

GROUP TRANSFORMATION AND TECHNOLOGY COMMITTEE – TERMS OF REFERENCE

The Committee shall carry out the following roles and responsibilities on behalf of the Board, within its duties and scope of authority as determined by the Board from time to time:

- Provide strategic oversight and guidance over Group-wide transformation, technology, digitalisation and other strategic initiatives that materially impact the SBM Group entities.
- Monitor the progress of the implementation of the different Group projects against approved objectives, milestones, timelines, budgets, scope and expected outcomes or benefits.
- Identify, review and assess key risks, issues, dependencies and constraints that may impact the successful delivery of the Group transformation and technology projects.
- In collaboration with the SBMH Management Team, ensure that material risks, issues, challenges delays or deviations are escalated, as appropriate, to the relevant Board Committees or to the SBMH Board.
- Review and provide guidance on Management's proposed mitigation strategies, corrective actions or recovery plans to address the delays in the implementation of the strategic projects.
- Oversee major system implementations, digital initiatives and transformation programmes that enable operational efficiency, resilience, scalability and innovation across the SBM Group.
- Review and oversee other projects deemed strategic from a Group perspective, including those that may not impact all operating entities but have material strategic, financial, operational or technological implications for the SBM Group.
- Provide regular and comprehensive updates to the SBMH Board on the status, progress, identified key risks and outcomes of Group transformation, technology and strategic initiatives, together with any recommendations requiring Board consideration or approval.
- Review, challenge and recommend the Group Technology Strategy, including architecture, core systems, cloud, data and digital platforms.
- Review and enforce Group-wide architecture principles.
- Monitor interoperability across subsidiaries.
- Monitor duplication of systems and platforms.
- Oversee Group data strategy and governance.
- Monitor data quality, ownership and accessibility.
- Monitor AI / advanced analytics initiatives and associated risks.
- Take note of the Report from the Group Transformation Office on a quarterly basis and provide the necessary guidance, as applicable.