual internal audit plan, which focuses on material internal controls across the Group's business, including financial, operational, compliance and information technology controls. The internal audit plan is submitted to the AC for its review and approval at the start of each financial year. Periodic internal audit reports are submitted to the AC detailing the internal auditor's progress in executing the internal audit plan and any major findings and corrective actions taken by Management.

For FY2024, Ensign maintained an in-house internal audit function that reports to the Ensign ARC, which meets with the internal audit team at least once annually without the presence of Ensign Management. MyRepublic Broadband engaged BDO Advisory Pte. Ltd. (BDO) to manage its internal audit function.

Both Ensign in-house internal audit function and BDO have unrestricted access to all necessary documents, records, properties and personnel of Ensign and MyRepublic Broadband respectively for effective audits. The internal audit reports of both Ensign and MyRepublic Broadband are reviewed by the AC as part of its overall assessment of the Group's internal audit function.

The AC reviews the adequacy, effectiveness, scope and independence of the internal audit function for the Group (including Ensign and MyRepublic Broadband) annually. For FY2024, the AC is satisfied that StarHub, Ensign and MyRepublic Broadband maintained effective internal audit functions that were adequately resourced and independent of the audited activities, and that the internal auditors had appropriate standing within StarHub, Ensign and MyRepublic Broadband respectively to perform their function effectively.

# CORPORATE GOVERNANCE

## E. INTERESTED PERSON TRANSACTIONS

Interested person transactions (IPTs) entered into by any of the Group entities are governed by the Shareholders' Mandate for Interested Person Transactions (IPT Mandate) as approved by shareholders annually at StarHub's EGM, as well as the disclosure and shareholder approval requirements under Chapter 9 of the SGX-ST Listing Manual.

StarHub has established review procedures to ensure that all IPTs are undertaken on an arm's length basis and on normal commercial terms, and are not prejudicial to the interests of StarHub and its minority shareholders. Under the review procedures, the IPT terms and pricing are to be (a) consistent with StarHub's usual business practices and policies and no more favourable to the interested persons than those extended to unrelated third parties and (b) fair and reasonable. StarHub will also consider factors such as specification compliance, track record, experience and expertise, as well as preferential rates or discounts for bulk purchases. An authorised senior officer who does not have any conflict of interests in relation to the IPT will determine whether the IPT terms and pricing are fair and reasonable. Where possible, competitive quotations or tenders for purchase transactions are procured. StarHub has also put in place procedures to identify interested persons and record and monitor the IPTs entered into by the Group.

All IPTs are subject to review and approval by the appropriate approving authority, including the AC, based on pre-determined threshold limits under the IPT Mandate. If any Director, AC member or authorised reviewing officer has a conflict of interests in relation to an IPT, he or she will abstain from reviewing that particular transaction.

The IPTs are reviewed by the internal auditors on a quarterly basis, and the quarterly audit reports on all such IPTs are provided to the AC. IPT disclosures are made via SGXNET announcements on a half yearly and annual basis at the same time as the Group's half-yearly and full-year results announcements.

In FY2024, there were no IPTs or related party transactions that can be classified as financial assistance to entities other than StarHub's subsidiary companies as well as associated companies.

StarHub does not provide loans to Directors as a matter of corporate policy and therefore no loans have been provided by StarHub to the Directors in FY2024.

➔ Further details on StarHub's IPTs for FY2024 can be found in the Interested Person Transactions and Material Contracts section on page 289 of the Annual Report.



## 5. SHAREHOLDER RIGHTS AND ENGAGEMENT

StarHub respects shareholders' rights and promotes the fair and equitable treatment of all shareholders. StarHub keeps all our shareholders sufficiently informed of our corporate affairs and activities, including any changes to the Group or our business which may materially affect the price or value of StarHub shares, on a timely basis.

All new material price-sensitive information is disclosed on an adequate, accurate and timely basis via SGXNET and on the StarHub IR website. StarHub recognises that the timely release of relevant information is central to good corporate governance and assists shareholders to make informed investment decisions.

### A. SHAREHOLDER RIGHTS AND CONDUCT OF GENERAL MEETINGS

#### General meetings

All shareholders are entitled to attend and vote at StarHub's general meetings and are afforded the opportunity to participate effectively in the general meetings. If shareholders are unable to attend, they are allowed to appoint up to two proxies to attend, speak and vote in their place at general meetings. Under StarHub's Constitution and pursuant to the Companies Act 1967, shareholders who are nominee companies, custodian banks or Central Provident Fund agent banks may appoint more than two proxies to attend, speak and vote at the upcoming AGM and at subsequent general meetings.