

## CORPORATE GOVERNANCE

- **Boardroom Conduct, Dynamics, and Communications** – Board culture and dynamics, quality of engagement and dialogue, clarity of Board-Management roles, openness and candour in discussions, and the effectiveness of interactions with the Chief Executive and Management.
- **Board Processes and Operations** – the effectiveness of Board and Committee processes, meeting cadence, agenda planning, quality of deliberations, prioritisation of issues, and focus on decision-quality discussions rather than information updates.

The annual review process facilitates consideration by the Board on its membership and renewal. The results of the evaluation are consolidated, analysed and presented to the NGC, in consultation with the Chairman, before being shared with the full Board. Based on the findings, the NGC identified key strengths and areas for enhancement, and recommended follow-up actions to further strengthen the Board's effectiveness. Where appropriate, Management participates in the review process, and supports the implementation of agreed measures.

The FY2025 assessment reaffirmed the Board's commitment to strategic leadership, effective governance, constructive Board dynamics and culture, strong executive relationships, and robust risk oversight. While recognising key strengths, the evaluation also identified opportunities for further enhancement. The Board remains committed to continuous improvement, and will continue to refine its governance practices, Board dynamics and decision-making processes to support effective oversight, constructive challenge and long-term value creation for StarHub.



### 2. STRATEGIC MATTERS

With the increasing complexity of the industry, the Board considers it important that adequate time is allocated for the full Board to consider and deliberate on the Group's strategic direction and priorities. Accordingly, strategic direction and focus of the Group. This would additionally improve efficiency in discussions across Board and Board Committee meetings. Strategic matters are tabled at Board meetings directly, to facilitate more focused and efficient discussions across the Board and its Board Committees.

The annual Board Strategy meeting provides the Board with an opportunity to engage closely with Management for a more in-depth focus on the Group's overall strategy. In September 2025, the Board held a full-day offsite Board Strategy meeting to facilitate in-depth strategic discussions and alignment.

The Board has established the SC to enhance governance and oversight of strategic operating and financial matters relating to the Group, including transformation initiatives, capital considerations and mergers and acquisitions. The SC provides guidance and recommendations to the Board on matters within its remit, while facilitating effective coordination between the Board and Management. This enables timely and well-informed consideration of strategic matters as the Group undergoes a period of significant transformation and business evolution, within an increasingly dynamic and competitive environment.

Steering Committee	
Membership	Key Responsibilities
<p><b>Mr Stephen Miller</b>, SC Chairman and NED</p> <p><b>Mr Olivier Lim</b>, ID</p> <p><b>Mrs Deborah Ong</b>, ID</p> <p><b>Mr Lionel Yeo</b>, ID</p> <p><b>Ms Nayantara Bali</b>, ID</p> <p>The SC comprises five NEDs, with the majority being IDs. During FY2025, the SC held six meetings.</p>	<ul style="list-style-type: none"> <li>• Provide strategic oversight on key operational, financial, and M&amp;A matters</li> <li>• Ensure the Group's strategic objectives are effectively identified, developed and implemented (including prioritisation of objectives)</li> <li>• Assess risks and opportunities related to M&amp;A, business expansion, and strategic partnerships</li> <li>• Consider the Group's financial structure and balance sheet capacity for M&amp;A and other strategic initiatives</li> <li>• Oversee the Group's transformation roadmap and initiatives, including recommended priorities, finalisation of the existing programmes as well as the framework for future programmes</li> <li>• Monitor regional enterprise development, including integration into the Group fabric and continued development</li> <li>• Monitor and evaluate the Group's performance against strategic and financial goals in relation to its oversight areas</li> <li>• Oversee cost management initiatives to enhance operational efficiency and financial resilience</li> <li>• Facilitate communication and coordination between the Board and Management</li> </ul>